

# Capital Area Community Action Agency

## Board Meeting Agenda

Tuesday, March 26, 2019 – 6:00 pm  
Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee  
Conference Call (605) 475-4700; 275857#

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- I. Call to Order Christy McElroy, Chair
- II. Agenda Approval
- III. Sign-in/Attendance/Introductions
- IV. Action – Recommendation for Review and Approval
- A. Approval of Minutes
    - i) Board Meeting – 01.22.2019
  - B. Fiscal Report
    - Narrative
    - Revenue & Expenditures Agency - 2 page
    - Balance Sheet
    - Head Start Match
    - Credit Card Activity Spreadsheet
    - Credit Card Statements
  - C. Board Updates
  - D. Head Start
    - Self-Assessment Report
    - Jefferson County
    - CLASS Evaluations – DRS Notice
- V. Program Updates
- A. Crisis
  - B. Weatherization
  - C. Getting Ahead/Staying Ahead
  - D. Head Start
- VI. Chief Executive Officer's Report
- VII. Chair's Report
- VIII. Adjournment

**Next Executive Committee Meeting 04/23/2019 - (proposed) – 5:30 pm – 309 Office Plaza Drive**

**Next Board of Directors Meeting 05/28/2019– 6:00 pm – Ghazvini Center for Healthcare Education**



United Way of the Big Bend

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# Capital Area **Community Action** Agency

**Board of Directors  
Meeting Minutes  
January 22, 2019**

**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: Ms. Ridley

The meeting was called to order at 6:05 p.m. by the Chair. A quorum was established.

The Chair asked for approval of the agenda. Ms. Smith made a motion to approve the agenda. It was seconded by Ms. Edgar and unanimously approved.

The minutes were approved by Ms. Edgar. Seconded by Ms. Johnson and unanimously approved.

The Chair asked for introductions: Ms. Watson, Executive Assistant; Ms. Edgar, Attorney; Ms. Johnson, Member-at-Large and Policy Council; Ms. Sgouros, Finance Director; Ms. McElroy, Gulf County; Mr. Center, CEO, Head Start Director; Mr. Jones, Gadsden County, Mr. Jennings, Jefferson County; Ms. Smith, Treasurer and Career Source Capital Region; Ms. Self, Chief Operating Officer.

Mr. Center reported that in previous years the Board had representation from the NAACP in Gadsden County. At the NAACP Meeting, Mr. Jones was selected to represent their Chapter on the Board.

The Chair asked for a motion to seat Mr. Jones on the Board. Mr. Jennings made a motion to accept Mr. Jones on the Board. Seconded by Ms. Smith and unanimously approved.

## ***ACTION ITEMS***

Mr. Center stated that the Board needed to address the matter of Mr. Ross absentees from meeting attendance. The By Laws require members to support Board activities through attendance at Board meetings or other activities. Mr. Center further stated that now the procedure will permit an explanation as to why he was unable to attend meetings.



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Mr. Ross reported that he missed meetings due to medical issues as well as an adoption process that consumed a major part of his life. He asked that the Board allow him to remain on the Board.

The Chair asked if he had considered stepping down from the Executive Board. Mr. Ross said that he is able to attend Board meetings and wished to remain on the Board.

Ms. Johnson asked if he travels from Wakulla County to attend meetings? Mr. Ross stated that it takes him 30 minutes. Ms. Johnson suggested that he call-in to the meetings in the future, if he were unable to attend.

The Chair asked that Board members be more proactive, if they are going to miss a meeting. Communicate with Ms. Watson so that the Board is compliant with the By Laws.

Ms. Smith made a motion to retain Mr. Ross on the Board. Seconded by Ms. Johnson and unanimously approved.

### ***FISCAL***

As of November 30, 2018, we have completed two months of the fiscal year and, as 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 to 20% of the annual budget. 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 County Fire Victims fund due the funds being received at the beginning of the year.

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. Our goal is to be at 20% rather than 14%.

### **Expenditures Variances and Explanations**

Current monthly expenditures are highlighted on the report, and those expenditures not highlighted was discussed at the October 2018 meeting.

The revenue and expenditures are for October and November of the new fiscal year.

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

Ms. Johnson asked what our current vacancy percentage is and will our budget handle the full and part-time vacancy. Ms. Self reported that the Head Start budget is out of line because we changed the process. Head Start staff would work split shifts and cover throughout the end of the day. What we discovered was that it was not effective because VPK and staff was burned-out at the end of the day.

This year we hired new Extended Day Staff, part-time teachers and teacher assistants. We were not able to open as many Extended Day Classes as assumed so that has cut into the School Readiness and VPK monies.

Ms. Johnson stated that prior to the Board meeting she attended the Policy Council Head Start meeting where she was able to see the Head Start budget overall. She requested from Mr. Center a pre-empt plan of action because that budget is negative - \$44,000.00. Ms. Johnson questioned who are we going to have monitor the budget? Who will be responsible to bring the budget in line? Without a plan she is not comfortable and it appears that we are struggling.

The Chair asked what is the plan for the shortfall?

The Chair asked what changes will be made? Mr. Center said a meeting is set with Superintendent Rocky Hanna to discuss the partnership with Representative Lorraine Ausley to make South City Head Start Center an investment location showcase for Early Childhood Education. The matter of discussion is to have our rent cost eliminated and put that money into other budgeted areas.

Ms. Johnson questioned what changed to increase the Head Start budget. Mr. Center said the terms of the lease changed with the current school year - we did not account for the increase. We used last year's budget.

Ms. Johnson asked is this considered In-kind to eliminate the rent cost? Mr. Center said it does 2 things, it gives the rent to count for a non-federal share in-kind contribution, and reduces our fixed cost of rent in the budget.

Ms. Johnson asked what is the end date of the lease? Mr. Center stated that this will be discussed in the meeting, and if an agreement is made, we would ask for an immediate modification of the lease.

The Chair suggested that Ms. Edgar attend the meeting with Mr. Center because we are responsible financially. Ms. Johnson asked if the Board would receive a status update?

Rent/Space Cost – Over the benchmark budget. Unless changes are made this line item will exceed budget by approximately \$105,000 by the end of year.

Communications – Currently over the benchmark budget with only a couple of repairs in the expenses with the purchase of new phones at Mabry Center. This item is forecasted to be over budget by year end, unless changes are made.

Ms. Edgar asked what is involved in communications. Ms. Sgouros stated that it involves phones, cable, and internet. She asked how many facilities? Main office; 5 Head Start Centers and 5 CAP offices.

Repairs and Building Maintenance – Non-recurring – The majority of these charges are for clean up after Hurricane Michael at various Head Start Centers. The remaining COLA (\$1.77% per staff person) will be used to cover these expenses at \$3K- 4K to be used for unexpected expenses.

The Chair asked if Ms. Sgouros could provide a more detailed financial report in future meetings.

Ms. Smith made a request to review the financial report before the meeting.

Meetings/Workshops/Training – Over benchmark budget with expenses mostly attributed to the Florida Head Start Association Conference (FHSA). However, budget currently in Training/Staff Development can be moved here if needed.

Head Start has a budget line-item of \$42,000 for training only.

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

The Chair asked what is the status of the \$234,000 budget – Franklin County. The Emergency Operations Center and the County have not offered a plan for distribution.

Our leases will be extended after the 6-months for a period of time. One family will need permanent housing. We will need to distribute \$225,000 to the remaining displaced families. We have received calls from attorneys asking for assistance. We do not make any decisions we make recommendations for the county.

The Chair suggested that the Agency provide a standard letter of reply to any persons contacting the Agency so that everyone receives the same information.

Mr. Jennings asked how many families have found permanent housing? Mr. Center reported 5 of the 36. Mr. Center said that our lease will end in February. Mr. Jennings asked if we could receive an update from the County? Mr. Center stated that he would provide an update to the Board after the next meeting with the County.

The Chair asked for a motion to accept the financial report. Ms. Edgar made a motion to accept the financial report. It was seconded by Ms. Johnson and unanimously approved.

The Chair asked what the contract renewal is for auditors. Mr. Center replied that we have a 3-year contract to renew in August 2019. The Agency contracts on a 3-year contract with Carr, Riggs & Ingram, LLC, to prepare our audit and IRS Form 990.

The Chair asked that the March Meeting Agenda include information on current contracts and rental agreements to include costs.

### *Board Training*

Mr. Center stated that the Department of Economic Opportunity (DEO) requires of all Community Action Agencies a series of criteria to meet the CSBG Organizational Standards. The Board is to receive every 2-years a set of By Laws to govern Board members roles and responsibilities. Board members are required to attend an annual Board training. Mr. Center stated that the year was broken out so that Board members can complete the 58-Standards throughout the year.

The Head Start Policy Council and the Governing Board of the Agency share the Head Start governing issues so Board members are required to attend the annual training.

Mr. Center completed the governing Board members annual training on their duties and responsibilities as a Board member. Mr. Center asked Board members to complete a self-assessment.

A copy of the By Laws was included in the meeting packet.

### *CEO Performance Goals*

Mr. Center provided Board members with a copy of the CEO Goals – In July Board members asked to have performance goals and timelines to evaluate CEO performance: Communication and Outreach, Board Recruitment Development and Retention, Fund Raising Resource and Development, and Organizational Leadership.

The Chair asked for Board members to review CEO Performance Goals. Include 360° Performance to staff that directly report to the CEO: Ms. Watson, Ms. Self, Mr. James, and Ms. Treadwell.

Mr. Center stated that at the next Board meeting, March 26, 2019, review the 360° Performance Review to include results.

The Chair stated that Board members need to review for feedback.

## **PROGRAM UPDATES**

Ms. Self reported that the program report is a consolidated report of all programs. Program Managers submit an overview of their program where a dashboard is created.

We introduced this during our Executive Committee Meeting and wanted to bring it to the full Board.

## ***WEATHERIZATION***

Ms. Johnson asked if the Agency found a new contractor to assist with Weatherization. Mr. Center stated, not at this time, but will continue to work with the current providers.

## ***LIHEAP***

Ms. Self stated that part of the budget for LIHEAP contains a home energy assistance, crisis assistance, and weather related funds for emergencies such as Hurricane Michael. If funds are not spent by December they will revert back to the regular allocation for the utility services. 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.

We are providing rental assistance in all our counties. A total of \$75,864.08 is allocated to all counties that we serve utilizing the multicounty distribution percentages used for LIHEAP funds. The Agency has been reapproved to administer the Direct Emergency Assistance Program (DEAP) funds for rental assistance in Leon County only - \$40,000.00.

Ms. Self reported that as far as CSBG and LIHEAP those dollars were already budgeted.

## **CSBG**

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.

Ms. Edgar accompanied Ms. Self and Mr. Center on a visit to Franklin County – new office space.

## **Head Start**

The funding enrollment for Head Start in December was not met. Our daily attendance was impacted due to holiday season. We continue to brainstorm ways to increase the enrollment in the Extended 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.

Ms. Johnson asked do we follow Leon County School schedule. Mr. Center said we follow the regular schedule of Leon County Schools.

Ms. Johnson asked is the after school available for half-day? This could impact the low attendance enrollment.

Ms. McElroy asked that the Program Reports continue to be provided in the packets.

Board members were provided with 2019 Calendars of upcoming Getting Ahead Transition Ceremonies and Policy Council Meetings.

### **CEO Report**

By the end of the week the Agency will submit to United Way of the Big Bend the Letter of Intent for funding cycle – 2019-2020.

The Agency is working with ECHO and Career Source Capital Region to explore how to provide Getting Ahead as a human resource benefit to expand the work with the ALICE population. A letter of Intent will be submitted for Head Start as well.

Ms. Johnson asked if the Letter of Intent will be restricted for the Alice Population. Mr. Center said the Letter will address the Alice in Poverty.

We plan to complete a similar proposal for outlining counties.

The meeting adjourned at 8:20 p.m.

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Mr. Ross, Secretary

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Date



# Capital Area Community Action Agency

## EXECUTIVE COMMITTEE MEETING MINUTES February 26, 2019

### Members in Attendance:

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

### CACAA Staff:

Tim Center  
Nina Self  
Stephanie Sgouros  
Margaret Watson

Member Absent: Mr. Jennings

\*Attended meeting by phone.

The meeting was called to order at 5:37 p.m. by the Chair. A quorum was established.

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

### ***ACTION ITEMS***

#### ***Review of Minutes***

The Chair asked that the minutes be corrected to reflect that Mr. Center applied for the City Commission not County Commission. Ms. Smith made the motion to accept the minutes with necessary correction. Seconded by Ms. Johnson and unanimously approved.

#### ***FISCAL***

As of November 30, 2018, we have completed two months of the fiscal year and, as 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 to 20% of the annual budget. 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 County Fire victims fund due to the funds being received at the beginning of the year.

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. Our goal is to be at 20% rather than 14%.

The only new variance for the current month is utilities which was over by \$30,000 due to the increase in rent expenses for Head Start space at South City.

Ms. Smith stated that there was also an additional line item added. Recurring and Nonrecurring Repairs & Building Maintenance.



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Ms. Johnson asked if it was possible to see program budgets that included Head Start. Mr. Center stated that fiscal is working with staff on their budgets to get an understanding of how to read budgets. The Chair asked that the Board be given a quarterly trend. Ms. Sgouros stated that the Organizational Standards highlights a more detailed budget which could be provided to the Board.

Ms. Smith made a motion to accept the financial report. It was seconded by Mr. Ross and unanimously approved.

#### *Current Contracts and Rental Agreements*

Mr. Center provided to the Board a document that outlines all current contract and rental agreements. Ms. Smith questioned the expired contracts. Mr. Center stated that the expired contracts changes to month –to-month contracts. The Chair asked that all contracts/agreements above \$15,000 be separated out by an asterisk (\*).

Ms. Johnson asked where are we with the discussion on South City Head Start lease? Mr. Center reported on the meeting that he attended with Ms. Edgar. They suggested a \$1.00 a year – The School Board will take under consideration. Mr. Center said that he would keep the Board posted on updates as they become available.

#### *Head Start*

Mr. Center reported that Congress appropriated to the Department of Health and Human Services (HHS) for Head Start a 2019 Cost of Living Adjustment. The adjustments total is \$60,599 reflecting a 1.77% increase in staff salaries.

Mr. Center said that the proposal that we have before you was brought before the Policy Council and approved but requires action to be taken. Specifically, this adjustment would enhance all salaries in Head Start by 1.70%. This increase with the fringe benefits will total \$49,300.58 reflects 81% of the COLA budget allocated to the Agency. After the indirect cost rate is applied, the remaining balance of the allocation will go to classroom supplies.

We asked for a motion to accept the COLA plan. Mr. Ross made a motion to approve the COLA plan. It was seconded by Ms. Johnson and unanimously approved.

Mr. Jennings raised concerns that the Jefferson County Head Start Center be renamed. When the Head Start Center moves into the Elementary Center there will be a renaming of the 2 classrooms: Mutch/Peck Center. The Chair asked the Mr. Jennings letter be sent to the Board.

### **PROGRAM UPDATES**

#### ***LIHEAP***

Weather Related LIHEAP funds have been reconciled and reallocated to other program areas. The remaining balance of \$62,376 has been divided between the Home Energy and Crisis categories of Client Assistance, to be used by all counties. \$74,000 set aside for weather related services.

Ms. Mathis has been appointed as the Emergency Services Program Manager. Ms. Frazier was appointed as the Data Control Coordinator to replace Ms. Mathis.

Interviews were held for the Case Manger vacancy in Jefferson County. We anticipate hiring with the next two weeks.

Advertising for Intake Worker in Jefferson County (Part-time)  
Intake Worker – Leon County (Full-time)  
Head Start Center Director – Jefferson County

Ms. Johnson asked what would be a Weather Related Crisis. Ms. Self replied a Hurricane.

We still have DEAP funds available. \$40,000.

### ***WEATHERIZATION***

Contracts were lost due to Hurricane Michael construction.

### ***CSBG***

As of January 2019 the Getting Ahead Program held 3 transition ceremonies: Gadsden County graduated 9; Leon County graduate 6; Wakulla County graduated 6. Fourteen GA participants will transition to Staying Ahead.

### ***HEAD START***

Ms. Self reported that the Continuing Appropriations Act of 2019 contained an 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%, depending on the final funding decisions, to assist grantees increasing staff salaries and fringe benefits and offsetting higher operating costs.

A new program report is being introduced this month for Education to provide information on the number of hours of coaching that were given to the teaching staff in various areas.

Ms. Self provided a GA Calendar for the upcoming classes for the remainder of the year (Spring/Fall). Ms. Smith asked where the classes will be held? Mr. Center reported that traditionally we try not to meet where low income people are being served but common areas where people of all types commingle.

The Case Managers are in the process of recruitment for the next GA classes.

Ms. Self provided to the Board a copy of Mr. Center’s direct reports on management performance.

### ***CEO***

We recently discovered water damage in the building. The adjuster to come out to look at the roof next week.

New office opened in Franklin County.

The Board asked for 360° Performance Evaluation – three votes approved the new Goals.

Mr. Center reported that he and the Board Chair met with Franklin County Administrator and Board Chair to discuss the efforts to move to permanent housing for the Eastpoint Wild fire Victims. The three families will not qualify for HUD-financed permanent housing in Franklin County. Working with the Florida Manufactured Housing Association to purchase permanent housing for them using the donated funds. The returned campers will be moved to an area located by the Sheriff's office and redistributed to Hurricane victims in Gulf and Franklin Counties.

Mr. Center reported that a Strategic Planning Session is in the planning stages. It will inform of the mission of the organization. This followed by a report in a group session of our goals – informed by data which was created in this Community Action Partnership Report.

Ms. Watson to poll Board availability for a Strategic Planning meeting March 27<sup>th</sup> at 4:00 – 7:00 pm.

Ms. Peterson has formally resigned from the Board.

Meeting adjourned at 7:55 p.m.

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

\_\_\_\_\_  
Date

**Financial Statement Narrative  
For the Four Months Ending January 31, 2019  
Capital Area Community Action Agency**

As of January 31, 2019, we have completed four months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 33% of the annual budget with some Head Start expenses closer the 40%. At month end, the Year to Date Actual Revenue and Expenses are 45% and 39% respectively, with mostly restricted net income of \$508,485 including \$75,000 for the SunTrust award and approximately \$235,000 for the Franklin Co. Fire Victims fund.

Year to Date Non-Federal Share (NFS) Match totals \$255,732, or 30% of the \$866,176 total match required for the fiscal year ending September 30, 2019. We would expect NFS to be in the 35% to 40% range at this point in the year.

**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.

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

Contractual Services – Health/Disabilities – is currently over the budget benchmark due to most of this cost being incurred earlier in the school year.

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

Utilities – are over the benchmark budget. Based on prior year data (\$96K in FY17-18), it is expected that this budget line will go over by approximately \$30,000.

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.

**Financial Statement Narrative  
For the Four Months Ending January 31, 2019  
Capital Area Community Action Agency**

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.

Repairs and Building Maintenance - The majority of these charges are for non-recurring clean up expenses after Hurricane Michael at various HS Centers.

Technology– 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.

Raw Food – is over the budget benchmark and with the current rate of spending, a budget deficit of \$35,000 is forecast.

