

# Capital Area **Community Action** Agency

## Board Meeting Agenda

Tuesday, November 27, 2018 – 6:00 pm  
Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee  
Conference Call (605) 475-4700; 275857#

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- I. Call to Order Christy McElroy, Chair
- II. Agenda Approval
- III. Sign-in/Attendance/Introductions
  
- IV. Action – Recommendation for Review and Approval
  - A. Approval of Minutes
    - i) Board Meeting – 9.23.2018
  - B. Fiscal Report
    - Narrative
    - Revenue & Expenditures Agency - 2 page
    - Balance Sheet
    - Head Start Match
    - Credit Card Activity Spreadsheet
    - Credit Card Statements
  - C. Budget Modification
    - i) Low-Income Home Energy Assistance Program (LIHEAP)
    - ii) Community Service Block Grant (CSBG)
  - D. CSBG Organizational Standards Annual Report
  
- V. Program Updates
  - A. Crisis
  - B. Weatherization
  - C. Getting Ahead/Staying Ahead
  - D. Head Start
  
- VI. Chief Executive Officer's Report
- VII. Chair's Report
- VIII. Adjournment

**Next Executive Committee Meeting 12/18/18 (proposed) – 5:30 pm – 309 Office Plaza Drive**

**Next Board of Directors Meeting 1/22/18 – 6:00 pm – Ghazvini Center for Healthcare Education**



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# Capital Area **Community Action** Agency

## EXECUTIVE COMMITTEE MEETING MINUTES October 23, 2018

### **Members in Attendance:**

Christy McElroy\*, Chair  
Harold Ross\*, Secretary  
Kara Smith, Treasurer  
Derrick Jennings\*  
Lauren Johnson\*

### **CACAA Staff:**

Tim Center\*  
Nina Self  
Cynthia Valencic  
Margaret Watson

Member Absent: Kara Smith

\*Attended meeting by phone.

The meeting was called to order at 5:35 p.m. by the Chair. A quorum was established.

The Chair asked for approval of the Agenda. Mr. Jennings made a motion to approve the agenda. It was seconded by Ms. Johnson, the motion was unanimously approved.

Mr. Ross made a motion for the approval of the minutes of August 28, 2018. Seconded by Ms. Johnson and unanimously approved.

### ***ACTION ITEMS***

Mr. Jennings questioned what Head Start Centers was the Agency paying for repairs? Mr. Center said that we are collecting the lease agreements. The Board asked for a workshop to discuss the lease arrangements for each of the lease buildings to show the comparisons and Agency obligations. Discuss future opportunities and how to move forward.

The Chair asked Mr. Center what timeframe can the information be gathered for the Board? The Chair said next week schedule a meeting on a conference call. Mr. Center will poll Board members availability to schedule a conference call for the week of October 29 – November 2, 2018.



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Mr. Jennings made a motion for a workshop to discuss the lease arrangements for each of the lease buildings. Seconded by Mr. Ross and unanimously approved.

### ***FISCAL***

As of August 31, 2018, we have completed eleven months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 92% of the annual budget. At month end, the Year-to-Date Actual Revenue and Expenses are 89% and 86% respectively, with mostly restricted net income of \$254,037.

Year to Date in-kind and non-Federal share match total \$775,384 which is 90% of the \$866,176 total match required for the fiscal year ending September 30, 2018. The August 2018 in-kind report does not include in-kind contributions for August, so we expect this number to change.

### **Expenditure Variances and Explanation**

Workers Comp Insurance – Over benchmark budget and will remain over budget for the year based on the previous month's average of around \$4000 per month. We plan to increase for next year's budget due to unanticipated increase in health insurance.

Healthcare – his budget line has gone over budget due to greater participation by employees during fiscal year 17-18 and a decrease in employee turnover.

Program Supplies – Over benchmark budget due to a number of school year end purchases.

Utilities – Over budget benchmark and expected to remain through the end of the year. Utilities were lowered due to the closing of Bainbridge Center. However, we currently have the same number of children. Overages will be paid out of slightly higher than expected School Readiness and VPK earnings.

General Liability and Property Insurance – Over the budget due to currently unreimbursed Pollution Occurrence Insurance (POI) payments for the Weatherization program. Insurance we provide to our contractors.

Communications – Over the percentage desired due to a number of maintenance issues. This is expected to continue through the end of the year. Any overage remaining in this category will be

covered by unused budget in office supplies, expendable equipment and advertising and telephone repairs.

Equipment Maintenance - Over the benchmark budget and our forecast is to finish the year about 5% over the budget.

Technology- Overages is for renewals for a number of our software programs close to the end of the fiscal year, and electronic personnel survey.

Special Events – No special events were anticipated for 2018 and therefore no budget was set for this category. However, there is sufficient revenue in the fund where this was charged to cover this unbudgeted expense for the Golden Apple Gala. We will create a line item for this in the budget next year, not anticipated this as a line item.

Raw Food Cost – Over budget but is expected to fall back in-line with budget, as a result of the implementation of the newly rented kitchen. Overages in this line item will be covered with additional earnings expected in the Child Care Food Program (CCFP).

#### **Revenue Variances and Explanations**

Government Contracts – Local – Currently ahead of budget expectations, but expected to equal the budget by year-end.

Contributions – The majority of revenue in this category is from unsolicited contributions and can be used for any legal purpose of the agency. Unspent revenue can be used in future years.

Contributions – Restricted – The revenue balance in this category are from three major areas: (1) School Readiness/Extended Day parent payments, (2) utility donations, such as TAP and Duke Energy Neighbor, and (3) Getting Ahead/Staying Ahead donations (Transition Ceremony). Unspent revenue can be used in future years.

Commissions – More commissions were received in the current year than previously because of the parent picture packages.

Other Revenue – The majority of these funds are carryforwards of revenues that were not spent last fiscal year. Reasons for this include a vacant administrative department position and non-grant revenues received late in the year.

Mr. Jennings made a motion to accept the financial report; it was seconded by Mr. Ross.



## ***CEO GOALS***

- **Board of Directors**
  - Ensure a diverse and regionally representative number of Directors that complies with By-Law requirements. This does not excuse the Board from pursuing potential Board members.
  - Keep the Board apprised of all relevant operational policies and practices.
  - Keep the Board informed on all operations, fiscal and organizational.
  - Ensure that the Board meets the required training to comply with CSBG standards.
- **Outreach**
  - Conduct visits with county and city administrators in each county served and build relationships with area partners including Chambers, CareerSource and others in this field. There may be potential grant funds available to pursue for the Agency.
- **Fundraising**
  - Plan annual fundraising events that generate funds in excess of \$15,000 to meet programs mission. Train Board members on Benevon model for fundraising.
- **Administration**
  - Conduct annual evaluations of staff and direct reports.

The Chair asked that each of the Board members suggested goals be sent out to Board members.

The Chair said that the next Board meeting will be focused on the CEO Performance Goals. The Board will send their goals to Ms. Self.

## ***HURRICANE UPDATE***

All Agency offices are operating with the exception of Blountstown. We anticipate that the office will be up and running by Friday, October 27, 2018.

We had staff that was impacted by the storm through the loss of their homes and vehicles. We have issued to our staff information regarding how to secure funds from FEMA based on damages occurred.

The Chair was concerned that staff not go bankrupt trying to rebuild from the storm. Mr. Center stated that we will continue to work with staff to help them rebuild and provide counseling. Ms. Self is in constant contact with staff to address any concerns they may have.

Mr. Center reported that FEMA is offering temporary housing with vouchers to aid those impacted by the hurricane.

Mr. Center said that he will keep the Board posted on relief efforts.

## **PROGRAM UPDATES**

### ***LIHEAP***

Mr. Center reported that we continue to work with the *Supplemental Funding* that became available to assist those impacted by Hurricane Michael.

We are reviewing our options on how we offer energy assistance to our clients which could buy generators. This is a potential assistance that we can provide.

The Chair asked Mr. Center to contact Mr. Kendall Dean, DuPont Foundation. The Charitable Institution that administers the mission of care to economically challenged children.

We have part-time positions for Intake Workers in Franklin and Gulf Counties for LIHEAP and a Full-time Case Manager position for both Franklin and Gulf Counties.

### ***WEATHERIZATION***

Most properties completed in Leon.

### ***CSBG***

Ms. Robinson stated that Staying Ahead is moving forward and the Getting Ahead is in the beginning stages of planning the transition ceremony held in December.

We completed the Getting Ahead – Alice Population. Mr. Center thanked Ms. Smith and Ms. Johnson for attending the program.

### ***HEAD START***

All Head Start Centers are up and running. Franklin County will be open on Wednesday, October 24, 2018. We are almost fully staffed on the Extended Day.

The Agency will have the follow-up meeting with our federal monitors. The final findings will be received in November 2018.

***CEO***

We are ordering LOGO shirts for all staff and Board members.

Open enrollment begins in November for staff with minimal increases forecasted.

As the Role of Franklin County ESF 15 – Currently working on training to manage donations and volunteers. Working closely with EOC and First United Methodist Church.

We have permission from DEO to use the unused camper trailers for housing for persons impacted by Hurricane Michael. We are working with Franklin County to meet the needs of all but encouraging those impacted to seek assistance from FEMA first before reaching out to the Agency.

Meeting adjourned at 6:33 p.m.

\_\_\_\_\_  
Mr. Ross, Secretary

\_\_\_\_\_  
Date

**2018 LIHEAP ALLOCATION  
SUPPLEMENTAL FORM  
MULTI-COUNTY FUND DISTRIBUTION**

Revision # 4 Date of Revision: 10/26/2018

Subrecipient: Capital Area Community Action Agency, Inc.

Agreement: 17EA-0F-12-00-04-005

Number of Counties to be Served with this agreement: 8

If the Subrecipient will serve more than one county with this agreement, complete the form below. Describe how you will equitably allocate LIHEAP resources to each of the counties you serve. This plan must be in part based on the 150% poverty population of each county.

*Instructions: Enter appropriate data in the bold cells below. Percentages will automatically populate when the total direct client assistance amount and all three columns for each county are filled in.*

Poverty Population Data Source: Provide the U. S. Census data source for the 150% of poverty population used including the year of the data. If any other data or factors are used in allocating the funds, describe and give the source.

<b>Data Source and Description:</b>	Based on the U.S. Census Bureau Poverty Status, 2009 - 2013 American Community Survey 5 Year Estimates
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NAME OF COUNTY	150% POVERTY POPULATION	COUNTY'S % OF POVERTY POPULATION IN SERVICE AREA	TOTAL DIRECT CLIENT ASSISTANCE	% OF AGENCY'S DIRECT CLIENT ASSISTANCE DOLLARS ALLOCATED TO THIS COUNTY
			<b>\$2,013,750.00</b> COUNTY ALLOCATION	
Calhoun	6,696	5.25%	\$105,714.30	5.25%
Franklin	4,017	3.15%	\$63,419.11	3.15%
Gadsden	17,219	13.50%	\$271,848.04	13.50%
Gulf	5,127	4.02%	\$80,943.43	4.02%
Jefferson	5,220	4.09%	\$82,411.68	4.09%
Leon	80,602	63.19%	\$1,272,518.48	63.19%
Liberty	2,934	2.30%	\$46,321.05	2.30%
Wakulla	5,737	4.50%	\$90,573.91	4.50%
			\$0.00	
			\$0.00	
			\$0.00	
			\$0.00	
<b>Total Budgeted Direct Client Assistance*</b>	127,552	100.00%	2,013,750.00	100.00%

\*Allocation must be equal to Supplemental Form, Budget Summary and Workplan, Line 7.



**FFY 2017 CSBG AGREEMENT MODIFICATION  
BUDGET DETAIL**

SUBRECIPIENT: Capital Area Community Action Agency, Inc.

AGREEMENT: 17SB-0D-12-00-04-004

17SB-0D-12-00-04-004

BUDGET SUMMARY LINE ITEM NUMBER	NATIONAL PERFORMANCE INDICATORS (Direct Client Assistance Only)	EXPENDITURE DETAIL Round UP line item totals to dollars. Do NOT use cents and decimals in totals.	2018 BUDGETED EXPENDITURES 4/1/18 - 3/31/19	MOD 2 Eastpoint Wildfire	2017 CARRYOVER	TOTAL BUDGETED EXPENDITURES THRU 3/31/19
2		<b>Salaries including Fringe</b> <b>CSBG Program Manager</b> 50% CSBG Admin.; 15% LIHEAP Admin; 35 % CSBG Program; 0% LIHEAP Program 2080 hrs x . \$21.53/hr. = \$44,782.40 x 50% = \$22,391.20 8,528.00 13,863.20 22,391.20 <b>COO/Program Director</b> 25% CSBG Admin.; 33% LIHEAP Admin; 42% Non-DEO funded programs 2080 hrs x . \$38.31/hr. = \$79,685 x 25% = \$19,921.25 5,584.80 14,336.45 19,921.25 <b>Data Control Coordinator</b> 10% CSBG Admin; 5% CSBG Program; 85% LIHEAP Admin 2080 hrs. @\$15.75/hr. = \$32,760 x 10% = \$3,276 - 3,276.00 3,276.00 <b>Getting Ahead Program Coordinator</b> 25% CSBG Admin; 75% CSBG Program; 2080 hrs. @\$16.50/hr. = \$34,320 x 25% = \$8,580 - 8,580.00 8,580.00 <b>Emergency Services Coordinator NEW</b> 90% CSBG Program; 10% CSBG Admin 1040 hrs @ \$16.00/hr = \$16,640 x 10% = \$1,664 - 1,664.00 1,664.00 <b>Salary Sub-Total</b> 14,112.80 41,719.65 55,832.45 Fringe Benefits: FICA, UC, Health Insurance; Worker's Comp; Retirement (.2848): 4,019.33 11,881.76 15,901.08 Indirect Cost Rate @ 20.56% of \$483,456.04 69,513.64 29,884.93 99,398.57 Audit 7,900.00 2,100.00 10,000.00 <b>TOTAL ADMINISTRATIVE EXPENSES (Not to exceed 15%) \$184,254.69</b> 95,545.77 85,586.34 181,132.10				
6		<b>PROGRAM</b>				
		<b>RECIPIENT DIRECT CLIENT ASSISTANCE EXPENSES</b>				
	1.2.A., 6.3.J. &K.	<b>GETTING AHEAD (1.2.A., 6.3.J &amp; 6.3.K unless noted)</b>				
		Training Facility Rentals: 10 @ approximately \$325/Semester x 2 Semesters = \$6500	2,000.00		4,500.00	6,500.00
	1.2.I	Stipends: 150 clients @ approximately \$20/ea x 15 weeks = \$45,000	30,000.00		15,000.00	45,000.00
		Workbooks: 150 @ approximately \$19.35 each = \$2,902.50	2,000.00		902.50	2,902.50
		Portfolios: 150 @ approximately \$16.00 each = %2,400	1,600.00		800.00	2,400.00
		Plaques: approximately 150@ \$30.00 each = \$4,500	3,000.00		1,500.00	4,500.00
		\$100/class per semester; 5 classes/semester x 2 Semesters = \$1000	600.00		400.00	1,000.00
		Printing/Copying: \$200/Semester x 2 Semesters	200.00		200.00	400.00
		x \$30 x 14 classes/semester = \$840; x 5 classes/semester x 2 Semesters = \$8,400	7,200.00		1,200.00	8,400.00
	1.2.F.	Gas Cards: 150 cards @ \$25/card = \$3,750	1,250.00		2,500.00	3,750.00
		Client Background Screenings: 150 @ approximately \$24/each = \$3,600	2,400.00		1,200.00	3,600.00
	1.2.B.	GED Getting Ahead Clients: 30 clients @ \$30.00/each = \$900	450.00		450.00	900.00
		Contractual Services - 2 Getting Ahead facilitators (3 hrs/class x \$25/hr = \$75/class) x 15 classes = \$1,125 per semester x 2 facilitators = \$2,250; Facilitator training = \$299 x 2 Facilitators + \$598 + 6 hours training @ \$25 x 2 people = \$300; TOTAL: \$3148	-		3,148.00	3,148.00
	6.3.F. & 6.3.I.	<b>Youth Pilot Project: "R" Rules:</b>				
		Workbooks: 25 @ approximately \$15 each x 1 semesters = \$375	-		375.00	375.00
		Supplies: Flip charts, markers, pencils, pens, paper, 3 ring binders, post-it notes/flags, poster board, string, playing cards, notebook dividers, glue sticks, envelopes, index cards, time cards, sheet protectors, highlighters; \$500/semester x 1 semester	-		500.00	500.00
		Stipends: 25 students @\$300 ea	-		7,500.00	7,500.00
	1.2.C.	<b>STAYING AHEAD/FSSP</b>				
		Educational classes: Certified Nursing Assistant (C.N.A.); Office Skills; College Tuition. Approximately 50 Students. Tuition range average \$500/student depending on course	15,000.00		10,000.00	25,000.00
	1.2.C	Educational Support (books, uniforms, tools, computer, fees, licenses) 30clients @ approximately \$1,000/client	7,500.00		22,500.00	30,000.00
	1.2.E	Childcare: 20 households @ approximately \$320/each	3,200.00		3,200.00	6,400.00
	1.2.F	Transportation: 100 gas cards @ \$25/card	1,000.00		1,500.00	2,500.00
	6.2.D	Transportation Assistance: car repair/drivers license/insurance assistance 40 clients @ up to \$1000/ea.	7,500.00		32,500.00	40,000.00
		Mentor Meeting Facility: 1 meeting/mo. @ approximately \$200 x 6 months x 5 locations x 2 semesters = \$12,000	2,400.00		9,600.00	12,000.00
		<b>CSBG RENT</b>	-		87,734.00	87,734.00

