

Capital Area **Community Action** Agency

Board Meeting

Agenda

Tuesday, January 22, 2019 – 6:00 pm

Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee

Conference Call (605) 475-4700; 275857#

- 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 – 11.27.2018
 - B. Board Representatives
 - i) Seat: Allen Jones, NAACP Gadsden County
 - ii) Consider Absences: Harold Ross, Wakulla County
 - C. Fiscal Report
 - Narrative
 - Revenue & Expenditures Agency - 2 page
 - Balance Sheet
 - Head Start Match
 - Credit Card Activity Spreadsheet
 - Credit Card Statements
- V. CSBG Operational Standards
 - A. Board Training
 - B. Board Training Head Start
- VI. Program Updates
 - A. Crisis
 - B. Weatherization
 - C. Getting Ahead/Staying Ahead
 - D. Head Start
- VII. Chief Executive Officer's Report
- VIII. Chair's Report
- IX. Adjournment

Next Executive Committee Meeting 02/26/2018 - 5:30 pm – 309 Office Plaza Drive

Next Board of Directors Meeting 03/26/2018 – 6:00 pm – Ghazvini Center for Healthcare Education



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Capital Area **Community Action** Agency

Board of Directors Meeting Minutes November 27, 2018

Members in Attendance:

Christy McElroy, Chair
Derrick Jennings, Vice-Chair*
Harold Ross, Secretary
Kara Smith, Treasurer*
Lauren Johnson
Lisa Edgar
Pam Ridley

CACAA Staff:

Tim Center
Nina Self
Stephanie Sgouros
Margaret Watson

Member absent: Deborah Peterson

*Attended meeting by phone.

The meeting was called to order for the Executive Committee at 6:00 p.m. by the Chair. A quorum was established.

The Chair called the full Board meeting to order. The agenda was approved by Ms. Edgar. Seconded by Mr. Ross and unanimously approved.

Ms. Sgouros asked that the financial report be amended. November is the month that we prepare September financial statements for fiscal year end. For this meeting, we will only report the Head Start Match update. We will bring September and October statements to the January Board meeting.

Ms. Sgouros reported that the resolutions were not included on the Agenda. Ms. Edgar made a motion to approve the agenda with necessary corrections. Seconded by Mr. Ross and unanimously approved.



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The Chair asked for approval of the minutes for September 25, 2018. Mr. Center stated that the copy included in the packet is incorrect, and copies of Executive Committee Meeting Minutes of October 23, 2018, and Board Meeting Minutes of September 25, 2018, will be emailed to Board members by the end of the week.

The minutes will be approved at the next Board Meeting of January 22, 2018.

ACTION ITEMS

The Chair stated that the Agency is moving from For-profit to Non-profit. Mr. Center reported that the Holdings Company which is a subsidiary property owner for our building was filed initially as For-profit Company. When we contacted the Internal Revenue Service (IRS) to change the designation to tax exempt status so that we would not have to pay property taxes we were informed that we filed incorrectly and should have filed as a Non-profit Agency. Therefore, we are asking the Executive Committee Officers to dissolve the Holdings Company as a For-profit in order to file Articles of Incorporation as a Non-profit as required by the Division of Corporations. We were instructed to dissolve the For-profit and file new; the initial filing could not be amended because we were changing the status of the Agency.

Mr. Ross made a motion to dissolve the Holdings Company as a For-profit to Non-profit. Seconded by Ms. Ridley. Ms. Ridley asked if it was just a matter of processing paperwork. Mr. Center said, "yes".

Ms. Johnson asked if the break down of the roles and responsibilities of the ESF 15 could be sent to the Board. Mr. Center said that we are to administer the funds raised for the Eastpoint Wildfire Recovery as it relates specifically to the donated funds of the Eastpoint wildfire; hire someone to administer LIHEAP dollars; hire a Case Manager for Getting Ahead/Staying Ahead; administer the Emergency Support Function for the recovery; have someone present in the community to have regular contact in the day-to-day operations and work in conjunction with the group; and ongoing role of working with the EOC and County regarding needs in that community.

Mr. Center reported that we have hired Ms. Webster as the Case Manager for Franklin County. The ESF Role as it relates to the day-to-day operations will soon end.

FISCAL

Ms. Sgouros provided the Head Start draft match explanation. She reported that we are at 99% of less than 5k to meet our goal. We expect to receive some VPK and School Readiness for August and September but the dollar amount is expected at \$5K or \$10K. We will meet our non-federal share match for last year.

Mr. Center stated that enrollment in our Extended Day Program is much lower than projected. Our plan is to see if we can get some considerations from Leon County to reduce our rent which would put the Agency in a better position to meet our match.

Ms. Ridley asked what constitutes In-kind revenue (food, school lunch, CHSP, other Not For-profit grants, volunteers, space, etc.) is anything that is not from a federal source. Ms. Ridley asked do we track our volunteer hours? Ms. Sgouros said, "yes".

Ms. Johnson asked how is the dollar amount set for the In-kind match? Ms. Sgouros said that it is a fourth of our Head Start budget (\$3.4M).

Ms. Johnson questioned what other sources are we pursuing to meet our match? Mr. Center stated that we shifted from School Readiness to Extended Day Program with our Head Start dollars in trying to make them separate with part-time staff. The Part-time staff for our Extended Day put the Agency in a weak position.

Mr. Center further stated that the School Board has taken the Agency to a full Market rate for real estate at the South City location. We need to negotiate for a lower rate or have them to donate so that we meet not only the In-kind match but to also have more funds for the Agency.

Our staff collaborates with other Head Start Programs on how they operate their programs.

Resolutions

Ms. Sgouros reported that we have 2 Resolutions for approval: (1) SunTrust Foundation Award - \$75,000 deposited in to a money market account. The Resolution authorizes Board members access to the account and allows us to transfer money and deposit in to our operating account; (2) Credit Card for Emergency Support Function (ESF) for large purchases for the displaced victims of the Eastpoint fire.

Of the \$234,000.00 deposited we are asking the Board to approve 10K in CD to secure the credit card for \$10K and a Resolution accepting the deposit for 10K.

The Chair stated that the Resolutions were not listed as an Agenda item. The Resolutions will need to be brought before the next Board meeting.

Ms. Sgouros reported that Centennial Bank will not allow access to the account until they have Resolutions signatures.

Ms. Ridley stated that this should be brought before the Executive Committee first. Mr. Center stated that it will be listed as an Agenda item at the next Executive Committee Meeting of December 13, 2018, and properly noticed.

Ms. Ridley asked whom will have access to the credit card? Mr. Center will have signature authority and Capital Area. The Chair said that any expenses over \$2,500.00 must be brought before the Board.

Mr. Center said that the reason for this process is because of the reimbursement for tie-downs for the camper trailers purchased on his credit card. Ms. Ridley asked what is the status of the camper trailers? Mr. Center stated that all campers are occupied with the exception of 6 trailers. We had 24 campers total. The 6 remaining campers will be used for hurricane victims who are homeless. We worked with the Emergency Operations Center (EOC) to place senior disabled victims, and families with children under the age of 5.

The Chair asked that the Board receive updates on the status of the camper trailers as they become available.

Budget Modifications

LIHEAP

Mr. Center stated that the budget modifications included 4 major contracts regarding the LIHEAP Modification Low Energy Assistance Program that pays the utility bills and CSBG for our Getting Ahead/Staying Ahead put together by Ms. Self and Program Managers to develop budgets. Mr. Center asked for Board approval for the LIHEAP Budget Modification.

Ms. Edgar made the motion to approve the LIHEAP Budget Modification. It was seconded by Ms. Johnson and unanimously approved.

CSBG

Ms. Self reported that all of our programs are running on different fiscal years so DEO is trying to have all our programs on the same funding year (October 1st – September 30th) to eliminate having to be refunded every 3-years. Instead of having to close out every year we will have a roll over.

The CSBG Program is funded to offer more direct services for client however, to do that we have to hire staff. We eliminated the Emergency Services position because the EOC may only be open a few weeks throughout the year. We redirected those funds and hired a full-time Case Manager in Franklin County, and a Full-time In-take Worker for LIHEAP. We will be able to provide more resources in Franklin County and Gulf County now that we have the staff to offer the services.

Also, Leon is our largest county of service so we will add another Case Manager for our Getting Ahead classes.

We are also hiring for a Jefferson County Case Manager.

We increased the rent from \$75.00 to \$1200.00 – for a new building.

Ms. Ridley asked if the client base decreased because rent was not available to offer to the community. Ms. Self stated that we could serve additional customers if we had rent.

We ask the Board to approve the CSBG Modification. Ms. Edgar made the motion to approve the budget modification. Seconded by Ms. Ridley and unanimously approved.

Organizational Standards

The Federal Government wanted from the Department of Health and Human Services (HHS) a way in which you could measure how effective an organization performed. HHS together with some partners developed the Organizational Standards – 82 Standards Requirements (Maintain, 2-years, 3-years and 5-years) on criteria and evidence and how often they are to be updated.

During the initial delivery of the Standards to the Board we provided our processes and procedures and what is expected of the Agency. The governing board receives an annual update on the success of specific strategies that we include in our Community Action Plan.

The Standards were due to DEO last week but we have an approved extension of that deadline from DEO until December 7, 2018.

Mr. Center asks for approval of the submission of the Organizational Standards. Ms. Edgar made a motion to approve the Organizational Standards. It was seconded by Mr. Ross and unanimously approved.

PROGRAM UPDATES

LIHEAP

The Low Income Home Energy Assistance (LIHEAP) contract and modification #3 was approved. It will begin April 1, 2018.

WEATHERIZATION

Weatherization (WAP) funding has not changed. A staff person in our Weatherization department was involved in an accident with minor damages.

A Weatherization provider in Brevard County has renegotiated their contract so the Agency has submitted a request for one of the vehicles at no charge to the Agency. We have 2 staff persons with one vehicle so we are in need of a vehicle.

CSBG

Ms. Webster has been hired as the Case Manager for Franklin County.

We are seeking to employ new Case Managers for the Getting Ahead/Staying Ahead so that we can serve more clients in the community.

Head Start

Our Grant Manager visited the Agency and toured several facilities. She informed us that she would no longer be the Grants Manager effective December 1st.

Corrective Action from federal monitoring report was accepted and subsequent follow-up monitoring report removed any issues to be addressed. We are waiting on the monitoring of all Head Start Centers which will be completed by the end of the calendar year to receive the new Class Score Standard established based on the year's monitoring report. We will know our position and if we will be bid out or not.

Ms. Reshard provided a Quality Counts document that explained an overall enrollment of the Head Start program.

CEO Report

Open enrollment will conclude by the end of November. A 4.5% rate increase was accessed in the current plan. Staff was encouraged to establish Flexible Spending Accounts for dependent and medical expenses.

We continue to work with Franklin County regarding the Eastpoint Wildfire Recovery.

Franklin County Emergency Support Function 15 role still requires onsite staffing. Mr. Center asked if Board members would like to receive a bi-weekly report highlighting where we are or as appropriate. The Chair asked that the Board receive camper trailer update as appropriate. She asked that a copy of the Contract be emailed to the Board. Mr. Center stated that we have a lease contract agreement. The initial short term housing relief was for a 6-month period to look for a more permanent solution.

DEO sent out the approved Modification to CSBG to assist eligible households whose home or household was destroyed by the Eastpoint Lime Rock Fire. The preliminary plan is to provide replacement homes. The Agency will assist in those efforts.

We are 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.

Mr. Center stated that the CEO goals were emailed to the Board. Mr. Center reported that he included programmatic goals. He asked Ms. Johnson were the programmatic goals included what she had in mind?

Ms. Johnson said that the concern is that the programs are succeeding and meeting the expected Agency performance.

Ms. Ridley stated that the Board set a strategic meeting to discuss CEO goals.

The meeting adjourned at 8:14 p.m.

Mr. Ross, Secretary

Date

Capital Area
Community Action
Agency

PUBLIC SERVICE ANNOUNCEMENT

For Immediate Release

**ELECTION TO CAPITAL AREA
COMMUNITY ACTION AGENCY
BOARD OF DIRECTORS**

Monday, December 17, 2018 6:00 pm

**NAACP OCTOBER MEETING
NEW BETHEL AME CHURCH
23209 BLUE STAR HWY
QUINCY, FLORIDA**

***If interested in serving on the Board of Directors, please
attend the election at the NAACP meeting at the above
address.***

Community Action is a private, non-profit grantee agency for Head Start programs in Leon, Jefferson, and Franklin counties, the Community Services Block Grant, Low-Income Home Energy Assistance Program, and the Weatherization Assistance Program in eight counties.

Community Action also administers the City of Tallahassee's Project Share Program. All of the agency's programs are focused on helping low-income families improve their circumstances and gain economic stability and self-sufficiency. Call 222-2043 x101 for more information. Mileage is paid for attendance of CACAA meetings.



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Tim Center

From: Christy McElroy <mcelro9@aol.com>
Sent: Wednesday, December 5, 2018 7:19 PM
To: dewards@mywakulla.com; Tim Center; Nina Self; Margaret Watson; mcelro9@aol.com
Subject: Community Action Agency / Harold's attendance and our Board Policy
Attachments: SKM_C454e18120409120.pdf

To Mr.David Edwards,

County Administrator Wakulla

To: dedwards@mywakulla.com

Dear Dave,

I'm so sorry I'm unable to attend the meeting with you and Tim. I was looking forward to meeting you in person. Like many in Gulf County, I was impacted by hurricane Michael and am trying to handle several different items and properties. I hope you understand. We need you to know we are so grateful to Wakulla County's participation with our Board of Directors and with Community Action.

We as a board have requested Tim, put the attached items in writing to Harold per our policy. If you could please review the two items. The first is the letter to Harold based on the meetings he did not attend. The letter to Harold from Tim, outlines the concerns over missed meetings as well as lack of responsive communications. The second is our board policy. As you know, we are required to operate under Sunshine and I'm not allowed to have direct private conversations with Harold. We all agreed we should share this information with you.

If CACAA board isn't a good fit for Harold we understand. We all have competing obligations in our lives. We haven't received a written response from Harold as of this date.

We need to be transparent for the greater good of the Agency's purpose and mission. There are many items we must have monthly votes on from our board in order to meet client obligations of services and to stay in compliance with Federal and State requirements. In order to handle these needs we must have a quorum on a monthly basis.

As Chairman, I do get a touch concerned if we aren't consistent with our policies. The understanding of the importance of our responsibility and accountability to each other as board members is paramount for a fully functioning volunteer board such as ours. We asking your assistance with this because your input and our relationship with your County is important to CACAA and our Board of Directors.