**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 Four Months Ended 1/31/19

		Total Budget -	Current Year	Total Budget	
		Original	Actual	Variance -	%
				Original	
<b>Revenue</b>					
4000	Government Contracts - FEDERAL - DIRECT	3,464,698	1,357,142	(2,107,556)	39%
4005	Government Contracts - Federal Indirect	3,209	4,382	1,173	137%
4010	Government Contracts - STATE	2,439,039	1,196,210	(1,242,829)	49%
4020	Government Contracts - LOCAL	156,500	49,573	(106,927)	32%
4100	Grants - Other Not-for-Profits	17,433	14,570	(2,863)	84%
4120	Grants - All Other Sources	15,000	81,190	66,190	541%
4200	Contributions	3,500	9,105	5,605	260%
4210	Contributions- Restricted	235,055	271,125	36,069	115%
4300	Special Events	0	690	690	
4320	Commissions-Vending/Photo	2,000	3,668	1,668	183%
4950	Interest Income	0	245	245	
4960	Fringe Pool Revenue	796,597	282,987	(513,610)	36%
4970	Indirect Pool Revenue	690,118	244,451	(445,667)	35%
4995	Other Revenue	9,750	22,089	12,339	227%
	<b>Total Revenue</b>	<u>7,832,899</u>	<u>3,537,425</u>	<u>(4,295,474)</u>	45%
<b>Expenditures</b>					
6010	Salaries & Wages	2,510,730	1,009,741	1,500,989	40%
6110	Fringe	715,057	282,987	432,070	40%
6120	FICA	200,000	76,908	123,092	38%
6130	Unemployment	45,000	17,660	27,340	39%
6140	Workers Compensation	57,000	18,524	38,476	32%
6150	Health Insurance	415,000	153,327	261,673	37%
6160	Life Insurance	27,000	9,456	17,544	35%
6170	Retirement	39,597	14,839	24,758	37%
6180	Staff Screenings	3,397	317	3,080	9%
6210	Indirect Costs	608,067	247,461	360,607	41%
6310	Travel - In Area	19,228	7,194	12,034	37%
6315	Travel - Out of Area	7,085	35	7,050	0%
6410	Office Supplies	15,950	4,621	11,328	29%
6415	Program Supplies	24,887	11,446	13,441	46%
6420	Classroom Supplies	37,046	410	36,636	1%
6430	Kitchen Supplies	12,721	8,443	4,278	66%
6440	Medical/Dental Supplies	500	270	230	54%
6510	Copies/Printing/Copier	20,902	6,509	14,393	31%
<b>Maintenance/Toner/Paper</b>					
6600	Postage and Delivery Expense	4,093	768	3,325	19%
6710	Contractual Services/Professional	320,205	79,043	241,162	25%
6715	Contractual Services - Health/Disabilities	170,870	78,130	92,740	46%
6810	Rent/Space Cost	207,807	102,179	105,629	49%
6820	Utilities	68,683	32,568	36,115	47%
6830	General Liability and Property Insurance	42,508	28,107	14,402	66%

Capital Area Community Action Agency  
Statement of Revenue and Expenditures  
For the Four Months Ended 1/31/19

6840	Communications	52,968	25,002	27,965	47%
6850	Repairs & Bldg Maintenance- Recurring	91,978	36,350	55,628	54%
6855	Repairs & Bldg Maintenance -	0	12,884	(12,884)	
	Nonrecurring				
6910	Equipment Maintenance	20,595	8,339	12,256	40%
6920	Vehicle Expense	68,031	13,674	54,358	20%
6930	Equipment Lease	11,738	3,261	8,476	28%
6940	Technology	21,629	16,786	4,843	78%
7010	Fees, Licenses, and Permits	4,075	2,386	1,689	59%
7020	Dues/Subscriptions	14,230	2,916	11,314	20%
7110	Special Events	0	21	(21)	
7210	Client Assistance	1,666,021	598,493	1,067,528	36%
7320	Expendable Equipment	22,711	4,930	17,780	22%
7410	Registration Fees	9,554	6,562	2,992	69%
7420	Meetings/Workshops/Training	35,286	14,512	20,774	41%
7430	Training/Staff Development	42,498	3,938	38,560	9%
7440	Advisory/Board Member Expenses	7,000	1,276	5,724	18%
7450	Advertising	9,350	3,675	5,675	39%
7460	Parent Activities	1,200	0	1,200	0%
7510	Raw Food Cost	170,203	81,846	88,357	48%
7530	Legal Expenses	0	500	(500)	
7610	Interest Expense	7,000	0	7,000	0%
7630	Bank Service Charges	3,500	646	2,854	18%
	Total Expenditures	<u>7,832,899</u>	<u>3,028,940</u>	<u>4,803,959</u>	39%
	Excess Revenue over (under) Expenditures	<u>0</u>	<u>508,485</u>	<u>508,485</u>	



Capital Area Community Action Agency  
Balance Sheet  
For the Four Months Ended 1/31/19

	Current Period Balance
<b>Assets</b>	
Petty Cash	860
Cash Operating Hancock Bank	173,548
Cash - Money Market Hancock Bank	75,336
Cash-Bank Restricted	69,523
Cash - Centennial Bank	224,338
Grants Receivable	753,219
Property and Equipment Net	<u>227,308</u>
<b>Total Assets</b>	<u>1,524,132</u>
<b>Liabilities and Net Assets</b>	
<b>Liabilities</b>	
Accounts Payable	117,284
Accrued Leave	65,341
Accrued Wages	48,635
Accrued Fringe Benefits	(5,860)
Accrued Taxes	(3,561)
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>
<b>Total Liabilities</b>	469,441
<b>Net Assets</b>	
<b>Beginning Net Assets</b>	
Unrestricted Net Assets	223,163
Invested Property and Equipment	<u>324,898</u>
<b>Total Beginning Net Assets</b>	548,061
<b>Current Net Income</b>	<u>506,630</u>
<b>Total Net Assets</b>	<u>1,054,691</u>
<b>Total Liabilities and Net Assets</b>	<u>1,524,132</u>

Capital Area Community Action Agency, Inc.  
 Head Start NFS Match Requirements  
 For the 4 Months Ending January 31, 2019

<b>Match Source</b>	<b>Total Needed</b>	<b>YTD</b>	<b>YTD %</b>	<b>Remaining</b>	<b>Remaining %</b>
Government Contracts - Local		28,468			
Grants - Other Not for Profits		4334.36			
In-Kind Revenue		154,857			
VPK/SR		68,073			
	<b>866,176</b>	<b>255,732</b>	<b>30%</b>	<b>610,444</b>	<b>70%</b>

Capital Area Community Action Agency  
 CSBG Statement of Revenue and Expenditures  
 From grant inception through 1/31/2019

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
4010	Government Contracts - STATE	2,073,710	1,444,642	(629,069)	70%
	<b>Total Revenue</b>	<u>2,073,710</u>	<u>1,444,642</u>	<u>(629,069)</u>	70%
Expenditures					
6010	Salaries & Wages	686,720	549,799	136,921	80%
6110	Fringe	195,578	155,702	39,876	80%
6180	Staff Screenings	49	438	(389)	894%
6210	Indirect Costs	181,401	137,518	43,883	76%
6310	Travel - In Area	18,309	7,616	10,693	42%
6315	Travel - Out of Area	32,445	5,307	27,138	16%
6410	Office Supplies	5,600	2,269	3,331	41%
6510	Copies/Printing/Copier	18,470	4,474	13,996	24%
Maintenance/Toner/Paper					
6600	Postage and Delivery Expense	3,600	927	2,673	26%
6710	Contractual Services/Professional	37,400	9,906	27,494	26%
6810	Rent/Space Cost	101,526	66,277	35,249	65%
6820	Utilities	12,000	7,983	4,017	67%
6830	General Liability and Property	8,321	8,684	(363)	104%
Insurance					
6840	Communications	29,980	24,334	5,646	81%
6850	Repairs & Bldg Maintenance-	13,500	6,696	6,804	50%
Recurring					
6910	Equipment Maintenance	10,600	9,141	1,459	86%
6920	Vehicle Expense	52,373	10,559	41,814	20%
6930	Equipment Lease	6,200	2,533	3,667	41%
6940	Technology	10,100	7,319	2,781	72%
7010	Fees, Licenses, and Permits	5,951	6,579	(628)	111%
7020	Dues/Subscriptions	14,620	5,597	9,023	38%
7210	Client Assistance	569,904	354,630	215,274	62%
7320	Expendable Equipment	21,926	13,789	8,137	63%
7410	Registration Fees	11,838	7,087	4,752	60%
7420	Meetings/Workshops/Training	10,700	9,878	822	92%
7440	Advisory/Board Member Expenses	0	430	(430)	
7450	Advertising	14,600	2,353	12,247	16%
	<b>Total Expenditures</b>	<u>2,073,710</u>	<u>1,417,824</u>	<u>655,886</u>	68%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>26,817</u>	<u>26,817</u>	

Capital Area Community Action Agency  
LIHEAP Statement of Revenue and Expenditures  
From grant inception through 1/31/2019

		Total Budget -	Current	Total Budget Variance -	%
		Original	Year Actual	Original	
<b>Revenue</b>					
4010	Government Contracts - STATE	4,455,344	3,394,254	(1,061,090)	76%
	<b>Total Revenue</b>	<u>4,455,344</u>	<u>3,394,254</u>	<u>(1,061,090)</u>	76%
<b>Expenditures</b>					
6010	Salaries & Wages	509,204	355,370	153,834	70%
6110	Fringe	145,020	101,209	43,811	70%
6180	Staff Screenings	1,219	243	976	20%
6210	Indirect Costs	134,658	93,220	41,438	69%
6310	Travel - In Area	8,438	5,482	2,956	65%
6315	Travel - Out of Area	5,238	674	4,564	13%
6410	Office Supplies	6,700	2,771	3,929	41%
6510	Copies/Printing/Copier	11,331	7,921	3,410	70%
<b>Maintenance/Toner/Paper</b>					
6600	Postage and Delivery Expense	2,986	1,481	1,505	50%
6710	Contractual	20,000	7,338	12,662	37%
<b>Services/Professional</b>					
6810	Rent/Space Cost	48,377	38,074	10,303	79%
6820	Utilities	7,265	3,095	4,170	43%
6830	General Liability and Property	4,850	4,706	144	97%
<b>Insurance</b>					
6840	Communications	20,295	14,872	5,423	73%
6850	Repairs & Bldg Maintenance-	8,368	3,285	5,083	39%
<b>Recurring</b>					
6910	Equipment Maintenance	6,490	3,625	2,865	56%
6920	Vehicle Expense	6,590	3,478	3,112	53%
6930	Equipment Lease	3,275	1,671	1,604	51%
6940	Technology	10,888	6,003	4,885	55%
7010	Fees, Licenses, and Permits	550	29	522	5%
7020	Dues/Subscriptions	375	175	200	47%
7210	Client Assistance	3,472,859	2,674,413	798,446	77%
7320	Expendable Equipment	13,730	3,174	10,556	23%
7410	Registration Fees	3,400	1,295	2,105	38%
7420	Meetings/Workshops/Training	2,238	0	2,238	0%
7450	Advertising	1,000	0	1,000	0%
	<b>Total Expenditures</b>	<u>4,455,344</u>	<u>3,333,603</u>	<u>1,121,741</u>	75%
Excess Revenue over (under)		0	60,650	60,650	
Expenditures					

Capital Area Community Action Agency  
WAP Statement of Revenue and Expenditures  
From grant inception through 1/31/19

		Total Budget - Current Year		Total Budget	
		Original	Actual	Variance - Original	%
Revenue					
4010	Government Contracts - STATE	<u>713,843</u>	<u>435,439</u>	<u>(278,404)</u>	<u>61%</u>
	Total Revenue	<u>713,843</u>	<u>435,439</u>	<u>(278,404)</u>	<u>61%</u>
Expenditures					
6010	Salaries & Wages	126,226	104,370	21,856	83%
6110	Fringe	35,950	29,725	6,225	83%
6180	Staff Screenings	150	0	150	0%
6210	Indirect Costs	33,003	26,740	6,263	81%
6310	Travel - In Area	12,750	5,148	7,602	40%
6410	Office Supplies	3,000	635	2,365	21%
6510	Copies/Printing/Copier	1,575	484	1,091	31%
Maintenance/Toner/Paper					
6600	Postage and Delivery Expense	450	216	234	48%
6710	Contractual Services/Professional	13,928	1,623	12,305	12%
6810	Rent/Space Cost	5,248	3,257	1,992	62%
6820	Utilities	0	741	(741)	
6830	General Liability and Property	12,634	12,866	(231)	102%
Insurance					
6840	Communications	3,450	2,314	1,136	67%
6850	Repairs & Bldg Maintenance- Recurring	3,825	551	3,274	14%
6910	Equipment Maintenance	0	1,100	(1,100)	
6920	Vehicle Expense	7,500	5,591	1,909	75%
6930	Equipment Lease	300	252	48	84%
6940	Technology	225	192	33	85%
7010	Fees, Licenses, and Permits	675	396	279	59%
7020	Dues/Subscriptions	7,500	5,225	2,275	70%
7210	Client Assistance	427,166	201,516	225,649	47%
7320	Expendable Equipment	1,500	0	1,500	0%
7410	Registration Fees	0	1,226	(1,226)	
7420	Meetings/Workshops/Training	16,338	9,707	6,631	67%
7450	Advertising	<u>450</u>	<u>264</u>	<u>186</u>	<u>59%</u>
	Total Expenditures	<u>713,843</u>	<u>414,141</u>	<u>299,703</u>	<u>58%</u>
	Excess Revenue over (under) Expenditures	<u>(0)</u>	<u>21,298</u>	<u>21,298</u>	

Capital Area Community Action Agency - Head Start Programs  
Statement of Revenue and Expenditures  
For the Four Months Ended 1/31/2019

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
<b>Revenue</b>					
4000	Government Contracts - FEDERAL - DIRECT	3,464,698	1,357,142	(2,107,556)	39%
4010	Government Contracts - STATE	426,240	242,420	(183,820)	57%
4020	Government Contracts - LOCAL	53,500	28,468	(25,032)	53%
4100	Grants - Other Not-for-Profits	13,000	4,334	(8,666)	33%
4210	Contributions- Restricted	0	765	765	
	<b>Total Revenue</b>	<u>3,957,438</u>	<u>1,633,130</u>	<u>(2,324,308)</u>	41%
<b>Expenditures</b>					
6010	Salaries & Wages	1,937,004	760,423	1,176,581	39%
6110	Fringe	551,659	211,981	339,678	38%
6180	Staff Screenings	2,500	147	2,353	6%
6210	Indirect Costs	511,126	196,575	314,551	38%
6310	Travel - In Area	3,500	1,185	2,315	34%
6315	Travel - Out of Area	500	35	465	7%
6410	Office Supplies	7,500	2,489	5,011	33%
6415	Program Supplies	22,579	9,503	13,076	42%
6420	Classroom Supplies	38,246	410	37,836	1%
6430	Kitchen Supplies	12,721	8,443	4,278	66%
6440	Medical/Dental Supplies	500	270	230	54%
6510	Copies/Printing/Copier Maintenance/Toner/Paper	12,000	3,433	8,567	29%
6600	Postage and Delivery Expense	1,200	341	859	28%
6710	Contractual Services/Professional	15,000	0	15,000	0%
6715	Contractual Services - Health/Disabilities	170,837	77,970	92,867	46%
6810	Rent/Space Cost	150,000	83,588	66,412	56%
6820	Utilities	62,500	30,548	31,952	49%
6830	General Liability and Property Insurance	21,000	14,857	6,143	71%
6840	Communications	37,530	17,877	19,653	48%
6850	Repairs & Bldg Maintenance- Recurring	75,000	34,461	40,539	63%
6855	Repairs & Bldg Maintenance - Nonrecurring	0	12,884	(12,884)	
6910	Equipment Maintenance	14,000	6,006	7,994	43%
6920	Vehicle Expense	37,350	10,036	27,314	27%
6930	Equipment Lease	8,500	3,978	4,522	47%
6940	Technology	12,500	11,619	881	93%
7010	Fees, Licenses, and Permits	1,500	620	880	41%
7020	Dues/Subscriptions	2,500	1,894	606	76%
7320	Expendable Equipment	5,000	2,412	2,588	48%
7410	Registration Fees	2,000	4,313	(2,313)	216%
7420	Meetings/Workshops/Training	14,850	9,051	5,799	61%
7430	Training/Staff Development	40,998	3,938	37,060	10%
7440	Advisory/Board Member Expenses	2,000	359	1,641	18%
7450	Advertising	2,000	103	1,898	5%
7460	Parent Activities	1,200	0	1,200	0%
7510	Raw Food Cost	180,139	81,846	98,293	45%
	<b>Total Expenditures</b>	<u>3,957,438</u>	<u>1,603,594</u>	<u>2,353,844</u>	41%
	<b>Excess Revenue over (under) Expenditures</b>	<u>0</u>	<u>29,536</u>	<u>29,536</u>	

Head Start Credit Cards Jan 2019

Vendor Name	Expenses	GL Code	Fund Code	Effective Date	Document Description	Document Number	Transaction Description
HANCOCK WHITNEY BANK	375.00	7010	1064	1/28/2019	ACCT#XXXX6700- TIM CENTER	102819-JC	REGISTRATION- FHSA CONF-ST. AUGUSTINE, FL
HANCOCK WHITNEY BANK	266.02	6440	1064	1/28/2019	ACCT#XXXX6623- DARREL JAMES	012819-DJ	MEDICAL SUPPLIES HEAD FOR CENTERS
HANCOCK WHITNEY BANK	125.00	6920	1064	1/28/2019	ACCT#XXXX6623- DARREL JAMES	012819-DJ	FUEL FOR CO. CAR
HANCOCK WHITNEY BANK	21.48	6510	1064	1/28/2019	ACCT#XXXX7303- KRISTIN	012819-KJR	INK FOR KRISTIN'S OFFICE PRINTER
HANCOCK WHITNEY BANK	69.99	7320	1064	1/28/2019	ACCT#XXXX7303- KRISTIN	012819-KJR	COMPUTER STYLUS PEN
HANCOCK WHITNEY BANK	505.59	7430	1064	1/28/2019	ACCT#XXXX7303- KRISTIN	012819-KJR	BOOKS-STAFF TRAINING
HANCOCK WHITNEY BANK	99.00	7020	1064	1/28/2019	ACCT#XXXX6982- FATIMA	012819-FOA	MEMBERSHIP FOR CONTINU ED/EARLY
HANCOCK WHITNEY BANK	13.58	7430	1064	1/28/2019	ACCT#XXXX6982- FATIMA	012819-FOA	BOOKS FOR TEACHERS TRAINING
HANCOCK WHITNEY BANK	29.74	7430	1064	1/28/2019	ACCT#XXXX6982- FATIMA	012819-FOA	SUPPLIES FOR IN-SERVICE TRAINING EXERCISE
HANCOCK WHITNEY BANK	124.97	7440	1064	1/28/2019	ACCT#XXXX8165- NICHELE	012819-NR	FOOD FOR POLICY COUNCIL MEETING
	<u>1,630.37</u>						
Total HANCOCK CC -	1,630.37						
LOWES	138.43	6850	1064	1/31/2019	ACCT#XXX84241 FOR JANUARY	013119LOWES	ACCT#XXX84241 FOR JANUARY 2019
LOWES	<u>729.22</u>	6855	1064	1/31/2019	ACCT#XXX84241 FOR JANUARY	013119LOWES	ACCT#XXX84241 FOR JANUARY 2019
Total LOWES - LOWES	<u>867.65</u>						
Report Opening/Current							
Report Transaction Totals	<u>2,498.02</u>						
Report Current Balances							

**HANCOCK  
WHITNEY**

HANCOCK WHITNEY BANK  
PO BOX 61750  
NEW ORLEANS LA 70161-1750

Visa BusinessCard  
Statement of Account  
Issued by Hancock Whitney Bank

**MEMO STATEMENT**

Account Number  
[REDACTED]

Statement Date  
01-28-19



TIM CENTER  
CAPITAL AREA CAA  
309 OFFICE PLZ  
TALLAHASSEE FL 32301-2729

\*\*N0004634

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-15	01-15	74270849015100010154457	0000	BRANCH PAYMENT - THANK YOU	M392.40
01-16	01-14	24892169015100059887189	5542	GATE 1194 Q80 TALLAHASSEE FL	M26.39
01-16	01-15	24828019015000176485115	5542	PILOT_00302 THEODORE AL - MISSISSAUGA	M28.43
01-17	01-16	24491069018028617509618	5734	ADOBE *ACROPRO SUBS 800-833-8687 CA	M14.99
01-21	01-18	24318069019548265027237	5542	SHELL OIL 57546318001 PENSACOLA FL	M32.36
01-21	01-20	24806419020066942062237	4816	DNH*GODADDY.COM 480-5058855 AZ	M72.89
01-21	01-19	24755429020730208363688	3513	WESTIN NEW ORLEANS NEW ORLEANS LA - <i>Army Hotel</i>	M762.87
				671012003280022 ARRIVAL: 01-15-19	
01-21	01-19	24755429020730208364529	3513	WESTIN NEW ORLEANS NEW ORLEANS LA - <i>Army Hotel</i>	M762.87
				671012003280116 ARRIVAL: 01-15-19	
01-21	01-19	24755429020730208365625	3513	WESTIN NEW ORLEANS 504-5667006 LA - <i>Army Hotel</i>	M762.87
				671012003280226 ARRIVAL: 01-15-19	
01-21	01-19	24755429020730208365567	3513	WESTIN NEW ORLEANS NEW ORLEANS LA - <i>Army Hotel</i>	M1,021.46
				671012003280220 ARRIVAL: 01-15-19	
01-23	01-22	24892169022100284075571	5988	GAN*155BTALLHDEMOCCIRC 888-428-0491 IN	M55.46
01-23	01-22	24892169022100221475583	5814	IN *VALE FOOD CO. 954-6919119 FL	M125.00
01-24	01-23	24892169023100454984336	6942	AMAZON.COM*MBSHT4880 AMZN.COM/BILL WA	M24.15
01-24	01-23	24906418023087087222567	5988	SMK*SURVEYMONKEY.COM 971-2445555 CA	M360.00
01-28	01-25	24493989026286040383039	5734	AATRIX SOFTWARE 701-746-6814 ND - <i>1097efilic</i>	M199.40
01-28	01-25	24207859026164902650989	8699	FLORIDA HEAD START ASSOCI 850-8948477 FL	M375.00

