

Capital Area Community Action Agency

Executive Committee Meeting
Agenda
Tuesday, June 25, 2019 – 5:30 pm
309 Office Plaza Drive, Tallahassee, FL - 32301
Conference Call (605) 475-4700; 275857#

- I. Call to Order Christy McElroy, Chair
- II. Agenda Approval
- III. Sign-in/Attendance/Introductions
- IV. Action – Recommendation for Review and Approval
- A. Approval of Minutes
 - i) Executive Committee Meeting – 4.23.2019
 - B. Board Officer Update
 - i) Secretary Vacancy
 - C. Fiscal Report
 - Narrative
 - Revenue & Expenditures Agency - 2 page
 - Balance Sheet
 - Head Start Match
 - Credit Card Activity Spreadsheet
 - Credit Card Statements
 - D. Audit – Personal Identifying Information
 - o Policy Update
 - E. Strategic Plan
 - i) Single Mothers in Poverty
 - o Crisis – Priority – first 15 days of the month
 - ii) Children in Poverty
 - F. Head Start Updates
 - i) Head Start 2019-2020 Proposed Operating Budget
 - ii) Head Start – Non-Federal Share Waiver
 - iii) 2018-2019 Annual Self-Assessment
- 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
- A. CEO Review
- VIII. Adjournment

Next Executive Committee Meeting 8/27/2019 – 5:30 pm – 309 Office Plaza Drive

Next Board of Directors Meeting 7/23/2019 – 6:00 pm – Ghazvini Center for Healthcare Education



United Way of the Big Bend

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Capital Area Community Action Agency

EXECUTIVE COMMITTEE

Meeting Minutes

April 23, 2019

Members in Attendance:

Christy McElroy*, Chair
Kara Smith, Treasurer
Lauren Johnson*

CACAA Staff:

Tim Center
Nina Self
Margaret Watson
Stephanie Sgouros

Member Absent: Derrick Jennings

*Attended meeting by phone.

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

The Chair requested to have Mr. Ross removed as Secretary of the Board.

ACTION ITEMS

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

FISCAL

Ms. Sgouros gave the financial report for the period ending February 28, 2019. She said we have completed five months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 42% of the annual budget with some Head Start expenses closer to 50%. At month end, the Year to Date Actual Revenue and Expenses are 56% and 47% respectively, with mostly restricted net income of \$658,522 including \$75,000 for the SunTrust award and approximately \$235,000 for the Franklin County Fire Victims fund.

Ms. Sgouros said that Year to Date Non-Federal Share (NFS) Match totals were \$363,305 or 42% of the \$866,176 total match required for the fiscal year ending September 30, 2019. She also said it was expected that the NFS will be 45% to 50% range at this point in the year but we are behind about 5%.

She reported that there were three new variances for the month of February. She said that unemployment was slightly over due to the first and second quarter expense which should taper off as employees meet the threshold. Program expense will be netted with Classroom supplies but will fall in line by the end-of-year unless there is a huge classroom supply expense, and Vehicle expense due to the purchase of the



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2019 Ford Escape for the CSBG program. She stated that the new contract modification will cover the cost. CSBG Program budget ended March 31st.

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

Wakulla County

Mr. Center announced that Mr. Ross has left Wakulla County as their designee. Wakulla County Commission last week voted Ms. Quincee Messersmith to the Board. He held the new member orientation with Ms. Messersmith on April 22nd. She will be attending the next board meeting held in May.

Draft Strategic Plan

Ms. Julie Dennis prepared the Draft Strategic Planning document that captures all the work of the Board and management team. She captured the work completed to date, as well as addressed the survey of issues completed online. Mr. Center recommended that the list be condensed to 3-4 items of concern that need to be addressed in the next Board meeting in May. In addition, allow for staff to address other matters of Agency concern. The main issues were Single mothers living in poverty and Children living in poverty.

The Chair stated that she would like to see input from staff prior to the Board meeting. Mr. Center replied that he would prepare a draft Strategic Plan that includes the planning documents to submit to the Board. Ms. Johnson asked when the draft would be available. Mr. Center replied a week.

Ms. Johnson asked for an update on the South City lease. Mr. Center reported that a meeting has been requested with Superintendent Rocky Hannah but no official date had been set. The Board will receive an update after the meeting. He further stated that the lease has also been discussed with the representative from our area Ms. Brooke Runner, who is aware that we need a new lease.

The Chair asked if their legal team assessed the lease. Mr. Center replied that if the lease expires it will not effect the contract. It is more about trying to enter into an agreement for a lesser amount per year with the commitment to us that the facility will be used as a model training facility for the county. The Chair asked that this matter be resolved within the next few weeks due to the contract expiration of May 31st.

PROGRAM UPDATES

Ms. Self presented program updates. She said a Letter of Intent was given to all Head Start Center employees to assess who would be returning during the fall. There were no resignations. All employees have committed to return.

The Apalachicola Chamber of Commerce will sponsor a Grand Open House in Franklin County at our new program location on Thursday, April 25, 2019, from 5:30 p.m. – 7:30 p.m.

Ms. Deborah Bonebrake has been hired as the new Receptionist. Debby is very familiar with our agency and the service we provide. She was the Receptionist for Elder Care for several years in a similar position.

Ms. Althea Thompson has been promoted to Teacher/Center Director for Jefferson Head Start and Ms. Gail Anderson has been promoted to Teacher/Family Advocate for Jefferson Head Start.

LIHEAP

In the month of March we have serviced 330 households.

WEATHERIZATION

Our contract goes through 2020. The units projected are 152 with 38 completed and 19 in progress.

CSBG

Ms. Self reported that we currently have three (3) Getting Ahead classes in session: Gadsden, Leon and Wakulla, and we continue to recruit for Calhoun, Franklin and Jefferson. She said that we anticipate those classes to begin in May, with 23 participants in our Staying Ahead program.

Ms. Johnson requested more detailed data for Staying Ahead participant progress. She asked how do we separate those enrolled in post-secondary education as opposed to those enrolled in education and how do we calculate that data? Mr. Center reported that he would get with Ms. Robinson so that we are able to track that data in a different way.

The Financial Literacy training was held on April 18th for all Case Managers, Intake Workers and Family Advocates. This is a part of the activities funded by the grant from Western Union. This training is part of the professional development to be used to better assist our clients.

Ms. Johnson asked for an update on the Sun Trust funds of \$75,000.00. Mr. Center said that we have not spent any of the funds but we are expecting to receive a Grant from the United Way which together will be used for our Alice Population. We should expect to hear late May or early June.

HEAD START

Ms. Self reported that we are still waiting on the approval and funding of our COLA Application. It is still being processed.

The Education Team is working on the 2019 – 2020 Staffing Schedule. The schedule will return to the previous format of staggering regular staff hours between 7:00 a.m. and 6:00 p.m. to ensure coverage for Head Start and Extended Day programs. There will be no need for additional staff which should make the salary allocation less for the next year.

We are getting ready for the Transition Ceremony – Ms. Treadwell will provide a list of date/locations for the ceremonies.

The Head Start Gala is May 31, 2019, at the Capital City County Club from 6:30 PM – 10:30 PM.

The Chair asked what other outreach we are pursuing. Mr. Center said we have contacted all the vendors that we work with to ask for support.

CEO

Mr. Center said we had a roof leak in the main office building. The insurance will cover about \$14,000 for a new roof, and we have about \$9,000 set aside but we will need an additional \$10,000 to cover the entire replacement cost.

Mr. Center reported that we have approval from Franklin County to purchase 2 Mobile Home to house income ineligible clients. The Chair asked how many campers we have at the Sheriff's department. He said we took surplus into Gulf County. The Chair asked for a plan on where the trailers are and who has them.

The Chair requested information on Ms. Webster's position on the Recovery Action Committee in Franklin County. She requested to have an update on Ms. Webster's position and be provided information on what is being discussed at those meetings. Ms. Johnson also wanted clarification on Ms. Webster's position on the committee? Mr. Center said that since Hurricane Michael – Community Action was invited to attend various meetings. He said we will provide a list of meetings to the Board that Ms. Webster attends in Gulf and Franklin Counties.

Ms. Johnson asked do we have an idea of who the Grant writer will be. Not at this time.

Mr. Center asked for Board approval for the Agency to issue an RFP for a grant writer for the Head Start Grant. Ms. Smith made a motion to issue an RFP should we hire a grant writer above \$15,000.00. Ms. Johnson seconded the motion, it was unanimously approved.

Meeting adjourned at 7:00 P.M.

Secretary

Date

**Financial Statement Narrative
For the Seven Months Ending April 30, 2019
Capital Area Community Action Agency**

As of April 30, 2019, we have completed seven months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 58% of the annual budget with some Head Start expenses closer to 70%. At month end, the Year to Date Actual Revenue and Expenses are 73% and 64% respectively, with mostly restricted net income of \$690,732 including \$75,000 for the SunTrust award and approximately \$240,000 for the Franklin Co. Fire Victims fund.

Please note that the CSBG, LIHEAP and Weatherization grants have received funding through March 2019, though additional funding through at least the end of the fiscal year is expected. This can cause some percentages to appear skewed, but it is only a timing difference.

Year to Date Non-Federal Share (NFS) Match totals \$522,661 or 59% of the \$881,324 total match required for the fiscal year ending September 30, 2019. We would expect NFS to be in the 60% to 70% 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.