Again, I apologize for not being able to meet with you in person. If there are any questions you may have for me, please don't hesitate to call me. My cell number is 850.212.8690

Respectfully, Christy McElroy, COB

Capital Area
Community Action
Agency

August 16, 2018

Mr. Harold Ross
Director of Veterans Affairs
Wakulla County
23 Sixth Avenue
Crawfordville, FL 32327

Dear Mr. Ross:

I write to ask for a formal response to the Board regarding attendance provisions in the by-laws. Specifically, when a Board member has missed two Board meetings in a calendar year, a vacancy shall be presumed. The absent Board member may respond before formal action is taken.

According the attendance records and minutes from meetings, you have missed formally noticed Board meetings on November 2017, January 2018, and July 2018. That is three of the six Board meetings in the fiscal year and two within the current calendar year.

I am concerned that Wakulla County deserves proper representation. I am additionally concerned in that it has become difficult to secure responses from you to voice mail, email and text messages. Communication is key to a successful organization.

After speaking to you, I realize that you desire to stay on the Board. Please provide a letter to be shared with the Board or be prepared to address the Board at its next meeting scheduled for 6pm on Tuesday, September 25, 2018.

Thanks for your service and dedication. I look forward to continuing to work with you.

Sincerely,



Tim Center, Esq.
Chief Executive Officer



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E. Removal and Recall

Any member of the Board of Directors may be removed by a vote of not less than two-thirds majority of the Board at a regular or special meeting called for such purpose and at which at least two thirds of the members of the Board are present. A vacancy shall thereupon exist upon the Board and in such office. Board members who fail to support Board activities through attendance at Board meetings or other activities as designated by the Board are subject to review for removal from the Board by a two-thirds majority vote. A board member who fails to attend two (2) regular meetings in a calendar year, will result in a letter, sent by certified mail, informing the member of their two absences in a calendar year. The notified member will have 30 days to respond to the letter with the reason for their absences. The Board will take into consideration the absences and determine if they are excused absences at the next Board meeting. A vote will be taken at that meeting to determine if the board member is removed or will remain on the Board. In the event of removal, the group, community or public body from which that person was selected, shall be immediately notified by mail and offered the opportunity to nominate another representative for membership on the Board.

December 13, 2018

Capital Area Community Action Agency

309 Office Plaza

Tallahassee, FL 32301

Mr. Center and Ms. McElroy

I am writing this letter to request that I be allowed to continue to serve as a member of the Capital Area Community Action Executive Board and Board of Directors. I realize that I am in violation of the by-laws of the agency due to excessive absences. I have three absences this calendar year. The first was due to an unexpected illness, the second was a mandatory Diabetes Education Class required by my caregiver to receive ongoing treatment, and the third was due to a Home Study that was prescribed by the Family Court as a part of the ongoing adoption process my wife and I are currently progressing through.

The first absence was unexpected and unavoidable, however the two most recent absences were made known. I realize this petition for reinstatement must be accepted and voted on by the Board of Directors and I will fully accept any decision that they deem is in the best interest of the agency.

Respectfully,

Harold E. Ross Jr.

Cc

David Edwards

Jessica Welch

Tim Center

From: Tim Center
Sent: Thursday, July 26, 2018 10:01 AM
To: Harold Ross (hross@mywakulla.com)
Cc: Nina Self; Christy McElroy
Subject: Community Action - Board Attendance

Harold –

It was good seeing you Tuesday afternoon during my return trip from Gulf County. I was sorry to hear of your health concerns. I hope that you are able to recover and find a good plan to address the diabetes.

As I mentioned, attendance at the Board meetings has been off and on – at present you have missed three Board meetings. Per the By-Laws:

A board member who fails to attend two (2) regular meetings in a calendar year, will result in a letter, sent by certified mail, informing the member of their two absences in a calendar year. The notified member will have 30 days to respond to the letter with the reason for their absences. The Board will take into consideration the absences and determine if they are excused absences at the next Board meeting. A vote will be taken at that meeting to determine if the board member is removed or will remain on the Board. In the event of removal, the group, community or public body from which that person was selected, shall be immediately notified by mail and offered the opportunity to nominate another representative for membership on the Board.

I am writing to inform you that at this point, you have missed meetings in January and July. You also missed the November Board meeting. All were within this fiscal year.

I will follow up with certified mail per the directions in the By-Laws. You will have the opportunity to reply to the Board at which time the Board may take any necessary action.

If in the meantime, you would like to meet to discuss this further, please call or email me. If you would like to resign from the Board, we should set up a meeting with the County Administrator and Board Chair to explore options for a replacement for the public sector seat.

Thanks for understanding. We look forward to continuing to work with you. Best -

Tim Center, Esq.
Chief Executive Officer
Head Start Director
Capital Area Community Action Agency
309 Office Plaza Drive
Tallahassee, FL 32301
O- 850.222.2043 x 102
F - 850.0942.2090
M – 850.212.2684
www.CapitalAreaCommunityActionAgency.com
Twitter - @CapitalAreaCAA

Tim Center

From: Tim Center
Sent: Tuesday, December 4, 2018 2:45 PM
To: Harold Ross (hross@mywakulla.com)
Cc: Margaret Watson (Margaret.Watson@cacaainc.org)
Subject: FW: Community Action - Board Attendance

Harold –

You expressed the desire to continue to serve on the Board at the last Board meeting. You asked what was needed to enable the Board to reconsider enforcing the By-Laws provision that terminates a term due to excessive absences.

Below is the email shared in July.

You did not respond to this email, the letter hand delivered to your office, or subsequent to any conversation we had regarding this topic.

I am glad to hear that you want to continue to serve. I would encourage you to share a memo to the Board accordingly.

Best –

Tim Center, Esq.
Chief Executive Officer
Head Start Director
Capital Area Community Action Agency
O- 850.222.2043 x 102
F - 850.0942.2090
M – 850.212.2684
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From: Tim Center
Sent: Thursday, July 26, 2018 10:01 AM
To: Harold Ross (hross@mywakulla.com) <hross@mywakulla.com>
Cc: Nina Self <nina.self@cacaainc.org>; Christy McElroy <mcelro9@aol.com>
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Thanks for understanding. We look forward to continuing to work with you. Best -

Tim Center, Esq.

Chief Executive Officer

Head Start Director

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M – 850.212.2684

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**Financial Statement Narrative
For the Two Months Ending November 30, 2018
Capital Area Community Action Agency**

As of November 30, 2018, we have completed two months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 16% of the annual budget with some Head Start expenses closer the 20%. At month end, the Year to Date Actual Revenue and Expenses are 27% and 22% respectively, with mostly restricted net income of \$370,018, including \$75,000 for the SunTrust award and approximately \$225,000 for the Franklin Co. Fire Victims fund.

Year to Date Non-Federal Share (NFS) Match reported totals \$117,095, which is 14% of the \$866,176 total match required for the fiscal year ending September 30, 2019.

Expenditure Variances and Explanations

The Statement of Revenue and Expenditures tracks year-to-date progress by budget line item. Actual revenues and expenditures are compared to the original budget for each budget line item by amount and percentage. Some budget line items may be below or above the expected percentage at any given point in the year. This can be caused by something as innocuous as the revenue or expense occurring unevenly at different points of time during the year, such as a one-time insurance payment. In other words, one twelfth of every budget item is not necessarily paid each month. Therefore, when there is a significant variance, the following explanations are provided. It is important to note that, while a specific line item may be over budget, the overall Agency budget should not be over budget. Adjustments are often made at the end of a grant or fiscal year to ensure that all budgets are balanced.

Salaries / Wages, Fringe and Indirect Costs – are currently slightly over budget due to HeadStart staffing. Management is making changes in order to bring this in line before year end.

Travel – In Area – is over benchmark budget due to extensive travel necessitated by the Franklin County Fires and Hurricane Michael.

Kitchen Supplies – is currently over the budget benchmark due to re-stocking expenses incurred at the beginning of the year.

Rent/Space Cost – is over the benchmark budget. Unless changed, this item will exceed budget by approximately \$105,000 by year end.

General Liability and Property Insurance – is over benchmark budget after the 25% down payment and first month payment. This expense is charged over 10 months and much is expended upfront.

Communications – is currently over the benchmark budget with only a couple of repairs in the expenses. This item is forecast to be over budget by year end, unless changes are made.

**Financial Statement Narrative
For the Two Months Ending November 30, 2018
Capital Area Community Action Agency**

Repairs and Building Maintenance – Non-recurring - The majority of these charges are for clean up after Hurricane Michael at various HS Centers. Any remaining COLA will be used to cover these expenses.

Technology and Dues and Subscriptions – reflects a number of yearly expenses paid in October so it is over the benchmark budget currently but should even out over the course of the year.

Registrations – a number of training opportunities require early registration for the best rate so this is over the budget benchmark for October, but should even out over the rest of the year.

Meetings/Workshops/Training – is over the benchmark budget with expenses mostly attributed to the FHSA conference. However, budget currently in Training/Staff Development can be moved here if needed.

Revenue Variances and Explanations

Government Contracts – Federal Indirect – This is a timing difference in the FEMA budget which will be corrected before year end.

Grants – Other Not-For-Profits – is currently ahead of budget expectations, but expected to equal the budget by year-end.

Grants – All Other Sources – This contains the SunTrust Foundation award, which was unexpected and received lump-sum.

Contributions – The majority of revenue in this category is from unsolicited donations 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. Unspent revenue can be used in future years.

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.

Capital Area Community Action Agency
Statement of Revenue and Expenditures
For the Two Months Ended 11/30/2018

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
4000	Government Contracts - FEDERAL - DIRECT	3,464,698	730,625	(2,734,073)	21%
4005	Government Contracts - Federal Indirect	3,209	4,382	1,173	137%
4010	Government Contracts - STATE	1,589,235	483,273	(1,105,962)	30%
4020	Government Contracts - LOCAL	148,000	25,411	(122,589)	17%
4100	Grants - Other Not-for-Profits	17,433	11,664	(5,769)	67%
4120	Grants - All Other Sources	15,000	75,566	60,566	504%
4200	Contributions	3,500	7,720	4,220	221%
4210	Contributions- Restricted	235,055	269,049	33,994	114%
4320	Commissions-Vending/Photo	2,000	0	(2,000)	0%
4950	Interest Income	0	129	129	
4960	Fringe Pool Revenue	796,597	150,700	(645,897)	19%
4970	Indirect Pool Revenue	690,118	130,924	(559,194)	19%
4995	Other Revenue	9,750	13,727	3,977	141%
	Total Revenue	<u>6,974,595</u>	<u>1,903,169</u>	<u>(5,071,427)</u>	<u>27%</u>
Expenditures					
6010	Salaries & Wages	2,381,134	538,109	1,843,025	23%
6110	Fringe	678,148	150,700	527,448	22%
6120	FICA	200,000	34,806	165,194	17%
6130	Unemployment	45,000	2,494	42,506	6%
6140	Workers Compensation	57,000	8,214	48,786	14%
6150	Health Insurance	415,000	72,014	342,986	17%
6160	Life Insurance	27,000	4,511	22,489	17%
6170	Retirement	39,597	6,538	33,059	17%
6180	Staff Screenings	2,800	196	2,604	7%
6210	Indirect Costs	574,514	132,532	441,982	23%
6310	Travel - In Area	9,959	4,280	5,680	43%
6315	Travel - Out of Area	5,716	0	5,716	0%
6410	Office Supplies	11,750	2,197	9,553	19%
6415	Program Supplies	24,887	4,869	20,018	20%
6420	Classroom Supplies	37,046	135	36,911	0%
6430	Kitchen Supplies	12,721	4,296	8,425	34%
6440	Medical/Dental Supplies	500	0	500	0%
6510	Copies/Printing/Copier Maintenance/Toner/Paper	17,636	2,106	15,531	12%
6600	Postage and Delivery Expense	3,175	42	3,133	1%
6710	Contractual Services/Professional	308,420	59,919	248,501	19%
6715	Contractual Services - Health/Disabilities	162,370	37,708	124,662	23%
6810	Rent/Space Cost	197,514	50,457	147,057	26%
6820	Utilities	67,158	14,801	52,357	22%
6830	General Liability and Property Insurance	33,410	20,271	13,139	61%
6840	Communications	49,120	12,440	36,680	25%
6850	Repairs & Bldg Maintenance- Recurring	87,644	16,394	71,250	19%
6855	Repairs & Bldg Maintenance - Nonrecurring	0	9,286	(9,286)	

Capital Area Community Action Agency
Statement of Revenue and Expenditures
For the Two Months Ended 11/30/2018

6910	Equipment Maintenance	19,300	4,173	15,127	22%
6920	Vehicle Expense	61,986	8,462	53,524	14%
6930	Equipment Lease	11,150	2,532	8,618	23%
6940	Technology	19,200	9,570	9,630	50%
7010	Fees, Licenses, and Permits	3,625	85	3,540	2%
7020	Dues/Subscriptions	9,230	2,454	6,776	27%
7210	Client Assistance	1,111,370	258,841	852,529	23%
7320	Expendable Equipment	15,830	25	15,805	0%
7410	Registration Fees	8,959	5,922	3,037	66%
7420	Meetings/Workshops/Training	24,275	6,832	17,443	28%
7430	Training/Staff Development	42,498	2,800	39,698	7%
7440	Advisory/Board Member Expenses	7,000	329	6,671	5%
7450	Advertising	9,050	1,906	7,144	21%
7460	Parent Activities	1,200	0	1,200	0%
7510	Raw Food Cost	170,203	39,612	130,591	23%
7610	Interest Expense	7,000	0	7,000	0%
7630	Bank Service Charges	3,500	293	3,207	8%
	Total Expenditures	<u>6,974,595</u>	<u>1,533,150</u>	<u>5,441,445</u>	22%
	Excess Revenue over (under) Expenditures	<u>0</u>	<u>370,018</u>	<u>370,018</u>	

Capital Area Community Action Agency
Balance Sheet
For the Two Months Ended 11/30/18