STATEMENT DATE 01-28-19	ACCOUNT NUMBER [REDACTED]	ACCOUNT SUMMARY
CUSTOMER SERVICE CALL  Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 4,583.92
		NEW CASH ADVANCES .00
		CREDITS 392.40
		<b>STATEMENT TOTAL 4,171.52</b>
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 6,000.00





**HANCOCK  
WHITNEY**

HANCOCK WHITNEY BANK  
PO BOX 61750  
NEW ORLEANS LA 70161-1750

*Visa BusinessCard*  
**Statement of Account**  
Issued by Hancock Whitney Bank

**MEMO STATEMENT**

Account Number  
[REDACTED]

Statement Date

01-28-19



DARREL JAMES  
CAPITAL AREA CAA  
309 OFFICE PLZ  
TALLAHASSEE FL 32301-2729

\*\*N0003725

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
1-07	01-03	24682189004100981671642	5642	GATE 1194 Q80 TALLAHASSEE FL	M45.00
1-08	01-07	24445009008000971024878	5411	WINN-DIXIE #0086 TALLAHASSEE FL	M81.53
1-14	01-11	24210739011207771000038	8041	TLC CHIROPRACTIC, INC. TALLAHASSEE FL	M20.00
-14	01-11	24692189012100484692850	5642	GATE 1194 Q80 TALLAHASSEE FL	M47.00
-15	01-15	74270849016100010154473	0000	BRANCH PAYMENT - THANK YOU	M1,132.12
-16	01-16	24445009016400127840033	5411	WM SUPERCENTER #1077 TALLAHASSEE FL	M268.02
-18	01-16	24692189017100195343053	5642	GATE 1194 Q80 TALLAHASSEE FL	M33.00
-28	01-26	24289799027100547825281	7999	SKY ZONE - TALLAHASSEE TALLAHASSEE FL	M472.00

125.00

*[Handwritten Signature]*

<b>STATEMENT DATE</b> 01-28-19	<b>ACCOUNT NUMBER</b> [REDACTED]	<b>ACCOUNT SUMMARY</b>
<b>CUSTOMER SERVICE CALL</b>		NEW PURCHASES AND OTHER CHARGES 944.55
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 1,132.12
		<b>STATEMENT TOTAL 187.57 or</b>
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 3,000.00

Visa BusinessCard  
Statement of Account  
Issued by Hancock Whitney Bank

HANCOCK WHITNEY BANK  
TALLAHASSEE, FL 32301-1750

MEMO STATEMENT

Account Number

Statement Date

01-28-19



KRISTIN JACKSON  
CAPITAL AREA CAA  
309 OFFICE PLZ  
TALLAHASSEE FL 32301-2729  
\*\*N0007808

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
11-09	01-08	24399009008295041087146	5732	BEST BUY 00004358 TALLAHASSEE FL	M139.98
11-10	01-08	24445749009100191557291	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M9.39
11-14	01-11	24184079012105001935500	5943	STAPLES 00110726 TALLAHASSEE FL	M21.48
11-15	01-15	74270849015100010154564	0000	BRANCH PAYMENT - THANK YOU	M1,616.38
11-16	01-14	24445009015500450021312	5942	FLAMUNIVBKSTORE #7539 850-599-3070 FL	M280.63
11-16	01-17	24055239017083310896708	5310	WALMART.COM 8009866546 800-966-6546 AR	M24.89
11-18	01-17	24055239017083310896708	5310	WALMART.COM 8009866546 800-966-6546 AR - <i>includes tax</i>	M45.01
1-21	01-18	24445009019500828953818	5942	FLINTUMIBKSTORE #7859 805-348-2691 FL	M29.99
1-21	01-19	24445009020500595045435	5942	FLINTUMIBKSTORE #7859 805-348-2691 FL	M132.34
1-24	01-23	24445009024000958569101	5411	PUBLIX #1051 TALLAHASSEE FL	M26.98
1-24	01-22	24445009023500459284898	5942	FLINTUMIBKSTORE #7859 805-348-2691 FL	M98.31

*Handwritten:* 69.99, 505.49

STATEMENT DATE  
01-28-19

ACCOUNT NUMBER

ACCOUNT SUMMARY

CUSTOMER SERVICE CALL

Toll Free 1-800-448-8812

NEW PURCHASES AND OTHER CHARGES	809.10
NEW CASH ADVANCES	.00
CREDITS	1,616.38
<b>STATEMENT TOTAL</b>	<b>807.28 or</b>
TOTAL IN DISPUTE	.00
CREDIT LIMIT	2,000.00

**HANCOCK  
WHITNEY**

HANCOCK WHITNEY BANK  
PO BOX 61750  
NEW ORLEANS LA 70161-1750

Visa BusinessCard  
Statement of Account  
Issued by Hancock Whitney Bank

**MEMO STATEMENT**

Account Number

Statement Date

01-28-19



FATIMA OLEABHIELE  
CAPITAL AREA CAA  
309 OFFICE PLZ  
TALLAHASSEE FL 32301-2729  
\*\*N0005704

*Handwritten signature*

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
12-28	12-28	24445008381100197761023	5942	BARNES & NOBLE #2849 TALLAHASSEE FL	M13.58
01-02	01-01	24968949001017052397723	8011	SACRED HEART HLTH SYS 850-418-4475 FL	M40.00
01-04	01-03	24431069003981000039539	5231	SHERWIN WILLIAMS 702978 TALLAHASSEE FL	M25.65
01-07	01-06	24445009007000853797741	5331	DOLLAR TREE TALLAHASSEE FL	M2.00
01-07	01-06	24445009007400134888900	5411	WM SUPERCENTER #1077 TALLAHASSEE FL	M27.74
01-08	01-07	24226389008091004277642	5300	SAMSCLUB #8120 TALLAHASSEE FL	M20.73
01-09	01-08	24906419008088349094565	5968	AHMWWW.CONTINUED.COM 888-7271617 TX	M99.00
01-14	01-11	24988949011017048994717	8011	SACRED HEART HLTH SYS 850-418-4475 FL	M40.00
01-15	01-16	74270849015100010154499	0000	BRANCH PAYMENT - THANK YOU	M888.72
01-21	01-18	24988949018017050259215	8011	SACRED HEART HLTH SYS 850-418-4475 FL	M40.00
01-28	01-25	24988949025017046578117	8011	SACRED HEART HLTH SYS 850-418-4475 FL	M40.00

*Handwritten note: holding as*

*Handwritten note: 27.74*

*Handwritten note: Holding as per deposit*

<b>STATEMENT DATE</b> 01-28-19	<b>ACCOUNT NUMBER</b> [REDACTED]	<b>ACCOUNT SUMMARY</b>
<b>CUSTOMER SERVICE CALL</b>		NEW PURCHASES AND OTHER CHARGES 348.70
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 888.72
		<b>STATEMENT TOTAL</b> 320.02 cr
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,000.00

**HANCOCK  
WHITNEY**

HANCOCK WHITNEY BANK  
PO BOX 61750  
NEW ORLEANS LA 70161-1750

*Visa BusinessCard*  
**Statement of Account**  
Issued by Hancock Whitney Bank

**MEMO STATEMENT**

Account Number

Statement Date

01-28-19



NICHELE RICHARDS  
CAPITAL AREA CAA  
309 OFFICE PLZ  
TALLAHASSEE FL 32301-2729

\*\*N0007174

**STATEMENT MESSAGES**

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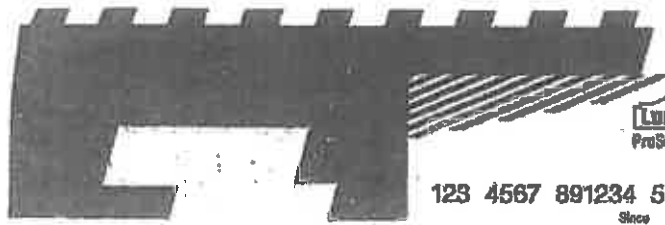
**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-15	01-15	74270849016100010154432	0000	BRANCH PAYMENT - THANK YOU	M141.61
01-18	01-17	24445009018000995835364	5411	PUBLIX #1051 TALLAHASSEE FL	M7.87
01-18	01-17	24247809017300540813183	5812	BAMBOO WOK TALLAHASSEE FL	M117.10

124.97

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-28-19	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>		
Toll Free	1-800-448-8812	
		NEW PURCHASES AND OTHER CHARGES 124.97
		NEW CASH ADVANCES .00
		CREDITS 141.61
		<b>STATEMENT TOTAL 16.64 cr</b>
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,500.00

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1-2

Summary of Account Activity	
Previous Balance	\$385.64
- Payments	\$385.64
- Other Credits	\$10.80
+ Purchases/Debits	\$889.84
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
<b>New Balance</b>	<b>\$879.04</b>
Credit Limit	\$11,000.00
Available Credit	\$10,120.00
Statement Closing Date	02/02/2019
Days in Billing Cycle	31

Payment Information	
New Balance	\$879.04
Total Minimum Payment Due	\$37.00
Payment Due Date	02/28/2019

JC  
2/19/19

Transaction Summary				
Tran Date	Post Date	Reference Number/ Invoice Number	Description of Transaction or Credit	Amount
01/02	01/03	27515	STORE 0417 TALLAHASSEE FL	\$74.47
01/07	01/07	08353	STORE 0417 TALLAHASSEE FL	\$24.31
01/07	01/07	85334	LOWE'S INTERNET FUL WILKESBORO NC	\$126.34
01/09	01/09	59285	STORE 0417 TALLAHASSEE FL	\$23.75
01/13	01/13	10301	STORE 0716 TALLAHASSEE FL	\$107.28
01/14	01/14		PAYMENT - THANK YOU	(\$385.64)
01/17	01/17	96553	LOWE'S INTERNET FUL WILKESBORO NC	\$142.37
01/23	01/23	24150	STORE 0417 TALLAHASSEE FL	\$52.17
01/23	01/23		LOWE'S INTERNET FUL WILKESBORO NC	(\$9.94)
01/24	01/24	09768	STORE 0716 TALLAHASSEE FL	\$29.25
01/25	01/25		STORE 0417 TALLAHASSEE FL	(\$0.86)
01/25	01/25	27470	STORE 0417 TALLAHASSEE FL	\$12.25
01/28	01/28	14889	STORE 0716 TALLAHASSEE FL	\$34.98
01/31	01/31	07623	STORE 0417 TALLAHASSEE FL	\$55.73

(Continued on next page)

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

## Margaret Watson

---

**From:** Debra Peterson <dpeterson1955@yahoo.com>  
**Sent:** Monday, February 25, 2019 11:41 AM  
**To:** Margaret Watson  
**Subject:** Re: Resignation for 2019

**I HAVE SENT THIS LETTER TO CHRISTY: To the Board of Directors, I Debra Peterson appreciate the opportunity i was given. Being on the Board of Directors for Community Action,it has enlightened me on programs that i can now appreciate. Being a full time worker at Liberty County Correctional Facility and a full time grandmother of two has been a beautiful hassle trying to balance. Which brings me to putting my priorities in prospective.I'm writing this letter of resignation and appreciation on February 25, 2019. Thank you for the opportunity and knowledge i have gained from a wonderful group of people.**

**Thank you,  
Debra Peterson**

On Dec 26, 2018 3:17 PM, Debra Peterson <dpeterson1955@yahoo.com> wrote:  
Im sorry to inform the board, I will no longer able to hold a set on the board for the upcoming year 2019. Will you let me know what do I need to do to resign propely.

**Self- Assessment Timeline  
(Revised 03/19/2019)**

<b>Date</b>	<b>Topic</b>	<b>Individuals Involved</b>
December 12,2018	Self- Assessment Discussion and Plan Approval	CEO COO
December 18, 2018	Self- Assessment Discussion and Plan Approval	Executive Board
December 20, 2018	Self- Assessment Discussion and Plan Approval	Policy Council
January 22, 2019	Self- Assessment Discussion and Plan Approval	Full Board
January 8-11, 2019	Self-Assessment Team Leads Report Training Day and Team Selections to QAM	Team Leads QAM CEO COO
January 23-29, 2019	Self- Assessment Team Training	Team Leads, Trainers and Participants
January 29-February 5,2019	Self-Assessment	Self-Assessment Teams
February 6-8, 2019	Work on Team Summaries	Self-Assessment Teams
February 13, 2019	Team Summary Presentation and Discussion	Self-Assessment Teams, CEO, COO and HS Management Team
February 13-20,2019	Send Docs to QAM to Work on Preparing Agency Combined Document	QAM
March 20 – 21, 2019	Corrective Actions Prepared	COO Family and Community Engagement Manager Quality Assurance Manager
March 22, 2019	Work on Agency Self-Assessment Final Report	COO Family and Community Engagement Manager Quality Assurance Manager
February 24, 2019	Report to CEO and COO for Review	Quality Assurance Manager
March 25, 2019	Corrections Made	Quality Assurance Manager
March 25, 2019	Final Report sent to Tim and Nichele for Board and Policy Council Packets	Quality Assurance Manager
March 26, 2019	Board Review and Acceptance of the Self-Assessment Report	Full Board
March 28, 2019	Policy Council Review of the Self-Assessment Report	Policy Council

**Capital Area Community Action Agency  
2018-2019 Annual Self- Assessment**



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## **2017-2018 Annual Self- Assessment Process Overview**

The self-assessment process assists with determining whether the management systems and program services currently in place are being properly administered. The annual self-assessment is mandated by rules and regulations established by the following Head Start Act and Head Start Program Performance Standards provisions:

- 1) Pursuant to 42 USC§9837 the Grantee must review and approve all major policies of the Head Start Program, including but not limited to the annual self-assessment; and
- 2) Pursuant to 45 CFR Ch. XIII Subchapter B § 1302.102(b)(2)(i) that at least once each program year, the Grantee must conduct a self- assessment to determine the effectiveness and progress of implementing the goals and objectives of the Head Start program. In addition, the self-assessment is to be performed in accordance with federal regulations and include participation from Policy Council and community members.

The process involved an analysis of a wide array of information including, but not limited to, conducting interviews with parents, teachers, reviewing family files, lesson plans, manuals, records, and reports, classroom observations, and facility observations.

In order to ensure the annual self-assessment was performed in the most effective and efficient manner, self-assessment teams were established and trained. These teams were composed of Head Start staff and parents. Self-assessment teams were asked to assess Capital Area Community Acton Agency Head Start performance based on the Focus Area Two Monitoring Protocol developed by the Office of Head Start. Each Key Performance Area and their indicators of performance were scored using the following metrics.

## Self-assessment Performance Metrics

### Performance Level

Strength (4) - The majority of the time Community Action consistently exceeds the INDICATOR: in terms of compliance and/or quality.

Opportunity (3) – The majority of the time Community Action meets the INDICATOR: in terms of compliance and/or quality, but this area would be stronger if..

Weakness (2) - The majority of the time Community Action struggles to consistently meet the minimum standards for this INDICATOR: in terms of compliance and/or quality.

Threat (1)- Community Action does not meet this INDICATOR./ Community Action has not implemented the requirements of this INDICATOR.

## Program Design and Management

Key Performance Area 1: Management Structure				2.67
<b>INDICATOR: 1.1</b> Program is structured to provide effective management and oversight of all program areas. 1302.101(a)(1)	1	X	X	4
Notes: Program has gone through realignment and program managers are in need of training to be more comfortable in their roles.				
<b>INDICATOR: 1.2</b> Fiscal is structured to provide effective management and oversight of all program areas. 1302.101(a)(1)	1	X	X	4
Notes: Program managers need to be trained more in depth regarding the budget.				
<b>INDICATOR: 1.3</b> Human Resource is structured to provide effective management and oversight of all program areas. 1302.101(a)(1)	1	2	X	4
Notes: Current on policy and laws; Utilize the Financial audits all for changes and updates; continuously reviews and improvement with the human resource due to the changing laws.				
Key Performance Area 2: Program Progress Toward Meeting Program Goals				3.625
<b>INDICATOR: 2.1</b> The program uses Self-Assessment data to evaluate progress toward program goals and school readiness. 1302.102(b)(2)(i)	1	2	X	4
Notes: Quality improvement plans were develop and implemented to address the deficiencies from 2016-2017 self-assessment outcomes.				
<b>INDICATOR: 2.2</b> The program's recordkeeping system facilitates effective oversight of program operations. 1302.101(a)(4)	1	2	3	X
Notes: The program's recordkeeping system includes the use of ChildPlus, TSG, child files, and staff files.				
<b>INDICATOR: 2.3</b> The program has systems in place for monitoring program improvement and the prevention of recurrences of previously identified quality and compliance issues. 1302.102(b)(1)	1	2	X	X
Notes: Change in policy and procedures. Change in monitoring tools to reflect compliance issues. Completely quarterly monitoring and monthly reporting.				
<b>INDICATOR: 2.4</b> Managers have strategies in place to facilitate the supervision and support of individual staff professional development and continuous program quality improvement. 1302.101(a)(2)	1	2	3	X
Notes: The program facilitates the supervision and support of individual staff professional development and continuous program quality improvement through bi-weekly meetings, training, and evaluations, monitoring, coaching, pre-service and in-service.				