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7		Weather Related Disaster - Limerock Wildfire Trailers	-	230,000.00	-	230,000.00
		Franklin County Emergency Assistance - CSBG	-	-	50,000.00	50,000.00
		<b>TOTAL RECIPIENT DIRECT CLIENT ASSISTANCE EXPENSES</b>	<b>87,300.00</b>	<b>230,000.00</b>	<b>257,209.50</b>	<b>574,509.50</b>
		<b>RECIPIENT OTHER EXPENSES</b>				
		<u>Salaries Including Fringe</u>				
		<u>Getting Ahead Program Coordinator</u> 25% CSBG Admin; 75% CSBG Program; 2080 hrs. @\$16.50/hr. = \$34,320 x 75% = \$25,740	32,240.00		(6,500.00)	25,740.00
		<u>Family Services Case Manager (Calhoun/Liberty)</u> 85.55% CSBG; 14.45% LIHEAP Program 2080 hrs. @\$14.00/hr. = \$29,120 x 85.55% = \$24,912	24,912.00		-	24,912.00
		<u>Family Services Case Manager (Leon) NEW</u> 100% CSBG Program 2080 hrs. @\$14.00/hr. = \$29,120	-		29,120.00	29,120.00
		<u>Family Services Case Manager (Leon)</u> 98% CSBG Program; 2% LIHEAP Program 2080 hrs. @\$14.00/hr. = \$29,120 x 85.55% = \$24,912	28,537.60		(3,625.60)	24,912.00
		<u>Family Services Case Manager (Gadsden)</u> 92.50% CSBG Program; 7.50% LIHEAP Program; 2080 hrs. @\$14.00/hr. = \$29,120 x 92.50% = \$26,936	26,936.00		-	26,936.00
		<u>Family Services Case Manager (Jefferson)</u> 95% CSBG Program; 5% LIHEAP Program 2080 hrs. @\$14.00/hr. = \$29,120 x 95% = \$27,664	13,832.00		13,832.00	27,664.00
		<u>Family Services Case Manager (Wakulla)</u> 98.1% CSBG Program; 1.9 % LIHEAP Program; 2080 hrs. @\$14.00/hr. = \$29,120 x 98.10% = \$28,566.72	14,283.36		14,283.36	28,566.72
		<u>Family Services Case Manager (Franklin)</u> 50% CSBG Program; 50% LIHEAP Program; 2080 hrs. @ \$16/hr = \$33,280 x .50 = \$16,640	-		16,640.00	16,640.00
		<u>Intake Worker (Leon)</u> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	-		4,285.30	4,285.30
		<u>Intake Worker (Leon)</u> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	4,285.30		-	4,285.30
		<u>Intake Worker (Leon)</u> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	4,285.30		-	4,285.30
		<u>Intake Worker (Leon)</u> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	4,285.30		-	4,285.30
		<u>Intake Worker (Leon)</u> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	4,285.30		-	4,285.30
		<u>Intake Worker (Jefferson) 6 mos</u> 19.2308% CSBG Program; 80.7692% LIHEAP Program 1040 hrs @ \$10.40/hr x 19.81% = \$2,142.65	2,080.00		62.65	2,142.65
		<u>Intake Worker (Gadsden)</u> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	4,285.30		-	4,285.30
		<u>Intake Worker (Gadsden P/T) 6 mos</u> 19.81% CSBG Program; 80.19% LIHEAP Program 1040 hrs @ \$10.40/hr x 19.81% = \$2,142.65	-		2,142.65	2,142.65
		<u>Intake Worker (Wakulla) 6 mos</u> 19.2308% CSBG Program; 80.7692% LIHEAP Program				



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		1040 hrs @ \$10.40/hr x 19.2308% = \$2,080.00	2,080.00		-	2,080.00
		<b>Intake Worker (Calhoun/Liberty)</b> 19.81% CSBG Program; 80.19% LIHEAP Program 2080 hrs @ \$10.40/hr x 19.81% = \$4,285.30	4,285.30		-	4,285.30
		<b>Intake Worker (Franklin/Gulf) 6 mos</b> 19.81% CSBG Program; 80.19% LIHEAP Program 1300 hrs @ \$10.40/hr x 19.81% = \$2,678.32	6,760.00		(4,081.68)	2,678.32
		<b>Data Specialist</b> 53.4% CSBG Program; 46.6% LIHEAP 2080 hrs. @ \$11.55/hr. = \$24,024 x 53.40% = \$12,828.82	12,217.92		610.90	12,828.82
		<b>Data Control Coordinator</b> 10% CSBG Admin; 5% CSBG Program; 85% LIHEAP Admin 2080 hrs. @ \$15.75/hr. = \$32,760 x 5% = \$1,638	4,680.00		(3,042.00)	1,638.00
		<b>Clerical Assistant (2/1/18 - 3/31/18)</b> 100% CSBG 2080 hrs. @ \$12.00/hr = \$24,960	17,160.00		7,800.00	24,960.00
		<b>LIHEAP Program Manager</b> 15 % CSBG Program; 65% LIHEAP Admin; 20% LIHEAP Program; 2080 hrs. @ \$21.95/hr. = \$45,656 x 15% = \$6,848.40	8,692.91		(1,844.51)	6,848.40
		<b>CSBG Program Manager</b> 50% CSBG Admin.; 15% LIHEAP Admin; 35 % CSBG Program; 0% LIHEAP Program 2080 hrs. @ \$21.53/hr. = \$44,782.40 x 35% = \$15,673.84	28,918.45		(13,244.61)	15,673.84
		<b>Emergency Services Coordinator NEW</b> 100% CSBG Program; 10% CSBG Admin; 90% CSBG Program 1040 hrs @ \$16.00/hr = \$16,640 x 90% = \$14,976	-		14,976.00	14,976.00
		<b>Sub-total wages:</b>	249,042.04		71,414.46	320,456.50
		<b>FRINGE:</b> FICA, Unemployment Compensation, Health Insurance, Worker's Compensation, Retirement (.2848)	70,927.17		20,338.84	91,266.01
		Sub-total wages & Fringe: <b>411,722.51</b>	319,969.21	-	91,753.30	<b>411,722.51</b>
		<b>OFFICE SUPPLIES</b> Pens, pencils, files, batteries, index cards, post it pads/flags, storage bins, calculators, surge protectors, correction fluid/tape, tape, steno & legal pads, calculator tape and ink cartridges, file trays, labels, inked stampers: Approx. \$416.67/month x 12 months = \$5,000	900.00		4,100.00	<b>5,000.00</b>
		<b>COPY SUPPLIES &amp; OUTREACH SUPPLIES</b> Paper: Copiers/Printing/Toner. Approx. \$400/month x 12 months = \$4,800; Outreach: Flyers, Brochures, Rack Cards, Banners, annual report) Approx. \$5,000	3,273.24		6,526.76	<b>9,800.00</b>
		<b>POSTAGE</b> Approx. \$200/mo. x 12 months = \$2,400	900.00		1,500.00	<b>2,400.00</b>
		<b>CONTRACTUAL SERVICES</b> Community Needs Assessment 15,000.00 Strategic Planning with ROMA Facilitator 5,000.00 Organizational Standards 3,000.00	2,500.00		20,500.00	<b>23,000.00</b>
		<b>RENT</b>	39,324.00		(10,644.00)	<b>28,680.00</b>
		Leon \$800/mo x 12 mos \$9,600.00				
		Gadsden \$166/mo x 12 mos \$1,992.00				
		Wakulla \$175/mo x 12 mos \$2,100.00				
		Gulf \$75/mo x 12 mos \$900.00				
		Franklin \$75/mo x 8 mos = \$600.00				
		Franklin \$1200/mo x 4 mos \$5,400.00				
		Jefferson \$500 mo/ x 12 mo. \$6,000.00				
		Storage (Files) \$224/mo. X 12 mo. \$2,688.00				
		<b>Total Rent: \$28,680.00</b>				
		<b>UTILITIES</b> Approximately \$500/month x 12 months = \$6,000 (outreach centers)	3,000.00		3,000.00	<b>6,000.00</b>
		<b>GENERAL LIABILITY &amp; PROPERTY INSURANCE</b>	3,500.00		-	<b>3,500.00</b>

BUDGET SUMMARY LINE ITEM NUMBER	NATIONAL PERFORMANCE INDICATORS (Direct Client Assistance Only)	EXPENDITURE DETAIL Round UP line item totals to dollars. Do NOT use cents and decimals in totals.	2018 BUDGETED EXPENDITURES 4/1/18 - 3/31/19	MOD 2 Eastpoint Wildfire	2017 CARRYOVER	TOTAL BUDGETED EXPENDITURES THRU 3/31/19
		<b>COMMUNICATIONS (Phones/Fax/Internet/WIFI, cell phones)</b> Approx. \$1,000/mo. X 12 mo. \$12,000	9,900.00		2,100.00	12,000.00
		<b>MAINTENANCE &amp; REPAIR (BUILDINGS)</b> Dumpster, pest control, janitorial supplies (to include garbage bags, soap, paper Approx. \$750 mo. X 12 mo. = \$9,000	3,000.00		6,000.00	9,000.00
		<b>EQUIPMENT MAINTENANCE</b> Approx. \$400/mo x 12 mo. = \$4,800	3,600.00		1,200.00	4,800.00
		<b>VEHICLE EXPENSE</b> Operating costs including oil change, insurance deductible, tires, cleaning, protective seat covers, license tags, automobile insurance, keys, routine maintenance (washing & detailing, tire alignment & balancing); Approx. \$500/mo. X 12 mo. = \$6,000 2 New Vehicles @ \$50,000	4,800.00		51,200.00	56,000.00
		<b>EQUIPMENT LEASE (Copiers)</b> Approx. \$200/mo. X 12 mos. - \$2,400	1,200.00		1,200.00	2,400.00
		<b>TECHNOLOGY (Website, cmTools, On-Line File storage, Getting Ahead Data, MIP Fund Accounting)</b> Approx. \$650/mo. X 12 months = \$7,800	2,400.00		5,400.00	7,800.00
		<b>FEES/LICENSES/PERMITS</b> Includes Occupancy/business licenses, Notary certifications, staff background screening	2,500.00		2,500.00	5,000.00
		<b>TRAINING WORKSHOPS AND TECHNICAL ASSISTANCE (All Costs are Approximate):</b> 1. ROMA Training (for ROMA Next Gen) for 12 staff @ \$300 each = <b>\$3,600</b> 2. ROMA Training for Community Action Board (Facility rental & Hotel for Trainer) = \$450 x 2 = <b>\$900</b> 3. Leadership/Case Management/Customer Service Trainings for 12 staff @ \$450 each = <b>\$5,400</b> 4. OMB Circular Training for FSSP Program Manager and GA Coordinator - 2 @ 400 each = <b>\$800</b> 5. Getting Ahead Facilitator training for all Case Managers, COO and CSBG Program Manager (online) \$299 x 8 = <b>\$2,392</b>	3,450.00		9,642.00	13,092.00
		<b>REGISTRATION</b> 1. FACA Conference 2018 Registration for 5 staff: CEO/ED, COO/Program Director; Self-Sufficiency Program Manager; GA Program Coord and 1 Case Manager @ \$375/person = <b>\$1,875</b> 2. United Partners for Human Services Conference 2018: 5 Case Managers, 1 Program Manager, GA Program Coord @ \$75/ea = <b>\$525</b> 3. Community Action Partnership Conference 2018 for 3 staff: CEO, CSBG Program Manager, GA Program Coord @ \$595 each = <b>\$1,785</b> 4. R Rules training webinar for GA Coordinator <b>\$299</b> 5. GA Facilitator Certification webinar for GA Coordinator - <b>\$299</b> 6. Community Action Partnership Leadership Conference 2018: CEO + 1 Board Member; 2 @ <b>\$560 = \$1,120</b>	5,305.00		598.00	5,903.00
		<b>TRAVEL</b> In Area: Approx. 57,341 miles @ .445/mile	25,517.00		-	25,517.00
		<b>Out-of-Area: (All costs are approximate)</b> 1. 2018 Florida Association for Community Action (FACA) Conference: \$768/Staff x 5 = \$3840 - (Itemized cost per person: Lodging-4nites @ \$136 = \$544; meals 4 days x \$36 = \$144; Per Diem \$80 = \$768) + mileage- 450 miles x .445 = \$200; tolls = \$50 = <b>\$4,090</b> 2. 2018 Community Action Partnership (CAP) Conference, CEO, CSBG Program Manager, COO = 3 @ \$1,235/person (Itemized cost per person: Airfare \$600; Lodging 3 nites @ \$149 = \$447; Meals 3 days x \$36 = \$108; \$80 Per Diem; Cab fare \$101) = <b>\$3,806</b> 3. 2018 DEO Statewide Training: \$599/Staff X 3 (Itemized cost per person: Lodging - 3 nites x \$149 = \$447; Meals 2 days x \$36= \$72; Per Diem \$80 = \$599 each) mileage 674 miles x \$.445 = \$300 = <b>\$2,097</b> 4. ROMA Trainer Travel (1 person GA Coordinator): Per trip cost: Airfare \$600; Lodging 4 nites x \$149 = \$596; Meals 4 days x \$36 = \$144; Per Diem \$80; Cab fare \$101 (\$1,521/trip x 4 trips needed to complete her certification) = <b>\$6,084</b> 5. 2018 ROMA Next Gen Training Travel for CSBG Program manager and 4 case managers: \$337 X 5 (Itemized cost per person: Lodging-2 nites x \$110 = \$220; meals 1 day x \$36 = \$36; per diem \$80); mileage = 400 miles x \$.445 = \$178 = <b>\$1,863</b>	-		21,180.00	21,180.00