	Current Period Balance
<hr/>	
Assets	
Petty Cash	860
Cash Operating Hancock Bank	127,852
Cash - Money Market Hancock Bank	75,021
Cash-Bank Restricted	69,523
Cash - Centennial Bank	234,855
Grants Receivable	654,393
Building	245,000
Accumulated Depreciation - Building	(82,984)
Accumulated Depreciation - Equipment	(296,564)
Equipment	<u>338,977</u>
 TOTAL ASSETS	 <u>1,366,933</u>
 Liabilities and Net Assets	
Liabilities	
Accounts Payable	76,352
Accrued Leave	65,341
Accrued Wages	22,450
Accrued Fringe Benefits	(16,420)
Accrued Taxes	(6,048)
Contract Advances	81,030
Due to Grantor	1,500
Contingent Liab Sunshine St Micro Unobligated	22,993
Liability- Head Start Parent Activity	3,605
Notes Payable	<u>138,473</u>
Total Liabilities	389,276
Net Assets	
Beginning Net Assets	
Unrestricted Net Assets	282,741
Invested Property and Equipment	<u>324,898</u>
Total Beginning Net Assets	607,639
Current Net Income	<u>370,018</u>
Total Net Assets	<u>977,657</u>
Total Liabilities and Net Assets	<u>1,366,933</u>

November 2018 Head Start CC Statements

Vendor Name	GL		Fund Code	Effective Date	Document Description		Document Number	Transaction Description
	Expenses Code	Code			Date	Document Description		
HANCOCK WHITNEY	124.40	7420	1064	11/27/2018	ACCT#XXXX6700- TIM CENTER		112718-TC	AVIS RENTAL CAR FEE/ FHSA CONF.
HANCOCK WHITNEY	77.40	7420	1064	11/27/2018	ACCT#XXXX6700- TIM CENTER		112718-TC	FUEL FOR RENTAL CAR/ FHSA CONF.
HANCOCK WHITNEY	453.56	7420	1064	11/27/2018	ACCT#XXXX6700- TIM CENTER		112718-TC	HOTEL- FHSA CONF.
HANCOCK WHITNEY	93.10	6920	1064	11/27/2018	ACCT#XXXX6623- DARREL JAMES		112718-DJ	FUEL FLEET VEHICLE
HANCOCK WHITNEY	217.84	7420	1064	11/27/2018	ACCT#XXXX6623- DARREL JAMES		112718-DJ	CAR RENTAL/ ATLANTA, GA CONF.
HANCOCK WHITNEY	925.86	7420	1064	11/27/2018	ACCT#XXXX6623- DARREL JAMES		112718-DJ	HOTEL/D. JAMES- ATLANTA, GA MAGA
HANCOCK WHITNEY	716.00	7420	1064	11/27/2018	ACCT#XXXX6623- DARREL JAMES		112718-DJ	HOTEL/D. JAMES-PARENT FAMILY ENGAGE. CONF.
HANCOCK WHITNEY	716.00	7420	1064	11/27/2018	ACCT#XXXX6623- DARREL JAMES		112718-DJ	HOTEL/F.ALEXANDER-PARENT FAMILY ENGAGE.
HANCOCK WHITNEY	272.62	6410	1064	11/27/2018	ACCT#XXXX6982- FATIMA OLEABHIEL		112718-	ID BADGES FOR HEAD START STAFF
HANCOCK WHITNEY	119.96	6510	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	INK CARTRIDGE FOR COPIER-JEFFERSON HEAD
HANCOCK WHITNEY	21.44	6850	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	MABRY CENTER- SWIFFER FOR DUSTING
HANCOCK WHITNEY	40.48	6855	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	DOOR REPAIR, SIGNAGE POST
HANCOCK WHITNEY	8.16	6855	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	VINYL LETTERS TO REPAIR LICENSING SIGNAGE
HANCOCK WHITNEY	4.98	7320	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	MEN BATHROOM SIGN FOR MAIN OFFICE
HANCOCK WHITNEY	19.98	7320	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	NO TRESPASSING SIGNAGE FOR MABRY CENTER
HANCOCK WHITNEY	570.60	7420	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	HOTEL- PARENT FAMILY ENGAGEMENT CONF.
HANCOCK WHITNEY	481.98	7420	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	HOTEL/ R.BYRD- PARENT FAMILY ENGAGEMENT
HANCOCK WHITNEY	30.00	7430	1064	11/27/2018	ACCT#XXXX7303- KRISTIN RESHARD		112718-KJR	APPLICANTS FEE-FIU/ CLARK
HANCOCK WHITNEY	77.00	6420	1064	11/27/2018	ACCT#XXXX8165- NICHELE RICHARD		112718-NR	SUPPLIES FOR CLASSROOM FALL FESTIVAL
HANCOCK WHITNEY	1,206.42	7420	1064	11/27/2018	ACCT#XXXX8165- NICHELE RICHARD		112718-NR	HOTEL-ATLANTA, GA TRAINING
HANCOCK WHITNEY	190.82	7440	1064	11/27/2018	ACCT#XXXX8165- NICHELE RICHARD		112718-NR	FOOD FOR POLICY COUNCIL
Total HANCOCK CC -	<u>6,368.60</u>							

LOWE'S

157.47 6855 1064

11/30/2018 ACCT# XXXXX84241/ NOV 2018

NOV2018- ACCT# XXXXX84241/ NOV 2018

Total LOWE'S - LOWE'S

157.47

Report Opening/Current

Report Transaction Totals

6,526.07

Payee
Vendor ID

HANCOCK WHITNEY BANK
HANCOCK CC

Acco

58694
5869
12/18/201

Invoice	Description	Amount
112718-TC	TIM CENTER	\$3,395.71
Hancock Whitney Bank MAHAN 12/19/18 10:16		
Seq: 0015 ID: 106679 CB: 7123		
Credit Card Payment		\$3,395.75
Posting Date: 12/19/18		
Thank you for banking with us.		
Total:		\$0.00
		\$3,395.7

LMP40 MP CHECK

Rev 1/17

104471

10447 (11/17) 318716

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
10-30	10-30	74270848303100009848055	0000	BRANCH PAYMENT - THANK YOU	M5,000.00
10-30	10-28	24318058302548881044984	5542	SHELL OIL 57543704100 OKEECHOBEE FL	M29.84
11-01	10-31	24391218905825292443410	3389	AVIS RENT-A-CAR 1 TALLAHASSEE FL <i>Sales Tax chrgd</i>	M133.73
11-02	10-31	24892188305100450803174	5542	GATE 1194 Q80 TALLAHASSEE FL	M28.01
11-02	10-31	24318058305548004035728	5542	SHELL OIL 57543704001 SAINT CLOUD FL	M24.55
11-02	11-01	24892188305100815441993	3509	MARRIOTT HOTELS PALM BEACH GA FL	M453.58
				ARRIVAL: 10-28-18	
11-07	11-06	24512398310900011400238	5661	THE SHOE BOX TALLAHASSEE 850-8779174 FL	M1,854.50
11-08	11-07	24892188311100083489197	5942	AMZN MKTP US*M89LB98X1 AMZN.COM/BILL WA	M29.99
11-12	11-09	24892188313100112038979	5200	LOWES #00417* TALLAHASSEE FL <i>Sales Tax chrgd</i>	M15.03
11-12	11-09	24431088314878000711576	3001	AMERICAN AIR0012320393492 FORT WORTH TX	M419.40
				CENTER/TIM	
				DEPARTURE: 12-06-18	
				TLH AA V MIA AA O TLH	
11-18	11-16	74270848320100009920852	0000	BRANCH PAYMENT - THANK YOU	M110.68
11-19	11-16	24431088320028614842167	4816	ADOBE *ACROPRO SUBS 800-833-6687 CA - <i>no sales</i>	M14.99
11-19	11-15	24445008320200131789401	7011	SANDESTIN GOLF/BEACH SANDESTIN FL	M179.00
				ARRIVAL: 11-14-18	
11-19	11-15	24445008320200131789575	7011	SANDESTIN GOLF/BEACH SANDESTIN FL	M179.00
				ARRIVAL: 11-14-18	
11-21	11-20	24892188324100494105955	5968	GAN*1558TALLHDEMOCOCIRO 888-426-0491 IN - <i>no subs.</i>	M59.13

3395.75 - operating for
13.98 - Holdings for 12/18/17

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
11-27-18		
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 3,409.73
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 5,110.68
		STATEMENT TOTAL 1,700.95 or
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 6,000.00

12/18/2018

Account #:

\$2,668.

10442 (11/17) J187161

GC
12/7/18

25

5869
12/18/201

Payee HANCOCK WHITNEY BANK
Vendor ID HANCOCK CC Account

Invoice	Description
112718-FOA	FATIMA OLEABHIELE

Amount
\$310.5

Hancock Whitney Bank
NAHAN
12/19/18 10:15

Seq: 0012 ID: 101764 CB: 7124

Credit Card Payment \$310.59
Posting Date: 12/19/18
Thank you for banking with us.

\$310.

LMP40 MP CHECK

Rev 1/17



104471 (11/17) J187161

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
11-09	11-08	24231688312083704128638	5812	PANERA BREAD #801419 TALLAHASSEE FL	M37.97✓
11-16	11-16	74270848320100009920910	0000	BRANCH PAYMENT - THANK YOU	M399.99
11-19	11-15	24760828320476300576421	5111	QUICKIDCARD.COM, INC. 800-8775704 NY	M272.62✓

Handwritten signature/initials
12/18/18

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
11-27-18		
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 310.59✓
		NEW CASH ADVANCES .00
		CREDITS 399.99
		STATEMENT TOTAL 89.40 cr
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,000.00

CAPITAL AREA COMMUNITY ACTION AGENCY GENERAL OPERATING ACCOUNT

Payee **HANCOCK WHITNEY BANK**
Vendor ID **HANCOCK CC**

Account #:

58691

586

12/18/20

Invoice	Description
112718-KJR	XXXXXXXXXX KRISTIN JACKSON (RESHARI

Amount
\$1,297Hancock Whitney Bank
MAHAN
12/19/18 10:17

Seq: 0013 ID: 101764 CB: 7124

Credit Card Payment \$1,297.58
Posting Date: 12/19/18
Thank you for banking with us.

\$1,297

LMP40 MP CHECK

Rev 1/17



104471

12/19/18 10:17

For more information, visit www.hancock.com.

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
11-02	10-31	24445748305100271250869	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M119.98✓
11-02	10-31	24755428305153055855919	3722	WYNDHAM 407-2280920 FL	M570.80✓
				588110105430011	
				ARRIVAL: 10-31-18	
11-12	11-09	24755428314163143358759	3722	WYNDHAM 407-2280920 FL	M481.98✓
				599111005540049	
				ARRIVAL: 11-09-18	
11-16	11-16	74270848320100009920795	0000	BRANCH PAYMENT - THANK YOU	M1,643.75✓
11-16	11-16	24692168319100594941522	5942	AMZN MKTP US*M83TT4UP1 AMZN.COM/BILL WA	M19.88✓
11-16	11-16	24431068320026717533453	8220	FIU ADMISSIONS 305-348-7184 FL	M90.00✓
11-16	11-14	24810438319010182130558	5200	THE HOME DEPOT #8374 TALLAHASSEE FL	M75.06✓

96
11/31/18

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
11-27-18	XXXXXXXXXX	
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 1,297.58 ✓
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 1,643.75
		STATEMENT TOTAL 348.17 or
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,000.00

CAPITAL AREA COMMUNITY ACTION AGENCY GENERAL OPERAT

Payee HANCOCK WHITNEY BANK
Vendor ID HANCOCK CC Acco

5869
12/18/201

Invoice	Description
112718-NR	NICHELE RICHARDS

Amount
\$1,509.7

Hancock Whitney Bank
MAHAN
12/19/18 10:18

Seq: 0018 ID: 106679 CB: 7123

Credit Card Payment \$1,509.77
Posting Date: 12/19/18
Thank you for banking with us.

\$1,509

LMP40 MP CHECK

Rev 1/17



104471

10447 (11/17) J187161

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
10-31	10-30	24445008304001025031177	5931	DOLLAR TREE TALLAHASSEE FL	M77.00
11-01	10-31	24445008306001023853195	5411	PUBLIX #782 TALLAHASSEE FL	M85.53
11-05	11-03	24445008307100306757703	7011	GEORGIAN TERRACE ATLANTA GA 13325365 ARRIVAL: 12-09-18	M1,208.42
11-14	11-14	24492158275894911855042	4121	PAYPAL *UBER/FRD ADJ 402-935-7733 CA	M5.50or
11-18	11-18	74270848320100009920894	0000	BRANCH PAYMENT - THANK YOU	M10.08
11-18	11-15	24445008320000986050436	5411	PUBLIX #1051 TALLAHASSEE FL	M10.97
11-18	11-15	24224438320103002857842	5814	MISSION BBQ TALLAH TALLAHASSEE FL	M179.85

12/31/18

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
11-27-18		NEW PURCHASES AND OTHER CHARGES 1,509.77
CUSTOMER SERVICE CALL		NEW CASH ADVANCES .00
Toll Free 1-800-448-8812		CREDITS 15.58
		STATEMENT TOTAL 1,494.19
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,500.00

Capital Area Community Action Agency, Inc.
Head Start NFS Match Requirements
For the 2 Months Ending November 30, 2018

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		11,074			
Grants - Other Not for Profits		2167.18			
In-Kind Revenue		82,599			
VPK/SR		21,254			
	866,176	117,095	14%	749,081	86%

5865
12/14/201Payee LOWE'S
Vendor ID LOWES

Account #:

Invoice	Description	Discount	Amount
NOV2018-LOWES	NOV 2018	\$0.00	\$157.4

Total : \$0.00 \$157

Card Account

Customer Service: 1-800-444-1408

Summary of Account Activity		Payment Information	
Previous Balance	\$1,516.79	New Balance	\$157.47
- Payments	\$1,509.68	Total Minimum Payment Due	\$25.00
- Other Credits	\$58.35	Payment Due Date	12/28/2018
+ Purchases/Debits	\$208.71		
+ Fees Charged	\$0.00		
+ Interest Charged	\$0.00		
New Balance	\$157.47		
Credit Limit	\$11,000.00		
Available Credit	\$10,842.00		
Statement Closing Date	12/02/2018		
Days in Billing Cycle	30		

Transaction Summary				
Tran Date	Post Date	Reference Number/ Invoice Number	Description of Transaction or Credit	Amount
11/13	11/13	67279	STORE 0417 TALLAHASSEE FL	\$18.17 ✓
11/15	11/15		STORE 0716 TALLAHASSEE FL	(\$7.11)
11/19	11/19		PAYMENT - THANK YOU	(\$1,509.68)
11/26	11/26	10550	STORE 0716 TALLAHASSEE FL	\$70.10 ✓
11/28	11/28	39891	STORE 0417 TALLAHASSEE FL	\$59.76 ✓
11/28	11/28		STORE 0417 TALLAHASSEE FL	(\$51.24)
11/28	11/28	24460	STORE 0417 TALLAHASSEE FL	\$60.68 ✓

Interest Charge Calculation					
Your Annual Percentage Rate (APR) is the annual interest rate on your account.					
Type of Balance	Expiration Date	Annual Percentage Rate	Balance Subject To Interest Rate	Interest Charge	Balance Method
Regular Purchases	NA	21.99%	\$0.00	\$0.00	2D

CUSTOMER SERVICE: For Account Information log on to www.lowes.com/credit. This account is not registered. The authentication code is: EBT742, or call toll-free 1-800-444-1408.