Kitchen Supplies – is over the budget but in line with the numbers from prior year. The total spent in 2017-2018 was \$23,433 – almost twice the budgeted amount for 2018-2019.

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 and we anticipate this item significantly exceeding budget 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 Seven Months Ending April 30, 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, but should even out over the rest of the year.

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

Revenue Variances and Explanations

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

Government Contracts – State - This is also a timing difference.

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 in a 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.

Commissions - This is a timing difference. Revenues that were not spent in the prior year were carried forward.

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 7 Months Ended 4/30/2019

	Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%	
Revenue					
4000	Government Contracts - FEDERAL - DIRECT	3,525,297	2,326,871	(1,198,426)	66%
4005	Government Contracts - Federal Indirect	3,209	4,382	1,173	137%
4010	Government Contracts - STATE	2,529,039	2,073,978	(455,060)	82%
4020	Government Contracts - LOCAL	156,500	87,865	(68,635)	56%
4100	Grants - Other Not-for-Profits	25,733	33,158	7,425	129%
4120	Grants - All Other Sources	15,000	87,514	72,514	583%
4200	Contributions	3,500	11,287	7,787	322%
4210	Contributions- Restricted	235,055	285,432	50,377	121%
4300	Special Events	0	1,240	1,240	
4320	Commissions-Vending/Photo	2,000	5,138	3,138	257%
4950	Interest Income	0	733	733	
4960	Fringe Pool Revenue	796,597	478,504	(318,093)	60%
4970	Indirect Pool Revenue	690,118	400,851	(289,267)	58%
4995	Other Revenue	9,750	22,590	12,840	232%
	Total Revenue	<u>7,991,798</u>	<u>5,819,542</u>	<u>(2,172,257)</u>	73%
Expenditures					
6010	Salaries & Wages	2,600,298	1,707,465	892,834	66%
6110	Fringe	740,567	478,513	262,053	65%
6120	FICA	200,000	126,688	73,312	63%
6130	Unemployment	45,000	31,193	13,807	69%
6140	Workers Compensation	57,000	34,385	22,615	60%
6150	Health Insurance	415,000	276,820	138,180	67%
6160	Life Insurance	27,000	16,583	10,417	61%
6170	Retirement	39,597	24,920	14,677	63%
6180	Staff Screenings	3,397	535	2,862	16%
6210	Indirect Costs	631,082	406,588	224,495	64%
6310	Travel - In Area	19,296	12,225	7,071	63%
6315	Travel - Out of Area	7,085	35	7,050	0%
6410	Office Supplies	15,950	10,392	5,557	65%
6415	Program Supplies	28,061	21,242	6,819	76%
6420	Classroom Supplies	38,246	5,765	32,481	15%
6430	Kitchen Supplies	12,721	15,104	(2,383)	119%
6440	Medical/Dental Supplies	500	270	230	54%
6510	Copies/Printing/Copier	20,902	13,965	6,937	67%
	Maintenance/Toner/Paper				
6600	Postage and Delivery Expense	4,093	1,425	2,668	35%
6710	Contractual Services/Professional	323,122	143,290	179,832	44%
6715	Contractual Services - Health/Disabilities	170,870	141,377	29,493	83%
6810	Rent/Space Cost	207,807	183,051	24,757	88%
6820	Utilities	68,683	58,421	10,262	85%
6830	General Liability and Property Insurance	42,508	39,492	3,017	93%

Capital Area Community Action Agency
Statement of Revenue and Expenditures
For the 7 Months Ended 4/30/2019

6840	Communications	52,968	43,607	9,360	82%
6850	Repairs & Bldg Maintenance- Recurring	91,978	60,429	31,549	83%
6855	Repairs & Bldg Maintenance - Nonrecurring	0	16,089	(16,089)	
6910	Equipment Maintenance	20,595	14,718	5,877	71%
6920	Vehicle Expense	68,031	46,314	21,717	68%
6930	Equipment Lease	11,738	5,842	5,895	50%
6940	Technology	21,629	16,900	4,729	78%
7010	Fees, Licenses, and Permits	4,075	1,949	2,126	48%
7020	Dues/Subscriptions	14,230	6,531	7,699	46%
7110	Special Events	0	21	(21)	
7210	Client Assistance	1,668,926	954,081	714,845	57%
7320	Expendable Equipment	22,711	7,389	15,321	33%
7410	Registration Fees	9,554	11,107	(1,553)	116%
7420	Meetings/Workshops/Training	35,893	22,574	13,319	63%
7430	Training/Staff Development	42,498	12,840	29,659	30%
7440	Advisory/Board Member Expenses	7,000	2,330	4,670	33%
7450	Advertising	9,350	4,391	4,959	47%
7460	Parent Activities	1,200	0	1,200	0%
7510	Raw Food Cost	180,139	150,203	29,936	83%
7530	Legal Expenses	0	500	(500)	
7610	Interest Expense	7,000	0	7,000	0%
7630	Bank Service Charges	<u>3,500</u>	<u>1,251</u>	<u>2,249</u>	36%
	Total Expenditures	<u>7,991,798</u>	<u>5,128,810</u>	<u>2,862,989</u>	64%
	Excess Revenue over (under) Expenditures	<u>0</u>	<u>690,732</u>	<u>690,732</u>	

Capital Area Community Action Agency
Balance Sheet
For the Seven Months Ended 4/30/2019

	<u>Current Period Balance</u>
Assets	
Petty Cash	860
Cash Operating Hancock Bank	607,458
Cash - Money Market Hancock Bank	75,450
Cash-Bank Restricted	69,523
Cash - Centennial Bank - Restricted	224,399
Grants Receivable	546,912
Property and Equipment Net	<u>227,308</u>
Total Assets	<u>1,751,909</u>
Liabilities and Net Assets	
Liabilities	
Accounts Payable	65,412
Accrued Leave	49,802
Accrued Wages	(2,415)
Accrued Fringe Benefits	(4,589)
Accrued Taxes	(1,641)
Contract Advances	81,030
Contingent Liab Sunshine St Micro Obligated	22,993
Liability- Head Start Parent Activity	3,605
Notes Payable	<u>138,473</u>
Total Liabilities	352,671
Net Assets	
Beginning Net Assets	
Unrestricted Net Assets	383,609
Invested Property and Equipment	<u>324,898</u>
Total Beginning Net Assets	708,506
Current Net Income	<u>690,732</u>
Total Net Assets	<u>1,399,238</u>
Total Liabilities and Net Assets	<u>1,751,909</u>

Capital Area Community Action Agency, Inc.
 Head Start NFS Match Requirements
 For the 7 Months Ending April 30, 2019

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		39,045			
Grants - Other Not for Profits		7585			
In-Kind Revenue		325,494			
VPK/SR		150,537			
	881,324	522,661	59%	358,663	41%

Capital Area Community Action Agency
Head start Programs - Statement of Revenue and Expenditures
For the 7 Months Ended 4/30/19

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
4000	Government Contracts - FEDERAL - DIRECT	3,525,297	2,326,871	(1,198,426)	66%
4010	Government Contracts - STATE	426,240	509,901	83,661	120%
4020	Government Contracts - LOCAL	53,500	28,468	(25,032)	53%
4100	Grants - Other Not-for-Profits	13,000	7,585	(5,415)	58%
4210	Contributions- Restricted	0	1,509	1,509	
	Total Revenue	4,018,037	2,874,334	(1,143,703)	72%
Expenditures					
6010	Salaries & Wages	1,975,376	1,277,079	698,297	65%
6110	Fringe	562,588	355,939	206,649	63%
6180	Staff Screenings	2,500	147	2,353	6%
6210	Indirect Costs	520,986	320,906	200,080	62%
6310	Travel - In Area	3,500	2,674	826	76%
6315	Travel - Out of Area	500	35	465	7%
6410	Office Supplies	7,500	3,613	3,887	48%
6415	Program Supplies	24,017	20,763	3,254	86%
6420	Classroom Supplies	38,246	5,765	32,481	15%
6430	Kitchen Supplies	12,721	15,104	(2,383)	119%
6440	Medical/Dental Supplies	500	270	230	54%
6510	Copies/Printing/Copier	12,000	7,957	4,043	66%
6600	Postage and Delivery Expense	1,200	552	648	46%
6710	Contractual Services/Professional	15,000	1,124	13,876	7%
6715	Contractual Services – Health/Disabilities	170,837	141,217	29,620	83%
6810	Rent/Space Cost	150,000	146,048	3,952	97%
6820	Utilities	62,500	54,982	7,518	88%
6830	General Liability and Property Insurance	21,000	21,523	(523)	102%
6840	Communications	37,530	30,528	7,002	81%
6850	Repairs & Bldg Maintenance- Recurring	75,000	56,781	18,219	97%
6855	Repairs & Bldg Maintenance - Nonrecurring	0	16,079	(16,079)	
6910	Equipment Maintenance	14,000	10,635	3,365	76%
6920	Vehicle Expense	37,350	16,628	20,722	45%
6930	Equipment Lease	8,500	4,392	4,108	52%
6940	Technology	12,500	11,619	881	93%
7010	Fees, Licenses, and Permits	1,500	684	816	46%
7020	Dues/Subscriptions	2,500	2,269	231	91%
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	12,016	2,834	81%
7430	Training/Staff Development	40,998	12,740	28,258	31%
7440	Advisory/Board Member Expenses	2,000	1,216	784	61%
7450	Advertising	2,000	139	1,862	7%
7460	Parent Activities	1,200	0	1,200	0%
7510	Raw Food Cost	180,139	150,203	29,936	83%
	Total Expenditures	4,018,037	2,708,349	1,309,688	67%
Excess Revenue over (under) Expenditures		0	165,985	165,985	