BUDGET SUMMARY LINE ITEM NUMBER	NATIONAL PERFORMANCE INDICATORS (Direct Client Assistance Only)	EXPENDITURE DETAIL Round UP line item totals to dollars. Do NOT use cents and decimals in totals.	2018 BUDGETED EXPENDITURES 4/1/18 - 3/31/19	MOD 2 Eastpoint Wildfire	2017 CARRYOVER	TOTAL BUDGETED EXPENDITURES THRU 3/31/19
		6. 2018 Community Action Partnership Leadership Conference, CEO + 1 Board member @ \$1570 ea: (\$750 Airfare; lodging 4 nites x \$149 = \$596; meals 4 days x \$36 = \$144; per diem \$80); taxi \$100 = <b>\$3,240</b>				-
		<b>Total Out of Area = \$21,180</b>				-
		<b>EXPENDABLE EQUIPMENT</b>	2,236.00		24,890.00	<b>27,126.00</b>
		Conference phone, 1 @ <b>\$500</b>				-
		Office Desks 5 @ \$381/each = <b>\$1,905</b>				-
		7 Office Chairs @ \$303 each = <b>\$2,121</b>				-
		3 Printer/Scanner/Fax @ \$2000 each = <b>\$6,000</b>				-
		5 Surface Pros @ \$1,200 = <b>\$6,000</b>				-
		2 Projectors @ \$500 ea = <b>\$1,000</b>				-
		2 Portable Easel @ \$300 = <b>\$600</b>				-
		2 Carrying Case for portable easel @ \$100 = <b>\$200</b>				-
		2 Adjustable height standing desk @ \$400 = <b>\$800</b>				-
		1 Smartboard with package that includes all attachments @ <b>\$5,000</b>				-
		3 Desktop computer @ \$1,000 each = <b>\$3,000</b>				-
		<b>DUES AND SUBSCRIPTIONS (Rates are Approximate) (\$7,310 per year x 1 year)</b>	7,310.00	-	-	<b>7,310.00</b>
		Florida Association for Community Action <b>\$1,500</b>				-
		Community Action Partnership <b>\$3,600</b>				-
		Southeastern Association for Community Action Agencies, Inc. <b>\$400</b>				-
		Chamber of Commerce for 7 Counties and 2 Cities in Franklin County: <b>\$1,370</b> as follows below:				-
		Calhoun: \$75; Franklin: Apalachicola - \$125 & Carrabelle - \$75; Jefferson: \$150;				-
		Leon: \$395; Liberty: \$125; Wakulla: \$100				-
		United Partners for Human Services: \$250				-
		Newspapers for 8 counties: <b>\$ 440</b> as follows below:				-
		Apalachicola Times: \$25; Gadsden County Times: \$45; Havana Herald: \$35;				-
		Port St. Joe Star: \$ 35; Tallahassee Democrat: \$210; Wakulla News: \$45				-
		<b>ADVERTISING</b>	9,600.00	-	5,892.47	<b>15,492.47</b>
		Program brochures and flyers, rack cards, logo table covers for recruitment fairs and presentations, signs, banners, newspaper ads, PSA development				-
		<b>TOTAL RECIPIENT OTHER EXPENSES</b>	454,184.45	-	248,538.53	<b>702,722.98</b>
		<b>GRAND TOTAL</b>	<b>637,030.22</b>	<b>230,000.00</b>	<b>591,334.36</b>	<b>1,458,364.58</b>

# CSBG

## Organizational Standards

### **MAXIMUM FEASIBLE PARTICIPATION**

#### **Consumer Input and Involvement**

Community Action is rooted in the belief that people with low incomes are in the best position to express what they need to make a difference in their lives. CSBG eligible entities work in partnership with the people and communities they serve. Community Action works in a coordinated and comprehensive manner to develop programs and services that will make a critical difference in the lives of participants. Individuals and families are well attuned to what they need, and when Community Action taps into that knowledge, it informs our ability to implement high impact programs and services. Research shows that through engagement in community activities such as board governance, peer to peer leadership, advisory bodies, volunteering, and other participatory means, the poor build personal networks and increase their social capital so that they are able to move themselves and their families out of poverty. Community Action is grounded in helping families and communities build this social capital for movement to self-sufficiency.

<b>STD</b>	<b>Criteria</b>	<b>Evidence</b>	<b>Frequency</b>	<b>Submitted</b>	<b>Due</b>
1.1	The organization demonstrates low-income individuals' participation in its activities.	1.1 Low Income Bd Roster.pdf	Maintain	10-3-2016	12-7-2018
1.2	The organization analyzes information collected directly from low-income individuals as part of the community assessment.	1.1 Community Needs Assessment.pdf	Every 3-years	2-28-2014	12-7-2018
1.3	The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.	1.3 customer Satisfaction Surveys Nov. 2018..pdf	Maintain	9-30-2016	12-7-2018

### Community Engagement

No CSBG eligible entity can meet all of a community's needs independently. Through formal and informal partnerships, ongoing community planning, advocacy, and engagement of people with low incomes, partners ranging from community and faith-based organizations, educational institutions, government, and business work together with Community Action Agencies and other CSBG eligible entities to successfully move families out of poverty and revitalize communities. Community Action is often the backbone organization of community efforts to address poverty and community revitalization: leveraging funds, convening key partners, adding the voice of the underrepresented, and being the central coordinator of efforts. It is not an easy role to play, but a vital one for families and communities.

STD	Criteria	Evidence	Frequency	Submitted	Due
2.1	The organization has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other antipoverty organizations in the area.	2.1 Referral Partners Nov. 2018.pdf  9.1 FY 2016 IS Survey_Goals 1 thru 6.pdf	Maintain	11-1-2016  Goals 11-3-2016	12-7-2018
2.2	The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community based organizations, faith-based organizations, private sector, public sector, and educational institutions.	2.2 Needs Assessment_Partners Survey1.pdf	Every 3-years	2-1-2016	12-7-2019
2.3	The organization communicates its activities and its results to the community.	2.3 Annual Report2.pdf	Maintain	1-1-2015	12-7-2018
2.4	The organization documents the number of volunteers and hours mobilized in support of its activities.	2.4 Volunteer Report3.pdf	Maintain	1-1-2016	12-7-2018

## Community Assessment

Local control of Federal CSBG resources is predicated on regular comprehensive community assessments that take into account the breadth of community needs as well as the partners and resources available in a community to meet these needs. Regular assessment of needs and resources at the community level is the foundation of Community Action and a vital management and leadership tool that is used across the organization and utilized by the community to set the course for both CSBG and all agency resources.

STD	Criteria	Evidence	Frequency	Submitted	Due
3.1	The organization conducted a community assessment and issued a report within the past 3 years.	3.1 Needs Assessment Cover Pg_date submitted to DEO.pdf	Every 3-years	2-28-2014	12-7-2018
3.2	As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).	3.2 Needs Assessment_date collection1.pdf	Every 3-years	2-28-2014	12-7-2018
3.3	The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.	3.3 Needs Assessment_data collection.pdf	Every 3-years	2-28-2014	12-7-2018
3.4	The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.	3.4 Needs Assessment_Key Findings.pdf	Every 3-years	2-28-2014	12-7-2018
3.5	The governing board formally accepts the completed community assessment.	3.5 Bd. Minutes approving Needs Assessment1.pdf	Every 3-years	1-26-2016	12-7-2018



## VISION AND DIRECTION

### Organizational Leadership

Community Action leadership is exemplified at all levels across the organization and starts with a mission that clarifies Community Action's work on poverty. A well-functioning board, and a focused chief executive officer (CEO)/executive director, well-trained and dedicated staff, and volunteers giving of themselves to help others will establish Community Action as the cornerstone and leverage point to address poverty across the community. Ensuring strong leadership both for today and into the future is critical. This category addresses the foundational elements of mission as well as the implementation of the Network's model of good performance management (ROMA). It ensures CAAs have taken steps to plan thoughtfully for today's work and tomorrow's leadership.

STD	Criteria	Evidence	Frequency	Submitted	Due
4.1	The governing board has reviewed the organization's mission statement within the past 5 years and assured that: <ol style="list-style-type: none"> <li>1. The mission addresses poverty; and</li> <li>2. The organization's programs and services are in alignment with the mission.</li> </ol>	4.1 Bd. Minutes approving Mission Statement 1..pdf	Every 5-years	1-26-2016	12-7-2021
4.2	The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.	4.2 FFY2016 CAP Florida DEO Template Nov. 2016..pdf	Maintain	2-22-2016	12-7-2021

4.3	The organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.	4.3 CAP Plan Strategic Plan and ROMA1.pdf	Maintain	10-15-2015	12-7-2018
4.4	The governing board receives an annual update on the success of specific strategies included in the Community Action plan.	4.4 FFY 2016 CAP Update.BD Minutes Nov. 2016.pdf	Annually	1-26-2016	12-7-2018
4.5	The organization has a written succession plan in place for the CEO/ED, approved by the governing board, which contains procedures for covering an emergency/unplanned, short-term absence of 3 months or less, as well as outlines the process for filling a permanent vacancy.	4.5 succession Plan Nov. 20161.pdf	Maintain	1-26-2016	12-7-2018
4.6	An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.	4.6 Risk Assessment with Attachments.pdf	Every 2-years	1-26-2016	12-7-2018

### Board Governance

Community Action boards are uniquely structured to ensure maximum feasible participation by the entire community, including those the network serves. By law, Community Action boards are comprised of at least 1/3 low-income consumers (or their representatives), 1/3 elected officials (or their appointees), and the remainder private-sector community members. To make this structure work as intended, CAAs must recruit board members thoughtfully, work within communities to promote opportunities for board service, and orient, train, and support them in their oversight role. Boards are foundational to good organizational performance and the time invested to keep them healthy and active is significant, but necessary.

STD	Criteria	Evidence	Frequency	Submitted	Due
5.1	<p>The organization's governing board is structured in compliance with the CSBG Act:</p> <ol style="list-style-type: none"> <li>1. At least one third democratically-selected representatives of the low-income community;</li> <li>2. One-third local elected officials (or their representatives); and</li> <li>3. The remaining membership from major groups and interests in the community.</li> </ol>	5.1 Current Bd Roster; Bylaws	Maintain	8-22-2016	12-7-2018
5.2	The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.	5.2 By Laws Democratic Selection Process.pdf	Maintain	9-22-2015	12-7-2018
5.3	The organization's bylaws have been reviewed by an attorney within the past 5 years.	5.3 By Laws Reviewed by Attorney Board Minutes1.pdf	Every 5-years	9-22-2016	11-7-2021

5.4	The organization documents that each governing board member has received a copy of the bylaws within the past 2 years.	5.4 Email Read Receipt of Board Members	Every 2-years	9-22-2015	12-7-2018
5.5	The organization's governing board meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its bylaws.	5.5 Board Attendance Monitoring	As needed/More Frequent than Annually	11-1-2016	12-7-2018
5.6	Each governing board member has signed a conflict of interest policy within the past 2 years.	5.6 Board Signed Conflict of Interest Forms.pdf	Every 2-years	10-1-2015	12-7-2018
5.7	The organization has a process to provide a structured orientation for governing board members within 6 months of being seated.	5.7 Written Process Board Orientation.pdf	As needed/More Frequent than Annually	10-1-2015	12-7-2018
5.8	Governing board members have been provided with training on their duties and responsibilities within the past 2 years.	5.8 Documentation of Board Training.pdf	Every 2-years	5-24-2016	12-7-2018
5.9	The organization's governing board receives programmatic reports at each regular board meeting.	5.9 Bd Minutes Last 12 months; Agendas.pdf	As needed/More Frequent than Annually	9-27-2016	12-7-2018



## Strategic Planning

Establishing the vision for a Community Action Agency is a big task and setting the course to reach it through strategic planning is serious business. CSBG eligible entities take on this task by looking both at internal functioning and at the community's needs. An efficient organization knows where it is headed, how the board and staff fit into that future, and how it will measure its success in achieving what it has set out to do. This agency-wide process is board-led and ongoing. A "living, breathing" strategic plan with measurable outcomes is the goal, rather than a plan that gets written but sits on a shelf and stagnates. Often set with an ambitious vision, strategic plans set the tone for the staff and board and are a key leadership and management tool for the organization..

STD	Criteria	Evidence	Frequency	Submitted	Due
6.1	The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.	6.1 Strategic Plan_Board Minutes1.pdf	Every 5-years	1-26-2016	12-7-2021
6.2	The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.	6.2 Strategic Plan_Reduction of Poverty ect..pdf	Every 5-years	1-26-2016	12-7-2021
6.3	The approved strategic plan contains family, agency, and/or community goals.	6.3 Strategic Plan_Family_Agency_Community Goals.pdf	Every 5-years	1-26-2016	12-7-2021
6.4	Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.	6.4 Strategic Plan Customer Satisfaction Data.pdf	Every 5-years	1-26-2016	12-7-2021

6.5	The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.	6.5 Strategic Plan Update No. 2016.pdf	Annually	11-1-2016	12-7-2021
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**Human Resource Management**

The human element of Community Action's work is evident at all levels of the organization and the relationship an organization has with its staff often reflects the organization's values and mission. Oversight of the chief executive officer (CEO)/executive director and maintaining a strong human resources infrastructure are key responsibilities of board oversight. Attention to organizational elements such as policies and procedures, performance appraisals, and training lead to strong organizations with the capacity to deliver high quality services in low-income communities.