<b>Key Performance Area 3: Governing Body Data Use</b>				<b>4</b>
<b>INDICATOR: 3.1</b> The governing body uses ongoing monitoring, fiscal, school readiness, and other data such as audits, self-assessment, and monitoring monthly reports to participate fully in the oversight, planning, and evaluation of the program. 1301.2(b)(2); 1302.102(b)-(d); 642(c)(1)(E); 642(d)(2)	1	2	3	X
Notes: <b>Governing body receives all reports and important information pertaining to the program daily operations.</b>				
<b>INDICATOR: 3.2</b> Governing body members are able to their system for ongoing financial oversight including approval of major expenditures, approval of the operating budget, selection of the auditor, and monitoring the program’s actions to correct any audit findings.642(c)(1)(E)(iv)(VII)–(VIII)	1	2	3	X
Notes: <b>Governing body receives all reports and important information pertaining to the program daily operations.</b>				
<b>Key Performance Area 4: Policy Council Data Use</b>				<b>4</b>
<b>INDICATOR: 4.1</b> The policy council is able to describe how it uses program data to support ongoing program improvement. 1301.3(c)(2); 642(c)(2)(D); 1302.102	1	2	3	X
Notes: <b>Reports and action items are reviewed and voted on monthly.</b>				

## Quality Education and Child Development Services

### Data

Key Performance Area 1: Data and Service Delivery, Child Outcomes, and School Readiness					3.5
<b>Indicator 1.1</b> The program monitors the effectiveness of teaching practices including curriculum implementation. 1302.102(b)	1	2	X	4	
<b>Notes:</b> The program monitors the effectiveness of teaching practices including curriculum implementation. Lesson plans are posted weekly and Center Directors monitor posted lessons. Education Coordinators visit classrooms and observe and also coach on areas of interest to the teacher and in observable areas of need. The CLASS monitoring tool is used three times a year (Fall, Winter, Spring) to determine areas of needed coaching.					
<b>Indicator 1.2</b> The program uses aggregated child-level assessment data to identify training needs and professional development opportunities. 1302.102(c)-(d); 1304.11(b)(2)(i)	1	2	X	4	
<b>Notes:</b> Data is aggregated to identify training needs and professional development opportunities at the center and administrative level. There is an opportunity to improve this area by providing aggregated classroom data to work individually with the teachers.					
<b>INDICATOR: 1.3</b> The program uses information from ongoing monitoring data for continuous improvement including strengthening, adjusting, and adapting services, strategies, and goals to inform program decisions including changing or targeting scope of services.1302.102(c)-(d)	1	2	3	X	
<b>Notes:</b> Education Coordinators use information from ongoing monitoring data for ongoing improvement of the educational services.					
<b>INDICATOR: 1.4</b> The program has data supporting progress in achieving school readiness goals. 1302.102(c)	1	2	3	X	
<b>Notes:</b> School readiness goals are aggregated quarterly.					
Key Performance Area 2: Individualized Services for Each Child					3.6
<b>INDICATOR: 2.1</b> The grantee analyzes and uses individual and aggregated child assessment data and input from parents and staff to individualize learning experiences, lesson plans, teaching strategies, and services to best support each child. 1302.31(b)(ii); 1302.31(b)(1)(iii); 1304.11(b)	1	2	3	X	
<b>Notes:</b> The program has individualization specialists that works with teachers to individualize experiences, lessons, and strategies.					
<b>INDICATOR: 2.2</b> The grantee analyzes and uses individual and aggregated child assessment data and input from parents and staff to determine individual and group progress toward school readiness. 1302.31(b)(ii); 1302.31(b)(1)(iii); 1304.11(b)	1	2	3	X	

<b>Notes:</b> Child assessment data comes from any combination of the following: VPK Assessments (three times a year); Teaching Strategies Assessment (three times a year), DIAL testing (three years only) initial and final home visits, parent conferences and anecdotal notation. Also, the agency receives documentation from Titus Sports Academy so that we can see the physical growth of the children. With the help of the Quality Assurance Manager, information is analyzed and aggregated into data that can be used to access progress toward school readiness.				
<b>INDICATOR: 2.3</b> Parents learn about their child’s development and progress and about the purpose and results of screenings and assessments. 1302.34(b)(6)	1	2	X	4
<b>Notes:</b> Parents receive two home visits per year, 1 at the beginning of the school year and one at the end of the school year. In addition to the home visits, teachers also receive two teacher conferences per year.				
<b>Key Performance Area 3: Families of Children with Disabilities are Engaged and Supported</b>				<b>3.4</b>
<b>INDICATOR: 3.1</b> The program helps parents of children with disabilities in obtaining services. 1302.62	1	2	X	4
<b>Notes:</b> Parents are referred to various providers in the community such as Children Medical Services, Florida Therapy, FSU Center for Autism Related Disorders, Parents of the Panhandle Information Network, etc. The program also receives extra grant funds from the local Community Human Services Partnership to assist with serving children enrolled in the program with disabilities.				
<b>INDICATOR: 3.2</b> The program helps parents understand the referral, evaluation, and services timelines required under IDEA. 1302.62	1	2	3	X
<b>Notes:</b> The programs helps parents understand through Individual Education Plan and Transition meetings, parent conferences, and progress reports. The Local Education Agency and the program’s Special Services Coordinator train the parents on their rights.				
<b>INDICATOR: 3.3</b> The program supports parents’ participation in the Individual Family Service Plan or Individualized Education Plan development process. 1302.62	1	2	3	X
<b>Notes:</b> The program supports parents through meetings, conferences, progress reports, individual meetings, and on-going networking.				
<b>INDICATOR: 3.4</b> The program helps parents understand the purpose of evaluations and ensuring their child’s needs are addressed. 1302.62	1	2	X	4
<b>Notes:</b> Evaluations are completed on each child within 45 days of their enrollment, parents are notified of the outcomes, and if further testing is required parents are informed about services needed for their child, and what is provided in those services.				

<b>INDICATOR: 3.5</b> The program assists parents in learning more about their children’s disabilities and supporting the child’s development. 1302.62	1	2	X	4
Notes: The program assists parents by sharing their children’s progress through evaluations, progress reports, parent conferences, trainings, and Individual Education Plan meetings.				
<b>Key Performance Area 4: Program Budgets, Staffing Resources, and Professional Development Funds Support Quality Education Services</b>				3
<b>INDICATOR: 4.1</b> The education manager and disabilities manager are involved in the development of the annual operating budget. 1302.101(a)(3)	1	X	3	4
Notes: The education manager and disabilities manager are involved with assisting with managing the operating budget after it’s created. Budget details are shared with managers monthly.				
<b>INDICATOR: 4.2</b> The program has a process in place to make sure financial resources are available or adjusted to implement quality education services as a result of the changing needs of the staff, children, and families. 1302.101(a)(3)	1	2	X	4
Notes: The Education Manager works with the Chief Operations Officer to plan and access financial resources to meet the changing needs of the classroom and the teaching staff. The budget has line items that address educational needs; however, should needs arise that are not reflected as a line item in the budget, the COO will make adjustments. The budget reflects line items to support 1302.101(a)(3) such as Training/Meetings/Workshops and Staff Development. Professional development is a part of every In-Service and Pre-Service.  This area would be even stronger if the Education Manager helped with the budget planning for the area of education.				
<b>INDICATOR: 4.3</b> The program ensures education staff meets qualifications.1302.91(e)(1)-(6)	1	2	3	X
Notes: The center based teachers have an associate degree in child development or early childhood education, equivalent coursework, or are enrolled in a program that will lead to an associate degree.  Center staff receives training in providing effective and nurturing teacher-child interactions, planning and implementation of learning experiences that ensure effective curriculum implementation. Center staff also has been trained on assessment tools and demonstrate competency as described in the Head Start Early Learning Outcomes Framework: Ages birth to five. Training opportunities are available at Pre-Service, In-Service, and through Coaching.				



## Learning Environment Exploration

<b>Key Performance Area 5: Evaluating Performance and Stimulating Ongoing Improvement</b>				<b>3</b>
<b>INDICATOR: 5</b> The program's indoor and outdoor learning environments contain age-appropriate equipment, materials, supplies, physical space, and accommodations for children with disabilities which supports implementation of the curriculum. 1302.31(d)	1	2	X	4
Notes: The program's indoor and outdoor learning environments contains all the necessary age appropriate equipment, but the program has to work on a plan to incorporate equipment for children with disabilities.				
<b>Key Performance Area 6: Evaluating Performance and Stimulating Ongoing Improvement</b>				<b>3.83</b>
<b>INDICATOR: 6.1</b> Teaching practices and learning environments are communication- and language-rich.1302.31(b)(1)(i)	1	2	3	X
Notes: Communication is on-going throughout the day and classrooms are language rich with posted materials and word walls, labeled furniture and toys.				
<b>INDICATOR: 6.2</b> Teaching practices and learning environments promote critical thinking and problem solving. 1302.31(b)(1)(i)	1	2	3	X
Notes: Teachers encourage autotomy. The students are encouraged and taught to brainstorm, plan, and produce ideas to problem solve.				
<b>INDICATOR: 6.3</b> Teaching practices and learning environments promote children's social, emotional, behavioral, and language development. 302.31(b)(1)(i)	1	2	3	X
Notes: Teachers promote these activities through routines, conversation transitions, problem solving, providing activities for children to work with their peers through learning and play.				
<b>INDICATOR: 6.4</b> Teaching practices and learning environments provide supportive feedback to promote learning. 302.31(b)(1)(i)	1	2	3	X
Notes: Teachers give students positive feedback throughout each activity and transition.				

<b>INDICATOR: 6.5</b> Teaching practices and learning environments motivate continued effort. 302.31(b)(1)(i)	1	2	3	X
<b>Notes:</b> Teachers encourage the student to continue an activity with positive encouragement, and feedback.				
<b>INDICATOR: 6.6</b> Teaching practices and learning environments support children’s engagement in learning experiences and activities. 1302.31(b)(1)(i)	1	2	X	4
<b>Notes:</b> Teachers encourage the student to actively participate and explore all learning experiences.				

**Incident/Accidents Reported (Annual)**

Center	Enrollment	# of Incident/Accidents	# of Student Involved	% of Students Involved
Franklin				
Jefferson				
Royal				
Mabry				
South City				
<b>Total</b>				

Key Performance Area 7: Appropriate Learning Experiences				3.0
<b>INDICATOR: 7.1</b> The grantee provides learning experiences that provide adequate opportunities for choice, play, exploration, and experimentation among a variety of developmentally appropriate learning, sensory, and motor experiences. 1302.31(c)	1	2	X	4
Notes: The grantee provides center, outside and choice time.				
<b>INDICATOR: 7.2</b> The grantee intentionally promotes learning and recognizes the importance of all activities, including rest, meals, routines, and physical activity, as opportunities for learning and development. 1302.31(e)	1	2	X	4
Notes: Teachers follow a daily schedule that incorporate rest, meal, and daily routines. We have outside time along with Titus to promote physical activities.				
<b>INDICATOR: 7.3</b> Teaching include research-based strategies and activities for children who are dual language learners that recognize bilingualism and bi-literacy as strengths. 1302.31(b)(2)	1	2	X	4
Notes: The curriculum is research based and is Spanish and English.				
Key Performance Area 8: Child Assessment Data and Lesson Planning				3
<b>INDICATOR: 7.1</b> The grantee provides learning experiences that provide adequate opportunities for choice, play, exploration, and experimentation among a variety of developmentally appropriate learning, sensory, and motor experiences. 1302.31(c)	1	2	X	4
Notes: Teaching staff assess three times a year with Teaching Strategy Goal and Voluntary Pre-Kindergarten Assessment. A diary is also conducted. Lesson plans are done weekly and are developmentally appropriate.				

Key Performance Area 9: Teachers				
<b>INDICATOR: 9.1</b> Teachers implement the curriculum in the classroom. 1302.31(b)	1	2	X	4
Notes: Through lesson planning, center and free choice. The curriculum is researched play based.				
<b>INDICATOR: 9.2</b> Teachers design individual and group lesson plans based on the curriculum. 1302.31(b)(ii)	1	2	X	4
Notes: Each child has an individual plan for individualization and group lesson plans.				
<b>INDICATOR: 9.3</b> Teachers are provided feedback to inform their ongoing development and improvement in their teaching practices. 1302.101(a)(2); 1302.101(b)	1	2	X	4
Notes: Teachers are provided feedback on their ongoing development by their Education Coordinator.				
<b>INDICATOR: 9.4</b> Teachers receive support in effective classroom management, (include strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns). 1302.45(a)(1); 1302.45(b)(2)	1	2	X	4
Notes: Teachers receive assistance and strategies to support them in the classroom when encountering children with challenging behaviors, etc.				
<b>INDICATOR: 9.5</b> Teachers receive training to help them plan individual and group lessons, activities, and schedules that align with the HSELOF and the curricula. 1302.31(c); 1302.92(b)	1	2	X	4
Notes: Teachers receive training at Pre-Service and during In-Service to help with planning lessons plans and individualizations.				
<b>INDICATOR: 9.6</b> Teachers, Family Advocates, and parents are involved in sharing and using information on individual children to ensure children and families receive the necessary support to ensure progress toward school readiness. 1302.50(b)(6)	1	2	X	4
Notes: Teachers and parents are involved in the process of individualizing for each child to ensure their success.				

<b>INDICATOR: 9.7</b> The program meets the individualized needs of children with disabilities and providing all children access to and participation in the full range of services. 1302.61(a)	1	2	3	X
<p><b>Notes:</b> Children are screened within 45 days of entering the program. Services are provided to children who need Special Services. Classrooms are inclusive and Occupational Therapy, Speech, Behavior Management, and Mental Health Services service are provided.</p>				

## Monitoring and Implementing Quality Health Program Services

### Child Health Status and Care

Key Performance Area 1: Monitoring And Maintaining Information on Children's Health Status					3.2
<b>INDICATOR: 1.1</b> The program uses our recordkeeping system to collect and track child health data. 1302.42(a)-(d); 1302.101(a)(4)	1	2	X	4	
Notes: Child Plus is used on a weekly basis to track health data. Reports are printed to ensure no health documents are out of compliance.					
<b>INDICATOR: 1.2</b> The program identifies and addresses patterns or trends concerning late or missing child health information. 1302.101(a)(4)	1	2	X	4	
Notes: Yes, ChildPlus records and reports are used to verify patterns. Parents receive letters and verbal communication regarding any late or missing information. Memos are also placed in the newsletter for parents. Flyers are also posted on main entrances to alert parents of due dates.					
<b>INDICATOR: 1.3</b> The program educates, supports, and collaborates with parents to ensure their child's health and well-being. 1302.41; 1302.46	1	2	3	X	
Notes: Parents receive health and well-being information, workshops during parent meetings, meetings with teachers and the advocates. Community collaborations are utilized depending on the family's needs during their assessment at registration and throughout the school year. The program also supports parents by providing letters/follow up letters regarding their child's health (i.e. height/ weight)					
<b>INDICATOR: 1.4</b> The program completes health determinations (i.e., onsite health professionals, community collaborations, etc.). 1302.42(b)	1	2	3	X	
Notes: Program collaborates with Molar express for dental, ELC for hearing and vision, Focus First for vision, Titus Sports Academy for physical fitness/ height and weight, and with Lynn James, a registered dietician. Strong partnership with FL WIC.					
<b>INDICATOR: 1.5</b> The program implements and monitors its system for promoting effective oral health hygiene and nutrition services. 1302.43; 1302.44(a)	1	2	X	4	
Notes: The program utilizes Molar Express (Leon), Pancare (Franklin), and Jefferson county dental dept. (Jefferson) to support parents who are unable to take their child to the dentist. Parents sign a consent form allowing child to be assessed by trained professionals from the above mentioned places. Teachers and children brush their teeth daily in classroom. When eating family style meals they incorporate nutrition education.					

Key Performance Health Services	Area 2: Progress, Issues, and Continuous Quality improvement in			3
<b>INDICATOR: 2.1</b> The program uses the information about patterns or trends in children’s health needs, including their medical, oral health, mental health, and nutritional needs, as well as the need for ongoing and follow-up care.1302.102(b)-(d)	1	2	X	4
Notes: Screenings and evaluations are used to increase knowledge of any medical, oral, and mental health needs; also through working with the families. The patterns and trends are also used to guide the formation of new partnerships.				

## Safety Practices

Key Performance Area 3: How the Program Ensures Children are Safe				3.5
<b>INDICATOR: 3.1</b> – The program analyzes and uses data from internal and external (such as licensing data) sources to understand program performance and ensure continuous improvement. 1302.47(b)	1	2	3	X
Notes: Yes, data is used on an ongoing basis to ensure program performance continuously improves. Data is also shared with governing board and Policy Council to incorporate their suggestions.				
<b>INDICATOR: 3.2</b> –The program has made progress in replacement, renovation, and repair of any facilities identified by the grantee with concerns.	1	X	3	4
Notes: Some repairs were completed by Head Start maintenance personnel, however there are still major repairs/ renovations that need to be completed by contracted individuals (i.e. roof).				
<b>INDICATOR: 3.3</b> –The program trains, supports, and monitors staff to ensure staff practice active supervision and abide by Head Start’s standards of conduct	1	2	3	X
Notes: Yes, staff received training in preservice, in-service and during a Saturday seminar that focused solely on active supervision. Education Coordinators provide 1 on 1 training to individuals at centers who may need additional support in active supervision.				
<b>INDICATOR: 3.4</b> – The program ensures completion of background checks on all staff in accordance with requirements (the reviewers will conduct a record check on a sample of staff files). Sec. 648A(g)(3)	1	2	3	X
Notes: Yes. A sample of staff files was reviewed.				
Key Performance Area 4: Budget to Support Quality				3
<b>INDICATOR: 4.1</b> - Resources are budgeted to support quality health program services and safe/ healthy learning environments. 1302.101(a)(3)	1	2	X	4
Notes: Yes, however more funds need to be budgeted for mental health services				
Key Performance Area 5 : Health Culture				3
<b>Indicator 5.1</b> The program effectively utilizing mental health consultation to support education staff and other staff in meeting children’s mental health and social and emotional needs. 1302.45(a)-(b)	1	2	X	4
Notes: Yes. Mental Health therapists are available to staff, parents, and children weekly. Services are also available via phone. Therapist report to teachers any issues/ concerns with their child; teachers are involved in multi-disciplinary meetings to ensure proper techniques to support the child in class. External community resources are also available.				



## Quality Family and Community Engagement Services

### Data

Key Performance Area 1: Supporting Services and Strengthening PFCE Outcomes				<b>3.5</b>
<b>INDICATOR: 1.1</b> The program uses Family partnership services and outcomes data. 1302.52(b)-(c)	1	2	3	<b>X</b>
<p><b>Notes:</b> Family Partnership Agreements are begun during the registration process, and must be completed 90 days after the child enrollment. A Needs Assessment is completed prior to the Family Partnership Agreement to determine the needs for the Family Partnership Agreement. Outcomes are included on the Parent, Family and Community Engagement Framework.</p>				
<b>INDICATOR: 1.2</b> The program has data that demonstrates improvements in family engagement and support services. 1302.102(b)-(d)	1	2	3	<b>X</b>
<p><b>Notes:</b> The Parent, Family and Community Engagement Framework were competed this year, and improved data will be received next year. Data is also derived from the Family Outcomes that are done three times per year, but those outcomes were changed to line up with our Framework.</p>				
<b>INDICATOR: 1.3</b> The program implements procedures for teachers, family advocates and family support staff to ensure a coordinated family engagement strategy. 1302.50(b)(6)	1	2	<b>X</b>	4
<p><b>Notes:</b> Multidisciplinary team meetings are held which includes teachers, family advocates, and family support staff. This ensures that all areas are working together to provide services to the families we serve. Need to work more on the close-out process to make sure all areas of concern are addressed and followed through to closure.</p>				
Key Performance Area 2: Staff Supervision, Training, and Professional Development				<b>3.5</b>
<b>INDICATOR: 2.1-</b> The program trains staff on best practices in the implementation of family engagement strategies and support. 1302.92(b)(3)	1	2	<b>X</b>	4
<p><b>Notes:</b> Family Engagement strategies and support is offered in bi-weekly staff meetings/trainings, but family advocates need to receive additional training. Family service staff will attend training in December to assist with this process.</p>				
<b>INDICATOR: 2.2-</b> The program uses data collected through ongoing supervision to provide feedback to staff to support their professional development. 1302.101(a)(2)	1	2	<b>X</b>	4
<p><b>Notes:</b> The ongoing supervision process to support staff's professional development can improve. Annual evaluations with staff's input are completed, but more ongoing supervision could be useful.</p>				
<b>INDICATOR: 2.3-</b> The program ensures that staff, consultants, or contractors are familiar with ethnic backgrounds and heritages, and are able to communicate effectively with families. 1302.90 (d)(1)	1	2	3	<b>X</b>
<p><b>Notes:</b> The program does a good job ensuring that staff, consultants, and contractors are familiar with ethnic background and heritages, and ensuring that they are able to communicate</p>				

<b>effectively with the families we serve. The program has hired staff of different backgrounds.</b>				
<b>INDICATOR: 2.4-</b> The program ensures family services staff meet qualifications. 1302.91 (e)(7)	1	2	3	X
Notes:				

## Learning Environment Exploration

Key Performance Area 3: Welcome Environments				4
<b>INDICATOR: 3.1</b> The program creates a welcoming program environment that incorporates the unique cultural, ethnic, and linguistic background of families. 1302.50(b)(2)	1	2	3	X
<p>Notes: Family Advocates are at each center for the parents and the parent's needs. Some things we do to create welcoming program environments include:</p> <ol style="list-style-type: none"> <li>1) One on one registration</li> <li>2) Parent orientation</li> <li>3) Parent meet and greets</li> <li>4) Throughout the year, we have Policy Council and Parent Meetings</li> </ol>				
<b>INDICATOR: 3.2</b> The program creates a welcoming program environment that offers opportunities for ongoing two-way communication between staff and parents. 1302.50(b)(2)	1	2	3	X
<p>Notes: Open door policy. Advocates-one hour calls for unexpected absences. Parents are always welcome at the main office.</p>				
<b>INDICATOR: 3.3</b> The program creates a welcoming program environment that promotes intentional strategies to engage parents in their children's learning and development and engages fathers. 1302.50(b)(1)	1	2	3	X
<p>Notes: Engage parents through Policy Council meetings, Parent meetings, Board Meetings, Curriculum nights, and male engagement.</p>				
<b>INDICATOR: 3.4</b> The program creates a welcoming program environment that Provides parents with the opportunity to participate in the program. 1302.50(b)(4)	1	2	3	X
<p>Notes: The program creates a welcoming program environment that Provides parents with the opportunity to participate in the program through parent engagement opportunities and events at the centers. Parents are encouraged to volunteer in classrooms.</p>				
<b>INDICATOR: 3.5</b> The program creates a welcoming program environment that provides family engagement and support services in the family's preferred language, using interpreters to the extent possible. 1302.50(b)(5)	1	2	3	X
<p>Notes: Dual language position has been added to assist parents who speak different languages or have different nationalities. Family Engagement opportunities are offered throughout the year.</p>				