Capital Area Community Action Agency
 CSBG - Statement of Revenue and Expenditures
 From Grant Inception through 4/30/2019

		Total Budget	Total Budget		
		- Original	Current Year	Variance -	
		- Original	Actual	Original	%
Revenue					
4010	Government Contracts - STATE	2,073,710	1,619,330	(454,381)	78%
	Total Revenue	<u>2,073,710</u>	<u>1,619,330</u>	<u>(454,381)</u>	78%
Expenditures					
6010	Salaries & Wages	686,720	615,950	70,770	90%
6110	Fringe	195,578	174,541	21,037	89%
6180	Staff Screenings	49	462	(413)	943%
6210	Indirect Costs	181,401	153,924	27,476	85%
6310	Travel - In Area	18,309	9,848	8,461	54%
6315	Travel - Out of Area	32,445	5,307	27,138	16%
6410	Office Supplies	5,600	3,810	1,790	68%
6510	Copies/Printing/Copier	18,470	5,176	13,294	28%
Maintenance/Toner/Paper					
6600	Postage and Delivery Expense	3,600	1,011	2,589	28%
6710	Contractual Services/Professional	37,400	15,105	22,295	40%
6810	Rent/Space Cost	101,526	74,349	27,177	73%
6820	Utilities	12,000	8,510	3,490	71%
6830	General Liability and Property Insurance	8,321	10,113	(1,792)	122%
6840	Communications	29,980	26,924	3,056	90%
6850	Repairs & Bldg Maintenance- Recurring	13,500	7,224	6,276	54%
6910	Equipment Maintenance	10,600	9,791	809	92%
6920	Vehicle Expense	52,373	35,500	16,873	68%
6930	Equipment Lease	6,200	2,729	3,471	44%
6940	Technology	10,100	7,319	2,781	72%
7010	Fees, Licenses, and Permits	5,951	5,659	292	95%
7020	Dues/Subscriptions	14,620	8,084	6,536	55%
7210	Client Assistance	569,904	376,422	193,482	66%
7320	Expendable Equipment	21,926	15,018	6,908	68%
7410	Registration Fees	11,838	9,111	2,727	77%
7420	Meetings/Workshops/Training	10,700	10,567	133	99%
7450	Advertising	14,600	3,032	11,568	21%
	Total Expenditures	<u>2,073,710</u>	<u>1,595,489</u>	<u>478,222</u>	
Excess Revenue over (under) Expenditures		<u>0</u>	<u>23,841</u>	<u>23,841</u>	

Capital Area Community Action Agency
 LIHEAP - Statement of Revenue and Expenditures
 From Grant Inception Through 4/30/2019

		Total Budget	Current Year	Total Budget	
		- Original	Actual	Variance - Original	%
Revenue					
4010	Government Contracts - STATE	4,455,344	3,772,298	(683,046)	85%
	Total Revenue	<u>4,455,344</u>	<u>3,772,298</u>	<u>(683,046)</u>	85%
Expenditures					
6010	Salaries & Wages	509,204	400,856	108,348	79%
6110	Fringe	145,020	114,164	30,856	79%
6180	Staff Screenings	1,219	340	879	28%
6210	Indirect Costs	134,658	104,500	30,158	78%
6310	Travel - In Area	8,438	5,878	2,560	70%
6315	Travel - Out of Area	5,238	674	4,564	13%
6410	Office Supplies	6,700	3,504	3,196	52%
6510	Copies/Printing/Copier Maintenance/Toner/Paper	11,331	8,945	2,386	79%
6600	Postage and Delivery Expense	2,986	1,780	1,206	60%
6710	Contractual Services/Professional	20,000	10,125	9,875	51%
6810	Rent/Space Cost	48,377	45,477	2,900	94%
6820	Utilities	7,265	3,460	3,805	48%
6830	General Liability and Property Insurance	4,850	5,372	(522)	111%
6840	Communications	20,295	17,072	3,223	84%
6850	Repairs & Bldg Maintenance- Recurring	8,368	3,869	4,499	46%
6910	Equipment Maintenance	6,490	4,075	2,415	63%
6920	Vehicle Expense	6,590	3,551	3,039	54%
6930	Equipment Lease	3,275	1,807	1,468	55%
6940	Technology	10,888	6,018	4,870	55%
7010	Fees, Licenses, and Permits	550	32	518	6%
7020	Dues/Subscriptions	375	175	200	47%
7210	Client Assistance	3,472,859	2,963,722	509,137	85%
7320	Expendable Equipment	13,730	3,474	10,256	25%
7410	Registration Fees	3,400	2,395	1,005	70%
7420	Meetings/Workshops/Training	2,238	0	2,238	0%
7450	Advertising	1,000	0	1,000	0%
	Total Expenditures	<u>4,455,344</u>	<u>3,711,263</u>	<u>744,081</u>	83%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>61,035</u>	<u>61,035</u>	

Capital Area Community Action Agency
WAP - Statement of Revenue and Expenditures
From Grant Inception Through 4/30/2019

		Total Budget - Current Year		Total Budget	
		Original	Actual	Variance - Original	%
Revenue					
4010	Government Contracts - STATE	<u>1,315,013</u>	<u>492,994</u>	<u>(822,019)</u>	<u>37%</u>
	Total Revenue	<u>1,315,013</u>	<u>492,994</u>	<u>(822,019)</u>	<u>37%</u>
Expenditures					
6010	Salaries & Wages	234,312	122,010	112,302	52%
6110	Fringe	66,732	34,748	31,984	52%
6180	Staff Screenings	200	0	200	0%
6210	Indirect Costs	60,493	31,114	29,378	51%
6310	Travel - In Area	16,000	5,971	10,029	37%
6410	Office Supplies	4,000	1,073	2,927	27%
6510	Copies/Printing/Copier Maintenance/Toner/Paper	1,800	809	991	45%
6600	Postage and Delivery Expense	750	228	522	30%
6710	Contractual Services/Professional	20,692	2,000	18,692	10%
6810	Rent/Space Cost	9,219	3,981	5,238	43%
6820	Utilities	0	883	(883)	
6830	General Liability and Property Insurance	27,237	13,125	14,112	48%
6840	Communications	5,750	2,807	2,943	49%
6850	Repairs & Bldg Maintenance- Recurring	6,375	669	5,706	10%
6910	Equipment Maintenance	0	1,275	(1,275)	
6920	Vehicle Expense	13,750	6,517	7,233	47%
6930	Equipment Lease	500	305	195	61%
6940	Technology	400	192	208	48%
7010	Fees, Licenses, and Permits	1,125	398	727	35%
7020	Dues/Subscriptions	12,750	5,300	7,450	42%
7210	Client Assistance	799,222	223,486	575,736	28%
7320	Expendable Equipment	3,250	930	2,321	29%
7410	Registration Fees	0	1,226	(1,226)	
7420	Meetings/Workshops/Training	29,706	10,771	18,935	36%
7450	Advertising	<u>750</u>	<u>264</u>	<u>486</u>	<u>35%</u>
	Total Expenditures	<u>1,315,013</u>	<u>470,082</u>	<u>844,931</u>	<u>36%</u>
Excess Revenue over (under) Expenditures		<u>(0)</u>	<u>22,912</u>	<u>22,912</u>	