PAYMENT DUE BY 5 P.M. (ET) ON THE DUE DATE.

NOTICE: We may convert your payment into an electronic debit. See reverse for details, Billing Rights Information and other important information.

Annual Training Board of Directors

JANUARY 2019

Overview

- ▶ Board Roles and Responsibilities
- ▶ Organizational Standards – Community Service Block Grant (CSBG)
- ▶ Quiz
- ▶ Board Scenarios
- ▶ Individual Board Self-Evaluation
- ▶ Questions

Board Roles and Responsibilities

Role	Responsibility
Select Chief Executive Officer	<ul style="list-style-type: none"> • Evaluate performance annually • Review compensation annually
Board and CEO Relationship	<ul style="list-style-type: none"> • Board sets policy and strategic direction (The What) • CEO manages day-to-day administration (The How)
Fiduciary	<ul style="list-style-type: none"> • Ensure proper management of funds in compliance with legal and funder requirements • Manage risk and safeguard assets • Act in best interest of the Agency and its mission
Develop and Set Policy	<ul style="list-style-type: none"> • Define Agency mission and programs • Set the course to meet the mission and purpose of programs
Assess and Support	<ul style="list-style-type: none"> • Evaluate and respond with Time, Talent and Treasure

Operational Standards – CSBG

- ▶ 58 Standards
- ▶ Community Action accountability
- ▶ Reporting Requirements
 - ▶ Annual
 - ▶ Two-year
 - ▶ Three-year
 - ▶ Five-year

Operational Standards - Annual

- ▶ Community Action Plan strategies
- ▶ Strategic Plan progress
- ▶ CEO evaluation
- ▶ CEO compensation
- ▶ Audit review and assessment

Operational Standards – Annual (cont'd)

- ▶ Present Audit to Board
- ▶ Review and approve Audit
- ▶ Complete and review IRS 990
- ▶ Approve agency-wide budget
- ▶ Approve and submit to DEO - LS Survey

Operational Standards – Every Two Years

- ▶ Review and approve organization-wide Risk Assessment
- ▶ Distribute By-Laws to Board
- ▶ Secure signed Conflict of Interest forms
- ▶ Conduct Board Training of Duties and Responsibilities
- ▶ Review and approve Fiscal Policies

Operational Standards – Every Three Years

- ▶ Review and Approve Community Needs Assessment

Operational Standards – Every Five Years

- ▶ Review and approve agency mission statement
 - ▶ Mission addresses poverty
 - ▶ Programs and services aligned with mission
- ▶ Develop and adopt agency-wide strategic plan
- ▶ Review and Approve agency personnel policies reviewed by an attorney
- ▶ Review and approve procurement policy

QUIZ

Scenario #1 Board Management

Program Decision – Board or Staff?

A board member representing a credit union has an idea about a children's banking program they think should be implemented. The Board member shared it with the CEO, but the CEO did not proceed to implement the program. What should the Board member do?

Scenario #2 Board Management

Governance - We like and trust our CEO? Isn't that governance?

The Board hires a CEO who was formally the Board Chair and is a close friend to many board members. CEO actions that appear non-compliant with policy are rarely questions. When Board members raise concern, the majority response is the "We trust him". What should the concerned Board member do?

**Board Member
Self-Evaluation**

Questions

Board Member Self-Evaluation

Use the following questions to guide your evaluation and service to the Board of Directors.

	Yes	No	Unsure
1. Do I understand and support the mission of the organization?			
2. Am I knowledgeable about the organization's programs and services?			
3. Do I follow trends and important developments related to this organization?			
4. Do I assist with fundraising and/or give a meaningful annual gift to the organization?			
5. Do I read and understand the organization's financial statements?			
6. Do I have a good working relationship with the chief executive?			
7. Do I recommend individuals for service to this Board?			
8. Do I prepare for and participate in board and committee meetings?			
9. Do I act as a goodwill ambassador to the organization?			

Capital Area Community Action Agency Head Start

HEAD START PROGRAM
GOVERNANCE
POLICY COUNCIL TRAINING



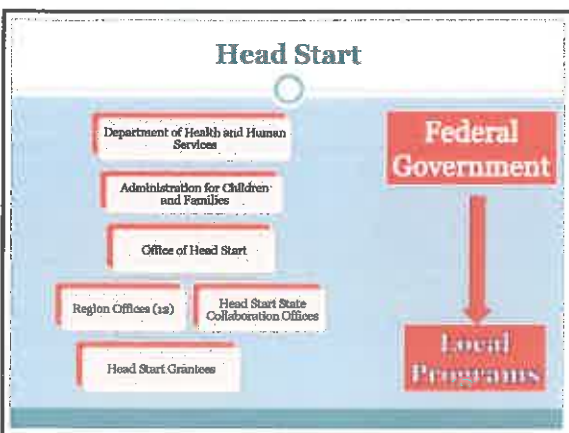
Welcome to the Policy Council

OUR GOAL

To ensure that all three and four year old children that participate in Head Start enter school ready to learn

PROGRAM PHILOSOPHY

All children can succeed if given the proper tools to learn and develop in a healthy way. By providing them with a variety of educational experiences in all domains of learning, we foster cognitive development as well as creativity and self-expression



Purpose of Head Start

Promote the school readiness of low-income children by enhancing their cognitive, social, and emotional development—

- 1. in a learning environment that supports children's growth in language, literacy, mathematics, science, social and emotional functioning, creative arts, physical skills, and approaches to learning, and
- 2. through the provision to low-income children and their families of health, educational, nutritional, social, and other services that are determined, based on family needs assessments, to be necessary.

Head Start Act (Sec 636)

Early Childhood Education



Learning Centers Special Visitors Field Trips
 Outdoor Activities YPK Large & Small Group

What We Do

Head Start comprehensive services include:


- Education
- Screenings and follow-up for health, development, and behavior
- Health and safety
- Social and emotional health
- Nutrition
- Family goal-setting
- Social services
- Transition services
- Services for children with disabilities



Capital Area
Community
Action
Agency

What We Do


- Comprehensive services are delivered in a learning environment that is individualized to support children's growth in the five essential domains.
- A minimum of 10 percent of a program's total enrollment must be children with disabilities.
- Additionally, Head Start services are designed to be responsive to each child and family's ethnic, cultural, and linguistic heritage.



Capital Area
Community
Action
Agency

What We Do

- Head Start services are responsive to each child and family's ethnic, cultural, and linguistic heritage.
- Head Start encourages the role of parents as their child's first and most important teachers.
- Programs build relationships with families that support positive parent-child relationships, family well-being, and connections to peers and community.



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In Order to Continue to Serve

Our agency must...

- Have an **ACTIVE** Policy Council!
- Meet regulations:
 - FEDERAL PERFORMANCE STANDARDS
 - State of Florida Child Care licensing regulations
 - HS Policy and Procedures

Continuous improvement of Head Start is crucial to success

Parents are the reason Head Start still exists today!!!

IN-KIND FORMS must be completed and matched by all volunteers!!



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Policy Council Eligibility

- The Policy Council must be comprised of two types of representatives:
 - parents of currently enrolled children
 - community representatives
- At least 51% of the members must be parents/guardians of currently enrolled children
- All parent members must be elected or re-elected annually and can serve 5 1-year terms in a lifetime
- All community representatives must be selected annually
- Each center elects 1 representative and 1 alternate for every 50 children in the center
- Each representative has 1 vote in Policy Council

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Officers' Roles

CHAIRPERSON

- Presides at all meetings and maintain order
- Helps to set agenda
- Serves on committees and coordinates activities
- Works closely with the Head Start Director
- Acts as the official representative of the Council
- Is knowledgeable of the By-laws, HS policies and requirements and performs other duties as assigned

VICE-CHAIRPERSON


- presides in absence of the Chairperson or whenever the chair is vacated
- performs other duties as needed



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Officers Roles Continued

- The **SECRETARY** shall record the minutes of every Policy Council meeting and maintain copies of important information including: by-laws, standing rules, roster of members, and performs other duties as assigned.



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WHAT CAN BE EXPECTED WHILE SERVING ON POLICY COUNCIL?



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Policy Council

- **SHARE** with the council the parent engagement activities at your child's center
- **APPROVE** or disapprove policies brought to the Policy Council
- **GIVE** input on hiring staff, designing new program options, evaluating the program and so much more
- **REVIEW** fiscal reports to ensure the program has resources available and are using responsibly

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Policy Council

- **PARTICIPATE** in discussions concerning program vision and obtain recommendations from parent committees
- **ANALYZE** plans, goals, and objectives
- **PROVIDE** input on relevant community issues
- **TRAVEL** as a representative of HS parents and the agency to trainings or events

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Policy Council

Reports Reviewed by Policy Council

- Program planning, policies, and Head Start operations,
- Monthly financial statements, including credit card expenditures;
- Program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency;
- Monthly reports of meals and snacks provided through the USDA programs;
- Financial audit;
- Annual self-assessment, including any findings related to such assessment;
- Communitywide strategic planning and needs assessment of the program, including any applicable updates;
- Communication and guidance from the Head Start Office
- Program Information Report (PIR)

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Policy Council

- Be respected as a HS parent and an important member of a decision making team
- Need to attend a mandatory Policy Council training for PC members
- Receive travel dollars from your home to meetings and back (\$0.445 per mile)
- Free babysitting or receive a \$7.25 reimbursement per hour to help with babysitting costs
- Receive dinner at the monthly meeting

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The Future



Continuous improvement of Head Start is crucial to success

Parents are the reason HS still exists today!!

Capital Area Community Action Agency, Inc.
COO Summary of Programs
For the Month of December 2018

PROGRAMS:	Getting Ahead	Staying Ahead	Emergency Services	WAP Contract 2017 - 2020		
County	Current Enrollments	Active Participants	Households Served	Units Projected	In Progress	Completed
Calhoun	0	0	13	8	0	0
Franklin	0	0	14	6	2	0
Gadsden	9	0	52	12	0	3
Gulf	0	0	18	6	0	0
Jefferson	0	3	17	7	1	0
Leon	11	10	189	42	16	31
Liberty	0	0	3	6	0	0
Wakulla	6	0	13	7	0	1
TOTALS	26	13	319	94	19	35

HEAD START	Franklin	Jefferson	Mabry	Royal	South City	Total
# of Students Registered	17	33	81	56	184	371
# of Student Withdrawals	0	0	2	1	4	7
# of Vacancies	0	0	2	1	4	7
# of Students on Wait List	0	0	21	19	20	60
# of VPK Students Registered	N/A	N/A	N/A	16	67	83
# of School Readiness Students Registered	N/A	N/A	N/A	5	6	11
Funded Enrollment	17	33	83	57	188	378
Enrollment @ 12/31/18	17	33	81	56	184	371
Center Enrollment %	100.00%	100.00%	97.59%	98.25%	97.87%	98.15%
Average Daily Attendance (ADA)	83.33%	79.72%	72.21%	80.00%	84.89%	80.84%

Students with Disabilities 14
 in Compliance? Yes

COMING EVENTS:

Getting Ahead Transition Ceremonies

Wakulla	Monday, February 4, 2019	TCC Environmental Center; 6 - 8 PM
Leon	Tuesday, February 5, 2019	Capital City Country Club; 6-8 PM
Gadsden	Wednesday, February 6, 2019	IFAS, 155 Research Rd, Quincy; 12 - 2 PM
Science Fair	Saturday, February 16, 2019	LeRoy Collins Library - 10:00 AM

Capital Area Community Action Agency

NOTES TO DECEMBER 2018 PROGRAM REPORTS

Please note December was a short month due to the holiday. The office was closed for the last week and a half so the numbers may be less than usual.

EMERGENCY SERVICES

Staffing

Annie McDuffie, Emergency Services Program Manager, resigned effective January 11, 2019. She was with the agency for 38 years. Victoria Mathis, Data Control Coordinator is currently acting in that capacity. She has been with the agency for 20 years and knows the process, policies and procedures for LIHEAP and CSBG programs. We are currently reviewing our processes to see how we can better serve our clients in the Emergency Services Department. Once we determine if any positions are needed we will advertise.

Weather Related Funds

DEO as the state LIHEAP office for Florida has three budgeted categories for LIHEAP assistance: home energy assistance, crisis assistance, and weather related or supply shortage energy crisis assistance. Each category has unique requirements. "Local LIHEAP Agencies must budget a minimum of two percent (2%) of the total Agreement funds for Weather Related/Supply Shortage emergency assistance. These funds must be held in this budget line item category until December 15 of the program year for use in response to a possible disaster. These funds will only be used during state or federal emergencies declared by the President, the Governor or the Secretary of the Department as he/she deems necessary."

Pursuant to the expiration of the Governors Executive Order 18-276 and IM 18-01A, local LHEAP Agencies are now authorized to modify their budgets to move remaining funding from the weather related or supply shortage energy crisis assistance budget category to either; home energy assistance, crisis assistance or split between both budget categories. Our allocation was \$74,000 this budget year. After we reconcile what was spent, the balance will be moved to home energy and/or crisis assistance to provide client services in that area.

Rental Assistance

CSBG Funding is now available in all counties for rental assistance. A total of \$75,864.08 is allocated to all counties that we serve utilizing the multicounty distribution percentages used for LIHEAP funds. Our agency was also reapproved to administer the Direct Emergency Assistance Program (DEAP) funds for rental assistance in Leon County only. That amount is \$40,000.



United Way of the Big Bend

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HEAD START

COLA

The Continuing Appropriations Act of 2019 contained and increase for programs under the Head Start Act for Fiscal Year (FY) 2019. A portion of the increase provides a cost-of-living adjustment (COLA) of 1.77 percent, depending on the final funding decisions, to assist grantees in increasing staff salaries and fringe benefits and offsetting higher operating costs. Programs must apply for the funds by submitting a supplemental application by March 1, 2019.