## Family Services Staff and Parents Discussions

Key Performance Area 5: Family Services Staff and Parents				3.33
<b>INDICATOR: 4.1</b> The program is successful at engaging families in all program services. 1302.50(a)	1	2	X	4
<p><b>Notes:</b> A Family Advocate shared that the program does a lot by offering parents utility help and fiving them resources on different things they may need. However, sometimes parents may ask about different services for help that we are limited on like rental assistance.</p>				
<b>INDICATOR: 4.2</b> The program is successful at engaging all staff in the family support process. 1302.50(a)	1	2	3	X
<p><b>Notes:</b> A Family Advocate shared that the program does give out newsletters, has parent meetings, shares field trip notices and we encourage parents to volunteer. Also the program has an open-door policy.</p>				
<b>INDICATOR: 4.3</b> The program meets family services staff qualifications. 1302.91(e)(7)	1	2	3	X
<p><b>Notes:</b> All family service team members are qualified, and some exceed the requirements for their position.</p>				
<b>INDICATOR: 4.4</b> the grantee maintains a welcoming environment for parents and parents feel welcomed. 1302.50(b)(2)	1	2	X	4
<p><b>Notes:</b> A Family Advocate shared that she doesn't feel like all parents feel welcome because some teachers need a better approach when communicating with parents. We can maybe make it better when we have "Meet &amp; Greet" at the beginning of the year, if parents show up. The advocate also shared that some teachers stand by their sign-in &amp; out books to try to speak to the parents in the mornings.</p>				
<b>INDICATOR: 4.5</b> Parents are engaged as their children's primary teacher and nurturer and the support of that role.	1	2	X	4
<p><b>Notes:</b> A Family Advocate shared some parents are not engaged with their children's teacher. The teachers do try to engage with the parents during morning sign-in or maybe through phone calls.</p> <p>A parent shared that her daughters come home every day and talk about her teachers and you. I feel like my child is loved and that you all treat the children as equals and everything is always positive.</p>				

<b>INDICATOR: 4.6</b> Parents are engaged in health services and their ability to fully support their family's health and well-being.	1	2	X	4
<p>Notes: A Family Advocate shared most parents are engaged in the health services because we give them reminders about their child's physical and immunization needs.</p> <p>We also provide vision and hearing screening and we also have Titus.</p> <p>A parent shared that we do a good job with reminding her on when her child physical and shots are due. The parent also shared that we do a good job on how we offer Titus. She said she can tell the program does a good job when her child is at home. Her child believes in brushing her teeth. Her child also knows proper hygiene demonstrated by making sure she coughs in her elbow or how her child properly washes her hands.</p>				

## Monitoring and Implementing Fiscal Infrastructure

### Financial Infrastructure

Key Performance Area 1: Financial Infrastructure				3.33
<b>INDICATOR: 1.1</b> Program managers share with the fiscal manager to support development of the annual operating budget? 75.303(b)-(d)	1	2	X	4
Notes: The Finance Director meets with the individual Program Managers to review and give input on the annual operating budget at least monthly and as needed (AD HOC)				
<b>INDICATOR: 1.2</b> Data is shared with the governing body and the governing body approves the annual operating budget. 642(c)(1)(E)(iv)(VII)(bb)	1	2	3	X
Notes: The Program Managers prepare and share progress reports with the Board and Policy Council members on a monthly basis. The Governing Board has an opportunity to give input and approves the annual operating budget.				
<b>INDICATOR: 1.3</b> The policy council is involved in budget planning for program expenditures. 642(c)(2)(D)(iv)	1	2	X	4
Notes:				
The Policy Council members are made aware of the operating budget and program expenditures during their monthly meetings. They are also given an opportunity to give input to the budget, but may not know how the budget works. Additional training is needed in this area.				
A Fiscal Team member attends the Policy Council Meetings to present the budget and answer any questions pertaining to the budget.				
The Parent Activity Fund money has not been spent to date. The Policy Council members have discussed ways to use the funds, but have not finalized their plans for usage yet.				
<b>INDICATOR: 1.4</b> Budgeted expenditures support the accomplishment of program objectives. 1302.101(a)(1)	1	2	X	4
Notes: The supporting documents used to accomplish program objectives include invoices, monthly expenditures reports and individual Program Manager's monthly reports.				
<b>INDICATOR: 1.5</b> The fiscal officer relies on data/information to determine whether budgeted expenditures are supporting the accomplishment of program objectives. 1302.101(a)(1)	1	2	X	4
Notes: : Invoices, monthly expenditures reports, individual Program Manager's reports are used as supporting information to determine whether budgeted expenditures are supporting the accomplishment of the program objectives.				

<b>INDICATOR:</b> 1.6 There are staff and internal controls that support the grantee's financial management system. 1302.91(c);75.303	1	2	3	X
<b>Notes:</b> The financial management system is supported by staff and internal controls. It includes checks and balances, invoices, Authorization For Payment (AFPs), and Authorized Signatures policies which are approved by the Board of Directors.				

## Fiscal Capacity

Key Performance Area 2: Fiscal Capacity				4
<b>INDICATOR: 1.1</b> The program's fiscal officer primarily responsible for oversight of the Head Start award is qualified. 1302.91(c)	1	2	3	X
<p>Notes: The Fiscal Department has qualified and experienced staff responsible for oversight of the Head Start award.</p> <p>The staff is comprised of following:            Keith Dean, CPA CEO Contracted Consultant Company            Stephanie Sgouros, Finance Director ,Community Action, CPA            Laura Ward, Fiscal Assistant, Degree in Accounting</p> <p><b>Two Fiscal Specialists</b></p>				
<b>INDICATOR: 1.2</b> The program has a designated individual with a background and expertise in fiscal management or accounting 642(c)(1)(B)(i)	1	2	3	X
<p>Notes: The Chief Executive Finance Officer and Finance Director are Certified Public Accountants, with experience in working with state and federal audits and non-profit organizations.</p>				
<b>INDICATOR: 1.3</b> The program has a member of or advisor to the governing body with a background and expertise in fiscal management or accounting. 642(c)(1)(B)(i)	1	2	3	X
<p>Notes: Keith Dean, CPA, CEO and/or Stephanie Sgouros, CPA Finance Director regularly attends and advises the Executive Board members, at their monthly Board meetings.</p>				
<b>INDICATOR: 1.4</b> The program has process for engaging an auditor, implementing audit recommendations, and sharing audit results with the governing body and other stakeholders. 642(c)(1)(E)(iv)(VII)(cc); 647(a)	1	2	3	X
<p>Notes: The auditing process is outlined in the Financial Management Policies and Procedures Manual. An audit is conducted once a year. The audit results are shared by the Financial staff with the Program Managers and Executive Board members. Any recommendations from the audit are implemented by the Program Managers</p>				
<b>INDICATOR: 1.5</b> The program has structured compensation, benefits, and professional development opportunities to recruit and retain qualified program and fiscal staff. 75.430; 75.431	1	2	3	X
<p>Notes: All staff receives compensation based on job descriptions and experience. Benefits are time activated and professional development opportunities are offered, as the need arises or is required for certification.</p>				



<b>INDICATOR: 1.6</b> The program has a system in place to manage the budget in areas such as personnel compensation, shared costs, non-Federal match, indirect, and administrative costs? 75.405(a)(2); 75.405(b); 75.414; 1303.5(a)	1	2	3	X
<b>Notes:</b> The program uses general ledger codes, cost allocation plans, administrative costs and indirect costs to organize and manage prospective personnel compensation and shared costs. There is a separate ledger for non-federal match.				
<b>INDICATOR: 1.7</b> The program ensures protection of the Federal interest in real property and equipment purchased in whole or in part with Federal funds. 1303.46	1	2	3	X
<b>Notes:</b> The federal interest for real property is recorded in the county records. Any equipment over \$5,000.00 has to be inventoried and depreciation has to be recorded on an Agency Inventory Equipment List to ensure protection of federal interest.				

## Implementation of Fiscal Management Systems

Key Performance Area 2: Fiscal Management Systems				4
<b>INDICATOR: 2.1</b> The program's financial management system, accounting, and reporting practices ensure compliance with laws, regulations, grant terms and conditions, reporting, and audit requirements. 75.302(b)(1-7); 1302.101(a)(4)	1	2	3	X
Notes: Fiscal management systems, accounting, reporting practices, grant terms, conditions, reporting and audit requirements are outlined in the Financial Management Policies and Procedures Manual. (See attachment)				
<b>INDICATOR: 2.2</b> The program's financial management system supports ongoing fiscal operations 75.302(b)(2)-(3)	1	2	3	X
Notes: MIP is the financial accounting system used to manage ongoing fiscal operations.				
<b>INDICATOR: 2.3</b> The program has a system for determining whether individual expenses are necessary, reasonable, allocable, and adequately documented. 75.302(b)(7)	1	2	3	X
Notes: The individual Program Managers reviews the budget, creates Authorization For Payment (AFPs). It is then forwarded to the Executive Management staff for approval and signature. An Executive Team member forwards AFPs to the Fiscal Department for payment.				
<b>INDICATOR: 2.4</b> The program ensures payment of allowable program expenses promptly and within the appropriate budget period. 75.305(b)(1); 75.302(b)(4)	1	2	3	X
Notes: Payment of allowable program expenses is based on whatever the contract, grant terms or program agency requires, whichever is more stringent.				
<b>INDICATOR: 2.5</b> The program has a process to identify risks and obtain cost-effective insurance for those identified risks. 1303.12; 1303.52(b); 75.317	1	2	3	X
Notes: The grants terms are reviewed to determine what is contractually mandated. (Example: errors, omissions, and general liability.)				

## Facilities Exploration

### Facilities, Supplies, Equipment, and Environmental Health

5.1.1.2 Inspection of Buildings				4
Existing and/or newly constructed, renovated, remodeled, or altered buildings are inspected by a building inspector to ensure compliance with applicable state and local building and fire codes before the building can be used for the purpose of early care and education.	1	2	3	X
Notes:				
5.1.1.3 Compliance with Fire Prevention Code				4
Program complies with a state-approved or nationally recognized fire prevention code, such as the National Fire Protection Association (NFPA) 101: Life Safety Code.	1	2	3	X
Notes: Fire inspections are conducted at least annually.				
5.1.1.5 Environmental Audit of Site Location				4
An environmental audit is conducted before construction of a new building; renovation or occupation of an older building; or after a natural disaster to properly evaluate and, where necessary, remediate or avoid sites where children's health could be compromised.	1	2	3	X
Notes: This is not applicable for this year, but this is our practice.				
The environmental audit should include written report that includes any remedial actions taken should is kept on file.	1	2	3	X
Notes:				
The environmental audit should include assessments of: <ul style="list-style-type: none"> <li>✓ Potential air, soil, and water contamination on program sites and outdoor play spaces;</li> <li>✓ Potential toxic or hazardous materials in building construction, such as lead and asbestos; and</li> <li>✓ Potential safety hazards in the community surrounding the site.</li> </ul>	1	2	3	X
Notes:				
5.1.6.6 Guardrails and Protective Barriers				4
Guardrails or protective barriers, such as baby gates, are provided at open sides of stairs, ramps, and other walking surfaces (e.g., landings, balconies, porches) from which there is more than a 30 inch vertical distance to fall.	1	2	3	X
Notes:				

5.2.4.2 Safety Covers and Shock Protection Devices for Electrical Outlets				3.5
All accessible electrical outlets are “tamper-resistant electrical outlets” that contain internal shutter mechanisms to prevent children from sticking objects into receptacles.	1	2	X	4
Notes: We have these at Louise B. Royal. All outlets are replaced with this type when replacement needed.				
In settings that do not have “tamper-resistant electrical outlets,” outlets should have “safety covers” that are attached to the electrical outlet by a screw or other means to prevent easy removal by a child. “Safety plugs” may also be used if they cannot be easily removed from outlets by children and do not pose a choking risk.	1	2	3	X
Notes: All outlets that do not have “tamper-resistant electrical outlets” have safety covers.				
5.2.4.4 Location of Electrical Devices near Water				4
No electrical device or apparatus accessible to children are located so it could be plugged into an electrical outlet while a person is in contact with a water source, such as a sink, tub, shower area, water table, or swimming pool.	1	2	3	X
Notes:				
5.2.8.1 Integrated Pest Management				4
Programs should adopt an integrated pest management program to ensure long-term, environmentally sound pest suppression through a range of practices including pest exclusion, sanitation and clutter control, and elimination of conditions that are conducive to pest infestations.	1	2	3	X
Notes:				
5.2.9.1 Use and Storage of Toxic Substances				3.67
All toxic substances are inaccessible to children and are not used when children are present.	1	2	3	X
Notes:				
Toxic substances are used as recommended by the manufacturer and stored in the original labeled containers.	1	2	X	4
Notes: Bleach is mixed with water in a labeled bottle.				
The telephone number for the poison control center is posted and readily accessible in emergency situations.	1	2	3	X
Notes:				

5.2.9.5 Carbon Monoxide Detectors				N/A
Program meets state or local laws regarding carbon monoxide detectors, including circumstances when detectors are necessary.	1	2	3	4
<p>Note: Fla. Stat. § 553.885 – Carbon monoxide alarm required: Requires that every building for which a building permit is issued for new construction on or after July 1, 2008, and having a fossil-fuel-burning heater or appliance, a fireplace, or an attached garage shall have an approved operational carbon monoxide alarm installed within 10 feet of each room used for sleeping purposes.</p>				
Notes: N/A				
Carbon monoxide detectors are tested monthly and testing is documented.	1	2	3	4
Notes: N/A				
Batteries in the carbon monoxide doctors are changed at least yearly.	1	2	3	4
Notes: N/A				
Carbon monoxide detectors are replaced according to the manufacturer’s instructions.	1	2	3	4
Notes: N/A				
5.2.9.5 Carbon Monoxide Detectors				3.67
Equipment, materials, furnishings, and play areas are sturdy, safe, in good repair, and meet the recommendations of the CPSC (U.S. Consumer Product Safety Commission).	1	2	X	4
Notes: Some old equipment at South City needs to be removed with permission from the school board.				

<p>Program should attend to, including, but not limited to, the following safety hazards:</p> <ul style="list-style-type: none"> <li>✓ Openings that could entrap a child's head or limbs;</li> <li>✓ Elevated surfaces that are inadequately guarded;</li> <li>✓ Lack of specified surfacing and fall zones under and around climbable equipment;</li> <li>✓ Mismatched size and design of equipment for the intended users;</li> <li>✓ Insufficient spacing between equipment;</li> <li>✓ Tripping hazards;</li> <li>✓ Components that can pinch, shear, or crush body tissues;</li> <li>✓ Equipment that is known to be of a hazardous type;</li> <li>✓ Sharp points or corners;</li> <li>✓ Splinters;</li> <li>✓ Protruding nails, bolts, or other parts that could entangle clothing or snag skin;</li> <li>✓ Loose, rusty parts;</li> <li>✓ Hazardous small parts that may become detached during normal use or reasonably foreseeable abuse of the equipment and that present a choking, aspiration, or ingestion hazard to a child;</li> <li>✓ Strangulation hazards (e.g., straps, strings, etc.);</li> <li>✓ Flaking paint;</li> <li>✓ Paint that contains lead or other hazardous materials; and</li> <li>✓ Tip-over hazards, such as chests, bookshelves, and televisions.</li> </ul>	1	2	3	X
<p>Notes: <b>The trike track at Mabry is uneven.</b></p>				
<p>Plastic bags that are large enough to pose a suffocation risk as well as matches, candles, and lighters should not be accessible to children.</p>	1	2	3	X
<p>Notes: <b>Plastic bags are not allowed in the center.</b></p>				
<p>5.3.1.12 Availability and Use of a Telephone or Wireless Communication Device</p>				4
<p>The facility should provide at all times at least one working non-pay telephone or wireless communication device for general and emergency use on the premises of the child care program, in each vehicle used when transporting children, and on field trips.</p>	1	2	3	X
<p>Notes: <b>Each center has a cell phone. Is it always charged? Who keeps it? Tom has a cell phone.</b></p>				

While transporting children, drivers should not operate a motor vehicle while using a mobile telephone or wireless communications device when the vehicle is in motion or traffic.	1	2	3	X
Notes:				
5.6.0.1: First Aid and Emergency Supplies				4
The facility should maintain up-to-date first aid and emergency supplies in each location in which children are cared.	1	2	3	X
Notes:				
The first aid kit or supplies are kept in a closed container, cabinet, or drawer that is labeled and stored in a location known to all staff, accessible to staff at all times, but locked or otherwise inaccessible to children.	1	2	3	X
Notes:				
When children leave the facility for a walk or to be transported, a designated staff member should bring a transportable first aid kit.	1	2	3	X
Notes:				
In addition to a transportable first aid kit, first aid kits are in each vehicle that is used to transport children to and from the program.	1	2	3	X
Notes:				
First aid kits or supplies are restocked after each use.	1	2	3	X
Notes:				

## Play Areas/Playgrounds and Transportation

6.1.0.6/6.1.0.8/6.3.1.1 Location of Play Areas near Bodies of Water/ Enclosures for Outdoor Play Areas/Enclosure of Bodies of Water	1	2	3	4
The outdoor play area is enclosed with a fence or natural barriers.	1	2	3	X
Notes:				
Fences and barriers should not prevent the supervision of children by caregivers/teachers.	1	2	3	X
Notes:				
If a fence is used, it is in good condition and conforms to applicable local building codes in height and construction.	1	2	3	X
Notes: Franklin has a fence issue due to neighbor's fence behind us. Plans are in place to correct the fence issue this summer.				
Fenced areas should have at least two exits, with at least one being remote from the buildings.	1	2	3	X
Notes:				
Gates are equipped with self-closing and positive self-latching closure mechanisms that are high enough or of a type such that children cannot open it.	1	2	3	X
Notes:				
The openings in the fence and gates are no larger than 3 ½ inches.	1	2	3	X
Notes:				
The fence and gates are constructed to discourage climbing	1	2	3	X
Notes:				
Outside play areas are free from unsecured bodies of water.	1	2	3	X
Notes:				



All water hazards are inaccessible to unsupervised children and enclosed with a fence that is 4 to 6 feet high or higher.	1	2	3	X
Note: The Florida DCF Childcare Facility Handbook 3.5.1 Fencing requires- The base of the fence must remain at ground level, and be free from erosion or build-up to prevent inside and outside access by children or animals.				
Notes:				
6.2.3.1 Prohibited Surfaces for Placing Climbing Equipment				4
Equipment used for climbing is not be placed over or immediately next to hard surfaces not intended for use as surfacing for climbing equipment.	1	2	3	X
Notes:				
All pieces of playground equipment are placed over a shock-absorbing material that is either the unitary or the loose-fill type extending beyond the perimeter of the stationary equipment.	1	2	3	X
Notes:				
Organic materials that support colonization of molds and bacteria is not used as shock-absorbing material.	1	2	3	X
Notes: <b>Mushrooms were found and treated at Mabry.</b>				
Program follows CPSC guidelines and ASTM International Standards F1292-13 and F2223-10.	1	2	3	X
Notes:				
6.2.5.1 Inspection of Indoor and Outdoor Play Areas and Equipment				3.5
The indoor and outdoor play areas and equipment are inspected daily for basic health and safety, including, but not limited to: <ul style="list-style-type: none"> <li>✓ Missing or broken parts;</li> <li>✓ Protrusion of nuts and bolts;</li> <li>✓ Rust and chipping or peeling paint;</li> <li>✓ Sharp edges, splinters, and rough surfaces;</li> <li>✓ Stability of handholds;</li> <li>✓ Visible cracks;</li> <li>✓ Stability of non-anchored large play equipment (e.g., playhouses);</li> <li>✓ Wear and deterioration</li> <li>✓ Vandalism or trash</li> </ul>	1	2	3	X
Note: This list is not exhaustive. Please see attachment 4 for the Child Care Facility Standards Classification Summary which is more comprehensive.				
Notes: <b>Staff complete daily checklist for the playground.</b>				