April 2019 Head start CC Expenses

Vendor Name	GL Code	Transaction Description	Document Description	Effective Date	Expense \$
HANCOCK WHITNEY BANK	6410	MICROPHONE FOR SPEAKER SYSTEM USED AT	ACCT#XXXX6700-TIM CENTER	4/27/2018	21.49
HANCOCK WHITNEY BANK	6410	ACCESSORY FOR PROJECTOR	ACCT# XXXX7303- KRISTIN JACKSON	4/27/2018	24.99
HANCOCK WHITNEY BANK	6420	CREDIT FOR BOOK RETURN (PREVIOUS STATEMENT)	ACCT# XXXX7303- KRISTIN JACKSON	4/27/2018	(58.55)
HANCOCK WHITNEY BANK	7430	ONLINE COURSE FOR V. TREADWELL	ACCT# XXXX7303- KRISTIN JACKSON	4/27/2018	10.00
HANCOCK WHITNEY BANK	7430	ONLINE COURSE FOR V. TREADWELL	ACCT# XXXX7303- KRISTIN JACKSON	4/27/2018	10.00
HANCOCK WHITNEY BANK	6715	STUDENT PHYSICAL - A. RUSSELL	ACCT#XXXX6623- DARREL JAMES	4/27/2018	45.00
HANCOCK WHITNEY BANK	6715	STUDENT PHYSICAL - R. RUSSELL	ACCT#XXXX6623- DARREL JAMES	4/27/2018	45.00
HANCOCK WHITNEY BANK	6715	STUDENT PHYSICAL- DEBIQUE	ACCT#XXXX6623- DARREL JAMES	4/27/2018	20.00
HANCOCK WHITNEY BANK	6920	FUEL FOR CO. CAR	ACCT#XXXX6623- DARREL JAMES	4/27/2018	38.25
HANCOCK WHITNEY BANK	6920	FUEL FOR CO. CAR	ACCT#XXXX6623- DARREL JAMES	4/27/2018	53.00
HANCOCK WHITNEY BANK	7420	HOTEL- B. EVANS-MANANGING	ACCT#XXXX6623- DARREL JAMES	4/27/2018	1,130.61
HANCOCK WHITNEY BANK	6415	I.D. BADGES	ACCT#XXXX6982- FATIMA	4/27/2018	91.16
HANCOCK WHITNEY BANK	6920	SUN PASS FOR CO. CAR	ACCT#XXXX6982- FATIMA	4/27/2018	19.99
HANCOCK WHITNEY BANK	7010	INTERNATIONAL FEE FOR A/C ADAPTER ORDERED	ACCT#XXXX6982- FATIMA	4/27/2018	0.58
HANCOCK WHITNEY BANK	7440	FOOD FOR ADVISORY MEETING	ACCT#XXXX6982- FATIMA	4/27/2018	36.45
HANCOCK WHITNEY BANK	7440	FOOD FOR POLICY COUNCIL	ACCT#XXXX6982- FATIMA	4/27/2018	179.85
HANCOCK WHITNEY BANK	7430	3 REGISTRATIONS FOR	ACCT#XXXX6706- NICHELE	4/27/2018	1,480.00
HANCOCK WHITNEY BANK	6420	ORDERED GLASS SUPPLIES	ACCT#XXXX7366- NINA SINGLETON	4/27/2018	440.32
HANCOCK WHITNEY BANK	6420	TALLAHASSEE MUSEUM	ACCT#XXX5810- VENITA TREADWELL	4/27/2018	372.00
HANCOCK WHITNEY BANK	6420	TALLAHASSEE MUSEUM	ACCT#XXX5810- VENITA TREADWELL	4/27/2018	372.00
HANCOCK WHITNEY BANK	6420	TALLAHASSEE MUSEUM	ACCT#XXX5810- VENITA TREADWELL	4/27/2018	372.00
HANCOCK WHITNEY BANK	6420	TALLAHASSEE MUSEUM	ACCT#XXX5810- VENITA TREADWELL	4/27/2018	422.00
HANCOCK WHITNEY BANK	6420	TALLAHASSEE MUSEUM	ACCT#XXX5810- VENITA TREADWELL	4/27/2018	454.00

5,580.14



**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

04-29-19

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

**N0014727

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-28	03-27	24428069088900800020838	5812	NEWKS EXPRESS CAFE TALLAH TALLAHASSEE FL	M258.00
03-29	03-27	24137469087100441386421	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M248.85
04-01	03-28	246821690881004988615099	5542	GATE 1784 Q80 TALLAHASSEE FL	M29.21
04-04	04-03	24783099094258000370301	5542	BUSY BEE LIVE OAK FL	M32.67
04-05	04-03	24765429094280945592819	3504	HILTON, BUENA VISTA PAL 407-8272727 FL 493185 ARRIVAL: 04-03-19	M176.63
04-05	04-04	24892189094100262524393	3590	RENAISSANCE WORLD GOLF ST. AUGUSTINE FL 053771 ARRIVAL: 03-31-19	M386.59
04-05	04-03	24388949094630142060418	8299	FLORIDA ASSOCIATION FO 850-2244774 FL	M400.00
04-10	04-08	24316059099548992010020	5542	SHELL OIL 57543701809 WILDWOOD FLA	M386.92
04-11	04-09	24818059100548916038088	5542	SHELL OIL 57542530805 TALLAHASSEE FL	M35.22
04-11	04-09	24431069100722188884961	3640	HYATT REGENCY ORLAND INT 8885886308 FL 224581218965886308 ARRIVAL: 04-08-19	M239.88
04-16	04-16	74270849106100010515798	0000	BRANCH PAYMENT - THANK YOU	M1,314.47
04-17	04-16	24431069106028680141448	5734	ADOBE *ACROPRO SUBS 800-893-8887 CA	M14.99
04-17	04-16	24445009106200137251537	7011	SANDESTIN GOLF/BEACH SANDESTIN FL 0000791156 ARRIVAL: 04-16-19	M265.80
04-17	04-16	24445009106200137251610	7011	SANDESTIN GOLF/BEACH SANDESTIN FL 0000791160 ARRIVAL: 04-15-19	M265.80
04-19	04-17	74445009108200123902889	7011	SANDESTIN GOLF/BEACH SANDESTIN FL 0000792814 ARRIVAL: 04-16-19	M44.08 cr
04-19	04-17	24299109108002386517797	5541	MARATHON PETRO232397 CHATTAHOOCHEE FL	M20.05
04-23	04-22	24862189112100991947486	5988	GAN*1558TALLHDEMOCIRC 888-428-0491 IN	M59.14
04-24	04-23	24908419113071909802015	5988	EIG*CONSTANTCONTACT.COM 855-2295508 MA	M420.00
04-25	04-25	24431069115200451500047	8999	FL DOFO FOUNDATION 850-521-1262 FL	M50.00

STATEMENT DATE
04-29-19

ACCOUNT NUMBER

ACCOUNT SUMMARY

CUSTOMER SERVICE CALL

Toll Free 1-800-448-8812

NEW PURCHASES AND OTHER CHARGES	2,976.74
NEW CASH ADVANCES	.00
CREDITS	1,457.45
STATEMENT TOTAL	1,519.29
TOTAL IN DISPUTE	.00
CREDIT LIMIT	6,000.00



**HANCOCK
WHITNEY**

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

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16321190 - 003901 - 0001 - 0003 - 2

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

**N0003901

MEMO STATEMENT

Account Number

Statement Date

04-29-19

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
04-05	04-03	24316059094548236052957	5542	SHELL OIL 91004076556 TALLAHASSEE FL	M40.01
04-10	04-08	24692169099100083908091	5542	GATE 1194 Q80 TALLAHASSEE FL	M45.00✓
04-16	04-16	74270849108100010515822	0000	BRANCH PAYMENT - THANK YOU	M417.20
04-17	04-16	24692169108100289376568	5947	TOT* RHYME UNIVERSITY 877-472-3738 MN	M2,880.80✓

agc 5/6/19

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
04-29-19	[REDACTED]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 2,965.81
		NEW CASH ADVANCES .00
		CREDITS 417.20
		STATEMENT TOTAL 2,548.81
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 3,000.00



**HANCOCK
WHITNEY**

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

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

**ND005728

MEMO STATEMENT

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-29	03-28	24228389088400008469530	5411	WAL-MART #4520 TALLAHASSEE FL	M129.70
04-01	03-29	24431089089400185001310	5251	ACE HDWE APALACHICOLA FL	M11.98
04-01	03-29	24431069089400185000835	5251	ACE HDWE APALACHICOLA FL	M79.99
04-01	03-29	24431069089400185000827	5251	ACE HDWE APALACHICOLA FL	M138.25
04-15	04-11	24071059102627174467679	5251	MARPAN RECYCLING LLC TALLAHASSEE FL	M18.00
04-15	04-12	24988949102017038132588	8011	SACRED HEART HLTH SYS 850-416-4475 FL	M40.00
04-17	04-16	24988949108017037088789	8011	SACRED HEART HLTH SYS 850-416-4475 FL	M40.00
04-18	04-17	24445008108000998309908	5391	DOLLAR TREE TALLAHASSEE FL	M39.00
04-18	04-17	24892169108100234622814	5542	OIROLE K 05988 TALLAHASSEE FL	M40.70
04-18	04-17	24228389108400008731869	5411	WAL-MART #1408 TALLAHASSEE FL	M249.52
04-19	04-19	24765019109091075001036	5812	HOPKINS EATERY #3 TALLAHASSEE FL	M8.38
04-19	04-19	24765019109091075000897	5812	HOPKINS EATERY #3 TALLAHASSEE FL	M88.94
04-29	04-26	24888949116017037413088	8011	SACRED HEART HLTH SYS 850-416-4475 FL	M40.00

JK 5/16/19

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
04-29-19	[REDACTED]	
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 894.48
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 894.48
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,000.00



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

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16321190-007032-0001-0001-2

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

**N0007032

MEMO STATEMENT

Account Number

Statement Date

04-29-19

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-29	03-28	24445009088000944341568	5411	PUBLIX #1051 TALLAHASSEE FL	M10.28
03-29	03-27	24755429087170878293908	5812	BUFFALO WILD WINGS 0452 TALLAHASSEE FL	M108.76
04-01	03-29	24204299088000167579749	7311	FACEBK YNUY6LWSJ2 650-5494800 CA	M25.00
04-01	03-28	24892169088100549637584	5814	ZAXBY'S #18601 TALLAHASSEE FL	M145.80
04-05	04-03	24431089094400418000308	5812	OLIVE GARDEN 0021296 TALLAHASSEE FL	M182.90
04-08	04-05	74184079085140163088009	5812	OLIVE GARDEN 0001298 TALLAHASSEE FL	M13.46
04-11	04-10	24445008101001028679835	5912	WALGREENS #3430 TALLAHASSEE FL	M3.00
04-11	04-10	24445009101001028679751	5912	WALGREENS #3430 TALLAHASSEE FL	M40.00
04-11	04-10	24327439100913401482908	5812	DECENT PIZZA TALLAHASSEE FL	M81.25
04-18	04-18	74270849106100010515731	0000	BRANCH PAYMENT - THANK YOU	M75.76
04-18	04-17	24445009108000986313788	5912	CVS/PHARMACY #00639 TALLAHASSEE FL	M7.28
04-18	04-17	24445009108000986313685	5331	DOLLARTREE TALLAHASSEE FL	M23.00
04-18	04-18	24291889108083317203725	5811	MOE'S SW GRILL #373 OLO TALLAHASSEE FL	M157.00
04-19	04-18	24445009108001016408868	5411	PUBLIX #1051 TALLAHASSEE FL	M16.47
04-22	04-19	24204299109000167571522	7311	FACEBK SNUBSLESJ2 850-5494800 CA	M11.00
04-22	04-18	24289799109500886328980	5812	MARCOS PIZZA - 8078 TALLAHASSEE FL	M71.70
04-25	04-24	24492159114713505865248	7922	EB CRAWFORDVILLE FL S 888-810-2063 CA	M350.14
04-26	04-25	24210739115207771800036	8041	TLO CHIROPRACTIC, INC. TALLAHASSEE FL	M35.00
04-26	04-24	24427339115710009424824	5814	CHICK-FIL-A #00872 850-878-7095 FL	M117.21