STD	Criteria	Evidence	Frequency	Submitted	Due
7.1	The organization has written personnel policies that have been reviewed by an attorney and approved by the governing board within the past 5 years	7.1 Personnel Policies Bd Minutes_Atty and Bd approval in past 5 yrs..pdf	Every 5-years	1-26-2016	12-7-2021
7.2	The organization makes available the employee handbook (or personnel policies in cases without a handbook) to all staff and notifies staff of any changes.	7.2 Receipt of Personnel Policies and Procedures.pdf	As needed/More Frequent than Annually	8-1-2016	12-7-2021
7.3	The organization has written job descriptions for all positions, which have been updated within the past 5 years.	7.3 Org Chart Job Descriptions1.pdf	Every 5-years	1-28-2014	12-7-2019

7.4	The governing board conducts a performance appraisal of the CEO/executive director within each calendar year	7.4 Annual Bd Appraisal of CEO Nov. 20161.pdf	Annually	6-21-2016	12-7-2018
7.5	The governing board reviews and approves CEO/executive director compensation within every calendar year	7.5 Annual Bd Approval of CEO Compensation1.pdf	Annually	5-4-2015	12-7-2018
7.6	The organization has a policy in place for regular written evaluation of employees by their supervisors.	7.6 Employee Evaluation Process1.pdf	Maintain	1-28-2014	12-7-2018
7.7	The organization has a whistleblower policy that has been approved by the governing board.	7.7 Whistle Blower Act Nov. 2016.pdf	Maintain	1-26-2016	12-7-2018
7.8	All staff participate in a new employee orientation within 60 days of hire.	7.8 New Employee Orientation.pdf	As needed/More Frequent than Annually	11-3-2016	12-7-2018
7.9	The organization conducts or makes available staff development/training (including ROMA) on an ongoing basis.	7.9 Staff Training Docs1.pdf	As needed/More Frequent than Annually	11-2-2016	12-7-2018

## OPERATIONS AND ACCOUNTABILITY

### Financial Operations and Oversight

The fiscal bottom line of Community Action is not isolated from the mission, it is a joint consideration. Community Action boards and staff maintain a high level of fiscal accountability through audits, monitoring by State and Federal agencies, and compliance with Federal Office of Management Budget circulars. The management of Federal funds is

taken seriously by CSBG eligible entities and the Standards specifically reflect the board's oversight role as well as the day-to-day operational functions.

STD	Criteria	Evidence	Frequency	Submitted	Due
8.1	The Organization's annual audit (or audited financial statements) is completed by a Certified Public Accountant on time in accordance with Title 2 of the Code of Federal Regulations, Uniform Administration Requirement, Cost Principles, and Audit Requirement (if applicable) and/or State audit threshold requirements.	8.1 COMPLETED OMB AUDIT 2015 and 2014.pdf	Annually	7-26-2016	12-7-2018
8.2	All findings from the prior year's annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate.	8.2 Mgmt Response to Audit.pdf	Annually	7-26-2016	12-7-2018
8.3	The organization's auditor presents the audit to the governing board.	8.3 OMB Audit; Bd Minutes_Presentation to Bd.pdf	Annually	7-26-2016	12-7-2018
8.4	The governing board formally receives and accepts the audit.	8.4 OMB Audit_Bd. Minutes approval of audit.pdf	Annually	7-26-2016	12-7-2018
8.5	The organization has solicited bids for its audit within the past 5 years.	8.5 Audit Bids_Procurement Policy Docs (within past 5 yrs).pdf	Every 5-years	2-19-2016	12-7-2021
8.6	The IRS Form 990 is completed annually and made available to the governing board for review.	8.6 IRS Form 990 (Nov 2016).pdf	Annually	9-27-2016	12-7-2018
8.7	The governing board receives financial reports at each regular meeting that include the following: 1. Organization-wide report on revenue and		As needed/More Frequent than Annually	11-2-2016	12-7-2018

	expenditures that compares budget to actual, categorized by program; and 2. Balance sheet/statement of financial position.	8.7 Jan and July 2016 Fin Info to Board (No 2016).pdf			
8.8	All required filings and payments related to payroll withholdings are completed on time.	8.8 Payroll Tax Docs_prior 12 months.pdf	As needed/More frequent than Annually	8-1-2016	12-7-2018
8.9	The governing board annually approves an organization-wide budget	8.9 current Agency wide Budget, Board Approval Minutes (Nov 2016).pdf	Annually	7-26-2016	12-7-2018
8.10	The fiscal policies have been reviewed by staff within the past 2 years, updated as necessary, with changes approved by the governing board.	8.10 Fiscal Policies_Bd Minutes_Approval.pdf	Every 2-years	1-26-2016	12-7-2018
8.11	A written procurement policy is in place and has been reviewed by the governing board within the past 5 years.	8.11 Procurement Policy_Bd.Minutes_Approval.pdf	Every 5-years	1-26-2016	12-7-2021
8.12	The organization documents how it allocates shared costs through an indirect cost rate or through a written cost allocation plan.	8.12 Cost Allocation Plan_Indirect Cost Rate1.pdf	Maintain	1-26-2016	12-7-2018
8.13	The organization has a written policy in place for record retention and destruction.	8.13 Record Retention and Destruction Policy1.pdf	Maintain	1-26-2016	12-7-2018

**Data and Analysis**



The Community Action Network moves families out of poverty every day across this country and needs to produce data that reflect the collective impact of these efforts. Individual stories are compelling when combined with quantitative data: no data without stories and no stories without data. Community Action needs to better document the outcomes families, agencies, and communities achieve. The Community Services Block Grant funding confers the obligation and opportunity to tell the story of agency-wide impact and community change, and in turn the impact of the Network as a whole.

STD	Criteria	Evidence	Frequency	Submitted	Due
9.1	The organization has a system or systems in place to track and report client demographics and services customers receive.	9.1 Track and report client demographics and services.pdf	Maintain	11-3-2016	12-7-2018
9.2	The organization has a system or systems in place to track family, agency, and/or community outcomes.	9.2 Tracking Family, agency and or community outcomes.pdf	Maintain	11-3-2016	12-7-2018
9.3	The organization has presented to the governing board for review or action, at least within the past 12 months, an analysis of the agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary.	9.3 I.S Survey Bd Minutes.pdf	Annually	11-3-2016	12-7-2018
9.4	The organization submits its annual CSBG Information Survey data report and it reflects client demographics and organization-wide outcomes.	9.4 I.S Survey Submitted to DEO Nov. 16 2015.pdf	Annually	11-3-2016	12-7-2018



Community Services Block Grant (CSBG)

Community Action Plan

Submission Date:

FFY:

Agency Contact Person Regarding the Community Action Plan:

<b>Name:</b>	Tim Center
<b>Title:</b>	Chief Executive Officer
<b>Phone:</b>	850.222.2043 x 102
<b>Email:</b>	Tim.center@cacaainc.org

Certification of Community Action Plan and Assurances

The undersigned hereby certify that this agency complies with the Assurances and Requirements of this FFY 18 Community Action Plan (CAP) and the information in this CAP is correct and has been authorized by the governing body of this organization.

\_\_\_\_\_  
Board Chairperson (signature)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Executive Director (signature)

\_\_\_\_\_  
Date

Certification of ROMA Trainer or Implementer

*(If applicable)*

The undersigned hereby certifies that this organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation).

\_\_\_\_\_  
NCRT/NCRI

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Date

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## Agency Information

<b>Agency Name:</b>	Capital Area Community Action Agency	
<b>Address:</b>	309 Office Plaza Drive	
<b>Phone:</b>	850.222.2043	
<b>Website:</b>	<a href="http://www.CapitalAreaCommunityActionAgency.com">www.CapitalAreaCommunityActionAgency.com</a>	
<b>ED/CEO:</b>	Tim Center	
<b>Board Chair:</b>	Christy McElroy	
<b>Type of Agency:</b>	<b>Local Government</b>	
	<b>Farmworker</b>	
	<b>Nonprofit</b>	X

## Geographic Service Area

The Capital Area Community Action Agency operates an anti-poverty program in accordance with the Community Services Block Grant Act through funds allocated by the Executive Director of the Florida Department of Economic Opportunity and the U.S. Department of Health and Human Services.

List all Counties Served through CSBG:

Calhoun
Franklin
Gadsden
Gulf
Jefferson
Leon
Liberty
Wakulla

Provide the location for all service centers, including the main office, below OR attach a listing of all service centers at **Attachment A**.

## Geographic Service Area map

Attach a map of the Agency's service area at **Attachment B**



## Vision Statement

The Vision Statement describes a desired future based on your agency's values. The vision is broader than what any one agency can achieve; the agency collaborates with others in pursuit of the vision.

Date approved by Tripartite Board (most recent): 2013

(For reference, refer to Organizational Standards Category 4: Organizational Leadership.)

Type your agency's Vision Statement below.

***To provide opportunities for economic security for low-income individuals and families.***

## Mission Statement

The Mission Statement describes the agency's reason for existence and may state its role in achieving its vision.

Date last reviewed and approved by Tripartite Board (most recent): 2013

(For reference, refer to Organizational Standard 4.1.)

Type your agency's Mission Statement below.

***To provide a comprehensive, seamless system of services and resources to reduce the detrimental effects of poverty, empower low-income citizens with skills and motivation to become self-sufficient and improve the overall quality of their lives and our community.***

## Community Needs Assessment (CNA)

(For reference, refer to Organizational Standards 1.1, 1.2, 2.2, and Category 3: Community Assessment.)

Date of the most recently completed CNA: December 5, 2017

Timeframe: 2017-2020

(enter the timeframe the CNA covers)

Date approved by Tripartite Board (most recent): December 5, 2017

(For reference, refer to Organizational Standard 3.5)

The narrative description provided for the needs assessment serves as the basis for the agency's goals, problem statements, and program delivery strategies of the CSBG/National Performance Indicators. The



needs assessment should describe local poverty-related needs and prioritize eligible activities to be funded by CSBG.

Agency needs assessments shall identify the processes used to collect the most applicable information. In particular, describe how the agency ensures that the needs assessment reflects the current priorities of the low-income population in the service area, beyond the legal requirement for a local public hearing of the community action plan.

Please note which combination of activities to perform needs assessments were used, including when and how these activities occurred in the spaces below. If the activity was not used, please type N/A or Not Used.

<b>Focus Groups</b>	<i>Getting Ahead/Staying Ahead conversations</i>
<b>Asset Mapping</b>	
<b>Surveys</b>	<i>United Way of the Big Bend Community Agency Surveys of Clients</i>
<b>Community Dialogue</b>	
<b>Interviews</b>	
<b>Public Records</b>	<i>Community Commons data through Community Action Partnership</i>

## Define Your Community Needs Assessment (CNA) Process

1. Describe your agency’s approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 1.1)  
*Clients are surveyed upon receipt of services from the Agency. These client satisfaction survey results are aggregated and reported quarterly to the Board of Directors.*
2. Describe how the agency analyzes information collected from low income individuals as part of the community needs assessment process (methodology). (Organizational Standard 1.2)  
*Through client satisfaction surveys and input given by Getting Ahead/Staying Ahead clients, staff are able to analyze and assess the needs of low-income residents served by the Agency. The Agency also worked with the United Way of the Big Bend which serves most of the Agency’s eight-county region. Their client and community survey was in the field for several months and offered a wider-audience upon which the Agency can make data-driven decisions.*
3. For each key sector of the community listed below, summarize the information gathered from each sector and how it was used to assess needs and resources during the needs assessment process (or other planning process throughout the year). (Organizational Standard 2.2)

<b>Community-Based Organizations</b>	<i>United Way of the Big Bend-funded agencies and their clients shared that services for seniors, housing and childcare continue to be the most pressing concerns.</i>
<b>Faith-Based Organizations</b>	<i>Conversations with leaders of domestic mission efforts from the faith community indicate a frustration in the</i>

	<i>inability to reduce duplication of services, prevent fraud and, most importantly, offer an opportunity for true change in the individual self-sufficiency.</i>
<b>Private Sector</b>	<i>Conversations reveal an under-appreciation for the extent of poverty in the region, a failure to understand that some programs can actually help move low-income, and have presented an opportunity to recruit and train volunteer mentors.</i>
<b>Public Sector</b>	<i>Public Sector engagement has presented several opportunities to permit collective impact among service providers to offer bundled services in a coordinated manner.</i>
<b>Educational Institutions</b>	<i>As with public sector engagement, partnerships are available to help struggling families.</i>
<b>Other</b>	

4. For each data point listed below, provide the information from the CNA that was collected as part of the process and a brief summary of how it was used. (Organizational Standard 3.2)

<b>Poverty and Gender</b>	<i>Community Commons data affirmed the continued efforts of the need to focus on African-American women who were mothers of young children. This is the most significantly impacted demographic of our community. This is why priority is given to LIHEAP clients at the beginning half of each month and makes up the super majority of Getting Ahead/Staying Ahead clients.</i>
<b>Poverty and Age</b>	<i>Community Commons data illustrates the continued importance to focus on families with children given that most counties have child poverty rates exceeding 20%.</i>
<b>Poverty and Race/Ethnicity</b>	<i>Community Commons data illustrates that while African Americans are not a majority of the population, a significant portion of the demographic lives in poverty. Additionally, the Hispanic part of the community continues to be stable.</i>

5. Briefly summarize the type of both qualitative and quantitative data collected and analyzed as part of the needs assessment process. (Organizational Standard 3.3)

<b>Qualitative</b>	<i>Client Satisfaction surveys, Client Interviews, United Way of the Big Bend Agency and Client Surveys and workgroup conversations with area partners</i>
<b>Quantitative</b>	<i>Community Commons data through the Community Action Partnership</i>



### Describe the findings and results of your Community Needs Assessment

Top Five Needs	Agency Priority (Yes/No)	Description of programs/services /activities	Coordination
1. Housing Assistance – rent, affordability	Yes	Through a partnership with FEMA and using CSBG funding the Agency is able to provide limited assistance with housing including deposits and rent. The Agency's Weatherization Assistance Program provides services that reduces utility expenses and increasing affordability.	The Agency also works with the Tallahassee Housing Authority and Tallahassee Lender's Consortium to help promote self-sufficiency among clients served.
2. Seniors services	Yes	Through LIHEAP funding the Agency is able to prioritize seniors for the first half of each month.	The Agency also works with Elder Care Services
3. Affordable Childcare	Yes	The Agency's contribution to this space includes the Head Start program. Agency clients served through Getting Ahead/Staying Ahead receive eligibility priority for Head Start services. Additionally, Head Start parents are recruited for the Getting Ahead/Staying Ahead self-sufficiency program.	The Agency also works with the Early Learning Coalition and with local educational authorities to build coalition services for low-income and deserving families.
4. Self-sufficiency and employment	Yes	The Agency's Getting Ahead/Staying Ahead self-sufficiency	The Agency works collaborative with Career Source in each of

		<i>program has demonstrated success in long-term outcomes around positive economic mobility and reduced dependency on public assistance. Additionally, the program helps integrate the resourced community and help clients build social capital in the middle class. The program helps qualify clients for Welfare to Work assistance through CareerSource.</i>	<i>our counties. Offices are co-located where possible. Board member representation from each agency is present. And, joint case management is being developed to provide bundled-services and increase the chance for positive outcomes.</i>
5.Financial Literacy	Yes	<i>Agency Case Management staff have been trained in Financial Social Work methods and include financial institution partnership with Getting Ahead/Staying Ahead to teach budgeting, credit and promote being banked and establishing savings habits.</i>	<i>The Agency also works with the Tallahassee Leon Federal Credit Union, Sunshine State Bank and Wells Fargo Bank for financial partnerships.</i>

**Top Five needs:** List the top five needs from your most recent Needs Assessment

**Agency Priority:** Enter a Yes or No in the box, to indicate if the need will be addressed in the current year either directly or indirectly. If the need will not be met please provide explanation in narrative section.