Funded Enrollment

The program did not meet the funded enrollment requirement during the month of December. This is usual for the holiday season. The Average Daily Attendance rate is 85%. We continue to brainstorm ways to increase the enrollment in the Extend Day program. Parents in Leon County were surveyed to assess how many needed extended day services. There are currently 20 parents who have VPK vouchers who would be interested. We are currently working on staffing so we can open an additional class at Royal before the end of the month.

ADMINISTRATIVE

Facilities

The Franklin County program office will be moving to a new location effective March 1, 2019. We now have two staff people in Franklin County and we needed more space. We will provide you with the new address once the lease is signed.

Current Vacancies

Case Manager, Jefferson County

Intake Specialist, Leon County (FT) and Jefferson County (PT)

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Annie McDuffie, Program Manager, Crisis Program
RE: Board Update for December 2018 – *Emergency Services*
DATE: January 8, 2019

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 30th 2019.

Low Income Home Energy Assistance Program

Below is the total unduplicated number of households/individuals served for December 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	15/30	13/26										43/93
Franklin	13/23	19/53	14/38										46/114
Gadsden	17/31	57/153	52/138										126/322
Gulf	32/62	26/58	18/32										76/152
Jefferson	7/15	10/22	17/35										34/72
Leon	292/792	242/659	189/535										723/1,986
Liberty	5/6	4/4	3/16										11/26
Wakulla	20/25	14/34	13/35										47/94
Total	401/991	387/1,013	319/855										1,106/2,859

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 1st. and will continue. Community Action received notification that modification #4 has been approved and there will be an increase in Low Income Home Energy Assistance funding for administration and client services.

Starting October 1st, 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: January 11, 2019

Current total contract amount: \$948,604.20

Completion date: September 30, 2020.

As of January 1, 2019, 66 homes have been processed and inspected. Of those 66 homes, 35 homes have been completed and inspected, 19 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.

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	16	31
Liberty	-	0	6	0	0
Wakulla	4	2	7	0	1
Total	72	47	94	19	35



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Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Anne Robinson
RE: Board Update for January Staying Ahead Program
DATE: January 10, 2019

Wakulla

- Currently there are no participants in Staying Ahead
- Getting Ahead graduates from this session will transition into Staying Ahead

Leon

- Currently there are 10 participants in the Staying Ahead Program
- Of the 10, 6 (60%) are enrolled in Post-secondary education; projected date of completion is August 2019.
- 6 of the 10 (60%) are currently enrolled in Post- Secondary education and will receive degree's and or certifications within their 18-month contract for Staying Ahead
- 8 of the 10 (80%) are employed

Jefferson

- Currently there are 3 active participants in Staying Ahead
- 1 of the 3 (33%) is currently enrolled in GED classes at Franklin Academy
- 1 of the 3 (33%) is pursuing a certificate in Early Childhood Education
- 1 of the 3 (33%) are gainfully employed

Gadsden

- Currently there are no active participants in Staying Ahead
- Getting Ahead graduates from this session will transition into Staying Ahead

Blountstown

- Currently there are no active participants in Staying Ahead, due to participants reaching their 18-month term limit.



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FSS Program Manager Update

- Angela Webster has been hired as a Remote Office Manager for Franklin County, she is currently in training.
- We are still seeking a Case Manager for Jefferson County. Referrals from the board would be appreciated. The county is currently being monitored by Anne Robinson and Melissa Watson.

Notice of Grant Award/Fund Availability

General Information

Subrecipient Name:	Capital Area Community Action Agency, Inc.	
Data Universal Numbering System (DUNS #):	803636950	
Federal Award Name:	Community Services Block Grant	
Grantor:	U.S. Department of Health and Human Services	
Federal Award Identification Number (FAIN):	G-17B2FLCOSR	
Federal Award Year:	PY2017	
CFDA/CSFA Title and Number:	Community Services Block Grant	93.569
Award for Research & Development (Y/N):	No	
Action being Taken:	Decrease Award and Release	

Award Information

Program Year in SERA:	PY2017
Program Group in SERA:	Economic Self-Sufficiency
Program Name in SERA:	Community Service Block Grant
Project in SERA:	CSBG - Formula
FLAIR Contract #:	E1909
NFA ID #:	036452
FLAIR Grant #:	SBG17
Award Period Begin Date:	October 1, 2016
Award Period End Date:	September 30, 2018
Close Out Due by:	November 30, 2018

Award and Fund Availability

	Award	Funds Available / Release (Maximum cash available for draw)
Current Award/Release:	\$697,068.66	\$697,068.66
This Action:	\$(138,208.11)	\$(138,208.11)
Revised Award/Release:	\$558,860.55	\$558,860.55

AWARD TERMS & CONDITIONS AND OTHER INSTRUCTIONS

General Conditions: Pursuant to paragraph (18)(a) FUNDING/CONSIDERATION, of the Federal Fiscal Year 2017 CSBG Subgrant Agreement by and between DEO and Subrecipient, agreement number 17SB-0D-12-00-04-104 ("the Agreement"), this Notice of Fund Availability (NFA) is notice in writing by DEO that Subrecipient may incur costs and submit for reimbursement in an amount not to exceed the released amount shown above, subject to the terms of the Agreement and any amendments thereto, the availability of funds as determined solely by DEO, and the Florida Legislature's appropriation of funds. These funds are available for cash draws under the Subrecipient Enterprise Resource Application (SERA) Program Year and Program Title/Project in SERA described on page one of this notice. The indirect cost rate for this subaward, whether federal or non-federal, will be the federally recognized indirect cost rate negotiated between the Subrecipient. and the federal government or, if no such rate exists, either a rate negotiated between DEO and the Subrecipient, or the de minimis rate, if optionally elected by the Subrecipient.

Special Grant Conditions: The purpose of these funds is to alleviate the causes and conditions of poverty in communities. Use of these funds must be consistent with the PY2017 Community Services Block Grant State Plan (between DEO and the HHS). The PY2017 Community Services Block Grant State Plan and other information necessary for compliance with 2 CFR 200.331 that is specific to this FAIN is located at:

<http://floridajobs.org/grants-management/grants-management/economic-self-sufficiency-organizations>

Information located at the above link is hereby incorporated into this NFA.

Financial Reporting Requirements: All cash draws and expenditures must be recorded in accordance with the SERA Business Rules. Expenditures must be reported within established timelines and by the cost categories and activities established for the particular grant program.

Cost Categories and Activities:

Cost Category	Activity
Admin	Recipient Administrative Expenses: salaries, rent, utilities, travel, other
	Subrecipient Administrative Expenses: salaries, rent, utilities, travel, other
Program Expenses	Recipient Direct Client Assistance Expenses
	Recipient Other Program Expenses: salaries, rent, utilities, other
	Subrecipient Direct Client Assistance Expenses
	Subrecipient Other Expenses: salaries, rent, utilities, other
	Secondary Administrative Expenses

Closeout Procedures: Awards must be closed out and all obligations liquidated by the close out date indicated under Award Information. Only liquidated expenditures resulting from obligations incurred during the award period are allowable.

Other Notes/Comments:

Questions: Fiscal questions regarding these funds should be addressed to Lemuel Toro at (850) 245-7359 or via email to lemuel.toro@deo.myflorida.com. Program policy questions may be addressed to Rick Campbell at (850) 717-8468 or via email to rick.campbell@deo.myflorida.com. Subrecipient Enterprise Resource Application (SERA) questions should be addressed to Lemuel Toro at (850) 245-7359 or via email to lemuel.toro@deo.myflorida.com.



Capital Area **Community Action** Agency

MEMORANDUM

TO: Head Start Policy Council and Board of Directors
FROM: Tim Center, CEO and Head Start Director
RE: Head Start Director's Report
DATE: January 11, 2019

The following memo serves as my update to the Community Action Head Start Policy Council and Board of Directors.

Staffing

Venita Treadwell, Education Manager, is spending three days a week in Jefferson while we advertise and fill the Director's position.

We need more part-time staff to expand the Extended Day program.

Facilities

Mabry Head Start has a new leak in the main roof which has the attention of the land lord. Jefferson County facilities are being repaired. Royal and Jefferson both have drainage and erosion issues to be addressed.

Curriculum

Cindy Kaier, Educational Specialists, was brought in to train Education Coordinators and Center Directors on CLASS coaching and Curriculum implementation.

Enrollment

Centers are nearly at full enrollment.

Federal and State Regulations

We can expect national CLASS rankings to come out within the month.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | Region IV | 61 Forsyth Street, Suite 4M60, Atlanta, GA 30303 | www.eclkc.ohs.acf.hhs.gov

January 3, 2019

Christy McElroy, Board Chairman
Capital Area Community Action Agency, Inc.
309 Office Plz
Tallahassee, FL 32301

Re: Grant No. 04CH10135

Dear Mr. McElroy:

The Department of Defense and Labor, Health and Human Services, and Education Appropriations Act, 2019 and Continuing Appropriations Act, 2019, contains an increase of approximately \$200 million for programs under the Head Start Act for Fiscal Year (FY) 2019. A portion of the increase provides a cost-of-living adjustment (COLA) of 1.77 percent, depending on final funding decisions, to assist grantees in increasing staff salaries and fringe benefits and offsetting higher operating costs.

The following table reflects the increase(s) for FY 2019.

Funding Type	Head Start	Early Head Start
Cost-of-Living Adjustment (COLA)	\$60,599	
Total COLA Funding	\$60,599	

Submission Requirements

Program Instruction ACF-PI-HS-18-06, dated November 30, 2018, informed Head Start and Early Head Start grantees and delegate agencies of the intended uses of these funds and announced the opportunity for grantees to apply for the funds. Please review the Program Instruction carefully to ensure your supplemental application meets the requirements for funding and contains all of the necessary information.

The supplemental application is due March 1, 2019 and must be submitted in the Head Start Enterprise System (HSES) at <https://hses.ohs.acf.hhs.gov/hsprograms>. Please select the Financials tab, Application tab, Fiscal Year 2019 and the budget period to add the 'Supplement - COLA' amendment type. For technical assistance in preparing the application, please contact the HSES Help Desk at help@hsesinfo.org or 1-866-771-4737.


Please ensure the program narrative, budget and detailed budget justification submitted in the application documents demonstrate:

- An increase of 1.77 percent in the hourly rate of pay for each Head Start/Early Head Start employee and the pay scale subject to the provisions of Sections 653 and 640(j) of the Head Start Act;
- The rationale if employees are receiving less than the 1.77 percent COLA or differential COLA increases;
- The provision of the 1.77 percent increase to all delegate agencies and partners or justification if the full percentage is not provided to delegate agencies and partners;
- The planned uses for the balance of the COLA funds to offset higher operating costs;
- Each source of non-federal match, including the estimated amount per source and the valuation methodology; and
- A detailed justification that conforms with the criteria under Section 640(b)(1)-(5) of the Head Start Act if the application proposes a waiver of any portion of the non-federal match requirement.

Signed statements of the Governing Body and Policy Council Chairs along with Governing Body and Policy Council minutes documenting each group's participation in the development and approval of the supplemental application must be provided. The application must be submitted on behalf of the Authorizing Official registered in the HSES. Incomplete applications will not be processed.

Please ensure the application contains all of the required information. If you have any questions or need assistance, please contact Deirdre Mitchell, Head Start Program Specialist, at (404) 562-2858 or deirdre.mitchell@acf.hhs.gov or Stephanie Moore, Grants Management Specialist, at (404) 562-2908 or stephanie.moore@acf.hhs.gov. Thank you for your cooperation and timely submission of the grant application.

Sincerely,

for 
Robert Bialas
Regional Program Manager
Office of Head Start

cc: Tim Center, Executive Director
Tim Center, Head Start Director

Visitation Plan Sheet

Program Name: Capital Area Community Action Agency	Date: Tuesday and Wednesday, January 29/30, 2019 Time: 9:00 to 3:00																			
Grantee # 04CH10135	Address: 309 Office Plaza Tallahassee																			
Program Specialist: Deirdre Mitchell POC: Elsa Hernandez	Phone: 850-222-2043 ext. 104 or 227																			
Purpose Written on Monthly Travel Plan (MTP): To support Education Team by: Revising PBC Implementation Plan and determine strategies that will support fidelity of coaching.	Planned with: Tim Center, Director Kristen Jackson, Quality Assurance Venita Treadwell, EC Manager Coaches When: January 9, 2019 # of Participants to plan for in training: Approximately 8 to 12																			
Anticipated Outcomes: Grantee will: <ul style="list-style-type: none"> Analyze Fall CLASS data to assure the data is reliable Determine additional data that needs to be collected to determine if coaching is being implemented with intended outcomes Develop additional strategies that will support both coaches and teachers. Modify PBC Implementation Plan (if needed) AGENDA DAY ONE 9:00 Review and give updates on PBC 10:00 Review current CLASS Monitoring Data and In-House FALL CLASS data. Determine next steps for the PBC Implementation Plan 12:00 LUNCH	2017 CLASS Averages and Relative Thresholds <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Average</th> <th style="text-align: center;">Threshold</th> </tr> </thead> <tbody> <tr> <td>ES</td> <td style="text-align: center;">6.07</td> <td style="text-align: center;">5.70</td> </tr> <tr> <td>CO</td> <td style="text-align: center;">5.83</td> <td style="text-align: center;">5.32</td> </tr> <tr> <td>IS</td> <td style="text-align: center;">3.00</td> <td style="text-align: center;">2.30</td> </tr> </tbody> </table>		Average	Threshold	ES	6.07	5.70	CO	5.83	5.32	IS	3.00	2.30	Program's CLASS Scores from 2018 Monitoring Event <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>ES</td> <td style="text-align: center;">5.60</td> </tr> <tr> <td>CO</td> <td style="text-align: center;">5.13</td> </tr> <tr> <td>IS</td> <td style="text-align: center;">2.19</td> </tr> </tbody> </table> Grantees current monitoring scores are compared to 2017 scores. 2018 scores are not released yet.	ES	5.60	CO	5.13	IS	2.19
	Average	Threshold																		
ES	6.07	5.70																		
CO	5.83	5.32																		
IS	3.00	2.30																		
ES	5.60																			
CO	5.13																			
IS	2.19																			

<p>1:00 Coaching Strategies - Using Data to document coaching. How do we capture information from a coaching session?</p> <p>DAY TWO</p> <p>9:00 Questions and Thoughts from Day ONE</p> <p>10:00 Collecting data from coaches and teachers What can we develop to provide accurate information on how the coaching is going?</p> <p>11:00 How do we coach the coach? What can we provide them to strengthen their abilities?</p> <p>12:00 LUNCH</p> <p>1:00 Wrap Up - Questions, determine next steps and what data will be collected to assure fidelity of implementation, quality of coaching and ability to increase child outcomes and improve CLASS scores.</p>		
Additional Actions Needed for Visitation: Completed FALL In-House Data		