Accepted

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
04-29-19	[REDACTED]	
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 1,375.78
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 790.22
		STATEMENT TOTAL 585.56
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,500.00



**HANCOCK
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PO BOX 61750
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VENITA TREADWELL
CAPITAL AREA CAA
309 OFFICE PLZ
TALLAHASSEE FL 32301-2729

**ND009152

MEMO STATEMENT

Account Number

Statement Date

04-29-19

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
04-01	03-31	24445009091000907587236	5411	PUBLIX #1289 SAINT AUGUSTINE FL	M11.54
04-02	03-31	24692169091100485216004	3530	RENAISSANCE RESORT - F ST. AUGUSTINE FL M09234 ARRIVAL: 03-31-19	M15.98
04-02	03-31	24692169091100200111056	5542	GATE 1194 Q80 TALLAHASSEE FL	M39.30
04-03	04-01	24278399092900010007189	5812	MURRAY BROS CADDYSHACK ST AUGUSTINE FL	M12.73
04-04	04-03	24445009093500607586116	5812	TST MOJO BBQ OLD CITY ST AUGUSTINE FL	M17.60
04-04	04-04	24496859094091352000032	5099	AMERICAS EDUCATIONAL SUNNY ISL BCH FL	M35.00
04-08	04-05	24692169095100849432428	3530	RENAISSANCE WORLD GOLF ST. AUGUSTINE FL 053902 ARRIVAL: 03-31-19	M484.00
04-11	04-09	24299109100001306198496	5542	PAN FOOD STORES 2 TALLAHASSEE FL	M39.00
04-16	04-16	74270849106100010515772	0000	BRANCH PAYMENT - THANK YOU	M25.00

Handwritten signature

STATEMENT DATE 04-29-19	ACCOUNT NUMBER [REDACTED]	ACCOUNT SUMMARY
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 655.05
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 25.00
		STATEMENT TOTAL 630.05
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 4,000.00



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Lowe's® Business Card Account

CAPITAL AREA COMM ACTION
Account Number **[REDACTED]**

Visit us at www.lowes.com/credit
Customer Service: 1-800-444-1408

Summary of Account Activity

Previous Balance	\$183.75
- Payments	\$183.75
- Other Credits	\$0.00
+ Purchases/Debits	\$535.32
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
New Balance	\$535.32

Credit Limit	\$11,000.00
Available Credit	\$10,464.00
Statement Closing Date	05/02/2019
Days in Billing Cycle	30

Payment Information

New Balance	\$535.32
Total Minimum Payment Due	\$25.00
Payment Due Date	05/28/2019

JAC
5/6/19

Transaction Summary

Tran Date	Post Date	Reference Number/ Invoice Number	Description of Transaction or Credit	Amount
04/08	04/08	24232		
04/09	04/09	24529	STORE 0417 TALLAHASSEE FL	\$67.95
04/11	04/11	24110	STORE 0417 TALLAHASSEE FL	\$44.95
04/12	04/12	24342	STORE 0417 TALLAHASSEE FL	\$22.70
04/15	04/15	24996	STORE 0417 TALLAHASSEE FL	\$70.72
04/17	04/17	26542	STORE 0417 TALLAHASSEE FL	\$20.67
04/17	04/17	14869	STORE 0417 TALLAHASSEE FL	\$49.84
04/20	04/20		STORE 0716 TALLAHASSEE FL	\$211.10
04/23	04/23	67229	PAYMENT - THANK YOU	(\$183.75)
04/25	04/25	01332	STORE 0417 TALLAHASSEE FL	\$9.49
			STORE 0716 TALLAHASSEE FL	\$37.62

CUSTOMER SERVICE: For Account Information log on to www.lowes.com/credit. This account is not registered. The authentication code is: EBTT242, or call toll-free 1-800-444-1408.

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

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

Project No. 2018/19-0056

June 2019

Audit of
Personally Identifiable Information Internal Control Practices at Capital Area Community
Action Agency
PRELIMINARY AND TENTATIVE REPORT

FLORIDA
DEPARTMENT of
ECONOMIC
OPPORTUNITY



Prepared By
DEO Office of Inspector General

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Summary

This compliance audit focused on the physical and electronic internal controls utilized by the Capital Area Community Action Agency (CACAA or the Agency) to protect Personally Identifiable Information (PII) collected during the application process. Our audit determined that these controls were generally adequate to protect the confidential data from unauthorized access, distribution, use, modification, and disclosure. However, we recommend some internal control improvements for the Agency's information system. Each finding relates to the security controls in place for LIHEAP client data.

Finding 1: CACAA had not established a comprehensive security awareness training program to facilitate all Agency employees' ongoing education and training on security responsibilities and the handling of sensitive and confidential information.

Finding 2: CACAA did not have a written PII breach response plan that includes policies and procedures for reporting, investigating, managing and documenting a PII data breach.

Finding 3: CACAA did not timely remove IT access privileges of a user who separated from employment or when the access to the IT resource was no longer needed.

Finding 4: CACAA did not have a formal process for access authorizations or use access authorization forms for employees to gain access to the Agency's information system.

Finding 5: Periodic user access reviews did not occur on user accounts that access the LIHEAP client PII.

Finding 6: Certain security controls related to user authentication and transmission of electronic data need improvement.

Background

The term "community action program" means a program which is conducted, administered or coordinated by a public or private nonprofit agency, or a combination thereof.¹

Community Action Agencies (CAAs) are private or public nonprofit organizations that were created by the federal government in 1964 to combat poverty in geographically designated areas. Status as a CAA is the result of an explicit designation by local or state government. A CAA has a tripartite board structure that is designated to promote the participation of the entire community in the

¹ Public Law 88-452 (August 20, 1964), Title II – Urban and Rural Community Action Programs, Section 202 (a)(4).

reduction or elimination of poverty.²

Every county in Florida is supported by a non-profit CAA which can refer individuals to emergency financial assistance programs. The Low Income Home Energy Assistance Program LIHEAP is administered by CACAA to assist low-income households in paying energy expenses. The main components of the LIHEAP program are:

- Payment on behalf of qualified applicants to offset home heating or cooling costs; and
- Crisis relief for emergency situations such as: running out of fuel, or the impending or actual termination of electric or gas service.³

The Florida Department of Economic Opportunity (DEO or Department) is designated as the state agency that administers the LIHEAP Act of 1981, 42 U.S.C. ss. 8621 et seq. The Department is authorized to provide home energy assistance benefits to eligible households which may be in the form of cash, vouchers, certificates, or direct payments to electric or natural gas utilities or other energy suppliers and operators of low-rent, subsidized housing on behalf of eligible households. Priority is given to eligible households having at least one elderly or handicapped individual and to eligible households with the lowest incomes.⁴

The Department executed a Federally Funded Subgrant Agreement with CACAA (Subrecipient) on May 3, 2017 in the amount of \$4,455,344.00 to administer LIHEAP. The U.S. Department of Health and Human Services (DHHS) administers the LIHEAP program at the Federal level and distributes LIHEAP block grants to the states. CACAA is responsible for providing applicable services to the public which includes the collection of an application for services and the maintenance of a client file, both of which may contain confidential Personally Identifiable Information (PII)⁵. The Agency's performance under the Agreement is subject to the applicable requirements published in the Uniform Administrative Requirements, Cost Principles and Audit Requirements for HHS Awards, 45 Code of Federal Regulations Subtitle A Part 75.⁶ Specifically, Federal criteria⁷ require the non-Federal entity to establish and maintain effective internal control over the Federal award and take reasonable measures to safeguard PII and other information the HHS awarding agency or pass-through entity designates as sensitive or the non-Federal entity considers sensitive, consistent with applicable Federal, state, local, and tribal laws regarding privacy and obligations of confidentiality.