Any problems found during the daily inspection are corrected before the playground is used by children.	1	2	X	4
Notes: Depends on the situation, low mulch or equipment issues requires a work order and takes longer. Need to close the loop on maintenance request.				
6.3.5.2 Water in Containers				4
Bathtubs, buckets, diaper pails, and other open containers of water are emptied immediately after use.	1	2	3	X
Notes:				
6.5.1.2 Qualifications for Drivers				4
In addition to meeting the general staff background check standards, any driver or transportation staff member who transports children for any purpose should have:				
<ul style="list-style-type: none"> <li>✓ A valid driver's license that authorizes the driver to operate the type of vehicle being driven;</li> <li>✓ A safe driving record for more than 5 years, with no crashes where a citation was issued, as evidenced by the state Department of Motor Vehicles records;</li> <li>✓ No use of alcohol, drugs, or any substance that could impair abilities before or while driving;</li> <li>✓ No tobacco use while driving;</li> <li>✓ No medical condition that would compromise driving, supervision, or evacuation capability;</li> <li>✓ Valid pediatric CPR and first aid certificate if transporting children alone.</li> </ul>	1	2	3	X
Notes: N/A				
The driver's license number and date of expiration, vehicle insurance information, and verification of current state vehicle inspection are on file in the facility.	1	2	3	X
Notes:				
6.5.2.2 Child Passenger Safety				3
When children are driven in a motor vehicle other than a bus, all children are transported only if they are restrained in a developmentally appropriate car safety seat, booster seat, seat belt, or harness that is suited to the child's weight and age in accordance with state and federal laws and regulations.	1	2	3	4
Notes: N/A				

The child passenger restraint system should meet the federal motor vehicle safety standards contained in 49 CFR 571.213 and carry notice of compliance.	1	2	3	X
Notes:				
Child passenger restraint systems are installed and used in accordance with the manufacturer's instructions and are secured in back seats only.	1	2	3	X
Notes:				
Car safety seats are replaced if they have been recalled, are past the manufacturer's "date of use" expiration date, or have been involved in a crash that meets the U.S. Department of Transportation crash severity criteria or the manufacturer's criteria for replacement of seats after a crash.	1	2	3	4
Notes:N/A				
<p>If the program uses a vehicle that meets the definition of a school bus and the school bus has safety restraints, the following should apply:</p> <ul style="list-style-type: none"> <li>✓ The school bus should accommodate the placement of wheelchairs with four tie-downs affixed according to the manufactures' instructions in a forward-facing direction;</li> <li>✓ The wheelchair occupant is secured by a three-point tie restraint during transport;</li> <li>✓ At all times, school buses are ready to transport children who must ride in wheelchairs;</li> <li>✓ Manufacturers' specifications are followed to assure that safety requirements are met.</li> </ul>	1	2	X	4
Notes: The program has school buses but no wheelchairs are transported on the bus. The program has a partnership with Big Bend Dial-A-Ride to transport wheelchair occupants, if there is a need.				
6.5.2.4 Interior Temperature of Vehicles				4
The interior of vehicles used to transport children for field trips and out-of-program activities are maintained at a temperature comfortable to children.	1	2	3	X
Notes:				
All vehicles are locked when not in use.	1	2	3	X
Notes:				

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Head counts of children are taken before and after transporting to prevent a child from being left in a vehicle.	1	2	3	X
Notes: We use a transportation sheet and a transportation log.				
Children should never be left in a vehicle unattended.	1	2	3	X
Notes: We do a log and "sweep" or visually inspect the bus.				
6.5.3.1 Passenger Vans				4
Early care and education programs that provide transportation for any purpose to children, parents/guardians, staff, and others should not use 15-passenger vans when avoidable.	1	2	3	X
Notes:				

## Monitoring ERSEA Eligibility and Attendance

### Determining, verifying, and documenting eligibility

Key Performance Area 1: Eligibility				4
<b>INDICATOR: 1.1</b> Families' meet one of the following income requirements: <ol style="list-style-type: none"> <li>1. Income is equal to or below the poverty line,</li> <li>2. Family or child is receiving or is eligible to receive public assistance (supplemental security income and temporary assistance for needy families),</li> <li>3. Child is homeless, or</li> <li>4. Child is in foster care.</li> </ol>	1	2	3	x
<b>Notes:</b> At least 95% of our clients meet the above income requirements, with the most being equal or below the poverty guideline.				
<b>INDICATOR: 1.2</b> No more than ten percent (38 children) of children enrolled in the program are above the income threshold.	1	2	3	X
<b>Notes:</b> Majority of our children are equal to or below the poverty guideline.				
<b>INDICATOR: 1.3</b> No more than an additional 35 percent (132 children) of children who are not categorically eligible may be from families whose income is between 100 and 130 percent of poverty.	1	2	3	X
<b>Notes:</b> We rarely enroll a family from this category unless in one of our rural programs we struggle to maintain our funded enrollment.				
<b>INDICATOR: 1.4</b> Ten percent (35 children) of children enrolled must have disabilities.	1	2	3	X
<b>Notes:</b> We use two Assessment tools: BDI for Jefferson County and Franklin County. DIAL 4 for Leon County. Refer students to LEA for more testing.				

Key Performance Area 2: Attendance				2.5
<b>INDICATOR: 1.1</b> The program monitors individual child attendance and the program's monthly average daily attendance.	1	2	X	4
<b>Notes:</b> Attendance is monitored. This school term we have begun to do daily calls to parent when children are unexpectedly absent. Attendance is monitored daily, weekly and monthly.				
<b>INDICATOR: 1.2</b> The program ensures children are safe when they do not arrive at school.	1	2	X	4
<b>Notes:</b> Family Advocates have begun to make phone calls to families within an hour of the start of school if the child is unexpectedly absent.				
<b>INDICATOR: 1.3</b> The program works with parents to support and promote their children's attendance in the program.	1	2	X	4
<b>Notes:</b> Family Advocates also meet with parents to discuss the attendance policy. All parents are called within one hour after school starts to see why the child is not in school.				
<b>INDICATOR: 1.4</b> The program monitors monthly average daily attendance rate data and makes timely changes, where needed, to address systematic issues affective children's attendance in the program.	1	2	X	4
<b>Notes:</b> Attendance is taken daily and the Teachers and Family Advocates monitors it for excessive absences. The biggest issue that some parents have is transportation. Family Advocates can sometimes provide bus passes for parents in order to get the children to school.				

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: QUALITY EDUCATION CHILD DEVELOPMENT

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
1302.02(c) - (d) and 1304.11(b)(2)(i) The program uses aggregated child-level assessment data to identify training needs and professional development opportunities (1.2)						
1302.102(c) - (d) The program uses information from ongoing monitoring data for continuous improvement including strengthening, adjusting, and adapting services, strategies, and goals to inform program decisions including changing or targeting scope of services. (1.3)						
1302.102(c) The program has data supporting progress in achieving school readiness goals.						

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: QUALITY EDUCATION CHILD DEVELOPMENT

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
1302.31(b)(1)(i) Teaching practices and learning environments support children's engagement in learning experiences and activities. (6.6)						
1302.101(a)(3) The education manager and disabilities manager are involved in the development of the annual operating budget. (4.1)	The education manager and disabilities manager will become more involved in the development of the annual operating budget.	As outlined in the Program Management section, all program managers will receive training in budget management at least quarterly, and will be involved with the CFO, COO and CEO in the development of their program budget.	Budget training	CEO, COO, CFO ECDM, SSC	Ongoing	Ongoing



QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: FACILITIES EXPLORATION

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
3.3.0.1 Routine cleaning, sanitizing, and disinfecting / 5.2.9.1 Use and Storage of Toxic Substances	Cleaning, sanitizing, and disinfecting products must be inaccessible and out of children's reach	All teachers will receive training on cleaning, sanitizing, and disinfecting with chemicals.	In-Service	Early Childhood Manager, Education Coordinator, Quality Assurance Manager	Mar-19	Mar-19
3.5.0.1 Care Plan for Children with Special Health Care Needs	Health Care Plans must be completed before the child is enrolled in school.	Family Advocates will be trained on completing the Health Care Record. Family Advocates will be trained on when a Health Care Plan is required.	None required	Family and Community Engagement Manager, Health Services Coordinator, Family Services Specialist	19-May	19-May
3.6.3.3 Training of Caregivers/Teachers to Administer Medication	A skill and competency assessment will be developed for teachers who administer medication.	Teachers will receive a skill and competency assessment after receiving training for administering medication.	In-service	Health Services Coordinator, Early Childhood Manager	12-Aug	12-Aug

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: FACILITIES EXPLORATION

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
4.2.0.3 Use of U.S. Department of Agriculture (USDA), Child and Adult Care Food Program (CACFP) Guidelines	Health Care Plans must be routinely carried on field trips or transport out of their child care setting.	Family Advocates must complete Health Care Plans for children that require them. Center Directors will ensure a copy of the care plan is carried on field trips or when transporting away from the center.	None required	Health Services Coordinator, Family Services Specialist, Family and Community Engagement Manager, Family Advocate, Center Director	8/12/2019	8/12/2019
6.1.0.6/6.1.0.8/6.3.1.1 Location of Play Areas near Bodies of Water / Enclosures for Outdoors Play Areas / Enclosure of Bodies of Water	The outdoor play area must be enclosed with a fence that is in good condition and conforms to applicable local building codes in height and construction.	Maintenance must check the height and condition of the fences at Jefferson and Louise B. Royal to ensure that no gaps are present due to drainage.	None required	Maintenance Tech, Administrative Assistant	on-going	on-going

**QUALITY IMPROVEMENT PLAN (QIP)**

**DOMAIN: PROGRAM DESIGN AND MANAGEMENT**

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
1302.101(a)(1) Management Structure	Increase attainment of organizational and/or professional development goals by providing high quality and researched based training opportunities to staff.	Continue to provide focused training opportunities to managers to allow them to stay updated on techniques and resources to assist them in enhancing their performance as managers, and that of their team.	Program area specific content training for managers	HSD, COO, PFCEM, ECDM, QAM	Ongoing	Ongoing
1302.101(a)(1) Management Structure	Program managers need to be trained more in depth regarding the budget.	<ol style="list-style-type: none"> <li>1. Fiscal should meet at least quarterly with Program Managers to review and updated budgets for their area.</li> <li>2. Program Managers need to be more involved in the planning phase of their annual budget.</li> </ol>	Budget training	HSD, COO, PFCEM, ECDM, QAM, CFO	Ongoing	Ongoing

**QUALITY IMPROVEMENT PLAN (QIP)**

**DOMAIN: PROGRAM DESIGN AND MANAGEMENT**

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: QUALITY EDUCATION CHILD DEVELOPMENT

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Rate
1302.02(c) - (d) and 1304.11(b)(2)(i) The program uses aggregated child-level assessment data to identify training needs and professional development opportunities (1.2)						
1302.102(c) - (d) The program uses information from ongoing monitoring data for continuous improvement including strengthening, adjusting, and adapting services, strategies, and goals to inform program decisions including changing or targeting scope of services. (1.3)						
1302.102(c) The program has data supporting progress in achieving school readiness goals.						

**QUALITY IMPROVEMENT PLAN (QIP)**

**DOMAIN: QUALITY EDUCATION CHILD DEVELOPMENT**

<b>Findings/Concerns (Include Regulation)</b>	<b>SMART Goals (Expected Outcomes)</b>	<b>Action Steps to Accomplish Goal</b>	<b>T/TA Needs</b>	<b>Staff Responsible</b>	<b>Time Frame</b>	<b>Goal Completion Date</b>
1302.31(b)(1)(i) Teaching practices and learning environments support children's engagement in learning experiences and activities. (6.6)						
1302.101(a)(3) The education manager and disabilities manager are involved in the development of the annual operating budget. (4.1)	The education manager and disabilities manager will become more involved in the development of the annual operating budget.	As outlined in the Program Management section, all program managers will receive training in budget management at least quarterly, and will be involved with the CFO, COO and CEO in the development of their program budget.	Budget training	CEO, COO, CFO ECDM, SSC	Ongoing	Ongoing

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: MONITORING AND IMPLEMENTING QUALIT HEALTH PROGRAM SERVICES

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
1302.47(b) The program has made progress in replacement, renovation, and repair of any facilities identified by the grantee with concerns.	Continue ongoing monitoring of facilities to identify any maintenance and repair issues, providing immediate attention to those that a health and safety issues	<ol style="list-style-type: none"> <li>1. Identify any issues that require replacement or renovation.</li> <li>2. If it is a leased facility work with landlord to ensure issues are resolved. If it is an owned facility identify funding that will allow issue to be resolved.</li> <li>3. Continue to research other suitable facilities that will accommodate the program if relocation is necessary.</li> </ol>		CEO, COO, ECDM	Ongoing	Ongoing

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: QUALITY FAMILY AND COMMUNITY ENGAGEMENT SERVICES

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
1302.50(b)(6) The program implements procedures for teachers, family advocates and family support staff to ensure a coordinated family engagement strategy.	Continue multidisciplinary team meetings to provide services to families. Work on the close-out process to ensure all areas of concern are address and followed through to closure	Designate the lead person for each issue to ensure team members report the outcome of each task suggested by the team. Follow up with the family on a periodic basis to ensure the changes are working for them.	In-service	FCEM, ECDM, SSC	Ongoing	Ongoing



QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: QUALITY FAMILY AND COMMUNITY ENGAGEMENT SERVICES

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action Steps to Accomplish Goal	TTA Needs	Staff Responsible	Time Frame	Goal Completion Date
<p>1302.50(b)(6) The program implements procedures for teachers, family advocates and family support staff to ensure a coordinated family engagement strategy.</p>	<p>Continue multidisciplinary team meetings to provide services to families. Work on the close-out process to ensure all areas of concern are address and followed through to closure</p>	<p>Designate the lead person for each issue to ensure team members report the outcome of each task suggested by the team. Follow up with the family on a periodic basis to ensure the changes are working for them.</p>	<p>In-service</p>	<p>FCEM, ECDM, SSC</p>	<p>Ongoing</p>	<p>Ongoing</p>

QUALITY IMPROVEMENT PLAN (QIP)

DOMAIN: MONITORING AND IMPLEMENTING FISCAL INFRASTRUCTURE

Findings/Concerns (Include Regulation)	SMART Goals (Expected Outcomes)	Action: Steps to Accomplish Goal	T/TA Needs	Staff Responsible	Time Frame	Goal Completion Date
75.303(b)-(d) Program managers share with the fiscal manager to support development of the annual operating budget.	Ensure program managers are trained to understand their budget, and are involved in the annual budget preparation process.	Fiscal will meet with program managers at least quarterly to provide any necessary updates to policy or procedures, and to provide training. They will also work with program managers on the drafting of their individual program budgets.		CEO, COO, CFO, FD, Program Managers	Ongoing	Ongoing



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

March 04, 2019

Mr. Christy McElroy, Board Chairman  
Capital Area Community Action Agency, Inc.  
309 Office Plz  
Tallahassee, FL 32301-2729

Re: Grant No. 04CH10135

**Dear Head Start Grantee:**

This letter is to inform you that Capital Area Community Action Agency, Inc. in Tallahassee, FL meets one or more of the criteria listed in the Head Start Program Performance Standard Regulation [45 CFR Part 1304](#) requiring an open competition, provides information on how the determination was made, and explains the competitive process.

**The grant award project period ends 06/30/2020.**

If your agency wishes to receive a new Head Start grant to provide services in the current service area, it must submit an application and compete with other entities.

*Basis of Competitive Determination*

Capital Area Community Action Agency, Inc. in Tallahassee, FL, was determined to be ineligible for automatic renewal and designated for competition based on the following condition(s):

45 CFR Part 1304.11(c)(2) - The agency has been determined to have an average score across all classrooms observed that is in the lowest 10 percent on one of the three CLASS: Pre-K domains from the most recent CLASS: Pre-K observation among those currently being reviewed and the average score across all classrooms observed for that CLASS: Pre-K domain is not equal to or above the standard of excellence that demonstrates that the classroom interactions are above an exceptional level of quality.

*CLASS Condition*

CLASS is a valid and reliable research-based observational instrument that assesses classroom quality through assessing the multiple domains of teacher-child interaction that are linked to positive child development and later achievement. CLASS has three distinct dimensions of classroom quality:

- Emotional Support - Teachers' skills in supporting children's social and emotional functioning in the classroom.
- Classroom Organization - Classroom processes related to the organization and management of behavior, time, and attention to maximize children's engagement and learning.
- Instructional Support - How teachers effectively support children's cognitive and language development.

A representative sample of classrooms was assessed on the CLASS by valid and reliable observers starting on

02/06/2018. The average score from these observations in Emotional Support, Classroom Organization, and Instructional Support were among the lowest 10 percent of all grantees assessed across the country.

HHS informed Capital Area Community Action Agency, Inc. of this CLASS score on 02/23/2018. If you would like a copy of your review report(s), please see the Reviews tab in HSES. Please see the ECLKC for additional information on the use of CLASS in Head Start: <http://eclkc.ohs.acf.hhs.gov/hslc/hs/sr/class>.

#### *Competitive Process and Interim Funding*

Should your agency wish to compete to operate a Head Start and/or Early Head Start program, the agency must submit an application under a funding opportunity announcement that will be published at a later date on [Grants.gov](http://Grants.gov). Funds will be awarded to the organization "that demonstrates that it is the most qualified entity to deliver a high-quality and comprehensive Head Start or Early Head Start program." See [45 CFR Part 1304.13](#)

Your agency will continue to receive grant funding until such competition has concluded. The final budget period of your current grant may be prorated as an extension until 06/30/2020. Grantees will be asked to submit a budget for 12 months of operations, and this amount will be prorated based on the annual funding month and the percent of enrollment served part-year or full-year. Please note that the new grant, whether it is your organization or another, will receive the remainder of funds available to the service area for the current fiscal year. Typically, new awards are made by July 1.

If you have any questions about the competitive process or the designation determination, please contact your Regional Office.

Sincerely,

/Deborah Bergeron/

Deborah Bergeron  
Director  
Office of Head Start

**Enclosure:**

**Reports - Inventory and Program Information Report (PIR)**

The Administration for Children and Families (ACF) requires a comprehensive, up to date inventory of Head Start and Early Head Start real property, equipment and supplies used in grantee operations, including those in use by contracted service providers and delegate agencies, to post as part of the upcoming Funding Opportunity Announcement. An onsite verification of Head Start/Early Head Start real property will be conducted. Required inventories are due not later than 45 days after receipt of this letter.

*Inventory of Real Property*

An SF-429 is required for each facility with federal interest and requires the calculation of federal interest in the property, and documentation supporting a calculation of the Head Start Federal interest and any non-Federal interest share in the property.

**Include:**

- Accounting records that reflect the expenditures that create the interest share in the property.
- A copy of any mortgage, lease or other contractual encumbrance against property acquired with Head Start funds.
- A copy of the Notice of Federal interest filing.
- Most recent appraisal of property (within three years).

*Onsite Assessment of Facilities with Federal Interest*

Regional Office will contact the grantee regarding the timeline and logistics for scheduling an onsite assessment of each facility (owned and leased) with federal interest. Grantees should have information requested in this document available for review.

*Inventory of Supplies by Location and Room*

Include an inventory of supplies by location, room and condition. Please include items such as classroom furniture and fixtures, desktop and laptop computers and hardware, video and teleconference items, cameras, smart boards, and playground items.

*Inventory of Equipment*

Provide the most recent equipment inventory that was reconciled to your agency's equipment records. Include a list of all vehicles purchased using Head Start funds, including make, model, year, capacity, and condition of each vehicle.

*Inventory Submission Instructions*

Grantees are to submit the information in the Head Start Enterprise System (HSES) under the DRS tab. Notify the Regional Office using the Correspondence tab that the materials are available.

*Program Information Report (PIR)*

Grantees are to complete and submit the 2020 PIR not later than June 30, 2020. The annual PIR is the

federally required Program Performance Report for Head Start.

**If you anticipate not being able to meet the above timeframe or requirements, notify your Regional Grants Management Officer in writing immediately.**


Please contact your Regional Office with questions.