**Description of programs/services/activities:** Briefly describe the program, service or activity that your entity will directly provide.

**Coordination:** If your agency will address the need through coordination, describe what organizations and/or coalitions you will work with to meet the need, including the roles of each party.

## Service Delivery System

Describe the overall Service Delivery System for services provided with CSBG funds and describe how the CAAs services enhance and/or differ from those offered by other providers, i.e. bundled services– please include specific examples.



1. Describe the agency's service delivery system for services provided using CSBG funds. Please include when and how clients enter into your program.

*The Agency's service delivery system ensures that people seeking services through programs like Head Start, Emergency Services including LIHEAP, and the Weatherization Assistance Program, are made aware of and are referred to all appropriate services within the Agency. For Example, Family Advocates in the Head Start program refer Head Start parents to the Getting Ahead/Staying Ahead self-sufficiency case managers to assess parents for the program and subsequent job training and education services funded through CSBG.*

*In addition, the Agency works closely with local agencies such as CareerSource and faith-based institutions to ensure that their clients and members are aware of the Agency's program. The agencies are provided applications for the services provided under CSBG funding.*

2. Provide a copy of your agency's most current CSBG Workplan at **Attachment C**.
3. How do your services/programs differ from those of other providers?

*The Agency's self-sufficiency program is based on a Getting Ahead/Staying Ahead. Getting Ahead in a Just-Gettin'-by-World is an evidence-based program that serves as the entry point to CSBG-funded activities designed to help promote economic mobility and reduce dependency on public assistance. The Getting Ahead curriculum empower people living in poverty or the working poor (ALICE population) to break the tyranny of the moment, learn and understand fundamental rules of economic class and language, and to develop their future story. The transformation that occurs helps move clients from concrete thought to abstract thought and act accordingly. The future story serves as a basis for their plan of action in the Staying Ahead (self-sufficiency) program.*

*Staying Ahead pairs volunteer mentors with Getting Ahead graduates coupled with Agency case management. The mentors help re-enforce the lessons learned in Getting Ahead, build the client's social capital in the resourced community and assist in helping them achieve the goals in their future plan. Case managers work directly with clients to assist in accomplishing the steps necessary to achieve their future story goals. The mentorship program lasts about six months and case management may last a couple months longer. Staying Ahead is based on the evidence-based Circles USA model.*

*The services differ from other agencies because they are not designed to provide immediate assistance, but build capacity and transformative skills in clients that will help them break the cycle of what is usually a generational poverty situation. It is the Agency's goal to expand this type of programming to other service providers. ECHO, a faith-based nonprofit, adopted the model and was set to implement the Getting Ahead program in 2018.*



- List your agencies programs/services/activities funded by CSBG, including a brief description, why these were chosen, how they relate to the CAN, and indicate the specific type of costs that CSBG dollars will support (examples: staff salary, program support, case management, T/TA, etc.).

*The Agency uses CSBG funding to support staff salaries, program support direct client services such as on-the-job training, education and educational supports, case management and training and technical assistance for all its services provided under CSBG funding.*

*The Getting Ahead/Staying Ahead curriculum was discovered through research for evidence-based programs that are effective in reducing poverty rates among participants. Staff have been trained and continue to be trained on facilitation and executing the delivery of the program with fidelity to the curriculum design. Staying Ahead mentorship component was based on the Circles USA mentorship model which also is an evidence-based program showing great promise.*

*The CSBG funds are spent in the following categories to realize the mission of the Agency - empower low-income citizens with skills and motivation to become self-sufficient.*

<b>Agency Funding Type</b>	<b>Amount</b>
<i>Staffing</i>	<i>\$538,921</i>
<i>Program Support</i>	<i>273,119</i>
<i>Direct Client Services</i>	<i>255,693</i>
<i>Training and Technical Assistance</i>	<i>32,345</i>
<i>Rent and Agency Operations</i>	<i>106,602</i>
<b>Total</b>	<b>\$1,206,680</b>

## **Strategic Plan (or Comparable Planning Document for Public CAAs)**

(For reference, refer to Organizational Standards 4.3 and Category 6.)

**Date approved by Tripartite Board (most recent):** October 2016

(For reference, refer to Organizational Standard 6.1.)

- Describe your agency’s strategic planning process, including how the agency used ROMA in completing the plan. (Organizational Standard 4.3)

*The Agency Board of Directors continually reviews service delivery plans and uses the Community Needs Assessment to guide any policy and programmatic necessary to help achieve the mission of the Agency. The Agency strategic plan guides the work of the Agency and is reviewed every two. Any new priorities, strategies or objectives are run through a ROMA logic model to determine whether the desired goals can be achieved and how best to measure them.*

2. Describe how the strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient. (Organizational Standard 6.2)

*The priority of the Agency has been to focus on how best to reduce poverty. The transformative program of Getting Ahead/Staying Ahead has been a key strategy used to achieve this goal. Staff turnover requires significant training and technical assistance to keep up the momentum created by the program amongst the clients served.*

3. Describe the family, agency and/or community goals contained in the strategic plan. (Organizational Standard 6.3)

**Goal 1: Help Low-Income People Become More Self-Sufficient.** *Low-income people often must rely upon government programs for economic sufficiency due to lack of opportunities, education and job training for employability. Strategies include: Getting Ahead/Staying Ahead classes; enrolling clients in education and job training programs; Offering Head Start childcare services to clients; and providing supportive direct services to clients including food, transportation and housing assistance.*

**Goal 2: Improve the conditions in which low-income people live.** *Low-income people often do not have the knowledge and skills to advocate for themselves and their own interests.*

**Goal 3: Help low-income residents obtain the skills and knowledge to advocate for themselves and their interests.** *Strategies include: offering opportunities through business mentorships in Staying Ahead, Employment and job training programs; and community initiatives such as Step Up for Gadsden.*

**Goal 6: Strengthen families and offer support to help low-income residents achieve their potential.** *Low-income families often do not have the basic knowledge and skills or sufficient income to improve their standard of living/quality of life. Community Action will meet low-income individuals where they are and strive to provide these families with the services and resources needed to improve their lives. Strategies include: Priority assistance to seniors, disabled and families with young children, provide emergency assistance where available, and partner with available programs to ensure healthy children ready to learn.*

4. Describe the customer satisfaction data and customer input contained in the strategic plan along with a brief explanation of how this data was used. (Organizational Standard 6.4)

Client data and input helps to ensure that the delivery of services meets the ultimate mission of empowering low-income citizens with skills and motivation to become self-sufficient.



## Linkages and Funding Coordination

(For reference, refer to Organizational Standard 2.1.)

1. Describe the process utilized by your agency to link services and coordinate funding in your service area.
  - a. Indicate how staff was involved, i.e. attended community meetings, I&R, etc.
  - b. Describe how services are targeted to low income individuals and families.
  - c. Describe how linkages will be developed to fill identified gaps in services.

***Agency staff attends regular coalition meetings in their respective areas as well as serve on local committees. The Agency is also a Chamber of Commerce member in each of its counties and staff regularly attends meetings.***

***Services are targeted toward low-income individuals and families by the requirement that household income must be at or below 125% of poverty in order to receive CSBG services.***

***Linkages and partnerships have been developed with the four Career Source agencies that cover Community Action's eight county region, local senior service centers, local coalitions and other groups in order for Community Action to refer its clients for additional services not available through the Agency.***

2. Explain if there is a formalized coalition of social service providers in your service area. If so list the coalitions by name, describe the mission of the coalition, who participates, and methods used by the coalition to coordinate services/funding.

***Most of the counties in Community Action's service area have formal coalitions that meet regularly. Community Action staff actively participates in these sessions. Local social service agencies, government, business entities and other interested parties participate in the coalitions. Services are coordinated by the coalition members and funding may be provided through the coalition or the membership. These coalitions include:***

***Big Bend Homeless Coalition  
Whole Child Leon  
United Way of the Big Bend  
Franklin's Promise Coalition  
Jefferson County Shared Services Coalition  
United Partners for Human Services  
Transportation Disadvantaged  
Wakulla County Coalition for Youth  
Healthy Start Coalition of Jefferson, Madison & Taylor Counties  
Big Bend COAD (Communities Organizations Active in Disasters)  
Step Up for Gadsden***

3. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding.

4. **Community Action has memorandums of understanding /agreements with the four Career Source regional boards that cover the Agency’s service area. It also has agreements with the EHEAP providers.**

### Tripartite Board of Directors

(For reference, refer to Organizational Standards Category 5: Board Governance.)

1. What is the total number of Board members as stated by your Bylaws? maximum of 27  
Directors
2. Vacancy Resolution Plan – Does your board currently have any vacancies?  Yes  No  
If yes, please complete the table below for each vacant seat.

Position	Date Vacancy Occurred	Estimated Date to be Filled	Reason for Vacancy	Steps taken to fill Vacancy
Low Income – Franklin	3/17	3/18	attendance	Working with area representatives to identify candidates
Low Income - Calhoun		3/18	No willing partner	Working with area representatives to identify candidates
Public Sector – Franklin		3/18	Election loss	Speaking to Commissioners
Public Sector – Gadsden		3/18	No willing partner	Speaking to Commissioners



## Agency Bylaws

**Date Approved by Tripartite Board (Most Recent):** October 2016  
(For reference, refer to Organizational Standards Category 5.)

**Date Reviewed by an Attorney (Most Recent):** October 2016  
(For reference, refer to Organizational Standard 5.3.)

**Date Bylaws Last Distributed to Board Members (Most Recent):** Annually – January Meeting  
(For reference, refer to Organizational Standard 5.4.)

## Agency-Wide (or Department-Wide) Organizational Chart

Does your agency have an agency-wide organizational chart?  Yes  No  
If not, what document does your agency and board use to identify positions within your agency?  
(For reference, refer to Organizational Standard 7.3.)

## Agency-Wide (or Department-Wide) Budget

Does your agency have an agency-wide budget?  Yes  No  
If not, what document does your agency and board use track annual funding?  
(For reference, refer to Organizational Standards 8.7 and 8.9.)

## Agency Succession Plan

Does your agency have an agency succession plan?  Yes  No  
If not, what policies are in place in the event of an unplanned emergency absence by key staff members?  
Does the plan cover unplanned short-term absences?  Yes  No  
Does the plan cover long-term (planned or not) absences?  Yes  No

**Date Approved by Tripartite Board (Most Recent):** October 2016  
(For reference, refer to Organizational Standard 4.5.)

## Agency-Wide (or Department-Wide) Comprehensive Risk Assessment

Does your agency have a comprehensive risk assessment?  Yes  No  
If not, what policies are in place to ensure the agency does not put itself at risk?

**Date Reported to the Tripartite Board (Most Recent):** Annual Audit in July 2017  
(For reference, refer to Organizational Standard 4.6.)

## Annual Analysis of the Agency's Outcomes

Does your agency provide an annual analysis or report to the governing board to include the following:

Report Type	Yes	No	Date Provided to the Board (Most Recent)
Update on the success of the specific strategies include in this Community Action Plan	X		Bi-monthly Board meetings – 12/5/18
Update on the progress of meeting the goals of the strategic plan	X		12/5/18
An analysis of the agency's outcomes and any operational or program adjustment and improvements identified	X		12/5/18

(For reference, refer to Organizational Standards 4.4, 6.5, 9.3)

## Federal Assurances and Certification

Public Law 105-285, s. 676 (b) establishes federal assurances eligible entities are to comply with. DEO, in its state plan submission, provides a narrative describing how the eligible entities in Florida will comply with the assurances. By completing and submitting this Community Action Plan, your agency certifies that it will comply with all Federal Assurances, the annual DEO Federally Funded Subgrant Agreement, and any other laws, rules, and statutes in the performance of the activities funded through this grant.

# Attachment A

## Capital Area Community Action Agency Regional Office

### **Leon County**

309 Office Plaza Drive  
Tallahassee, FL 32301  
Phone: 850-222-2043

### **Calhoun & Liberty Counties**

20859 Central Avenue, E  
Blountstown, FL 32324  
Phone: 850-674-5067

### **Franklin County**

192 14th Street, Suite 113  
Apalachicola, FL 32320  
Phone: 850-653-8057

### **Gadsden County**

1140 West Clark Street  
Quincy, FL 32351  
Phone: 850-875-4250

### **Gulf County**

401 Peters Street  
Port St. Joe, FL 32456  
Phone: 850-222-1717

### **Jefferson County**

1155 North Jefferson Street  
Monticello, FL 32344  
Phone: 850-997-8231

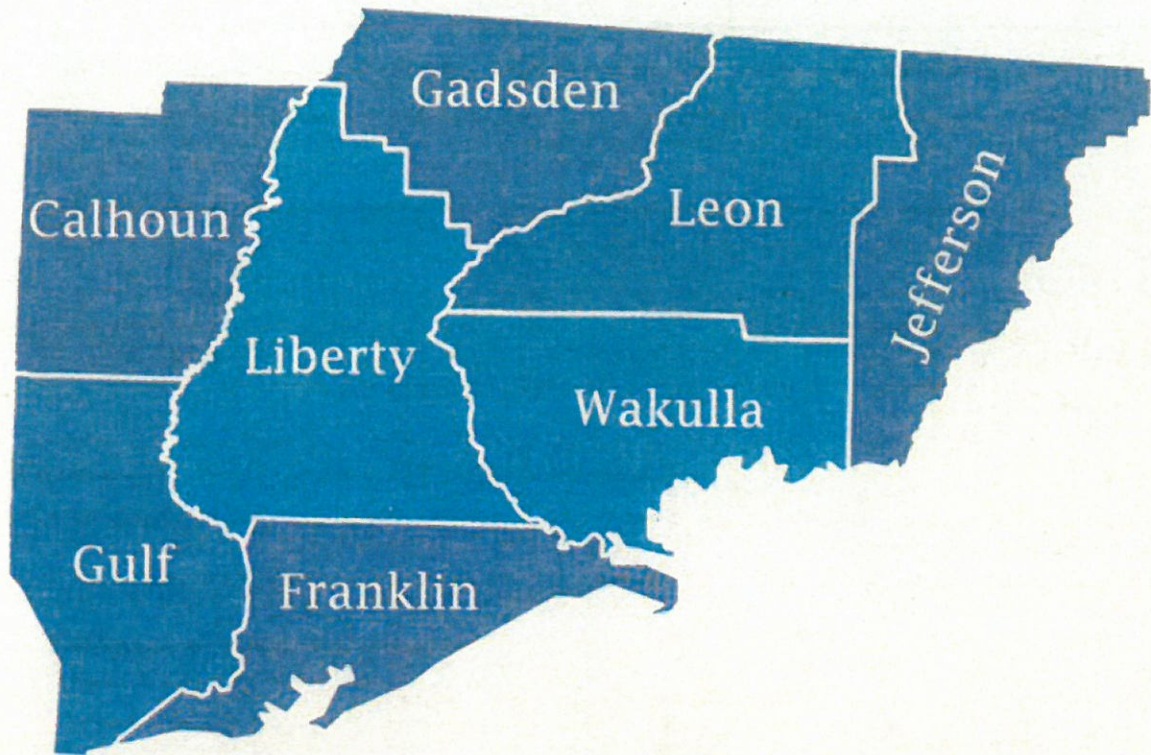
### **Wakulla County**

Wakulla Career Center  
3278 Crawfordville Highway  
Suite G  
Crawfordville, FL 32327  
Phone: 850-926-3122



## Attachment B

### Map of Region



#### **Service Area Overview**

Capital Area Community Action Agency serves Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla Counties.