² Community Services Consortium website: <http://communityservices.us/about/detail/category/community-action-agency/>

³ CACAA website: <http://capitalareacommunityactionagency.com/about-crisis/>

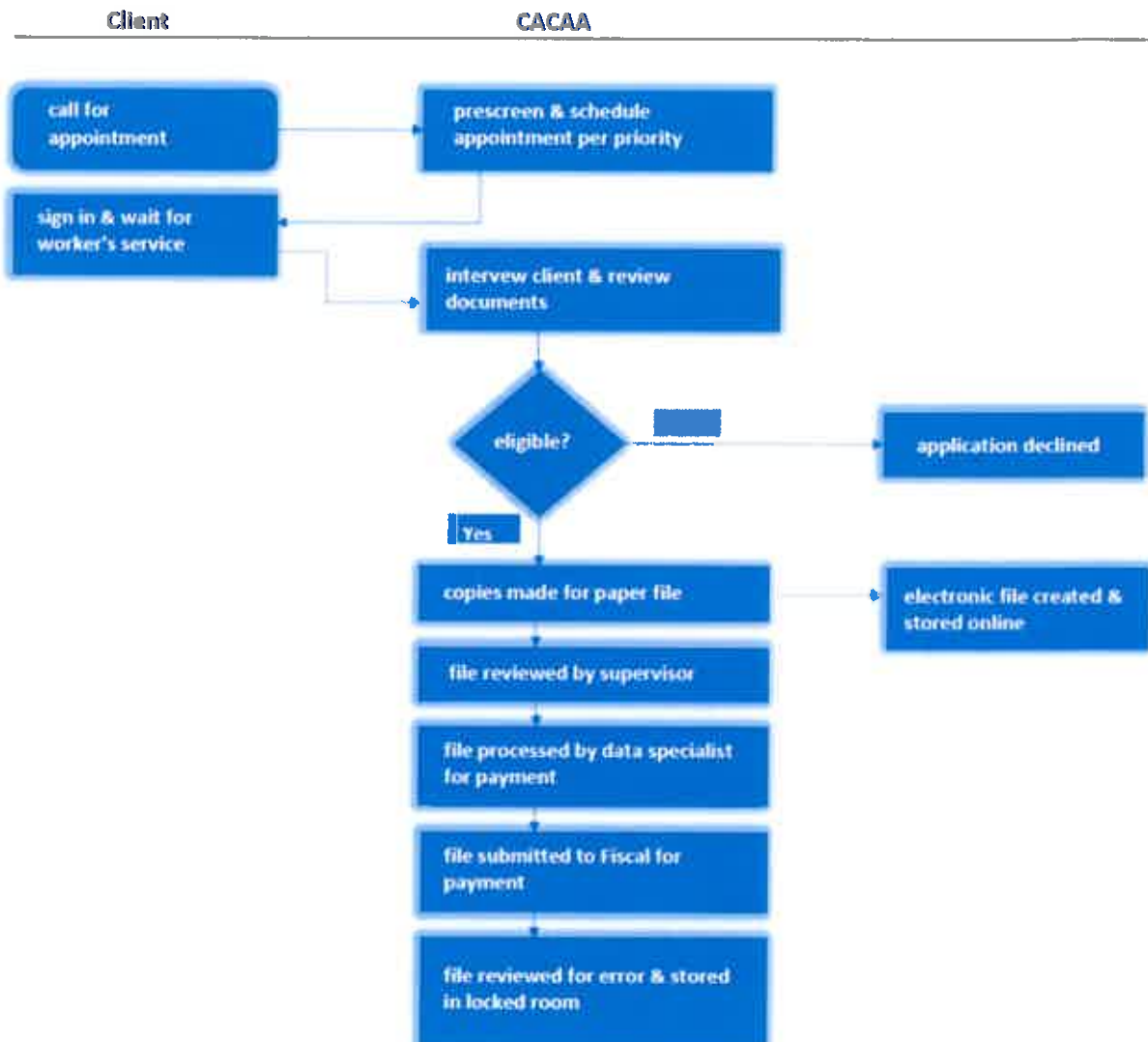
⁴ Section 409.508 (2), Florida Statutes, Low-income home energy assistance program.

⁵ Office of Management and Budget (OMB) Memorandum M-17-12, Preparing for and Responding to a Breach of Personally Identifiable Information, January 2017.

⁶ State Of Florida DEO FFY 2017 Federally Funded Subgrant Agreement LIHEAP, Agreement 17EA-0F-12-00-04-005.

⁷ 45 CFR Subtitle A (10-1-16 Edition) § 75.303 Internal Controls.

Below is a flowchart that depicts the LIHEAP application process for CACAA clients:



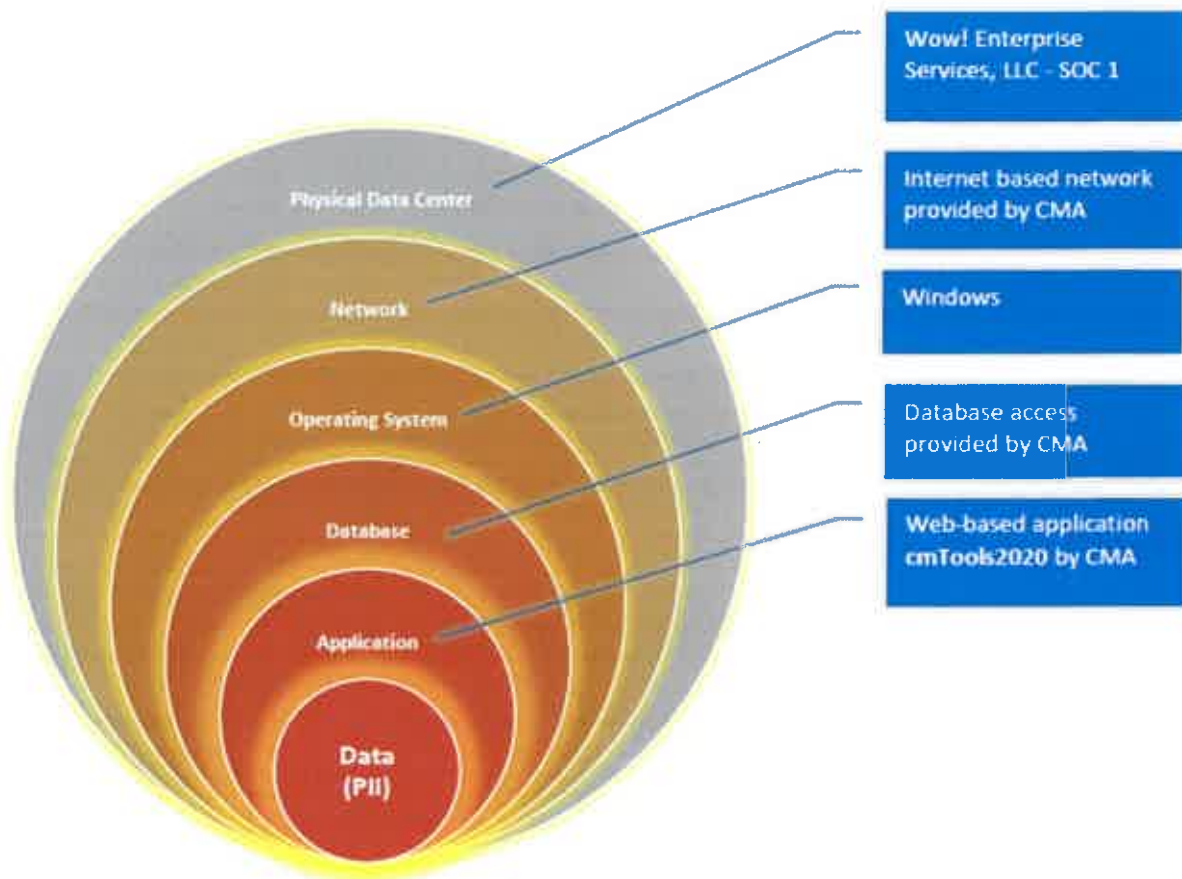
The Agency uses physical and electronic access controls to protect client PII. Physical access controls involve restricting physical access to computer resources and protecting them from intentional or unintentional loss or impairment.⁸

Electronic access controls require users to authenticate themselves (through the use of secret passwords or other identifiers) and limit the files and other resources that authenticated users can access and the actions that they can execute.⁹

⁸ Federal Information Systems Control Audit Manual (FISCAM), U.S. Government Accountability Office, February 2009.

⁹ Ibid.

The Agency's access controls are depicted in the graphic below:



Best Practices

We observed three best practices in the form of physical access controls during our CACAA building walk-through conducted April 8, 2019:

- The CACAA main office is protected by a security monitoring company which monitors the building against intrusion during non-operating hours;
- The CACAA main office has a restricted back door entrance that requires an employee ID badge to enter; and
- The CACAA has a prominent sign requesting clients to stop by the reception desk. Clients must physically report to the reception area and sign in before seeing a CACAA intake specialist.

Findings and Recommendations

Finding 1: Security Awareness Training

A comprehensive security awareness training program apprises new employees of, and reemphasizes to other employees, the importance of preserving the confidentiality, integrity, and availability of data and IT resources entrusted to them. The Agency for State Technology (AST) rules¹⁰ state that Agencies shall provide all their workers cybersecurity awareness education and training to ensure they perform their cybersecurity related duties and responsibilities consistent with agency policies and procedures. Each agency should establish a program that includes security awareness training within 30 days of start date for new employees and at least annually for all other employees, to provide on-going education and reinforcement of security practices. Federal regulations¹¹ also require, within the agency IT security program policy, there should be a clear and distinct section devoted to agency wide requirements for the awareness and training program to include 1) a policy that addresses the purpose, scope, roles, responsibilities, management commitment, coordination among organizational entities, and compliance, and 2) the procedures to facilitate the implementation of the security awareness and training policy and associated security awareness and training controls. The organization should provide security awareness training to information system users as part of initial training for new users, and for all employees on a regular basis, and in the meantime, document and monitor these information system security training activities.