**Capital Area Community Action Agency, Inc.**  
**COO Summary of Programs**  
**For the Month of February 2019**

<b>PROGRAMS:</b>	<b>Getting Ahead</b>	<b>Staying Ahead</b>	<b>Emergency Services</b>	<b>WAP Contract 2017 - 2020</b>		
<b>County</b>	<b>Recruits for New March Class</b>	<b>Active Participants</b>	<b>Households Served</b>	<b>Units Projected</b>	<b>In Progress</b>	<b>Completed</b>
Calhoun	0	0	28	14	0	0
Franklin	6	0	21	9	2	0
Gadsden	10	8	42	19	0	3
Gulf	0	0	10	9	0	0
Jefferson	8	2	20	9	1	0
Leon	15	11	154	71	18	32
Liberty	0	0	10	8	0	0
Wakulla	6	3	12	11	0	1
<b>TOTALS</b>	<b>45</b>	<b>24</b>	<b>297</b>	<b>150</b>	<b>21</b>	<b>36</b>
<b>HEAD START</b>						
	<b>Franklin</b>	<b>Jefferson</b>	<b>Mabry</b>	<b>Royal</b>	<b>South City</b>	<b>Total</b>
# of Students Registered	17	33	83	57	188	378
# of Student Withdrawals	1	0	1	0	4	6
# of Vacancies	0	0	0	0	0	0
# of Students on Wait List	0	0	24	18	19	61
# of VPK Students Registered	N/A	N/A	N/A	16	68	84
# of School Readiness Students Registered	N/A	N/A	N/A	6	3	9
Funded Enrollment	17	33	83	57	188	378
Enrollment @ 1/31/19	17	33	83	57	188	378
Center Enrollment %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Average Daily Attendance (ADA)	90.99%	85.65%	82.28%	86.38%	88.24%	86.52%
Students with Disabilities In Compliance?	15	No				

Capital Area  
**Community Action**  
Agency

MEMORANDUM

TO: TIM CENTER, CEO  
FROM: Nina Self, COO   
DATE: March 21, 2019  
RE: Notes to February 2019 Program Reports

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The following are notes to the COO Summary of Programs:

**STAFFING**

**Promotions**

*Victoria Mathis* has been appointed as the Emergency Services Program Manager. She has worked with the Agency for over 20 years with the LIHEAP and other Emergency Services Grants, most recently as the Data Control Coordinator. She has a wealth of knowledge and experience in the area.

*Lucile Frazier* was appointed as the Data Control Coordinator to replace Victoria. She has been with the agency since 2014, initially hired as an Intake Worker and promoted to Data Specialist. Before joining our agency she worked and retired from the Florida Department of Children & Families as an Economic Self-Sufficiency Supervisor. She and Victoria are a great team in that department.

Three internal candidates applied for the vacant Data Specialist position vacated due to the promotion of Ms. Frazier. Interviews were held and *Clarivette (Clari) Balcon*, the current Receptionist was selected to fill the vacancy. Prior to joining our team, Clari worked for non-profit agencies in the Miami-Dade area as an Eligibility Specialist and Officer Manager. She will start in her new role once a new Receptionist is selected.

**New Employees**

*Sybil Thomas* has been selected as the new Case Manager for Jefferson County. She has worked for other local non-profits, ECHO and the Florida Coalition for Domestic Violence, and has a Bachelor degree in Social Work.

*Tremelody Robinson* has been selected as the new Intake Worker for Jefferson County. She will graduate with honors this spring with an Associate degree from Tallahassee Community College.

*Carolyn Luke* has been selected as the new Intake Worker covering Wakulla and Leon counties. She formerly worked with Career Source Capital Region Wakulla office and the Wakulla Pregnancy Center. Her schedule will be split between Leon and Wakulla counties.



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### **Other Personnel Actions**

A plan has been recommended to fill the Center Director/Family Advocate vacancy in Jefferson County as follows:

- *Althea Thompson* has been with Head Start for 23 years, most of the time as a Teacher in Jefferson County. She will become the Teacher/Center Director.
- *Gail Anderson* has been with Head Start for 3 years as a Teacher, but has many years of childcare prior to joining our team. She will receive her Master degree in Early Childhood this fall. She will become the Teacher/Family Advocate.

Both are promotional opportunities. These changes will be presented to the Policy Council at the March 28, 2019 meeting for approval.

### **Vacancies**

We are currently advertising for a Receptionist. We are in the process of interviewing candidates, and hope to have the vacancy filled within the next two weeks.

## **EMERGENCY SERVICES**

### **LIHEAP**

Weather Related LIHEAP funds have been reconciled and reallocated to other program areas. The remaining balance of \$62,376 has been divided between the Home Energy and Crisis categories of Client Assistance, to be used by all counties.

### **Rental Assistance**

A limited amount of CSBG rental funding is still available in all counties. We are currently reconciling the allocation to determine the balance available for the period that ends 3/31/19. 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.

## **HEAD START**

### **COLA**

The Continuing Appropriations Act of 2019 contained an 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. The proposal will be presented during this meeting for Board approval.

### **Education**

A new program report is being introduced this month for Education. It gives information on the number of hours of coaching that were given to the teaching staff in various areas.

### **GETTING AHEAD/STAYING AHEAD**

Transition services for Getting Ahead were held in January for 21 participants. Staff is in the process of transitioning those that are still income eligible to the Staying Ahead program.

New Getting Ahead classes begin in Wakulla, Leon and Gadsden counties beginning the week of March 25<sup>th</sup>. We continue to recruit for Jefferson, Calhoun and Franklin counties. We anticipate classes beginning in those locations by the end of April.

### **ADMINISTRATIVE**

#### **Facilities**

The Franklin County program office relocated effective February 1st. The new address is: 111 Avenue E, Suite A, Apalachicola FL 32320. We are also fully staffed in that location with Angela Webster as the Office/Case Manager and Teresa Martin as the Intake Worker. They also service Gulf County.

#### **Training**

Nina Self, COO, will attend the National Association of Workforce Boards to be held in Washington, DC on March 23 – 26, 2019.

Three Program Managers will attend the Leadership and Development Training presented by Career Source Capital Region on April 25 – 26.

Forty staff members are registered to attend the United Partners for Human Services (UPHS) 2019 Annual Conference to be held May 15<sup>th</sup>. The main office will be closed on that day.

# Capital Area Community Action Agency

## MEMORANDUM

**TO:** Tim Center, Chief Executive Officer  
**FROM:** Melissa Watson  
**RE:** Board Update for November  
**DATE:** March 20, 2019

### Getting Ahead Report

#### Current Enrollments as of 03/20/2019

County	Starting Enrollments	End Enrollments	*Group A	*Group B	*Group C
Calhoun/Liberty	Recruiting	0	0	0	0
Gadsden	10	0	2	4	2
Jefferson	8	0	1	7	0
Leon	8	0	0	8	0
Wakulla	6	0	4	1	1
Franklin	6	0	1	5	0

#### **Getting Ahead;**

**Getting Ahead classes will begin in Leon, Gadsden and Wakulla the week of March 25, 2019.**

#### **Calhoun/Liberty**

- *Case manager is actively recruiting*
- *We are projecting classes to start in April.*

#### **Gadsden**

- *Gadsden County Jail has requested that we hold Getting Ahead classes in their facility. The Getting Ahead Program Coordinator is working in collaboration with Mr. Dixon on the details.*

#### **Jefferson**

- *The new case manager is currently in training on the Getting Ahead Process, we are in the recruiting stage of the GA process. We are projecting classes to start in April.*



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**Wakulla**

- *We are working with Bob Ballard Director of Wakulla Environmental Institute to partner for referrals from their school to attend GA, as well as GA graduates attending WEI.*

**Leon**

- *Classes will be held at the American Red Cross from 6:30 – 9:00 p.m.*

**Franklin/Gulf**

- *The case manager is currently working to gather required documentation to complete the Getting Ahead application process.*

# Capital Area Community Action Agency

## MEMORANDUM

**TO:** Tim Center, Chief Executive Officer  
**FROM:** Anne Robinson  
**RE:** Board Update for March, 2019 Staying Ahead Program  
**DATE:** March 20, 2019

---

### Wakulla

- Currently there are three participants in Staying Ahead

### Leon

- Currently there are 11 participants in the Staying Ahead Program
- 3 of the 11 (27%) are enrolled in Post-secondary education, projected date of completion August 2019. These participants will be recognized at the upcoming Getting Ahead Transition Ceremony and have completed the 18 month time frame for the Staying Ahead Program.
- 5 of the 11 (45%) are currently enrolled in Post- Secondary education and will receive degree's and or certifications within their 18-month contract for Staying Ahead
- 10 of the 11 (90 %) are employed

### Jefferson

- Currently there are 2 active participants in Staying Ahead
- 1 of 2 (50%) is currently enrolled in GED classes at Franklin Academy
- 1 of 2 (50%) are gainfully employed

### Gadsden

- Currently there are eight active participants in 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**

- Sybil Thomas has been hired as the new Case Manager for Jefferson County, she is currently in training.

# Capital Area Community Action Agency

**MEMORANDUM**

**TO:** Tim Center, Chief Executive Officer  
**FROM:** Victoria Mathis, Program Manager, Crisis Program  
**RE:** Board Update for February 2018 – *Emergency Services*  
**DATE:** March 19, 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 30<sup>th</sup> 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
<i>Calhoun</i>	15/37	15/30	13/26	34/67	28/55								105/215
<i>Franklin</i>	13/23	19/53	14/38	38/86	21/39								105/239
<i>Gadsden</i>	17/31	57/153	52/138	52/127	42/83								220/532
<i>Gulf</i>	32/62	26/58	18/32	24/48	10/16								110/216
<i>Jefferson</i>	7/15	10/22	17/35	23/48	20/39								77/159
<i>Leon</i>	292/792	242/659	189/535	238/633	154/358								1115/2977
<i>Liberty</i>	5/6	4/4	3/16	11/26	10/22								33/74
<i>Wakulla</i>	20/25	14/34	13/35	19/38	12/29								78/161
<b>Total</b>	401/991	387/1013	319/855	439/1073	297/641								1843/4573

The Low Income Home Energy Assistance contract and modification #3 was also approved in the amount of \$1,694,692.00. This modification started April 1<sup>st</sup>. and will continue. Community Action 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 1<sup>st</sup>, Community Action will be assisting with propane and utility bills.

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



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# Capital Area **Community Action** Agency

## **MEMORANDUM**

**TO:** Head Start Policy Council and Board of Directors  
**FROM:** Tim Center, CEO and Head Start Director  
**RE:** Head Start Director's Report  
**DATE:** March 14, 2019

---

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

### **Staffing**

The Jefferson County Head Start Director position will be filled internally with a teacher splitting the Director role. Another teacher will split the Family Advocate role. A floater is being hired to cover when the Advocate is out of the classroom.

Education Coordinators have made practice-based coaching a priority and are rarely having to cover classes as a substitute teacher. Additionally, a Coordinator will be charged with being a curriculum coach to focus on implementation of the Creative Curriculum.

To overcome the deficits in staffing for the Extended Day program, Head Start staffing will be adjusted to provide for adequate staffing using Head Start full time teachers. This will be implemented following spring break for the remainder of the year.

### **Facilities**

Working with local organizations to help identify opportunities for donated renovations of the playground equipment.

### **Curriculum**

A Teach Strategies trainer visited our program and monitored classrooms providing constructive feedback on how to better design the classroom environment to meet the needs of the students. The trainer held a one-day training to share her findings and offer recommendations on how to better use the Teaching Strategies curriculum and software. Coordinators and Center Directors will also work on helping implement the curriculum better.



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## **Enrollment**

Centers are nearly at full enrollment.

## **Federal and State Regulations**

National CLASS rankings were released and scores for the Agency placed the program in the bottom ten percent. This may trigger a requirement for the Agency to competitively apply for the grant.

## Family and Community Engagement Manager Monthly Monitoring Report – February 2019

Requirement	Franklin	Jefferson	Mabry	Royal	South City	Total
<b>PROGRAM STATUS (Monthly)</b>						
Number of Students Registered	17	33	83	57	188	378
Number of Student Withdrawals for Month	1	0	1	0	4	6
Number of Vacancies	0	0	0	0	0	0
Number of Students on Wait List	0	0	24	18	19	61
Number of VPK Students Registered	N/A	N/A	N/A	16	68	84
Number of School Readiness Students Registered	N/A	N/A	N/A	6	3	9
<b>FAMILY STATUS</b>						
Number of Family Needs Assessment	17	33	83	57	188	378
<b>Family Partnership Agreement</b>						
Number of FPA Initiated (45)	17	33	83	57	186	376
Number of FPAs in progress (February)	17	13	83	57	186	376
Number of FPAs completed (May)						

Center	Head Start Enrollment and Attendance		
	Funded	Enrollment on 2/28/19	Average Daily Attendance (ADA)
Franklin	17	17	90.99%
Jefferson	33	33	85.65%
Mabry	83	83	82.28%
Royal	57	57	86.38%
South City	188	188	88.24%
<b>Total</b>	<b>378</b>	<b>378</b>	<b>86.52%</b>

## Family and Community Engagement Manager Monthly Monitoring Report – February 2019

<b>Number of Referrals (Review referrals)</b>	<b>Franklin</b>	<b>Jefferson</b>	<b>Mabry</b>	<b>Royal</b>	<b>South City</b>	<b>Total</b>
Emergency Assistance (Food, shelter, clothing)	9	6	21	17	23	76
Domestic Violence Referrals	0	0	1	0	1	2
Substance Abuse Referrals (prevention or treatment)	0	0	0	0	0	0
Child Abuse or Neglect Referrals	0	0	0	0	0	0
Assistance for incarcerated Family Members	3	0	2	1	4	10
Education Referral	0	0	7	3	7	17
Employment	1	0	4	3	4	12
<b>Parent Meetings/Trainings</b>						
Parent Committee Meetings	1	1	1	1	1	5
Number of Parents at the Parent Committee Meetings	7	9	47	12	16	91
Number of Male Parents at Parent Committee Meetings	0	1	11	1	3	16
Number of parents Committee meetings attended (Family Advocate)	1	0	2	1	3	7
Number of Parents Committee meetings attended (Parent Engagement Coordinator)	1	1	1	1	1	5
Number of Parents in attendance on Policy Council	1	1	1	1	2	6
Number of Coordinated Trainings for Policy Council	0	0	0	0	0	0
Number of Parenting Classes						4
Number of Family Activities/Events Coordinated	0	2	1	3	3	9
Number of Family Activities Specific to Male Engagement	0	0	0	0	0	0
Number of Parent Trainings Conducted	0	0	0	0	0	0
Number of Volunteer Orientations	0	0	0	0	0	0
<b>Home Visits</b>	<b>Franklin</b>	<b>Jefferson</b>	<b>Mabry</b>	<b>Royal</b>	<b>South City</b>	
Required Home Visit Follow up (February)	0	0	1	0	0	1
Number of Additional Home Visits/Meetings	0	2	5	2	7	16
Number of Contacts documented in Case Notes	9	5	18	26	76	134
Number of Contacts documented per absenteeism	0	1	7	2	11	21

Family and Community Engagement Manager  
 Monthly Monitoring Report – February 2019

<b>Number of Files Reviewed</b>	<b>15</b>
<b>Review of Parent Board</b>	<b>0</b>
<b>Volunteers (PEC)</b>	
Number of Volunteers	129
Total of Program In kind	247 hours
<b>FAMILY AND COMMUNITY</b>	
Family Advocate Workers Meetings	1
Family Advocate Workers Trainings	0
Community Meetings	1

<b>Transportation</b>	
Field Trips	5
Maintenance	0
Trainings	2

Family and Community Engagement Manager  
 Monthly Monitoring Report – February 2019

<b>HEALTH SPECIALIST</b>	<b>Total</b>
<b>PRE-ENROLLMENT REQUIREMENTS</b>	
Up to date immunizations	369
Expired/Missing immunizations	3
Up to date Physicals	363
Expired/Missing Physicals	9
Number of individual Health Care Plan	10
Number of Children with Health Insurance	342
<b>ENROLLMENT</b>	
Number of children with dental home	282
Number of dental home referrals	0
Completed dental exams	119
Incomplete dental exams	253
Needed dental treatment	19
Receiving dental treatment	1
Completed dental treatment	1
Number of medical home	332
Number of medical home referrals to Advocates	0
<b>45 DAYS REQUIREMENT</b>	
Vision screenings	346
Vision referrals	0
Hearing screenings	323
Hearing Referrals	0
Growth Assessment	375
BMI Referrals	0

Family and Community Engagement Manager  
 Monthly Monitoring Report – February 2019

<b>90 DAYS REQUIREMENT</b>	<b>Total</b>
Number of dental/medical home established	282/332
Number of dental exams	119
Number of children requiring dental treatment	19
Number of completed dental treatment	1
Number of dental cleaning / fluoride treatment	61
Hematocrit / Hemoglobin	344
Blood Lead	197
Blood Pressure	344
<b>NUTRITION</b>	
Number of Breakfast	5,123
Number of Lunch	6,037
Number of PM Snacks	4,916
Number of Children with Special Diets	23
<b>MONITORING ACTIVITIES</b>	
Health Files Review	15
Child Care Food Program Tool	1
Kitchen Inspection Tool	1

## Family and Community Engagement Manager Monthly Monitoring Report – February 2019

<p><b>Corrective Action and Follow Up</b></p> <p><b>Funded Enrollment</b></p> <ul style="list-style-type: none"> <li>The program met the funded enrollment requirement for February 2019. Mabry (82.28) was the only Center to fall below the required Average Daily Attendance (ADA) rate of 85%. Referrals was completed on families with poor attendance, and the Family Engagement Team is working with the families to improve their attendance.</li> </ul> <p><b>Extended Day</b></p> <ul style="list-style-type: none"> <li>The program continues to try to improve the Extended Day program but staffing continues to be an issue. We have begun to implement changes to the program for the upcoming school year with hopes of making the program more accessible to families.</li> </ul> <p><b>Parent Engagement</b></p> <ul style="list-style-type: none"> <li>Parenting classes are being held at South City Head Start on Wednesday afternoons.</li> </ul> <p><b>Referrals</b></p> <ul style="list-style-type: none"> <li>The referral process is being used to decrease tardies and increase attendance. Although some families have had to be moved to the Wait List due to attendance issues, the process is showing a positive impact on the overall ADA of the program.</li> </ul> <p><b>Re-enrollment</b></p> <ul style="list-style-type: none"> <li>Re-enrollment began in February. We have 171 families eligible to return next school term. One-hundred twelve of those families have completed re-enrollment packets. Family Advocates are encouraging the remaining 59 families to complete their re-enrollment packets.</li> </ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>The Family Engagement Team is recruiting for next school term. A Facebook Ad was created for recruitment and as of February 28, one-thousand eight hundred and seventy-two people had been reached by the advertisement. Telephone calls to the main office are increasing due to the Facebook advertisement.</li> <li>The referral process is improving attendance.</li> <li>The Head Start Team is meeting on how to improve the Extended Day Program for the next school term.</li> </ul>
--

Family and Community Engagement Manager  
Monthly Monitoring Report – February 2019

<b>Areas of Concerns and Barriers</b>
Location of facilities for next school term
Extended Day Services for families with VPK and School Readiness vouchers

<b>Professional Development</b>
Bi-weekly Management Team Meetings
Monthly Team Meetings
Budget Training



Family and Community Engagement Manager  
Monthly Monitoring Report -- February 2019

**Manager Monitoring Activities**

Verifying Head Start eligibility for all families enrolling in the program for the 2018-19 and 2019-20 school years.

Ensuring documentation in ChildPlus is current to ensure PIR information is correct.

Reviewing Child Care Food Program monthly reports.

Entering attendance in ChildPlus

Submitted by: Darrel James

Date:

# Capital Area Community Action Agency

## MEMORANDUM

**FROM:** Terry Mutch  
**RE:** Weatherization Assistance Program  
**DATE:** February 11, 2019

**Current total contract amount:** \$1,681,422  
**Completion date:** September 30, 2020.

Capital Area Community Action Agency Weatherization Program received a 3<sup>rd</sup> modification on January 15, 2019 increasing funding from \$948,604.00 to \$1,681,422.00 of which approximately \$689,000 will be devoted to client services. This will result in an overall increase in completed units. The projections are listed below.

As of February 1, 2019, 68 homes have been processed and inspected. Of those 68 homes, 36 homes have been completed and inspected, 21 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.