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



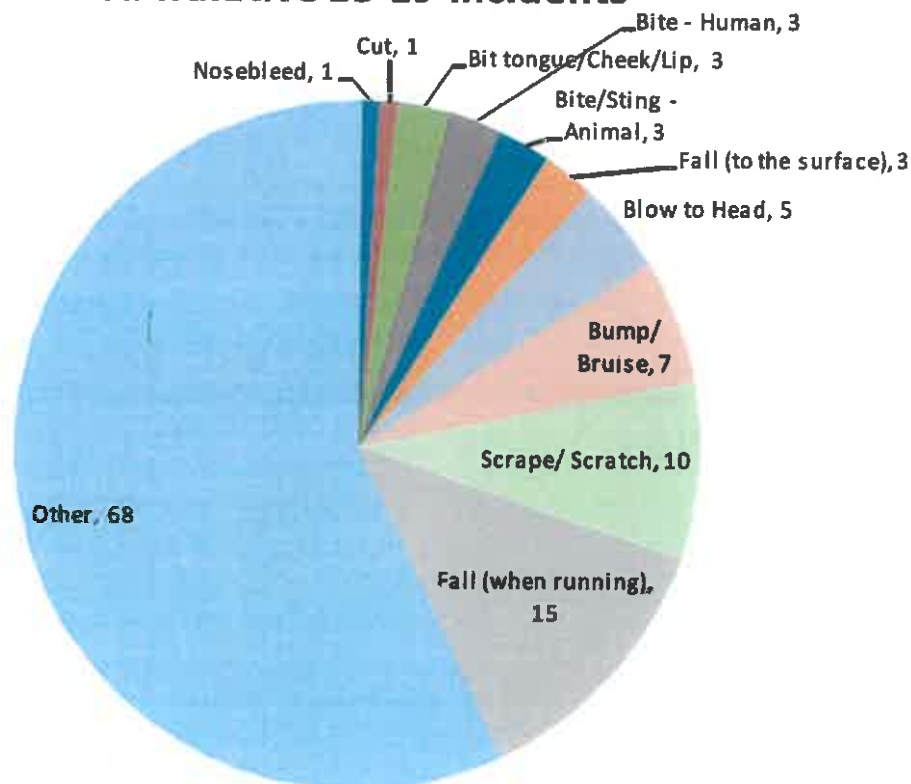
Incidents after 2:00pm



Cumulative 18-19 Incidents



Cumulative 18-19 Incidents



(Report 2132)

- There were no incident/ accidents for the month of December 2018 according to Child Plus 1202 on 01/14/201 at 0830 hours.
- 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

Inspections This Month

0

Violations This Month

0

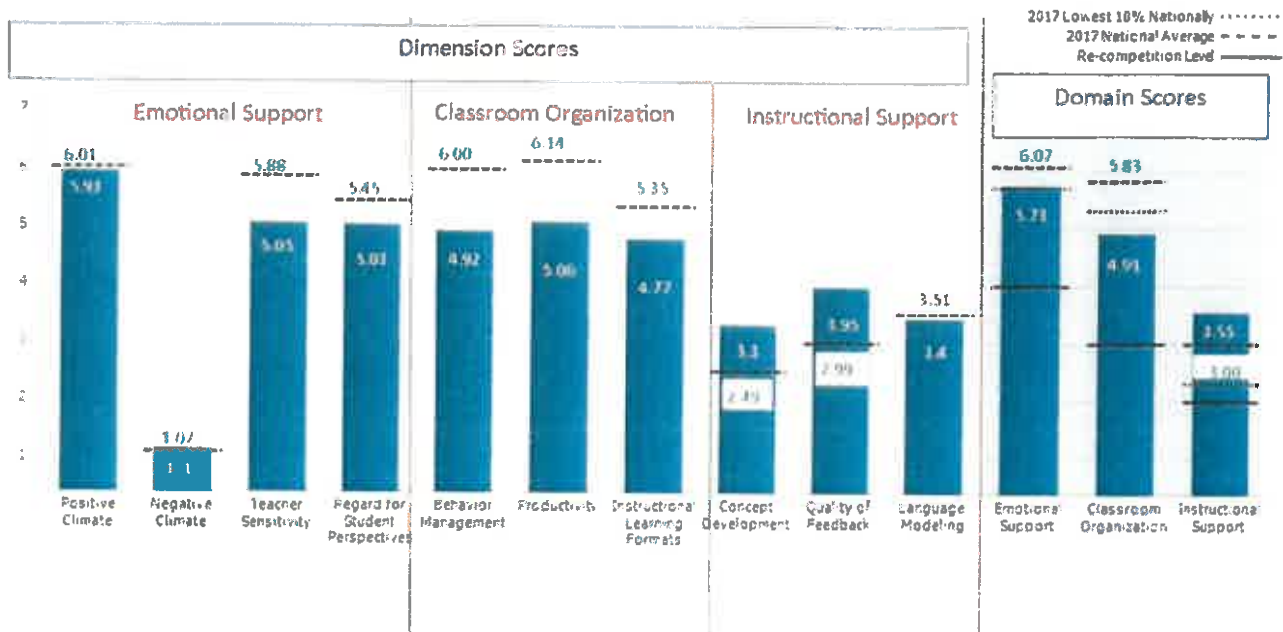
Cumulative 17-18 Violations

2

(DCF Inspection Reports)

CLASS

Fall 2018 Baseline Data*



*Scoring Conducted by Internal Assessors

National Averages in Green

Family and Community Engagement Manager Monthly Monitoring Report – December 2019

Requirement	Franklin	Jefferson	Mabry	Royal	South City	Total
PROGRAM STATUS (Monthly)						
Number of Students Registered	17	33	81	56	184	371
Number of Student Withdrawals for Month	0	0	2	1	4	7
Number of Vacancies	0	0	2	1	4	7
Number of Students on Wait List	0	0	21	19	20	60
Number of VPK Students Registered	N/A	N/A	N/A	16	67	83
Number of School Readiness Students Registered	N/A	N/A	N/A	5	6	11
FAMILY STATUS						
Number of Family Needs Assessment	17	33	81	56	184	371
Family Partnership Agreement						
Number of FPA Initiated (45)	17	33	80	56	175	361
Number of FPAs in progress (February)						
Number of FPAs completed (May)						

Head Start Enrollment and Attendance		
Center	Funded	Average Daily Attendance (ADA)
Franklin	17	83.33%
Jefferson	33	79.72%
Mabry	81	72.21%
Royal	56	80.00%
South City	184	84.89%
Total	371	80.84%

Family and Community Engagement Manager Monthly Monitoring Report – December 2019

Number of Files Reviewed	33
Review of Parent Board	0
Volunteers (PEC)	
Number of Volunteers	79
Total of Program In kind	210 hours
FAMILY AND COMMUNITY	
Family Advocate Workers Meetings	1
Family Advocate Workers Trainings	1
Community Meetings	0

Transportation	
Field Trips	0
Maintenance	0
Trainings	1

Family and Community Engagement Manager
Monthly Monitoring Report – December 2019

90 DAYS REQUIREMENT		Total
Number of dental home established		264
Number of dental exams		125
Number of children requiring dental treatment		19
Number of completed dental treatment		1
Number of dental cleaning / fluoride treatment		60
Hematocrit / Hemoglobin		315
Blood Lead		189
Blood Pressure		327
NUTRITION		
Number of Breakfast		3,992
Number of Lunch		4,381
Number of PM Snacks		3,119
Number of Children with Special Diets		23
MONITORING ACTIVITIES		
Health Files Review		33
Child Care Food Program Tool		0
Kitchen Inspection Tool		0

Family and Community Engagement Manager Monthly Monitoring Report – December 2019

Areas of Concerns and Barriers	
Extended Day services	

Professional Development	
Bi-weekly management and team meetings	
Management Team Meetings	

Quality Counts

December 2018



Vital Statistics

(Pulled January 14, 2019 beginning @ 1=0725 hours for December 1-31, 2018)

Enrollment

Compliance

NO

Current Enrollment

373

Cumulative Enrollment

407

Disability Services

(Reports 2001 & 2005)

Compliance

YES

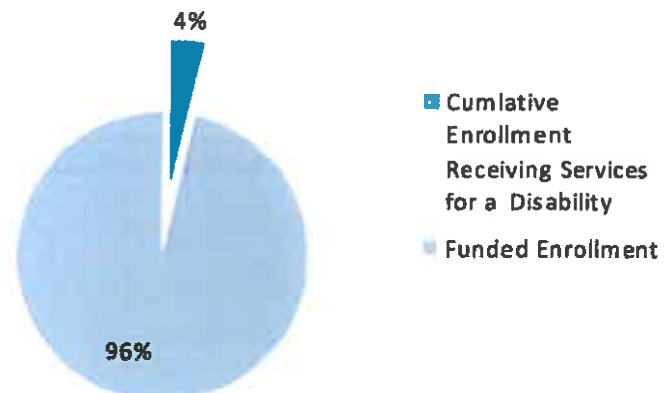
Students with Disabilities

14

Students with Concerns

21

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

December 2018

Attendance

Compliance

NO

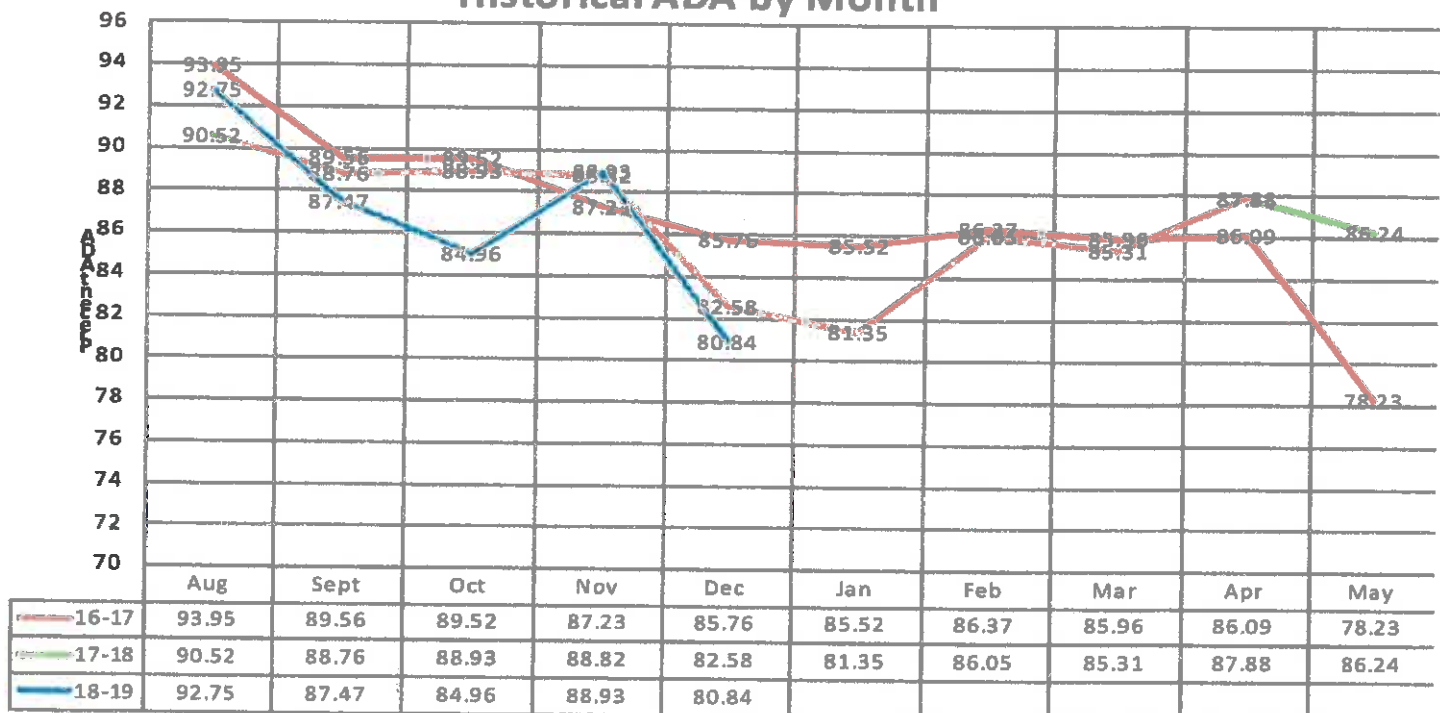
Funded Attendance

79.12

Actual Attendance

80.84

Historical ADA by Month



NOTES:

- 2018-2019 December attendance is lower than the historical average for this 5 year grant cycle.
- At this point in the school year 94 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 87 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 January 14 2019 beginning @ 0802 hours for December 1-31, 2018)

Capital Area **Community Action** Agency

CHIEF EXECUTIVE OFFICER REPORT JANUARY 2019

Administrative

- Located and secured new office space for Franklin County.
- Met with Wakulla County Administrator to discuss Board representation from the County.

Impact: Better benefits for staff. Better fiscal accountability.

Programmatic

- Eastpoint Wildfire Emergency Recovery Response – Met with Franklin EOC and County team regarding the permanent housing efforts. Will develop a plan to distribute the collected donated funds for their review.
- Franklin County Emergency Support Function 15 role has shifted and Angela Webster, Case Manager, is point person in Franklin County to help the EOC with distribution of donated items like flooring from Mohawk.
- Proposed dates for transition ceremonies have been posted. Additionally, the CSBG budget provides for expansion of the program with contracted facilitators. Discussions with ECHO may offer trained facilitators in a timely manner.
- Head Start –With a projected shortfall, the Agency will need to request of HHS a waiver from the 20% non-federal match requirement. Asking for training from HHS and will develop a plan before submitting the waiver request.
- Strengthening the Jefferson County Literacy Alliance partnership with University of North Florida.

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 Loranne Ausley, Whole Child Leon, ELC, LCSD, City and County on Community School for Southside of Tallahassee
- 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.
- Working with the UPHS Board to explore how to work better with INIE and reduce silos while encouraging collaboration.

Impact: Developing the infrastructure necessary to support the Agency mission



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Resource Development

- Preparing to submit to United Way of the Big Bend the Letter of Intent for funding cycle – 2018-2020. Will submit for Getting Ahead in partnership with ECHO and CareerSource Capital Region. Also, will apply for Head Start.