Our audit procedures disclosed that CACAA had not implemented and maintained a comprehensive security awareness training program to facilitate CACAA employees' ongoing education and training on security responsibilities and the handling of sensitive and confidential information. The CACAA's Chief Operating Officer indicated in response to our inquiry that the Agency does not have written policies or procedures that describe the IT security awareness training program. In her confirmation email response dated April 18, 2019, she stated that security awareness training is informal (i.e. verbal reminders) and ad hoc in nature.

A comprehensive security awareness training program enhances Agency employees' awareness of the importance of information handled and their responsibilities for maintaining the confidentiality, integrity and availability of Agency data and IT resources.

¹⁰ AST Rule 74-2.003(2), (3)(b) and (c), Florida Administrative Code.

¹¹ National Institute of Standards and Technology (NIST) Special Publication 800-50, Building an Information Technology Security Awareness and Training Program 1.4 Policy & 1.5 Roles and Responsibilities; NIST Special Publication 800-53, Security and Privacy Controls for Federal Information Systems and Organizations AT-1 through AT-4.

Recommendation: We recommend that CACAA establish a comprehensive security awareness training program and ensure that employees timely receive security awareness training and that documentation of the training is maintained to demonstrate compliance with Agency policies.

Management Response:

Finding 2: PII Data Breach Documentation

The Office of Management and Budget (OMB) Memorandum 17-12¹² describes Federal regulations that require Federal grant recipients to have procedures in place to respond to a breach and include terms and conditions requiring the recipient to notify the Federal awarding agency in the event of a breach. These procedures should promote cooperation and the free exchange of information with Federal awarding officials, as needed, to properly escalate, refer, and respond to a breach.

Our audit procedures discovered that CACAA does not have a written PII breach response plan that includes policies and procedures for reporting, investigating, managing, and documenting a PII data breach. CACAA's Chief Operating Officer indicated in response to our inquiry that the Agency does not have a written PII breach response plan, nor does it have a written procedure describing how to notify the Federal awarding agency in the event of a PII data breach. In response to further inquiry, CACAA management indicated they have an unwritten procedure to immediately contact the Agency's IT consultant when a PII data breach is suspected. The IT consultant would then investigate the potential PII data breach and advise the Agency on how to proceed. Likewise, CACAA management indicated they have an unwritten procedure in the event of a PII data breach to contact the appropriate Federal funding agency (i.e. the U.S. Department of Health and Human Services for LIHEAP funding). However, Agency management did not specify how the Federal funding agency would be contacted.

The lack of a PII data breach response plan may jeopardize the Agency's efforts to efficiently and effectively continue operations with minimal loss and processing disruption, should an event of PII data breach occur.

Recommendation: We recommend that CACAA review OMB Memorandum 17-12 (Preparing for and Responding to a Breach of Personally Identifiable Information) to help develop a written PII breach response plan to ensure a minimum business impact in the event of a major disruption.

Management Response:

¹² OMB Memorandum 17-12, Preparing for and Responding to a Breach of Personally Identifiable Information, January 2017.

Finding 3: Deactivation of User Accounts

Effective IT controls include notifications to security management of employee separations and the prompt deactivation of user IDs and passwords. AST rules¹³ require agencies to ensure IT access is removed when the IT resource is no longer required by a user. Federal standards and guidelines¹⁴ establish account management controls that require an organization to manage information system accounts, including creating, activating, modifying, reviewing, disabling and removing accounts during and after personnel actions, such as for termination and transfers. Prompt action to deactivate access privileges of a user who separates from employment or when the access to IT resources is no longer needed is necessary to help prevent misuse of the access privileges.

As part of our audit procedures, we evaluated CACAA's electronic access controls over its information system and examined records related to deactivation of user access rights. We reviewed all (four) CACAA employees who had access rights to LIHEAP client PII and separated from employment during the period January 1, 2018 through January 31, 2019 to determine whether the former employees' CMTTools and Windows system user access privileges were timely deactivated.

Our audit procedures disclosed that the CMTTools user access privileges for 3 out of 4 (i.e., 75%) former employees remained active for periods ranging from 2 to 18 days after the employees separated from CACAA employment. It was also noted that 4 out of 4 (i.e., 100%) former employees had their Windows system user accounts in an active state for periods ranging from 25 to 231 days after their separation from CACAA employment.

During inquiry, the Agency's CMTTools administrator stated and later confirmed in a Confirmation Memorandum that CMTTools user access privileges of an employee separating from the Agency is denied as soon as she is notified by HR or the employee's direct supervisor. As for deactivation of Windows system user accounts, the Agency's IT consultant indicated in e-mail that his staff disables system user accounts per CACAA management's verbal or e-mail request and reconciles the user accounts with CACAA department heads at least four times a year to "catch those users that slipped through the net".

Absent an effective process for the timely deactivation of access privileges, the risk increases that unauthorized disclosure, modification or destruction of data and IT resources may occur.

Recommendation: We recommend that CACAA management improve procedures to ensure that CMTTools and System user accounts are timely deactivated upon a user's transfer or separation from Agency employment.

¹³ AST Rule 74-2.003(1)(a)8, Florida Administrative Code.

¹⁴ Federal Information Processing Standards (FIPS) 200, Minimum Security Requirements for Federal Information and Information System; NIST Special Publication 800-53, Control AC-2, Account Management.

Management Response:**Finding 4: Access Authorization Documentation**

AST rules¹⁵ require each agency to manage identities and credentials for authorized devices and to implement control measures that, at a minimum, address responsibilities of information stewards, including responsibilities for administering access to systems and data based on documented authorizations. Effective access authorization practices include, among other things, the use of access authorization forms to document the user access privileges that management has authorized. Additionally, appropriately maintained access authorization documentation facilitates the complete and accurate assignment of user access privileges.

As part of our audit procedures, we requested, for review, access authorization documentation for 10 of the 25 CACAA information system users with active access privileges to LIHEAP client PII as of January 31, 2019, to determine whether the access privileges granted were authorized and appropriately assigned. Agency management indicated that separate access authorization forms, signed by both the supervisor and IT administrator, were not used for authorizing information system access privileges. Our audit inquires revealed that informal access authorization procedures are in place where access to the Agency's information system is provided when a supervisor verbally requests or e-mails the IT administrator to provide access to an individual.

Also in response to our audit inquiry, CACAA management stated the Agency had not established a policy to require documentation of the authorization and approval for all changes of access privileges.

The lack of signed access authorization documentation limits management's assurance that access privileges for CMTools and the network are authorized and appropriately assigned.

Recommendation: We recommend that CACAA maintain complete and accurate documentation demonstrating management's authorization of CMTools and network user access privileges.

Management Response:**Finding 5: Periodic Review of Access Privileges**

Periodic reviews of user access privileges help ensure that only authorized users have access and that the access provided to each user remains appropriate. Policies and procedures should be established to reasonably assure the effectiveness of the reviews. An effective periodic access review consists of identifying the current access privileges of all system users, evaluating the access privileges necessary for the users' current job duties and ensuring that the authorization forms and

¹⁵ AST Rule 74-2.003(1)(a)6, Florida Administrative Code.

actual access privileges reflect the appropriate access privileges. AST rules¹⁶ require agency control measures that facilitate periodic reviews of access rights with information owners on a routine basis. The frequency of the reviews must be based on system categorization or assessed risk.

Our audit procedures disclosed that as of January 31, 2019, CACAA had not established or implemented appropriate procedures for, and had not performed, a periodic review of access privileges of users with access to LIHEAP client PII. The Agency's CMTTools administrator stated that when employees are on a leave of absence, terminated, or resign, their access to CMTTools is denied as soon as she is notified they are no longer with the Agency. To corroborate what has been noted, we sent the CMTTools administrator follow-up questions on whether she or her designated staff periodically contact supervisors to confirm that employees working under their supervision still need access to CMTTools. Her responses revealed that periodic review of user access rights is not conducted, and that without being notified by an employee's direct supervisor, the CMTTools administrator would have no way of knowing whether an employee still needs access to CMTTools.

Absent a periodic review of access to CMTTools, the risk increases that users may have inappropriate access to sensitive and confidential data.

Recommendation: We recommend that CACAA management establish procedures for, and perform periodic reviews of, information system accounts and associated privileges to ensure that access privileges are authorized and remain appropriate.

Management Response:

Finding 6: Security Controls – User Authentication and Transmission of Data

Security controls are intended to protect the confidentiality, integrity, and availability of data and IT resources. Our audit procedures disclosed that certain security controls related to user authentication and data transmission need improvement. This report does not disclose specific details of the issue because of the possibility of compromising the confidentiality of data. However, we have notified appropriate CACAA management of the specific issues in a separate document and management responses can be provided to audit staff separately.

Without appropriate security controls related to authentication and data transmission, the risk is increased that the confidentiality, integrity, and availability of the Agency's data and related IT resources may be compromised.

¹⁶ AST Rule 74-2.003(1)(a)6, Florida Administrative Code.

Recommendation: We recommend CACAA management improve IT security controls related to user authentication and data transmission to ensure the confidentiality, integrity and availability of the Agency's data and IT resources.