*\*Projected numbers are based on the current average cost per unit of \$4500 and not the \$7212 maximum cost which gives a more realistic picture of the number of units that need to be completed. The final number can be more or less than the current projection based on that average cost.*

### 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	-	-	14	0	0
Franklin	2	0	9	2	0
Gadsden	11	4	19	0	3
Gulf	2	2	9	0	0
Jefferson	2	3	9	1	0
Leon	51	36	71	18	32
Liberty	-	0	8	0	0
Wakulla	4	2	11	0	1
<b>Total</b>	<b>72</b>	<b>47</b>	<b>152</b>	<b>21</b>	<b>36</b>



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# Education Report

February 2019

Number of hours coached:	<u>27.75</u> Mousa *	<u>30.5</u> Larkins	<u>28</u> Smith
Number of hours coaching top tier:	<u>4</u> Mousa	<u>6</u> Larkins	<u>10</u> Smith
Number of goals written (new):	<u>15</u> Mousa	<u>46</u> Larkins	<u>53</u> Smith
Number of goals completed:	<u>0</u> Mousa	<u>0</u> Larkins	<u>0</u> Smith
Number of CLASS Observations:	<u>4</u> Mousa	<u>4</u> Larkins	<u>7</u> Smith

## Hours Coached in CLASS Domains



\*Dual Language Learner Activities/Coaching

# Quality Counts

January 2019



## Vital Statistics

(Pulled February 15, 2019 beginning @ 1408 hours for January 1-31, 2019)

### Enrollment

Compliance

**YES**

Current Enrollment

**378**

Cumulative Enrollment

**418**

### Disability Services

(Reports 2001 & 2005)

Compliance

**NO**

Students with Disabilities

**15**

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

January 2019

# Attendance

Compliance

**NO**

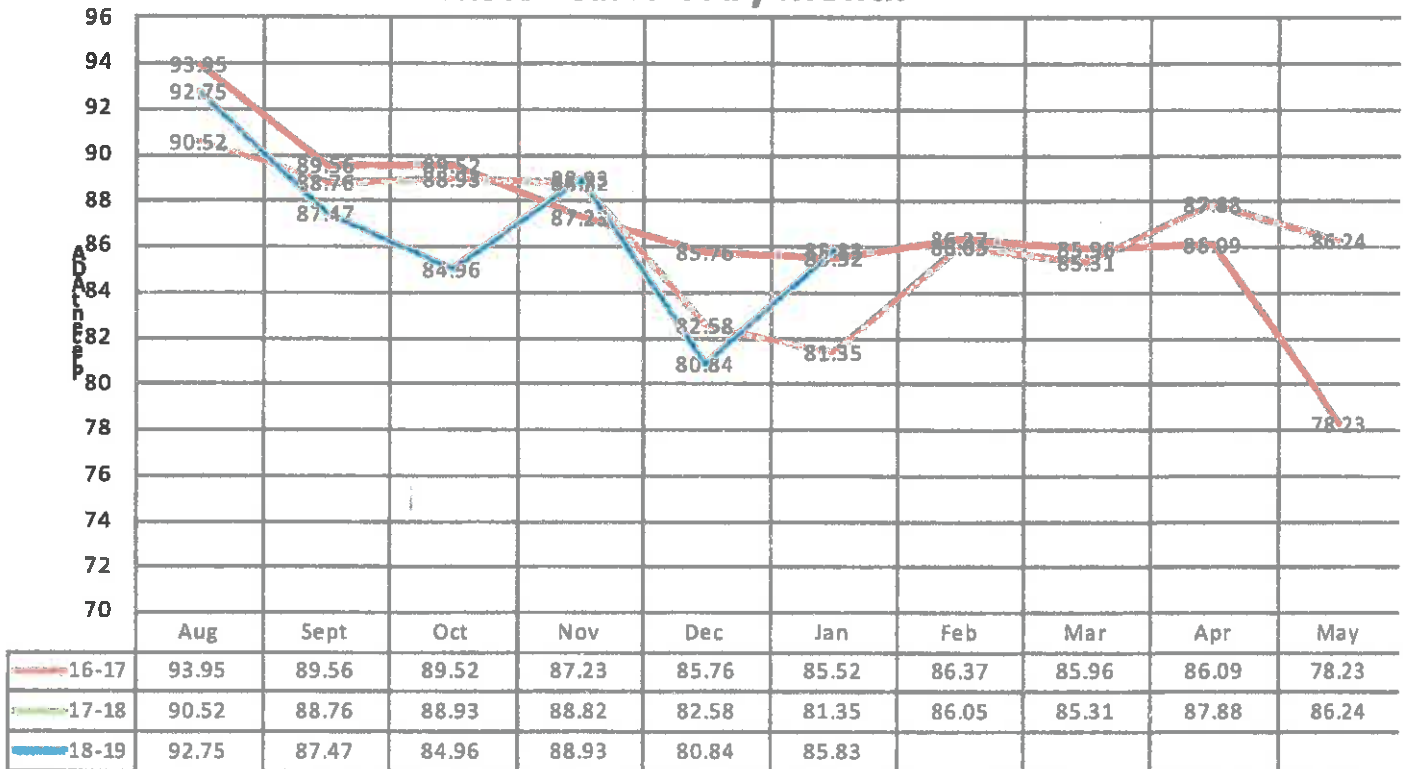
Funded Attendance

**79.12**

Actual Attendance

**80.84**

Historical ADA by Month



NOTES:

- 2018-2019 January attendance is higher than the historical average for this 5 year grant cycle.
- At this point in the school year 98 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 88 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 February 15, 2019 beginning @ 1432 hours for January 1-31, 2019)



# 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. The 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 has been postponed until June.
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 11 staff on increasing their education (4= BS, 3=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.

# Department of Children & Families Violations

**Inspections This Month**



**Violations This Month**



**Cumulative 17-18 Violations**



(DCF Inspection Reports)

During the 2018 Legislative Session, House Bill 1079 was passed by the legislature and signed into law by the governor. This law became effective on July 1, 2018.

Distracted Adult HB1079 amended s. 402.305(9), F.S. requiring operators of child care facilities and homes must provide parents with information pertaining to the dangers of leaving a child in a vehicle and tips for prevention during the months of April and September. Providers may create their own flyer or use the one created by the Department.

To ensure that we are in compliance flyers will need to be sent out flyers to parent in April/ May and August/September.

# Capital Area Community Action Agency

## CHIEF EXECUTIVE OFFICER REPORT MARCH 2019

### Administrative

- Seeking insurance coverage for roof damage at main office location.
- Working on relocating Jefferson County Head Start to elementary school campus with Reverend Lee Plummer.

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

### Programmatic

- Eastpoint Wildfire Emergency Recovery Response – Secured approval from the County Commission to purchase three mobile homes for clients that would not otherwise qualify for Community-Development Block Grant funded housing. Working to secure approval from impacted clients.
- Franklin County Emergency Support Function 15 training to take place in April for our staff by Volunteer Florida.
- Getting Ahead classes are to begin the last week of March.
- Head Start –National CLASS scores were reported and the Agency scored in the bottom 10% automatically putting the Head Start grant into the Designation Renewal System (DRS).

**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
- Started outline of Annual Report. Will work with Tallahassee Democrat for layout design, print and distribution.
- 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**

### Resource Development

- Received a grant from a Florida versus Western Union settlement of \$14,622 for financial literacy. Funds should be available next month. Working with Tallahassee-Leon Federal Credit Union on certification training.

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



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### **Out of Office**

- Vacation – July 8,-12, 15, 2019

### **Upcoming Events**

- Florida Head Start Association – Board and Conference – April 1-4, 2019
- Leadership Florida Annual Meeting – June 20-23, 2019
- Community Action Partnership – Annual Conference – August 27-30, 2019

# Nonprofits apply for United Way funding under massive mission shift, others brace for loss

[By Maryn Waters](#), Tallahassee Democrat Published 1:24 p.m. ET March 21, 2019

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Democrat file photo. (Photo: Democrat files)

Thirty-nine nonprofits hope to secure two-year funding allocations from the United Way of the Big Bend and have until Friday to submit their application.

Nearly a dozen won't get that chance. The United Way passed on giving them the coveted invitation to proceed in the financial review process, marking the end of years or decades of financial support as the agency lasers its focus on the working poor.

It was a blow some nonprofit leaders didn't expect, although signs of changes have grown more apparent for years.

Although, [the United Way announced its mission shift last year \(/story/news/money/2018/08/30/mixed-reaction-angst-follows-united-way-mission-shift/1085688002/\)](#) and informed nonprofits of the evolving process, some nonprofit leaders still wonder why they didn't make the cut.

"We frankly could not understand why our program didn't fit within the safety net criteria," said Pam Irwin, executive director for the Capital Medical Society.

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United Way (Photo: Democrat files)

She said the Capital Medical Society Foundation's We Care Network coordinates donated specialty medical and dental care not provided by a primary care physician for 2,400 clients in Gadsden, Leon, Jefferson and Wakulla counties. The donated healthcare was valued at \$8 million last year.

It seemed like a natural fit with the new strategic mission shift, Irwin said.

In February, the United Way released its latest ALICE report, which stands for "Asset Limited, Income Constrained, Employed." The report points to healthcare costs as a major contributing factor in household survival budget for Floridians, which rose more than 80 percent between 2010 and 2016.

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Back story: Working poor population growing in Leon County, according to the 2018 ALICE report (/story/news/money/2019/02/08/working-poor-population-growing-leon-county-according-2018-alice-report/2802922002/)

When Irwin read the rejection letter, she said, "It seems contradictory." Her request for an appeal was denied and she, and other nonprofits, are encouraged to reapply in two years with programs that align with the new mission.

Irwin said the United Way provided \$38,600 for program support, which cover salaries for case managers. The nonprofit will be able to fill an opening for a case manager for the remainder of the fiscal year.

"If additional funding is not secured by October 1, we will need to re-evaluate staffing moving forward," Irwin said.

### Tough decisions all around

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The United Way's decision not to fund all programs in its five focus areas doesn't mean it's not an important area, said Katrina Rolle, president and CEO of the United Way of the Big Bend.

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"We know that is an important need," Rolle said, adding the agency can no longer stretch itself too thin. "We are trying to be more focused."

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carry a United Way-certified agency title.

[nonprofit](#), [united-way](#), [funding-under](#), [massive-mission-](#), [shift](#), [ways](#), [funding](#), [2017](#), [2018](#)

The United Way's funding formula of grand campaign splashes and the routine race to meet annual goals grew harder to meet with decreasing donations. The mission shift is meant to change the agency's course and drive a larger impact on a targeted and growing population.

Rolle said the agency worked diligently to inform nonprofits of changes.

"I think we tried to make clear to everyone that the programs that we previously funded, even though they provide great services, they are not closely aligned with our new strategic direction."

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Katrina Rolle, president & CEO of the United Way of the Big Bend speaks during their 75th Annual Community Campaign Kickoff luncheon at the Tucker Civic Center on Thursday, Sept. 21, 2017. (Photo: Joe Rondone/Democrat)

With a shrinking middle class, more help is needed for those living one paycheck from financial ruin.

In Leon County, ALICE households increased from 41 percent in 2017 to 43 percent in 2018. During the same time period, there was a slight 2-percent dip in households living in poverty, which moved those households to ALICE status.

The United Way will announce funding allocations in July. For those that didn't receive funding, Rolle said the hope is money will be available through the Community Human Service Partnership, which has sustained major change and a loss of resources.

Turn About is slated to get funding from CHSP. But, United Way funds represent 20 percent of the budget to the organization that provides mental health and behavioral substance treatment for children and young adults up to age 23.

Turn About Executive Director Wachell McKendrick said the loss represents pay for two counselors at the nonprofit.

"I don't want to let them go, but we have to shift some things," she said. "We are trying to keep them on or may have to cut some hours and lower the caseloads."

McKendrick also was surprised to get the rejection letter. She said the nonprofit is helping to get children back in school and eventually earn a wage that contributes to the community's workforce.

"It's been a really tough situation with the United Way," she said. "I'm not alone. I think we are trying to figure this out in the community."

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Chair-Elect Darrick McGhee speaks to the crowd gathered for the annual United Way Community Luncheon at the Tucker Civic Center on Thursday, August 16, 2018. (Photo: Joe Rondone/Democrat, )

Darrick D. McGhee Sr., board chair of the United Way, said he understands the frustration and disappointment. And he empathizes.

"But it's important for the United Way to really hone in on what makes us impactful," he said.

McGhee said it was "an awakening" when lawmakers pulled the plug on Florida's troubled state worker charity campaign that began tanking after it was outsourced to a New Jersey vendor.



Darrick D. McGhee, Sr. (Photo: Submitted photo)

Donations from the state workforce plummeted several years ago after the state dropped the United Way as its fiscal agent and brought Solix, Inc., on board as its replacement. As donations to nonprofits dropped, Solix got an increasing share of the money. By 2014, it was getting more than half the proceeds.

As that funding source dried up, discussions began on the United Way's new mission and focus.

"In many cases, we were a small portion of a larger budget," McGhee said. Now with larger donations shares to organizations that fit the new focus, "the intent and hope is that we will be able to point to real impact in the community."

## Intentional impact

For the 39 nonprofits invited to apply for funding, they see it as a means toward measurable impact.

Monique Elsworth, executive director of the Connecting Everyone with Second Chances, the umbrella organization that includes the Kearney Center, said the agency has several programs that appear to fit in the renewed mission.

For example, the housing request is for the case management program that focuses on successful transitions into stable housing and maintaining that housing at Westgate or [The Dwellings \(/story/money/2017/02/23/tour-offers-glimpse-into-tiny-houses/98308584/\)](#), two transitional housing programs.

"More intentional housing needs in Tallahassee will support programs that will lift people out of homelessness and poverty into stable housing where greater independence is possible," Elsworth said.

"To be a good steward of the funds," she added. "I understand (the United Way) can't be a mile wide and an inch deep."

Contact TaMaryn Waters at [twaters@tallahassee.com](mailto:twaters@tallahassee.com) or follow @TaMarynWaters on Twitter.

## Nonprofits invited to apply:

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Boys and Girls Club of North Central Florida  
the Big Bend

- Brehon Institute for Family Services
- Capital Area Community Action Agency
- Capital City Youth Services
- Carrabelle Food Pantry
- Children's Home Society of Florida, North Central Division
- Early Learning Coalition of the Big Bend Region
- ECHO Outreach Ministries
- Elder Care Services
- Good News Outreach
- International Rescue Committee
- Jefferson County Senior Center
- KIDS Incorporated of the Big Bend
- Legal Aid Foundation of the Tallahassee Bar Association
- Legal Services of North Florida
- Lighthouse of the Big Bend
- Literacy Volunteers of Leon County
- Living Stones International
- Needy Children's School Fund
- PACE Center for Girls
- Refuge House
- Senior Citizens Council of Madison
- Taylor 4H Foundation Weekend Backpack Program
- Taylor County Senior Center
- The Learning Pavilion
- The Kearney Center
- The Salvation Army
- Twin Oaks Juvenile Development - Boys & Girls Club Lib/Mad
- University of Florida - Cherry Lake Camp
- Wakulla County Senior Center

## Nonprofits that did not pass financial review:

- Big Bend Cares
- Big Bend Hospice
- Boy Scouts of America, Suwannee River Area Council
- Capital Medical Society Foundation's We Care Network
- Epilepsy Association of the Big Bend
- Father Flanagan's Boys Town
- Fellowship of Christian Athletes
- Franklin's Promise
- Gadsden Arts Center and Museum
- Tallahassee Urban League
- Turn About

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**From:** David Bradley <info@ncaf.org>  
**Reply-To:** David Bradley <info@ncaf.org>  
**Date:** Monday, March 18, 2019 at 2:41 PM  
**To:** Mat Kline <mkline@MFCS.US.com>  
**Subject:** Breaking News: President Trump's FY2020 Budget

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Monday, March 18, 2019

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The Trump budget came with no surprises. Battle lines are drawn. Once again, President Trump's 2020 Budget proposal calls for the elimination of CSBG, LIHEAP and WAP. The arguments they make are the same tired arguments we have seen before.

**CSBG:** The one new element on the CSBG proposal is that they make reference to the fact that CSBG is currently not authorized. That's why our House CSBG Reauthorization Bill (H.R. 1695) is so important. Specifically, the justification they make for elimination of CSBG funding is as follows:

"CSBG is an unauthorized program that funds approximately 1,000 nonprofit organizations, local governments, tribal organizations, and migrant and seasonal farm worker organizations commonly referred to as Community Action Agencies (CAAs). CSBG funding is not well targeted, since funding is allocated to States based only on the



historical share of funding States received in 1981. In addition, funding is distributed by a formula that is not directly tied to performance so it is difficult to ensure funds are spent effectively, which also limits incentives for innovation. CAAs also receive funding from a variety of sources other than CSBG, including from other Federal sources."

We find it interesting that they criticize the program for lacking incentives for innovation, of which we address directly with a state-based innovation fund contained in H.R. 1695. In addition, they continue to make the argument concerning performance of CAAs. This, of course, does not recognize all of the work that the network, the national partners, and even the Office of Community Services under the previous administration put in to lift outcomes, organizational standards, fiscal accountability and results for the entire program. I look forward to the day that we can share the results of this hard work by the network in a formal setting in Congress.

**WAP: The justification they make for elimination of WAP funding is as follows:**

"The private sector is best positioned and motivated to evaluate the commercial potential of emerging energy technologies and technology

advancements relative to the risks of R&D investment. Private sector-led R&D tends to focus on near-term cost and performance improvements where the certainty of profit generation or the prospect of successful market entry are greatest. The Federal role in energy R&D is strongest at the earlier stages, where the greatest motivation is the generation of new knowledge and the proving of novel scientific or technical concepts. In the past, the applied energy R&D programs tilted heavily toward subsidizing the later-stage development, demonstration, and commercialization of new energy technologies. While progress has been made over the past two years, the Budget continues to refocus these programs on earlier-stage R&D of energy challenges which present a significant degree of scientific or technical uncertainty across a relatively lengthy time span, making it unlikely that industry would invest in significant R&D on its own. The Budget proposes to minimize or eliminate support for at- or near-full scale demonstrations of energy technologies or integrated systems, relying on the private sector to fund the validation of technologies that it deems potentially deployable. In addition, the DOE-funded applied energy National Laboratories would remain open and operational, while refocusing efforts on early-stage R&D.

Within these proposed reductions, the Budget would eliminate the Weatherization Assistance Program and State Energy Program. This would reduce Federal intervention in State-level energy policy and

implementation, and would focus funding for the Office of Energy Efficiency and Renewable Energy on limited, early-stage applied energy R&D."The administration's unabated assault on WAP, the one low-income community-based program administered by DOE, is a widely popular, growing program in Congress. The energy savings, health and safety benefits, and improvement in the quality of lives of low-income individuals and families continue to make this a most valuable program. Congress is likely to not only increase funding for the program and reauthorize it, but also actively explore including WAP funding in any infrastructure bill. The Department of Energy missed a tremendous opportunity for good will and cooperation with the Congress by seeking to eliminate this program.

**LIHEAP:** The justification they make for elimination of WAP funding is as follows:

"LIHEAP is a Federal program that has been known to have sizeable fraud and abuse, leading to program integrity concerns. Specifically, a 2010 Government Accountability Office study concluded that the program lacked proper oversight, which resulted in a significant number of improper payments.<sup>1</sup> In particular, the report highlighted a number of incidents in which program funds were distributed to

deceased or incarcerated individuals. In addition, the report determined that LIHEAP application processors did little to prevent awards from being provided to individuals with fake addresses and fake energy bills. Since the report, States have taken steps to work toward improving the verification of identify and income.

Perhaps more notably, the Budget recognizes the program is no longer a necessity as States have adopted their own policies to protect constituents against energy concerns. Since LIHEAP was created in 1981, many States have enacted so-called “disconnection policies.”<sup>5</sup> In fact, all 50 States and the District of Columbia have imposed regulations that prevent utility companies from disconnecting energy needs from their residents under certain circumstances. In total, 15 of those States enforce temperature restrictions related to freezing and/or extreme heat weather. Other States use date-specific criteria. For example, Minnesota utilizes a “Cold Weather Rule,” which requires utility companies to provide electricity and gas during the coldest months, from October 15 until April 15.”

The fight in Congress is not how much to cut LIHEAP funding, but rather is there money available to increase LIHEAP funding. I know of no one on the Appropriations committee, in either House or Senate, who questions the value of LIHEAP.

Many of you are in Washington this week for NCAF's conference. Please let your members of Congress know your outrage at the Trump budget proposals, and the devastating impact elimination of these three programs will have in your low-income communities.

The good news is the Trump budget was dead on arrival, even before reaching Congress. The bad news is, I think the Trump budget pretends a lengthy, spending showdown likely to occupy Congressional/White House attention for much of the year.

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