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

Out of Office

- Vacation – February 12-13, 2019
- Vacation - March 7-8, 11, 2019

Upcoming Events

- Florida Head Start Association – Board and Conference – April 1-4, 2019
- Leadership Florida Annual Meeting – June 20-23, 2019

Capital Area **Community Action** Agency

2019 Board Meeting Calendar Notice

Board of Directors

The volunteer Board meets every 4th Tuesday at 6:00 pm every other month at the TCC Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee. Meetings are open to the public.

- January 22, 2019
- March 26, 2019
- May 28, 2019
- July 23, 2019
- September 24, 2019
- November 26, 2019

Executive Committee

The Board's Executive Committee meets the 4th Tuesday monthly at 5:30 PM at the main office 309 Office Plaza Drive, Tallahassee. Meetings are open to the public.

- February 26, 2019
- April 23, 2019
- June 25, 2019
- August 27, 2019
- October 22, 2019
- December 24, 2019

CAPITAL AREA COMMUNITY ACTION AGENCY, INC.

BY-LAWS

ARTICLE I. NAME, JURISDICTION, AND GENERAL DESCRIPTION OF AGENCY

A. Agency and Description

The name of this organization shall be Capital Area Community Action Agency, Inc., (Agency) a non-profit corporation incorporated under the laws of the State of Florida and recognized by the Florida Department of Economic Opportunity as the proper body to carry out the purposes and functions set out in these by-laws, as specified in Section 210 of the Economic Opportunity Act of 1964, Pub. L. 88-452. The central office of the Agency shall at all times be located in Tallahassee, Florida, or at such other location as the Board of Directors may from time to time designate.

B. Jurisdiction

Jurisdiction served in the Florida Big Bend area includes Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla counties.

C. Fiscal Year

The Agency fiscal year begins the first day of October and ends the last day of September.

ARTICLE II. MISSION/PURPOSE

A. Mission

The Agency's mission is 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.

B. Purpose and Function

1. To administer federal grant funds received from the Florida Department of Economic Opportunity (hereinafter the Department) and other federal, state, local, or private funding entities in Calhoun, Franklin, Gadsden, Jefferson, Leon, Liberty, Gulf and Wakulla counties, for the purpose of assessing, designing, operating, financing and overseeing anti-poverty programs in accordance with the requirements of state and

federal law, including sections 163.03(3), 420.33-.37, 409.508-.5093, Florida Statutes, and Rules 9B-22, 24, 57 and 65, Florida Administrative Code.

2. To work with local community groups, including persons who are poor and impoverished, other local government and/or public sector agencies, and the private sector, to seek out, identify, and eliminate or reduce the incidence of poverty within the communities.
3. To make the communities more responsive to the needs and interests of the poor by mobilizing available resources and bringing about greater community sensitivity through community involvement and public awareness programs.
4. To plan and establish priorities among projects, activities, and areas as needed for the most effective and efficient use of resources.
5. To evaluate, or to have evaluated, program effectiveness to ensure that resources expended actually do support approved objectives, and that those objectives meet the needs of the persons being served.

ARTICLE III. BOARD OF DIRECTORS

- A. The Capital Area Community Action Agency Board of Directors is the Governing Board of the Agency responsible for ensuring effective policies and oversight for effective operations, sound financial management, efficient delivery of service, and planning in compliance with all federal, state, and local laws and regulations pertaining to these funds.

B. Membership

1. Numbers of Board Members

The tri-partite membership of the Board of Directors of the Agency, as required by 42 U.S.C. 9904 shall be selected and constituted by the Agency (as a Community Action Agency) so as to assure compliance with requirements of all three categories of membership.

- a. **Public Sector** – up to one-third of the members of the Board may be elected public officials/bodies or their appointed designee;
- b. **Poor Sector** – At least one-third of the members are persons chosen in accordance with democratic selection procedures adequate to assure that they are representative of the poor in the area served; and

- c. **Private Sector** -the remainder of the members are officials or members of business, industry, labor, religious, welfare, education, or other major groups and interests in the community. Except as otherwise provided herein, the particular group, community or private organization from which the member is to serve shall be determined by a majority vote of the Board, upon a recommendation from the Executive Committee.
- d. **Members** – The membership of the Board shall consist of not less than a total of twelve (12) and not more than a total of twenty-four (24). The total membership of the Board shall be determined by the Board considering the number of counties served by the Agency; however, an uneven number of board members and officers shall be maintained and significant minority group representation must be continually present on the Board.

2. Categories of Membership

a. Elected or Appointed Public Officials

Florida Administrative Code (F.A.C.) 9B-22.11 (1) (a) requires that each county be represented on the Board but only requires that said representative be in the public sector for the first two years for a new county. The representatives of the public sector shall be elected officials who are selected to membership on the Board in the manner prescribed in this Article. Priority shall be given in the selection of public officials or their designee to serve on the Board from the county commissions in those counties served by the Agency. The Board will request that an elected official, or a representative appointed by the participating counties, be asked to serve on the Board. In addition, the term of the elected official or representative who serves as a board member is limited to their term in office as an elected official, in that all public officials serve at the pleasure of their constituencies and shall serve for as long as they maintain their status of public officials as defined by CA Memo 81. Public officials shall mean persons who were democratically elected by the people of their entire communities to represent their political interests. Those public officials, however, who are designated for representation on the Board, may, if they wish, choose representatives to serve on the Board in their place or in their absence. The representatives need not be public officials themselves so long as they are duly appointed by the public officials' governing body. In addition to the chief elected officials of counties served by the Agency or their representatives,

every effort should be made to include representation for public officials with responsibilities for programs that are directly involved in anti-poverty efforts, such as public school, welfare, housing, and employment service officials. Letters reaffirming the delegation, signed by elected officials shall be required each calendar year regardless of the number of years or term length.

b. Representatives Selected from Poor or Impoverished Areas

The members of the Board which comprise the democratically-selected representatives of the poor shall reside in the areas from which they are selected to serve. Each year the Board may review the counties it serves and determine those target neighborhoods or communities from which selected representatives of the Board may be solicited to serve on the Board. Selected representatives must be elected by the residents of said neighborhood or community. Such representatives need not be poor themselves, but must be chosen in a manner to ensure that they truly represent the poor. The representatives of the poor shall be elected from target neighborhoods or communities, or organizations with at least 51% of its members from the Poor Sector. Such target areas shall be defined by district boundaries to be determined by the Board and shall circumscribe those areas of the community where poverty is concentrated. All residents of any given target area may participate in the election process, but special emphasis shall be given to insuring that those residents who are poor participate fully in the election process. Such elections, to the extent required by law, shall be subject to the Sunshine and public records law, and shall be done by secret ballot and election monitors will be present to distribute and collect one ballot per person. Persons voting, who must be at least eighteen years of age on the day of the vote, shall be required to present proof of residence and age so that only those eligible persons in the specific target area will be allowed to vote. Ballots will be counted before and after distribution to ensure that the same number that were issued were collected. The drafting of target boundaries and democratic elections of the representatives from those areas shall be done in such a manner as to insure proportionate representation of the poor community as a whole. Terms of elected representatives of the poor shall be three years, with an additional three-year term possible for a maximum of six years based upon board approval. Terms shall be staggered such that no more than three representatives of the poor will have terms expire in the same calendar year.

c. Poor Sector Alternate

In addition to the Poor Sector Representative, a Poor Sector Alternate also may be elected from the Poor Sector. If the elected Poor Sector Alternate is unable to attend Board Meetings in the absence of the Poor Sector Representative, then a new Poor Sector Alternate must be elected or no Alternate shall serve. The Poor Sector Alternate may attend all Board meetings with the Poor Sector Representative, but the Poor Sector Alternate may vote only in the absence of the Poor Sector Representative. The Poor Sector Alternate shall be eligible for travel reimbursement only when the Poor Sector Representative is absent. If the Poor Sector Representative is elected to serve on the Executive Committee of the Board of Directors, the Poor Sector Alternate may not serve on the Executive Committee.

d. Representatives from the Private Sector

The representatives from the private community shall be selected to membership on the Board and shall serve a term of three years, and shall be staggered such that no more than three representatives of the private sector terms shall expire in the same calendar year. Any person chosen as a representative shall be a member of a private community group or organization which is entitled to representation on the Board, with such private community group having been determined by a majority vote of the existing Board to be eligible for membership on the Agency board. The private sector of the Board shall not constitute more than one-third of the Board's total membership at the time of selection. Private community groups shall be defined as any non-profit organization concerned with business, industrial, labor, religion, welfare, education, civic, professional, significant minority groups or other community interests which do not have legal responsibility to perform an official public governmental function but which do have the ability to assist the Agency with fund-raising activities. As many different private interests as possible shall be represented on the Board. If there are more private groups willing to serve than there are seats available, then a system of rotation shall be devised to permit each such group an opportunity to serve. The affected groups will be notified of such rotation at least thirty (30) days prior to each annual meeting. If needed, the Board shall review annually the number and types of private community groups which are to be solicited for membership on the Board. The private community groups who will be entitled to representation on the Board shall be notified in writing of their

selection and invited to select a representative to serve on the Board. The individual representative shall be a member of the group which he/she represents and each group or organization shall notify the Chairman of the Board of the name of its representative. Such individual's membership on the Board shall be voted upon at the next regularly scheduled meeting of the Board following their nomination.

e. Membership Committee Requirements

Recommendations for new members on the Board shall be made by the Membership Committee, which shall continuously review and report on efforts to seek out members within the communities served by the Agency consistent with this Article and 42 U.S.C. 9904. No person is eligible for appointment to the Board unless their eligibility was reviewed and verified by the Membership Committee. Consideration by the Board of whether a particular group, community, private entity or representative from a public body is eligible to serve on the Board shall be made at the meeting immediately prior to consideration of the selection of the member from that group, community, private entity or public body representative. However, target communities from which representatives of the poor are elected must be determined by the Membership Committee and the Board prior to an election being held. In addition, if necessary to stay within minimum board membership requirements, a special meeting may be called, with proper notice to all Board and Membership Committee members, to approve the nomination of a new member to the Board.

3. Seating new members to the Board of Directors

Public Sector Appointments to the Board shall be approved by a majority vote of the existing Board and officially seated on the Board. Newly elected Low-Income Sector members shall be introduced and officially seated on the Board. New Private Sector members shall be approved by a majority vote of the existing Board and officially seated on the Board.

4. Terms of Office

No member of the Board may serve for more than two consecutive full or partial terms (6 years maximum), regardless of the sector of representation. A full term of office is three years from the date of acceptance of a member onto the Board. A member whose first term has expired but is awaiting reappointment can't vote at a Board meeting, nor will his or her

attendance count towards a quorum until the reappointment is approved. The second term shall be deemed to commence three (3) years after Board approval for the first term.

5. Geographic Requirements for Membership on the Board

Every member of the Board who is selected to represent a specific geographic area within the community must reside within the area which he or she represents. This requirement of residency shall apply to:

- a. All representatives of the poor; Those public officials or their representatives who represent specific political subdivisions, wards, or districts; and
- b. Representatives of private community groups which are organized on a geographic basis.

6. Petitioning for Membership

Any private community group or representative group of the poor which feels itself inadequately represented on the Board may petition for adequate representation. Any such petition must be signed by fifty members of the petitioning group or by fifty percent (50%) of the bona fide members of that group or organization. The petitioning agency or group shall provide a written statement supporting its reasons for the petition. The Membership Committee shall review such petition, and shall make a recommendation to the Board on acceptance or denial of the petition. The Board shall, at its next regularly scheduled meeting, act on the petition and shall inform the petitioning group of its decision. The organization or group presenting such a petition shall be promptly afforded an informal open hearing before the Board in order that they may have a full and fair opportunity to present their request. When a petitioning group is granted a seat on the Board pursuant to such a hearing, that representative shall be promptly seated and afforded all the rights and privileges of any other member of the Board. The Board shall then be readjusted and realigned in order to maintain the proper representation of public officials, the poor, and private members within the member limitation. A written statement of the Board's action on such petitions shall be submitted to the petitioning group and a copy of that statement sent to the Regional Community Services Administration.

C. Powers of the Board

Subject to the limitations of the Articles of Incorporation or other provisions of the By-Laws of this corporation and the applicable laws pertaining thereto, all powers necessary or proper to carry on the activities of this corporation shall be exercised by or under the authority of the

Board of Directors. The Board of Directors may, at any regular or special meeting, delegate to or contract with any person or persons, any of the powers of the Board of Directors for the management of the affairs of this corporation, except the power to adopt, amend or repeal the By-Laws or the Articles of Incorporation. The principal representative body of this corporation shall be its Board of Directors, which shall be elected and will serve in accordance with the requirements of the Department, the provisions of 42 U.S.C. 9904, and the terms of this Article. The powers of the Board of Directors include but are not limited to:

1. Appointment/dismissal and annual evaluation of the Executive Director;
2. Review and approval of the following: All internal and external monitoring reports – Agency Annual Report, Annual Audit Report, Pay Structure and Schedule.
3. Determine and approve, all personnel, fiscal, and program policies subject to Florida's Department of Economic Opportunity and the U.S. Dept. of Health and Human Services regulations and policies;
4. Determine and approve overall program plans and priorities;
5. Determine and approve all program proposals and budgets;
6. Enforce compliance with all conditions of grants and contracts from all sources;
7. Determine, subject to funding sources regulations and policies, rules or procedure for the Board;
8. Select officers and the executive committee; and
9. Review and approve all new members of the Board.

D. Voting and Quorum

Each member of the Board of Directors shall be entitled to one vote. The presence of not less than one-half of the Board, plus one member, shall constitute a quorum and shall be necessary to conduct the business of the Board. Participation in a meeting via telephone or internet is permitted for the purposes of attendance, quorum and voting at all Board and committee meetings. In the event a Board member is unable to participate, their vote is forfeited as the Agency has a "No Proxy provision".

E. Removal and Recall

Any member of the Board of Directors may be removed by a vote of not less than two-thirds majority of the Board at a regular or special meeting called for such purpose and at which at least two thirds of the members of the Board are present. A vacancy shall thereupon exist upon the Board and in such office. Board members who fail to support Board activities through

attendance at Board meetings or other activities as designated by the Board are subject to review for removal from the Board by a two-thirds majority vote. A board member, who fails to attend two (2) regular meetings in a calendar year, will result in a letter, sent by certified mail, informing the member of their two absences in a calendar year. The notified member will have 30 days to respond to the letter with the reason for their absences. The Board will take into consideration the absences and determine if they are excused absences at the next Board meeting. A vote will be taken at that meeting to determine if the board member is removed or will remain on the Board. In the event of removal, the group, community or public body from which that person was selected, shall be immediately notified by mail and offered the opportunity to nominate another representative for membership on the Board.