**Attachment C**

**CSBG Work Plan**

# Capital Area Community Action Agency

## MEMORANDUM

**TO:** Tim Center, Chief Executive Officer  
**FROM:** Annie McDuffie, Program Manager, Crisis Program  
**RE:** Board Update for September 2018 – *Emergency Services*  
**DATE:** November 14, 2018

*National Performance Indicator*

*Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential By Strengthening Family and Other Supportive Environments. This report started October 1st 2018 and will end September 30<sup>th</sup> 2019.*

*Low Income Home Energy Assistance Program*

Below is the total unduplicated number of households/individuals served for September 2018.

County	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	April 2019	May 2019	June 2019	July 2019	Aug 2019	Sept. 2019	County
Calhoun	15/37												15/37
Franklin	13/23												13/23
Gadsden	17/31												17/31
Gulf	32/62												32/62
Jefferson	7/15												7/15
Leon	292/792												292/792
Liberty	5/6												5/6
Wakulla	20/25												20/25
<b>Total</b>	401/991												401/991

The Low Income Home Energy Assistance contract and modification #3 was also approved in the amount of \$1,694,692.00. This modification started April 1<sup>st</sup>. and will continue. Community Action is currently working modification #4 which will include an increase in Low Income Home Energy Assistance funding.

Starting October 1<sup>st</sup>, Community Action will be assisting with propane and utility bills.

Due to hurricane Michael the Department of Economic Opportunity has authorized the release of our Weather Related funds in the amount of \$33,894 to assist families.



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# Capital Area Community Action Agency

## MEMORANDUM

**FROM:** Terry Mutch  
**RE:** Weatherization Assistance Program  
**DATE:** November 13, 2018

**WAP funding allocation has not changed. Current total contract amount is \$948,604.20 with a completion date of September 30, 2020.**

As of November 1, 2018, 61 homes have been processed and inspected. Of those 61 homes, 32 homes have been completed and inspected, 18 homes are currently in pre-inspection, bid process or are currently in the process of being weatherized and 11 homes are in postponement/deferral stage due to client or dwelling issues.

Due to the devastating effects of Hurricane Michael, inspections were placed on hold for the remainder of October and have resumed in November.

### Weatherization at a Glance

County	2015-16 Contract Units Completed	2016-17 Contract Units Completed	2017-2020 Contract Units Projected*	2017-2020 Contract Units In progress	2017-2020 Contract Units Completed
Calhoun	-	-	8	0	0
Franklin	2	0	6	2	0
Gadsden	11	4	12	0	3
Gulf	2	2	6	0	0
Jefferson	2	3	7	1	0
Leon	51	36	42	15	28
Liberty	-	0	6	0	0
Wakulla	4	2	7	0	1
<b>Total</b>	<b>72</b>	<b>47</b>	<b>94</b>	<b>18</b>	<b>32</b>



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# Capital Area Community Action Agency

## MEMORANDUM

**TO:** Tim Center, Chief Executive Officer  
**FROM:** Melissa Watson  
**RE:** Board Update for June  
**DATE:** November 13, 2018

### Getting Ahead Report

#### Current Enrollments as of 11/13/2018

County	Starting Enrollments	Current Enrollments	*Group A	*Group B	*Group C
Calhoun/Liberty	5	2	1	1	0
Gadsden	9	9	2	4	3
Jefferson	14/Still recruiting		1	5	3
Leon	12	11	2	6	3
Wakulla	10	7	1	5	1

#### **Getting Ahead in the following counties:**

*The Getting Ahead class is currently in Module 4 Hidden Rules of Economic Class. Hidden rules are the unspoken cues and habits of the group. If you know the rules you belong, if you don't know, you don't belong. In order to build relationships of mutual respect between people in different economic classes, the participants become familiar with more than their own set of hidden rules. There are many lenses through which poverty can be studied, once participants identify in which economic class they are functioning in, they are able to begin the upward trajectory on how to navigate through these economic classes. In Getting Ahead we use the lens of economic class to address poverty as it encompasses all lenses. This provides a clear understanding of how income and wealth affect the environment.*

*Each Getting Ahead participant was provided with a \$50.00 gift card as a small gesture. Any participants whose need is greater will be addressed on a case by case basis.*

*We were able to provide Thanksgiving baskets to some of our participants. Donations in the means of a Thanksgiving meal are still coming in, we will continue to issue to participants who are requesting the help.*



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### ***Calhoun/Liberty***

- Hurricane Michael has devastated this county. Two of the Getting Ahead participants had to relocate. One to Marianna, and the other in Leon County. The participant who relocated to Leon County was offered the opportunity to join the Leon class. The participant who relocated to Marianna is not able to participate at this time. They were given the opportunity to re-join the January session.
- The remaining participants have requested to restart their session in January as they are dealing with the aftermath of the storm.
- Recruitment for January session is ongoing
- The Case Manager Peggy Sullivan has reached out to each participant to do an assessment. She will continue to monitor the status of the remaining participants.

### ***Gadsden***

- All participants' power has been restored.
- Community Action assisted with power bills once the power was restored
- Classes have resumed and attendance is 100%

### ***Jefferson***

- Recruitment is ongoing for Jefferson
- Classes for Jefferson will start in January

### ***Wakulla***

- Participants are actively participating
- Attendance is 100%

### ***Leon***

- Attendance for the Getting Ahead class is 100%

### ***Staying Ahead Mentor Program***

- The Staying Ahead Mentor Program will resume upon completion of this session of GA classes
- Mentors will attend a mentor orientation to be held locally in each county
- All graduates of GA and current Staying Ahead participants will be matched with a mentor
- Date of mentor orientation is TBA. We will host the mentor orientation within this calendar year

- Recruiting for mentors is ongoing

***Mentors***

- The current mentor count for the counties below are as follows:
  1. Jefferson 14 mentors
  2. Leon 12 mentors
  3. Wakulla Currently recruiting
  4. Calhoun/Liberty 4 mentors
  5. Gadsden 9 mentors

Mentors are aware that mentor recruitment is ongoing. They are also referring colleagues to participate.



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 4th floor Switzer Memorial Building, 330 C Street SW, Washington DC | eclkc.ohs.acf.hhs.gov

**To: Board Chairperson**

*Ms. Christy McElroy  
Board Chairperson  
Capital Area Community Action  
Agency, Inc.  
309 Office Plaza Drive  
Tallahassee, FL 32301-2729*

**From: Responsible HHS Official**



*11/5/18*  
Date

*Dr. Deborah Bergeron  
Director, Office of Head Start*

## Overview of Findings

On 10/16/18, the Administration for Children and Families (ACF) conducted a monitoring review of the Capital Area Community Action Agency, Inc. Head Start program to determine whether the previously identified findings had been corrected. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Ms. Christy McElroy, Board Chairperson, as legal notice to your agency of the results of the program review.

Based on the information gathered during our review, we have closed the previously identified findings. Accordingly, no corrective action is required at this time. If you have questions about this report, please contact your ACF Regional Office.

### Distribution of the Head Start Review Report

Copies of this report will be distributed to the following recipients:

Capt. Robert Bialas, Regional Program Manager  
Ms. Shantell Freeman, Policy Council Chairperson  
Mr. Tim Center, CEO/Executive Director/Head Start Director

### Overview Information

Review Type: *Desk/FTL Solo*  
Organization: *Capital Area Community Action Agency, Inc.*  
Program Type: *Head Start*  
Field Lead: *Ms. Ronniece Boston*  
Funded Enrollment HS: *378*  
Funded Enrollment EHS: *Not Applicable*

## Glossary

A glossary of terms has been included to explain the various terms used throughout this report.

Term	Definition
<b>Compliance Measure (CM)</b>	The specific statements that collectively assess the level of program performance for each Key Indicator, focusing on one or more Federal regulations critical to the delivery of quality services and the development of strong management systems.
<b>Strength</b>	A new and/or unique way of reaching the community.
<b>Compliant</b>	No findings. Meets requirements of Compliance Measure.
<b>Concern</b>	An area or areas of performance which need improvement or technical assistance. These items should be discussed with the Regional Office and do not include a timeframe for correction.
<b>Noncompliance</b>	A finding that indicates the agency is out of compliance with Federal requirements (including, but not limited to, the Head Start Act or one or more of the performance standards) in an area or areas of program performance, but does not constitute a deficiency. Noncompliances require a written timeline of correction and possible technical assistance (TA) or guidance from their program specialist, and if not corrected within the specified timeline, can become a deficiency.
<b>Deficiency</b>	<p>As defined in the Head Start Act, the term "deficiency" means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none"> <li>(i) a threat to the health, safety, or civil rights of children or staff;</li> <li>(ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations;</li> <li>(iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management;</li> <li>(iv) the misuse of funds received under this subchapter;</li> <li>(v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or</li> <li>(vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified;</li> </ul> <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>



## Summary of Findings

Finding Type	Applicable Standards	Program Type	Grant	Timeframe	Status
Healthy and safe environments	1302.47(b)(1)(iii)(ix)	HS	04CH10135	N/A	Corrected

## Status of Previously Identified Area of Noncompliance

Finding	Status
<p><b>1302.47 Safety practices.</b></p> <p><b>(b) A program must develop and implement a system of management, including ongoing training, oversight, correction and continuous improvement in accordance with 1302.102 that includes policies and practices to ensure all facilities, equipment and materials, background checks, safety training, safety and hygiene practices and administrative safety procedures are adequate to ensure child safety. The system must ensure:</b></p> <p><b>(1) Facilities. All facilities where children are served, including areas for learning, playing, sleeping, toileting, and eating are, at a minimum:</b></p> <p><b>(iii) Free from pollutants, hazards and toxins that are accessible to children and could endanger children's safety;</b></p> <p><b>(ix) Kept safe through an ongoing system of preventative maintenance.</b></p>	Corrected

### Focus Area Two – 2/5/2018 – Noncompliance

The grantee did not consistently ensure facilities, including areas for learning, playing, sleeping, and eating were free from hazards accessible to children and did not keep facilities safe through an ongoing system of preventative maintenance. At the time of the review, the grantee's system was not adequate to ensure child safety at the grantee's South City Head Start Center.

During the onsite explorations, a number of obvious safety concerns were overlooked using this system. Within the South City Head Start Center, a water fountain basin used regularly was found to have significant mildew buildup. Additionally, the air conditioning vents inside of classroom two showed signs of rust and flaking. In the same classroom, one counter drawer was observed to have nails protruding from the bottom low enough for children to access in an area where nap mats were placed during rest time. The grantee indicated that daily checklist forms were used at each center to identify and report safety and maintenance issues both within the classroom and on the playground; the system in place required teachers to submit these forms prior to submitting them to their managers. The Early Childhood Education Manager also explained the monitoring of health and safety varied across centers; some of the Center Directors monitored teachers as they completed daily checklists, while others elected to check classrooms themselves prior to signing the checklist forms; however, neither hazard was identified using the grantee's current system, and as a result, endangered the safety of children enrolled in the program.

The grantee did not ensure the playground at the South City Head Start Center was free of all safety hazards. The outdoor climbing structure used during playtime had significant rust damage. Additionally, deterioration of two conjoined plastic tunnels on the outdoor play structure caused them to connect unevenly, creating a hole in the play equipment large enough for a child to become entangled in the uneven sides. The absence of ongoing preventative maintenance to the program's outdoor equipment created an unsafe playground environment for enrolled children.

### Desk/FTL Solo (10/16/2018) - Corrected

The grantee developed and implemented a system of management including ongoing training, oversight, correction, and continuous improvement to ensure all facilities were free from hazards and kept safe through an ongoing system of preventative maintenance. The grantee revised its policies and procedures on safety practices, added a new tier of ongoing monitoring for preventive maintenance, and trained staff.

In an interview, the Director reported all items at the South City Head Start Center noted during the previous

monitoring review were addressed. A review of photographs, work orders, and invoices confirmed the playground equipment was repaired, new air conditioning vents were installed in the ceiling, the drawer with nails protruding was fixed, and the water fountain was not in use and water coolers were located in each classroom.

The grantee revised its policies and procedures on safety of facilities. A review of the Safety Practices--Facilities--Preventive Maintenance policies and procedures found the Maintenance Technician completed the Preventive Maintenance Checklist the first week of every month and reviewed the checklist with the Center Director to point out any findings. The Center Director then created a work order for any repairs. A review of Policy Council meeting minutes found the policies and procedures were approved on September 20, 2018.

The grantee updated its monitoring checklists and added a new level of monitoring in accordance with the new procedure. The Early Childhood Education Manager explained existing safety checklists were revised to encompass additional items to be reviewed by the teachers and Center Directors. For example, the playground checklist was revised to include entanglement/entrapment. Also, a review of the Ongoing Monitoring Schedule--Facilities found Center Directors were scheduled to conduct a Daily Cleaning Checklist and a Daily Playground Safety Checklist with a monthly spot check conducted by the Education Manager. Teachers were required to conduct a Daily Classroom Safety Checklist with a spot check by the Center Director. The Maintenance Technician completed a Preventative Maintenance Checklist with a quarterly spot check conducted by the Facilities Manager. The Director also reported they started using ChildPlus for tracking work orders to ensure all issues were documented and addressed timely. A review of Daily Cleaning Checklists, Daily Playground Safety Checklists, Daily Classroom Safety Checklists, and Preventative Maintenance forms for August and September 2018 confirmed the process used to monitor facilities issues on an ongoing basis. In addition, a review of ChildPlus reports found all work orders were tracked from date of work order request to date of completion.

The grantee ensured all staff received training on health and safety issues. The Maintenance Technician, Early Childhood Support Specialist, and Administrative Assistant attended the National Recreation and Park Association Certified Playground Safety Instructor Training. A review of the course agenda, handbook, and registration found staff attended the training in April 2018. Center Directors then provided training for all staff by visiting and assessing all centers to identify any issues and complete work orders. Furthermore, a review of pre-service training agendas dated July and August 2018 found health and safety issues were addressed including ongoing monitoring of classrooms and playgrounds.

The grantee developed and implemented a system of management including ongoing training, oversight, correction, and continuous improvement to ensure all facilities were free from hazards and kept safe through an ongoing system of preventative maintenance. This area of noncompliance is corrected.

