



FLORIDA DEPARTMENT OF
EDUCATION
CAREER AND ADULT EDUCATION

Quality Assurance and Compliance

**On Site Monitoring Review
for
Pathways to Career Opportunities Grant**

Flagler Schools

March 2 – April 20, 2026

Final Report

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Florida Department of Education
Division of Career and Adult Education

Flagler 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 Flagler Schools (FS) monitoring strategy was determined to be an onsite monitoring review (OSMR). Notification was sent to LaShakia Moore, Superintendent, on December 9, 2025. The designated representatives for the agency were Ms. Sharon Kochenour, Financial Aid & Grant Specialist, Flagler Technical College (FTC) and Ms. Renee Swaggerty, Director, Flagler Technical College (FTC). The Division's representative conducting the OSMR was Program Specialist Chuck Davis of the QAC.

V. FLAGLER SCHOOLS

Finance

The provider was awarded the following grants for the fiscal year (FY) 2019-20 and 2020-21:

FY 2019-20

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Pathways to Career Opportunities	180-90310-0D001	\$ 99,950.00	\$.00

FY 2020-21

Pathways to Career Opportunities	180-90310-1D301	\$ 100,650.00	\$ 7,141.17
Pathways to Career Opportunities	180-90310-1D302	\$ 72,000.00	\$ 683.32

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

<https://www.flaglerschools.com/>.

VI. MONITORING ACTIVITIES

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

Onsite Visits

The monitoring team visited the following site as part of the OSMR:

- Flagler Technical College (FTC)

Entrance and Exit Conferences

The entrance conference for FS was conducted on March 2, 2026. The exit conference was conducted on April 20, 2026. The participants are listed below:

Name	Title	Entrance Conference	Exit Conference
Martin Evans	Coordinator K-12, Career and Technical Education, FS	X	X
Renee Swaggerty	Director, FTC	X	X
Angela O'Brien	Assistant Superintendent, FS	X	X
Christopher J. McDermott	Assistant Director, FTC	X	X
Sharon Kochenour	Financial Aid and Grants Specialist, FTC	X	X
Division Monitoring Team			
Chuck Davis	Program Specialist, QAC	X	X
Dantavia Davis	Program Specialist, QAC	X	X

Narrative

FTC has a history of participating in registered apprenticeship and preapprenticeship trainings. The Electrician and Heating and Air Conditioning (HVAC) Installer-Servicer were two occupations offered as

apprenticeship and preapprenticeship through the FS Community Apprenticeship Program Group Non-Joint. FTC was the related instruction provider for both programs. According to CareerOneStop, sponsored by the U.S. Department of Labor's Employment and Training Administration, the projected employment of Electricians in Florida has grown by 20% from 2016 to the present. HVAC Mechanics and Installers grew by 27% during the same period. Both occupations were on the 2020-21 Florida Statewide Demand Occupation List and the 2020-21 Regional Demand Occupations List for Workforce Development Area 11 (Flagler and Volusia Counties). The Florida Department of Economic Opportunity's Bureau of Workforce Statistics and Economic Research employment projections for our region showed 1.85% annual growth for electricians and 2.37% annual growth for HVAC Installer-Servicers.

VII. OBSERVATION

- A. **ADMINISTRATION** refers to the management and supervision of programs, the structure of programs and services, grant oversight and other administrative areas.
- FTC has implemented apprenticeship and preapprenticeship programs for 32 years. Most recently, the apprenticeship standards were rewritten and approved by the Department in June 2019. The preapprenticeship standards were rewritten and approved in May 2020. All standards were up to date and current with industry standards.
 - PCOG deliverables were submitted to the Division on time, needing limited technical assistance. All deliverables were paid 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 FS's PCOG enrollment numbers submitted to state data reporting systems. Enrollment data was requested for the following occupation(s):
 - Heating, Air Conditioning and Refrigeration Mechanic
 - Electrician
 - FS 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 FS as part of the monitoring review.
- C. **CURRICULUM AND INSTRUCTION** refers to elements contributing to student learning and skill acquisition.
- No curriculum or instruction was observed during the monitoring review because the review was conducted as an OSMR.
- 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 with the value of \$1,000 or more met the criteria set forth by federal, state and local guidelines and is included within their fixed asset system.

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.

- FS 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 FS Accounting Manual were reviewed as part of the monitoring process:
 - Budget Preparation
 - Cash Management
 - Cost Principals
 - Fiscal Planning
 - Internal Controls
 - Procurement
 - Travel
- QAC monitoring staff conducted a GBA and fiscal review of the providers' approved grant budget narrative and final expenditure reports. Upon review, FS adhered to their approved budget narrative and all amendments.
- FS provided additional fiscal records such as:
 - Payroll Allocation Reports
 - Travel
 - Purchase invoices

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.

- FS has numerous collaborations, partnerships and MOUs within the local community. They offer additional educational and job experience to students within their service area. The list of partners includes, but is not limited to:
 - CareerSource Flagler Volusia
 - Owen Electric Company Inc.
 - Palm Coast Electric Inc.
 - FTC

VIII. RESULTS

Based on the monitoring procedures performed, the documentation examined was generally in compliance with applicable requirements; however, the following concerns were identified:

Concern	1
Area	Program Data Concern
Summary	Program data for PCOG-funded apprenticeship and preapprenticeship 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. These 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.

Concern	2
Area	Program Financial Concern
Summary	Unexpended general revenue funds were not returned in accordance with the RFA's terms and conditions.
Resolution	Following notification by the Department, unexpended general revenue funds totaling \$7,824.49 were remitted by the Chief Financial Officer for Flagler County Schools. Receipt was verified by the Department Comptroller's Office on April 28, 2026. No further action is required.

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 Flagler Schools monitoring review, on behalf of the Division. A special thanks is offered to Ms. Renee Swaggerty for her participation and leadership during this process.



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