F. Resignations

Any member of the Board may resign by addressing a letter to the Chairman of the Board, or to the Vice-Chairman upon resignation of the Chairman, outlining the facts of such resignation and the date upon which the same shall become effective. Any resignation so made shall become effective upon the date specified. The Executive Director shall enter such letter in the minutes of the meeting and a vacancy shall thereupon exist in the Board or in such office, effective on that date.

G. Vacancies

Any vacancy which occurs on the Board for any reason shall be filled in the same manner and by the same body which originally sent a representative to that seat. Such representatives shall serve for the remainder of the unexpired term, and shall be eligible for reappointment to the Board at the end of the expired term. A vacancy shall be deemed to exist on the Board or in any office in the event of the death or incapacity of a member, or a member's removal, recall or resignation, or in the event the number of members on the Board is increased. The number of Board members may only be increased by a two-thirds majority vote of the existing Board at a regular or special meeting called for that purpose. A vacancy may be temporarily filled by a majority vote of the Board until such time as the vacancy is filled through the process described in this Article.

ARTICLE IV. OFFICERS

The officers of this corporation shall be the Chairman, Vice-Chairman, Secretary, Treasurer and Member-at-Large. All officers of this Corporation shall be duly elected or selected members of the Board. The Officers of the Corporation shall constitute the Executive Committee.

A. Chairman of the Board

The Chairman shall be the principal representative of the corporation and, subject to the control of the Board, shall in general, supervise all of the business and affairs of the corporation. When present, the Chairman shall preside at all meetings of the Board. The Chairman may sign, with any other designated individuals thereto authorized by the Board, any contract, check, agreement, or other instrument which the Board has authorized. The Chairman shall, in general, perform all duties of the Office of Chairman and such other duties as may be prescribed by the Board from time to time.

B. Vice-Chairman

The Vice-Chairman shall perform all duties of the Chairman of the Board in absence of that officer. The Vice-Chairman shall be in charge of committee assignments and may perform such other duties as may be assigned by the Board.

C. Secretary

The Secretary shall:

1. Attest minutes of the Board meetings;
2. Attest legal documents for the corporation; and
3. Perform other duties as may be prescribed for the Secretary by the Chairman, Vice-Chairman, or the Board.

D. Treasurer

The Treasurer shall:

1. Keep and maintain, or cause to be kept and maintained, adequate and correct amounts of all the properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts and disbursements;
2. Sign checks, with the signature of at least one other person designated by the Board;
3. Present a financial report to the Board each month; and
4. Other duties as may be prescribed by the Chairman, Vice-Chairman or the Board.

E. Member-at-Large

The Member-at-Large shall represent the views of the remainder of the Board, and shall be a board member from the representatives of the poor, as well as other duties as may be prescribed by the Chairman, Vice-Chairman or the Board.

F. Other Requirements

The Chairman of the Board, Vice-Chairman, Treasurer, Secretary and Member-at-Large, along with centralized office personnel of this corporation, shall be bonded. No officer of this corporation shall receive compensation for duties performed in the exercise of the duties of his/her office. All officers of the Board shall be elected bi-annually in January in even numbered years, and seated at the same meeting. The Nominating Committee shall present a slate of nominees and qualification at the November regular meeting of the Board of Directors prior to the January election. Officers will also be formally seated following their election. Officers shall serve a two-year term which shall be staggered such that no more than three officers leave office each year, or until the seating of their successors. Officers may succeed themselves in office upon a majority vote of the Board. The January annual meeting at which officers are elected and installed shall also be reserved for presentations of awards and certificates for outgoing officers, members, or officers and members who left the Board between annual meetings. Any vacancy in any office because of death, resignation, or otherwise, may be filled by the Board for the unexpired portion of that term. All official records or other instruments belonging to the agency that are in the possession of out-going Board members or officers of the Board will be turned over to persons succeeding them.

ARTICLE V. CONFLICTS OF INTEREST AND NEPOTISM

A. Conflicts of Interest

No member of the Board, other policy groups or staff shall receive gifts, money or other gratuities from:

1. Persons receiving benefits or services under any program financially assisted by any local, state or federal agency or any other public or private agency;
2. Any person or agency performing services under contract; or
3. Persons who are otherwise in a position to benefit from the actions of any Board or staff member. This section shall prohibit the purchasing of goods, space, and services by members of the Board or staff if such Board members or staff have a substantial interest

in the purchase or rental and/or if members of the immediate family have substantial interests therein, except as provided below:

- a. Purchases or rentals of goods space and services from the same supplier at a total cost of less than \$200 within any 12 month period;
- b. Purchases or rental of goods or services if there is no other supplier in the community served by the program or within a radius of 50 miles, which is larger;
- c. Purchases or rentals of goods, services or space from the lowest bidder in accordance with rules for advertised competitive bidding under seal;
- d. Purchase or rentals of standardized goods at the lowest price offered after all local suppliers in the community have been contacted for quotation; or
- e. Purchase of services or rental of goods of space from public or private non-profit organizations at cost or at general rates previously established by those organizations.

The term "substantial interest" includes the following:

1. Any direct or indirect financial interest in the specific sale or rental transaction, including a commission or fee, a share of the proceeds, the prospect of promotion, a profit, or any other form of financial reward; and,
2. Any of the following interest in the business which is supplying the goods, space, or services to the purchasing or renting grantee or delegate agency:
 - a. Ownership,
 - b. Partnership interest or other beneficial interest of 5% or more,
 - c. Ownership of 5% or more of the stock
 - d. Employment as an executive officer, or
 - e. Membership on the Board of Directors or other governing board.

B. Nepotism

No member of the immediate family of a member of the Board, policy group or senior staff or other person who makes or influences the making of policies governing the operations or activities of the Agency shall be employed by this agency, income status notwithstanding.

Immediate Family: The term "immediate family" shall include husband, wife, father, mother, brother, sister, son, daughter, son-in-law, daughter-in-law, father-in-law, mother-in-law, brother-in-law, or sister-in-law.

ARTICLE VI. MEETINGS OF THE BOARD

A. Annual Meetings

The annual meeting of the Board of Directors shall be on the fourth (4th) Tuesday of January.

Board elections shall be held bi-annually in even numbered years unless otherwise changed by the Chairman and a majority vote of the members of the Board.

B. Regular Meetings

Regular meetings shall be held bi-monthly on the 4th Tuesday at a time and place designated by the Board. To the extent required by law, such meetings shall be open meetings as defined in Florida's Sunshine Laws. The meeting date may be changed by the Chairman with a majority vote of the Board.

The Board will have regular meetings including the annual board meeting in the months listed below:

- January (Annual Meeting)
- March
- May
- July
- September
- November

C. Meetings and Notice Requirements

1. Special meetings

Special meetings may be called by the Chairman, or in his or her absence, the Vice-Chair with the notice provisions of regular Board Meetings. Emergency Board meetings needed to protect the assets and welfare of the Agency may be called by the Chairperson with less than 10 days with notice acceptable under Florida's Sunshine Law.

2. Notice of Meetings

Written notice stating the place, date, time of each meeting shall be delivered to each Board member and shall be communicated via public notice acceptable under Florida's Sunshine Law at least ten (10) but no more than 30 days prior, to such meetings. Such notice in the case of all special meetings shall include the agenda of that meeting.

3. Records of Meetings

Written minutes of all meetings must be maintained and made available to the public with the exception of those that have been designated "closed" meetings by the Board. It shall be the policy of this Board to make available to the public not only proceedings of its meetings but other records as well that are in the public interest with the exception of sensitive personnel data. In accordance with the Federal Civil Service Commission and the Freedom of Information Act, such personnel information as name, position/title, salary, date of hire, etc. will be considered public information and can, therefore, be released. The Agency, to the extent required by law, shall be subject to Chapter 119, Florida Statutes, the Florida Public Records Act.

4. Meeting Location(s)

All meetings of the Board of Directors shall be held at the location of the Agency office, or any other place designated by the Board from time to time.

D. Open Meetings

All regular, special, and emergency meetings or meetings of two or more Board members concerning Agency business shall be properly noticed and open to the general public. Those portion of meetings which address sensitive personnel actions or unevaluated data of a sensitive nature may be considered private and may be held in closed session upon a majority vote of the Board.

E. Robert's Rules of Order

The parliamentary procedures of all meetings of this Corporation shall be conducted in accordance with Robert's Rules of Order, Revised.

F. Secret Ballots

To the extent authorized by law and upon request of any Board member, secret ballots will be used in voting on all motions to (1) call a closed session of the Board, (2) remove a Board member for cause, (3) hire or fire the Executive Director of this corporation, and (4) elect any officer of this corporation.

ARTICLE VII. COMMITTEES OF THE BOARD

A. Executive Committee

The Executive Committee, made up of the Chairman, Vice-Chairman, Secretary, Treasurer, and Member-at-Large, shall act for the full Board in between regular meetings and/or at times when it is inconvenient to convene the full Board and shall perform the following functions:

1. Resolve all issues that do not necessarily require the attention of the full Board;
2. Provide temporary approval on items that do require actions of the full Board;
3. By the above actions, make it easier for the Board to transact its regular business; and, report to the full Board.

Repeat absences of an Executive Committee member will require a letter being sent after four (4) Executive Committee absences and removal after a missed fifth (5th) meeting in a Board year.

B. Standing Committees

The Chair shall appoint certain standing committees of the Board, as deemed necessary by this corporation. Such standing committees shall include, but not be limited to: Personnel Committee, Program Planning and Oversight Committee, Membership/Nominating Committee, and Public Relations/Fundraising Committee and Budget and Finance Committee.

C. Personnel Committee

The Personnel Committee shall be made up of at least three members and shall have as its objective:

1. To review that agency personnel policies and procedures are developed and implemented in accordance with local, state and federal law;
2. To assure that equal employment opportunities are available to all interested individuals;
3. To review implementation of all applicable equal opportunity laws, executive orders and rules and regulations; monitor, supervise, and evaluate the Agency;
4. To review that the Agency pay structure and schedule is developed and implemented with accordance with local, state and federal law.
5. To receive, review, and act on all complaints of discrimination; and
6. To make recommendations and, reports to the full Board for final consideration.

D. Program Planning and Oversight Committee

The Program Planning and Oversight Committee shall be made up of a representative of the Executive Committee and other Board members as appointed by the Vice Chairman. The

Directors of Head Start and Family Services shall serve as ex-officio members of the Committee. The objectives of this committee shall be:

1. To oversee and guide all program planning undertaken or to be undertaken by the agency making sure that all agency programs meet the needs of economically disadvantaged residents of all participating counties;
2. To review overall program performance and compliance with local, state, and federal funders; and
3. To propose to the full Board for final consideration new programs or revisions of programs based on community needs.

E. Membership/Nominating Committee

The Committee shall be made up of at least three members, appointed by the Chair, and shall have as its objectives:

1. The continual review and consideration of existing and new groups, communities, or individuals for possible membership on the Board consistent with the membership requirements of these By-Laws;
2. Responsibility to seek out new members for service on the Board and to accept nominations, prepare ballots, and present qualifications of candidates for office or Board membership;
3. Ensure that the board maintains equal representation among the three tiers of membership for the Board; and
4. To ensure a board composition representative of the populations and geographic areas served.

F. Public Relations/Fund Development Committee

The Public Relations/Fund Development Committee shall be made up of at least three members, appointed by the Chair, and shall have as its objectives:

1. The development and distribution of materials and documents relating to public relations; and
2. Development of strategies for Board leadership on community fundraising efforts on behalf of the Agency.

G. Budget and Finance Committee

The Budget and Finance Committee shall be made up of at least three members, appointed by the Chair. Its objectives shall be:

1. To provide assurance that all budgets proposed to finance programs are adequate to meet programmatic needs and to ensure that all funds expended are done so in a manner in keeping with approved programs;
2. To recommend budgets to full Board for final consideration;
3. To supervise development and revision of the budget;
4. To report to the Board on a quarterly basis the financial status of the agency as a whole;
5. To assist in local, and state fund-raising activities; and
6. To develop, maintain, and supervise the internal fiscal control and accounting procedure.

H. Special Committees

The Chairman of the Board may appoint special committees from time to time depending on the needs of the Board. Such committees may have policy-making or advisory functions and shall serve for as long as their need exists, or until a new Chairman is elected, whichever occurs first.

I. Committee Membership

Each Board member shall be a member of at least one committee, which shall be assigned by the Vice Chair. All committees of the Board shall fairly reflect the composition of the full Board and, to the extent possible, at least one-third of their number shall be representatives of the poor, one-third public and one-third from private groups. The only tier which is allowed to have more members is the category for representatives for the poor population.

J. Ratification

Any and all acts of any and all standing and special committees must be ratified by an act of the Board at the next scheduled meeting of that body.

ARTICLE VIII. AMENDMENTS TO BY-LAWS

Amendments to these By-Laws may be proposed and adopted by two-thirds of the members present and voting at any regular or special meeting of the Board. Notice of proposed changes to the By-Laws must be provided in writing at least ten (10) days prior to the meeting at which such proposed changes will be acted upon.

ARTICLE IX. POLITICAL PROHIBITIONS

A. Political Authority

No Board or staff member may engage in any political activity during his/her official time with the Agency that will further the cause or efforts of a candidate for public office or an idea that is partisan in nature.

B. Agency Property

No Board or staff member may use any property, case or other resources of the agency to further the efforts of a candidate for public office or to support a partisan idea without the express consent of the funding source or grantor of funds except under the conditions specified in the U.S. Office Management and Budget (OMB) Circular A-122 (revised 05/19/84).

C. Dismissal

Any Board member or the Executive Director who willfully and knowingly violates the above provisions may be dismissed in accordance with the procedures set forth in these By-Laws.

D. Subordinate Personnel

Any staff member subordinate to the Executive Director may be dismissed in accordance with the provisions set forth in the personnel policies and procedures by the Executive Director.

ARTICLE X. DISSOLUTION OF THE CORPORATION

Upon dissolution of the corporation, all of its assets remaining after payment of all costs and expenses of such dissolution shall be distributed by the Board of Directors to organizations which have qualified for tax exemption under Section 501 C (3) of the Internal Revenue Code as amended or superseded, or to units of local government or to an agency designated by the funding sources.

*Revised: 3/26/2006, 9/18/2008, 5/25/2010, 7/27/2010;
9/26/12 combined already approved 7/27/2010 and 2/2011 bylaws
Revised and adopted 3/26/2013
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