— END OF REPORT —

# Family and Community Engagement Manager Monthly Monitoring Report – October 2018

Requirement	Franklin	Jefferson	Mabry	Royal	South City	Total
<b>PROGRAM STATUS (Monthly)</b>						
Number of Students Registered	17	35	80	56	183	371
Number of Student Withdrawals for Month	0	0	2	1	6	9
Number of Vacancies	0	0	1	1	5	7
Number of Students on Wait List	2	0	24	19	22	67
Number of VPK Students Registered	N/A	N/A	N/A	16	60	76
Number of School Readiness Students Registered	N/A	N/A	N/A	5	7	12
<b>FAMILY STATUS</b>						
Number of Family Needs Assessment	17	35	80	56	183	371
<b>Family Partnership Agreement</b>						
Number of FPA Initiated (45)	17	26	67	56	161	327
Number of FPAs in progress (February)						
Number of FPAs completed (May)						

Center	Head Start Enrollment and Attendance	
	Funded	Enrollment on 10/31/18
Franklin	17	17
Jefferson	35	35
Mabry	81	80
Royal	57	56
South City	188	183
<b>Total</b>	<b>378</b>	<b>371</b>
		<b>August Average Daily Attendance (ADA)</b>
		<b>80.21%</b>
		<b>83.36%</b>
		<b>80.03%</b>
		<b>87.53%</b>
		<b>86.83%</b>
		<b>84.95%</b>

# Family and Community Engagement Manager Monthly Monitoring Report – October 2018

<b>Number of Referrals (Review referrals)</b>	<b>Franklin</b>	<b>Jefferson</b>	<b>Mabry</b>	<b>Royal</b>	<b>South City</b>	<b>Total</b>
Emergency Assistance (Food, shelter, clothing)	17	11	9	7	25	69
Domestic Violence Referrals	0	0	0	0	0	0
Substance Abuse Referrals (prevention or treatment)	0	0	0	0	0	0
Child Abuse or Neglect Referrals	0	0	0	0	0	0
Assistance for incarcerated Family Members	3	1	4	2	7	17
Education Referral	0	0	3	2	7	12
Employment	0	0	4	5	11	20
<b>Parent Meetings/Trainings</b>						
Parent Committee Meetings						
Number of Parents at the Parent Committee Meetings						
Number of Male Parents at Parent Committee Meetings						
Number of parents Committee meetings attended (Family Advocate)						
Number of Parents Committee meetings attended (Parent Engagement Coordinator)						
Number of Parents in attendance on Policy Council	1	0	1	2	3	7
Number of Coordinated Trainings for Policy Council	0	0	0	0	0	0
Number of Parenting Classes	0	0	0	0	0	0
Number of Family Activities/Events Coordinated	0	0	0	0	0	0
Number of Family Activities Specific to Male Engagement	0	0	0	0	0	0
Number of Parent Trainings Conducted	0	0	0	0	0	0
Number of Volunteer Orientations						
<b>Home Visits</b>	<b>Franklin</b>	<b>Jefferson</b>	<b>Mabry</b>	<b>Royal</b>	<b>South City</b>	
Required Home Visit Follow up (February)						
Number of Additional Home Visits/Meetings						
Number of Contacts documented in Case Notes	17	6	67	57	121	268
Number of Contacts documented per absenteeism	0	0	3	2	17	22



# Family and Community Engagement Manager Monthly Monitoring Report – October 2018

<b>Number of Files Reviewed</b>	<b>0</b>
<b>Review of Parent Board</b>	<b>5</b>
<b>Volunteers (PEC)</b>	
Number of Volunteers	67
Total of Program In kind	192 hours
<b>FAMILY AND COMMUNITY</b>	
Family Advocate Workers Meetings	1
Family Advocate Workers Trainings	0
Community Meetings	1

<b>Transportation</b>	
Field Trips	7
Maintenance	1
Trainings	0

Family and Community Engagement Manager  
 Monthly Monitoring Report – October 2018

<b>HEALTH SPECIALIST</b>	<b>Total</b>
<b>PRE-ENROLLMENT REQUIREMENTS</b>	
Up to date immunizations	367
Expired/Missing immunizations	5
Up to date Physicals	364
Expired/Missing Physicals	8
Number of individual Health Care Plan	8
Number of Children with Health Insurance	365
<b>ENROLLMENT</b>	
Number of children with dental home	256
Number of dental home referrals	0
Completed dental exams	129
Incomplete dental exams	243
Needed dental treatment	13
Receiving dental treatment	0
Completed dental treatment	0
Number of medical home	305
Number of medical home referrals to Advocates	0
<b>45 DAYS REQUIREMENT</b>	
Vision screenings	342
Vision referrals	0
Hearing screenings	312
Hearing Referrals	0
Growth Assessment	365
BMI Referrals	0

Family and Community Engagement Manager  
 Monthly Monitoring Report – October 2018

<b>90 DAYS REQUIREMENT</b>	<b>Total</b>
Number of dental home established	256
Number of dental exams	129
Number of children requiring dental treatment	13
Number of completed dental treatment	0
Number of dental cleaning / fluoride treatment	129
Hematocrit / Hemoglobin	201
Blood Lead	189
Blood Pressure	320
<b>NUTRITION</b>	
Number of Breakfast	4,491
Number of Lunch	4,970
Number of PM Snacks	4,276
Number of Children with Special Diets	23
<b>MONITORING ACTIVITIES</b>	
Health Files Review	0
Child Care Food Program Tool	3
Kitchen Inspection Tool	0



# Family and Community Engagement Manager

## Monthly Monitoring Report – October 2018

<b>Corrective Action and Follow Up</b>
<p><b>Funded Enrollment</b></p> <ul style="list-style-type: none"> <li>The program met the funded enrollment requirement during the month of October, but families who need Extended Care continue to withdraw.</li> </ul> <p><b>Extended Care</b></p> <ul style="list-style-type: none"> <li>Teachers have been hired for the Extended Care program and students from the Wait List are being placed in available slots.</li> </ul> <p><b>Parent Engagement</b></p> <ul style="list-style-type: none"> <li>Parenting classes will begin in January, with one being offered midday and another one in the evening.</li> </ul> <p><b>Referrals</b></p> <ul style="list-style-type: none"> <li>Referrals must be completed for all students who are late without an excuse, and for students with excessive absences.</li> </ul> <p><b>In-Kind</b></p> <ul style="list-style-type: none"> <li>In-Kind is still be collected to meet the needs of the program. The amount is improving from donations to the program, fees from contracted professionals, and parent volunteers.</li> </ul> <p><b>Field Trips</b></p> <ul style="list-style-type: none"> <li>Communication involving field trips will be extended to all staff included to ensure all staff are aware of field trip dates.</li> </ul>
<b>Strengths</b>
<ul style="list-style-type: none"> <li>More teachers have been hired for the extended day program.</li> <li>The program is now using new technology to communicate with parents and the results are improving.</li> <li>The referral process is improving attendance.</li> <li>The use of company cell phones (voice and text) helps staff contact families more successfully, and families are able to respond back to staff faster.</li> </ul>

# Family and Community Engagement Manager Monthly Monitoring Report – October 2018

<b>Areas of Concerns and Barriers</b>
<p>Our families who work and attend school are becoming impatient with the Program's inability to provide extended care.</p> <p>Behavior issues in the classrooms causing parents to want to withdraw their children.</p>

<b>Professional Development</b>
<p>Bi-weekly management and team meetings</p> <p>Management Team Meetings</p>

# Family and Community Engagement Manager Monthly Monitoring Report – October 2018

<b>Manager Monitoring Activities</b>
Verifying Head Start eligibility for all families enrolling in the program for the 2018-19 school years.
Ensuring documentation in ChildPlus is current to ensure PIR information is correct.
Reviewing Child Care Food Program monthly reports.
Entering attendance in ChildPlus

**Submitted by:** Darrel James

**Date:**

# Quality Counts

October 2018



## Vital Statistics

(Pulled November 6, 2018 beginning @ 1724 hours for October 1-31, 2018)

### Enrollment

Compliance

**NO**

Current Enrollment

**376**

Cumulative Enrollment

**386**

### Disability Services

(Reports 2001 & 2005)

Compliance

**YES**

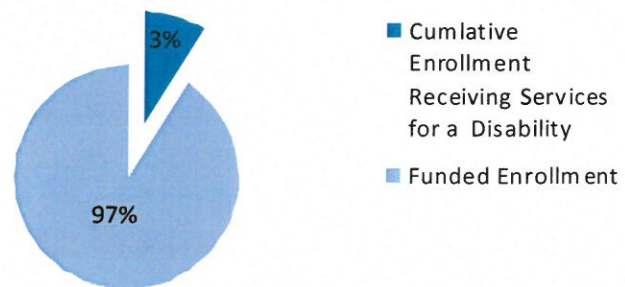
Students with Disabilities

**12**

Students with Concerns

**8**

#### Disability Services



#### NOTES:

Per the Head Start ERSEA review protocol, programs are expected to reach the 10 percent requirement at any point during the program year. For reviews occurring between October and December, the program must have reached 10 percent at some time during the previous program year. For reviews occurring between January and September, the program must have reached 10 percent at some time during the current program year.



# Attendance

Compliance

**YES**

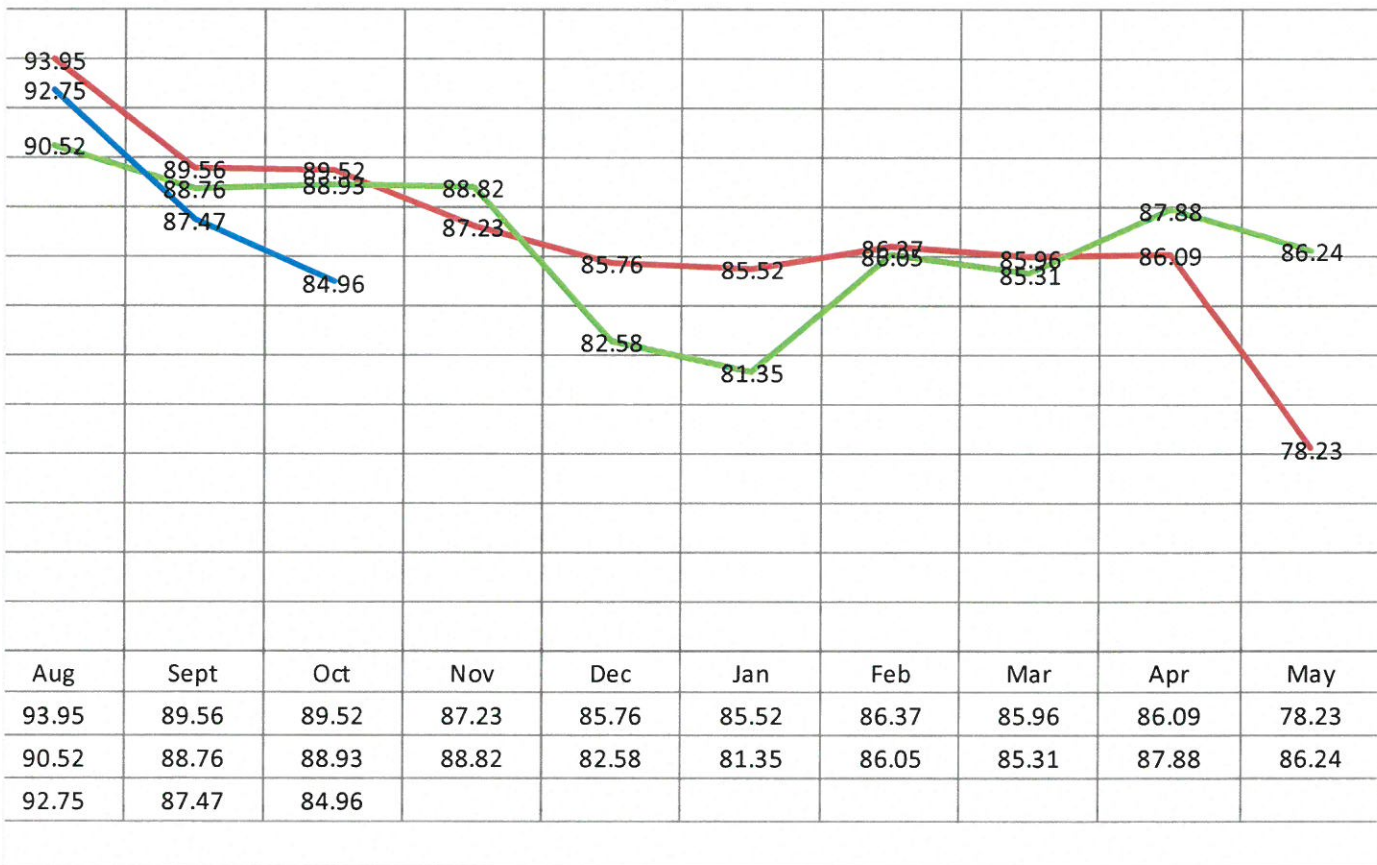
Funded Attendance

**84.09**

Actual Attendance

**84.96**

## HISTORICAL ADA BY MONTH



**NOTES:**

- 2018-2019 October attendance is lower than the historical average for this 5 year grant cycle.
- At this point in the school year 88 students have been absent for between 10% and 20% of the days offered to them and are at risk of missing 10% of the program.
- At this point in the school year 79 students have been absent for more than 20% of the days offered to them and are at risk of missing 20% of the program. (Report 2336 or 2306).

(Pulled November 11, 2018 beginning @ 1732 hours for October 1-31, 2018)



# 2018-2019 Goals Progress



Long Term Goals	Short Term Objectives	Activities/Outcomes
Reduce the caseloads of Family Advocates to allow for more direct services to families.	Research ways that caseloads can be reduced. This includes a time study to see where they are currently focusing their efforts, and a possible redistribution of the workload.	The average case load has been reduced to 47.25. Then mode is 54.
Develop partnerships with various agencies that will enable us to identify and serve the homeless population more effectively.	Partner with the Big Bend Homeless Coalition to enroll students of homeless families that are housed in local shelters.	Focus group being planed for January.
Relocate all Head Start centers to state of the art facilities.	As leases expire on current facilities renegotiate to renovate, or relocate better facilities to lease or purchase as funding permits.	Progress continues to be made on the Franklin County Early Education Center.
Create a more robust Family Engagement Plan and increase family involvement.	Increase family involvement to 10% the first year, and an additional 5% each year thereafter.	Program purchased and is in the process of rolling out Ready Rosie.
Establish a consolidated service center on the south side of Leon County to make services more accessible.	Offer expanded services at the South City Head Start location.	LIHEP services are offered at centers for families.
Restructure our organization to allow for seamless delivery of services.	Design an plan for a "one stop shop" for Agency services for all clients that seek us for any type of assistance.	Currently we have six Head Start team member that participated in Getting Ahead and have used the knowledge learned to better their employment. We also have one Head Start parent enrolled in Getting Ahead.
Increase the number of Head Start eligible children we can serve as well as provide services to children who qualify for subsidized care.	Create opportunities to provide services to children of families in targeted areas who aren't eligible for Head Start.	We are currently unable to progress towards this goal due to limited space.
The Agency will support a teaching staff with credentials in accordance with the revised Head Start Act Requirements. This includes 50% of Teachers with a bachelor degree and 50% of Teacher Assistants with associate degree.	At least 50% of Teachers will have a bachelor degree and at least 50% of Teacher Assistants will have an associate degree.	The Agency is currently supporting 12 staff on increasing their education (4= BS, 4=AA, 3= CDA)
Expand our Little Champions obesity prevention program to include Jefferson and Franklin counties.	Provide exercise activity to students enrolled in Franklin and Jefferson counties.	We are currently researching alternative programs, as the cost to train Franklin staff on Little Champions is prohibitive.



# Incident Accident Reports

Incidents Added This Month



Students Involved This Month



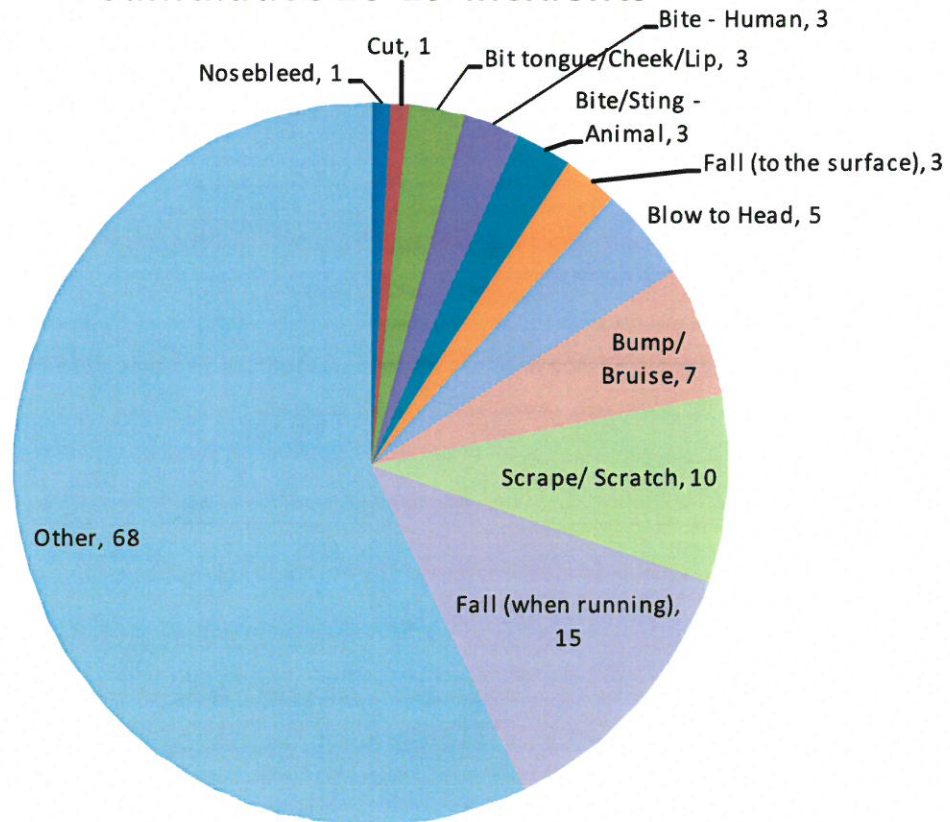
Incidents after 2:00pm



Cumulative 18-19 Incidents



## Cumulative 18-19 Incidents



- The majority of incidents listed as “other” are from a child being hit or struck by another child or object. We may need to consider adding another reporting field for data clarity.
- Additionally, the majority of incidents/accidents this month occurred in the classroom.
- Incidents entered for a previous month after the QAM monthly report is generated are not included in the graphic.

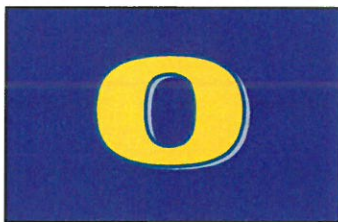
# Depart of Children & Families Violations

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**Inspections This Month**



**Violations This Month**



**Cumulative 17-18 Violations**



(DCF Inspection Reports)



## Quality Counts October 2018 Narrative

### Vital Statistics

#### Enrollment

Community Action's deliverable enrollment is 378. The current actual enrollment for October 2018 was 376. We did not meet this deliverable for October 1-31, 2018 according to data recorded on Child Plus Report 2001.

Community Action's cumulative enrollment is 386.

#### Disability

Ten percent of the funded enrollment for Community Action is 37.8 or 38 students. Per the Head Start ERSEA review protocol, at this point in the program year, the program must have reached ten percent at some time during the last school year. The current number of students with diagnosed disability that attended at least one day August 2017 through May 2018 was thirty-nine as of May 31, 2018. Based on the current numbers at the time of this report we were meeting the deliverable for this requirement.

The current disability enrollment for this school year is 3% or 12 students. The Community Action teaching staff had also identified 8 additional students with disability concerns. The Special Service Coordinator had added the students identified by the teaching staff to the list of students with disability concerns; however, the local education authority (LEA) has yet to diagnose the students. Only the students with identified disability concerns will not count towards Community Action's ten percent disability requirement.

#### Attendance

The average actual attendance percentage for Community Action students is 84.96% or 95%. The October 2018 actual attendance is lower than the three year historical average for October. Hurricane Michael left many of our Head Start families without power or water for several days. The inability to shower and limited gas supplies could have impacted our attendance. The threshold for compliance is 85%. Despite the challenges presented by the hurricane, we meet this deliverable for October 1-31, 2018 according to data recorded on Child Plus Report 2301.

Child Plus Report 2335, Attendance Works Chronic Absence Charts, indicates that 44% (167/378) of our Head Start students struggled with moderate to chronic school absences. Students with moderate school attendance issues miss between 10% - 20% of the days offered to them and miss 10% - 20% of the program. Students with chronic school attendance issues miss between 21% or more of the days offered to them and miss over 20% of the program.

## 2018-2019 Program Goals

The program made no advancements towards our program goals October 1-31, 2018. Currently, we are not fully capturing our efforts with regards to our employee educational goal as we focus only on teachers. However, many other staff work towards and obtain credentials and certifications that supports us in our efforts towards becoming a high quality child development program. We should consider revising the Head Start employee education program goal to better capture our efforts. I have included the current wording below and also some proposed texts.

Version	Long Term Goals	Short Term Objectives	Activities/Outcomes
Current	The Agency will support a teaching staff with credentials in accordance with the revised Head Start Act Requirements. This includes 50% of Teachers with a bachelor degree and 50% of Teacher Assistants with associate degree.	At least 50% of Teachers will have a bachelor degree and at least 50% of Teacher Assistants will have an associate degree.	The Agency is currently supporting 12 staff on increasing their education (4= BS, 4=AA, 3= CDA)
Purposed	The Agency will support <del>a teaching</del> staff with credentials in accordance with the revised Head Start Act Requirements <b>and best practices for their position</b> . This includes 50% of Teachers with a bachelor degree and 50% of Teacher Assistants with associate degree.	At Least 50% of Teachers Will Have A Bachelor Degree And At Least 50% of Teacher Assistants Will Have An Associate Degree.  At least 30% of non-instructional personnel will have the opportunity to increase their credentials in accordance with the revised Head Start Act Requirements and best practices for their position.	The agency is currently supporting 12 staff on increasing their education (4= BS, 4=AA, 3= CDA).  The agency is also currently supporting 1 family advocate in obtaining their Family Development Credential.  The agency supported 8 non-instructional personnel in obtaining their Safe Staff food certification.

## **Incident Accident Reports**

Twenty-three new incident accident reports were added into Child Plus this month. Seventeen students were involved. The majority of incidents accidents occurred between 7:30am and 2:00pm.

The program has had 122 cumulative incident/accidents this year. The leading cause incident/ accident reporting involves students touching, striking, or biting other student. The second leading cause of incident/ accident reporting was from trip and falls due to students running.

## **Department of Children and Family Violations**

During October 2018 we had no DCF inspections. Louise B. Royal, South City Head Start, and Jefferson County Head Start are likely to have a routine inspection before the winter break.

### Key

Green= Compliance

Orange=Area of concern/ Potential for Concern

Red= Non-Compliance



# Capital Area Community Action Agency

## CHIEF EXECUTIVE OFFICER REPORT NOVEMBER 2018

### Administrative

- Distributed logo shirts for all staff and Board.
- Open enrollment will conclude by end of November. A 4.5% rate increase was in the current plan. Staff were encouraged to establish Flexible Spending Accounts for dependent and medical expenses.
- Franklin County efforts continue with staffing and meetings with the administrators.

**Impact: Better benefits for staff. Better fiscal accountability.**

### Programmatic

- Eastpoint Wildfire Emergency Recovery Response – Distributing one trailer to staff to recover from hurricane. Others being distributed to displaced hurricane victims with priority to seniors, young children and disabled. Placement is based on ability of resident to place a trailer on their property.  
Donated goods were distributed over time from Carrabelle and then made available to hurricane victims. One more day will be provided before moving donated items to Goodwill. In exchange for the Goodwill donation, Goodwill will provide clothing vouchers. These vouchers will be used for Franklin and Gulf Counties.
- Franklin County Emergency Support Function 15 role still requires on site staffing. This has become a bit problematic without locally-based staff. With new staff hired – Angela Webster – we will build on the assets of the community. Training and re-writing the ESF Program Plan will be a priority.
- *Getting Ahead in a Just-Gettin’-By World/Staying Ahead* classes are halfway completed. Dates are being set for transition ceremonies. Additionally, the CSBG budget provides for expansion of the program with contracted facilitators.
- Head Start – Corrective Action from federal monitoring report was accepted and subsequent follow-up monitoring report removed any issues to be addressed. Extended day staffing has fallen short and resulted in fewer slots being offered. School readiness and VPK funding is used as a match. With a projected shortfall, the Agency will need to request of HHS a waiver from the 20% match requirement.
- City-County funding for CHSP was restored to the same level as last year.

**Impact: Redesigning entitlement programs to toward more independency services.**

### Communications and Outreach

- Maintain regular meeting schedule with Jim McShane, CareerSource Capital Region.
- Working with Representative Lorraine Ausley, Whole Child Leon, ELC, LCSO, City and County on Community School for Southside of Tallahassee

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- Working with ECHO to explore how to provide Getting Ahead as a human resource benefit offered to major employers to expand the work with the ALICE population.

***Impact: Developing the infrastructure necessary to support the Agency mission***

### **Resource Development**

- Received the 2018 Lighting the Way grant of \$75,000 from the SunTrust Bank Foundation.
- Working on a #GivingTuesday email campaign.

***Impact: Broaden the community network supporting the Agency efforts and services.***

### **Out of Office**

- Vacation – February 6-8, 2019
- Vacation - March 7-8, 11, 2019

### **Upcoming Events**

- Florida Association for Community Action (FACA) meeting – December 6-7, 2018
- Community Action Partnership Management and Leadership Conference – January 15-18, 2019 – New Orleans
- Florida Head Start Association – Board and Conference – April 1-4, 2019
- Leadership Florida Annual Meeting – June 20-23, 2019

November 19, 2018

REPORT TO THE FRANKLIN COUNTY BOARD OF COUNTY COMMISSIONERS  
HOUSING CDBG GRANT for EASTPOINT FIRE VICTIMS

On November 9, 2018, the Florida Department of Economic Opportunity (DEO) sent out the approved Modification #3 to the County's Housing Community Development Block Grant (CDBG) #16DB-OK-02-29-01-H08. The modification provides an additional \$2,630,588, to be used exclusively to assist eligible households whose homes were damaged or destroyed by the Eastpoint Limerock Wildfire. The preliminary plan is to provide replacement homes or home rehabilitation for approximately 38 households who were living in mobile homes or site-built homes at the time of the fire. The CDBG will not assist households who were living in campers, sheds or similar structures, and there can only be one dwelling present per lot.

Last month I presented a draft Rental Housing Rehabilitation/Replacement Program Policy Supplement for Disaster Funding, which the Board rejected. My current plan of action is to focus first on assisting households who have title to their land and were living in mobile homes or site-built homes that were destroyed by the fire. The majority of eligible households will be in this category, and the current policy can be used for their home replacement. The only issue I foresee is that replacement mobile homes of good quality with energy conservation and durability features could possibly cost more than the \$75,000 limit established in the 2016 policy, especially with post-hurricane demand for new homes. If necessary, the Board could either increase the limit or waive the limit.

All other applicants will be in the second "batch" of households or property owners affected by the fire. I will bring those cases to the Board on a case-by-case basis, with recommendations on waivers of the County's current CDBG policy. If I find that a policy revision or supplement will be required, I will develop another draft and present it to the Board.

No property owner will be assisted if there are back-due taxes/assessments on the property or past-due mortgage payments. I will attempt to get each household to pay their 2018 taxes prior to receiving CDBG assistance. I will also strongly encourage owners to get homeowner insurance policies on their new homes, although it isn't mandatory under the Board's policy.

Last month I did some steps in the environmental review process that is required for this grant. We can't take any actions on any property, including advertising for bids, prior to receiving the environmental clearance on the specific site. However, I am using the project area-wide tribal consultation and historic review comment period time to finalize site-specific reviews of "first batch" properties, so those reviews can be submitted to DEO on a timely basis. I expect to be able to start submitting site-specific environmental reviews to DEO in early December. Bidding for new mobile homes will begin as DEO issues site-specific environmental clearances.

I wish you and your families a happy and healthy Thanksgiving.

Respectfully submitted,  
*Deborah Belcher*  
President, RPDS

## Timeline

1. March 2019 – CEO completes self-assessment and narrative response to the goals
2. March 2019 – Board completes CEO assessment form
3. April 2019 – Board reviews consolidated Board review and self-assessment
4. May 2019 – Board acts on evaluation with feedback, counseling, performance appraisal and any reward or corrective action

## Goals for 2018-19

- **Board of Directors**
  - Ensure a diverse and regionally representative number of Directors that complies with By-Law requirements. This does not excuse the Board from pursuing potential Board members.
  - Develop Board membership level sufficient to support regular Board Committee work.
  - Keep the Board apprised of all relevant operational policies and practices.
  - Keep the Board informed on all operations, fiscal and organizational.
  - Ensure that the Board meets the required training to comply with CSBG standards.
  - Report regularly on performance goals and key performance indicators.
- **Outreach**
  - Conduct visits with county and city administrators in each county served and County and City Commission Chairs and members.
  - Establish relationships with the County School Districts where Head Start operates.
  - Build relationships with area partners including Chambers, CareerSource and others in this field. Pursue grant funds available to support mission critical efforts of the Agency.
  - Maintain regular contact with statewide associations and agencies that impact Community Action services including Florida Association for Community Action, Florida Head Start Association, CareerSource Florida and others.
- **Fundraising**
  - Plan annual fundraising events that generate funds in excess of \$15,000 to meet programs mission.
  - Train Board members on Benevon model for fundraising.
  - Seek recognition and funding for outstanding services. E.g., Florida Blue Sapphire Awards, etc.
- **Administration**
  - Conduct annual evaluations of staff and direct reports.
  - Conduct ‘Climate’ surveys of morale and staff support assessment