Management Response:

Authority, Objectives, Scope and Methodology

The DEO Office of Inspector General conducts audits and reviews to provide unbiased and relevant information for use in promoting accountability, stewardship, and improving agency operations.

The scope of this report consisted of testing whether CACAA had sufficient internal controls to prevent unauthorized access to LIHEAP client PII. We conducted this PII compliance audit covering the period of January 1, 2018 through January 31, 2019, with some activities that may have occurred through the completion of audit fieldwork ending May 2019. Audit standards require that we plan and perform audits and reviews to obtain enough evidence that supports our findings and conclusions. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The overall objectives of the audit were to:

- Determine if CACAA was in compliance with PII protection requirements found in authoritative Federal and State of Florida cybersecurity publications.
- Evaluate if CACAA had adequate physical and electronic controls to prevent unauthorized access to client PII.

By design, this audit identified the programs, activities or functions included within the scope of the audit; deficiencies in management's internal controls; instances of noncompliance with applicable governing laws, rules or agreements; and instances of inefficient or ineffective operational policies, procedures or practices. The focus of this audit was to identify problems so that they may be corrected, to improve government accountability, efficiency and the stewardship of management.

As described in more detail below, our audit of CACAA's physical and electronic PII access controls included but was not limited to: communicating with management; obtaining an understanding of the process, activity, or function; exercising professional judgment in considering significance and audit risk in the design and execution of the research, interviews, tests, analyses, and other procedures included in the audit methodology; obtaining reasonable assurance of the overall sufficiency and appropriateness of the evidence gathered in support of our audit's findings and conclusions; and reporting on the results of the audit as required by governing laws and auditing standards.

An audit by its nature does not include a review of all records and actions of agency management and staff and, therefore, cannot be relied upon to identify all instances of noncompliance, fraud, abuse or inefficiency.

In conducting our audit, we:

- Obtained an understanding of governing laws, rules, regulations and other guidelines regarding CACAA's responsibilities for safeguarding PII;
- Evaluated the effectiveness of selected user identification and authentication controls over PII;
- Evaluated the effectiveness of selected logging and monitoring controls over PII;
- Performed inquiries, observations, and inspections of documents and records to determine whether the processes for safeguarding PII included in the audit's scope had been adequately designed and implemented, and policies and procedures for the protection of that data addressed applicable laws, rules and other guidelines; and
- Communicated with applicable Agency management to ensure the timely resolution of issues involving controls and noncompliance.

Section 20.055, Florida Statutes, provides that DEO's Office of Inspector General is responsible for conducting audits, reviews or evaluations of agency controls to ensure accountability. This report was prepared to present the results of our audit.

Our office appreciates the Agency's professionalism and cooperation during this audit.



James E. Landsberg
DEO Inspector General

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Statement of Accordance

The mission of the Department is to promote economic prosperity for all Floridians and businesses through successful workforce, community, and economic development strategies.

The mission of the Office of Inspector General is to promote accountability, integrity, and efficiency by providing quality audits, investigations, management reviews and technical assistance.

This audit engagement was conducted pursuant to Section 20.055, Florida Statutes, and in accordance with International Standards for the Professional Practice of Internal Auditing published by the Institute of Internal Auditors.

Please address inquiries regarding this report to the Department's Office of Inspector General at (850) 245-7135.



CAPITAL AREA COMMUNITY ACTION AGENCY

Strategic Plan, April 2019

Mission

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

Strategic Plan Priorities

The information covered and processed by the Board of Directors, Head Start Policy Council, and the Agency Management Team covers a variety of issues which extend far beyond the current capacity and scope of the Agency and its mission. With a priority focus on serving community in poverty, the Board adopts the following priorities.

Single Mothers Living in Poverty

- A workplan will be developed to help methods of prioritizing services to single mothers through Getting Ahead, Head Start, LIHEAP and other related programs and services.
- By increasing the percentage of clients served, the Agency can – in partnership with other agencies and organizations – focus on reducing the percentage of single mothers living at or below the poverty line.

Children Living in Poverty

- The workplan will include a specific focus on strengthening a two-generation approach to families in poverty especially when the head of household is a single mother.
- The ultimate goal of any intervention will be to reduce dependence on public assistance programs and prepare both the children and the mother for a prosperity.

Consolidated Participant Demographic Report By Program

Tuesday, June 18, 2019

For the period from: 5/1/2019 to: 5/31/2019

Total unduplicated number of persons about whom one or more characteristics were obtained: **785**
 Total unduplicated number of families about whom one or more characteristics were obtained: **302**

Gender

Male: 308
 Female: 477
 Other:
 Not Reported:
TOTAL: 785

Family Size

One: 98
 Two: 60
 Three: 66
 Four: 44
 Five: 20
 Six: 9
 Seven: 3
 Eight or more: 2
TOTAL: 302

Family Type

Single Parent Female: 141
 Single Parent Male: 5
 Two Parent Household: 22
 Single Person: 92
 Two Adults/no children: 21
 Other: 21
TOTAL: 302

Age

0 to 5: 148
 6 to 13: 137
 14 to 17: 108
 18 to 24: 48
 25 to 44: 213
 45 to 54: 59
 55 to 59: 55
 60 to 64 17
 65 to 74
 75 +
 Not Reported:
TOTAL: 785

Family Income Source

Unduplicated # Families Reporting Zero Income ⁴⁴
 Unduplicated # of Families Reporting One or More Sources of Income: 257
TOTAL Unduplicated # of Families Reporting One or More Sources of Income or Zero Income: 301

Level of Family Income (% HHS Guideline)

Up to 50%: 101
 51% to 75%: 48
 76% to 100%: 81
 101% to 125%: 37
 126% to 150%: 23
 151% to 175%: 5
 176% to 200%: 3
 201% and Over: 3
TOTAL: 301

Race

White: 109
 African American: 650
 Native American: 0
 Asian: 0
 Native Hawaiian and Other Pacific Islander: 2
 Other: 9
 Multi-Race: 15
TOTAL: 785

TANF: 7
 SSI: 86
 Social Security: 73
 Pension: 7
 General Assistance: 5
 Unemployment Insurance: 4
 Employment + Other Sources: 4
 Employment Only: 121
 Other: 11

Housing

Own: 50
 Rent: 249
 Homeless: 0
 Other: 3
TOTAL: 302

Education

[adults 24 and older]
 11
 9 - 12 Non-graduate: 85
 HS Grad/GED: 153
 12+ Some Post HS: 42

Other Characteristics

Have Health Insurance: 764
 Are Disabled: 84
 Are Veterans: 0
 Have no Health Insurance: 21
 Are not Disabled: 701
 Are not Veterans: 785

Other Family Characteristics

Receive SNAP: 220
 Do not receive SNAP: 82
 Farmer: 0
 Migrant Farmer: 1
 Seasonal Farmworker: 3
 Is not Farmer: 298
 Is not Migrant Farmer: 301
 Is not Seasonal Farmer: 299
 At least 1 member 55+: 68

Consolidated Participant Demographic Report By Program

Tuesday, June 18, 2019

For the period from: 5/1/2019 to: 5/31/2019

Total unduplicated number of persons about whom one or more characteristics were obtained: 785

Total unduplicated number of families about whom one or more characteristics were obtained: 302

2 or 4 yr College Grad: 21

TOTAL: 312

Ethnicity

Hispanic or Latino: 14

Not Hispanic or Latino: 771

CRISIS
Increasing Client Support System

Family Type:	May-19	Jun-19	Jul-19	Aug-19
Single Parent Female	141			
Single Parent Male	5			
Seniors 60+	17			
Disabled	84			
Age:				
0 to 5	148			
6 to 13	137			
14 to 17	108			
18 to 24	48			
Totals:	688			

Capital Area Community Action Agency
Proposed Head Start Budget
Fiscal Year 10/1/19 - 9/30/20

		Federal Funding			Non-Federal Funding				PROPOSED HEAD START BUDGET (All Funding Sources)
		HEAD START	CCFP	TOTAL PROGRAM FUNDING	CHSP	VPK	UW	Total Other Funding Sources	
Revenue									
Government Contracts - FEDERAL	4000	3,525,297		3,525,297				-	3,525,297
Government Contracts - STATE & LOCAL			336,240	336,240	53,500	239,896	-	293,396	629,636
Other		-	-	-	-	-	-	-	-
Total Revenue		3,525,297	336,240	3,861,537	53,500	239,896	-	293,396	4,154,933
Expenditures									
Salaries & Wages - Head Start	6010	1,749,563	90,181	1,839,744	28,625	139,416	-	168,041	2,007,785
Fringe - Head Start	6110	498,276	25,684	523,960	8,152	39,708	-	47,858	571,818
Staff Screenings	6180	1,150		1,150		250		250	1,400
Indirect Costs - Head Start	6210	449,567	23,173	472,740	7,355	35,824		43,179	515,919
Travel - In Area	6310	3,500	500	4,000		500		500	4,500
Office Supplies	6410	5,500		5,500		500		500	6,000
Program Supplies	6415	26,985	-	26,985		1,000		1,000	27,985
Classroom Supplies	6420	25,000	-	25,000		2,000	-	2,000	27,000
Kitchen Supplies	6430	10,000	3,043	13,043		10,000		10,000	23,043
Medical/Dental Supplies	6440	750		750		10		10	760
Copies/Printing/Copier Maintenance/Toner/Paper	6510	13,000		13,000		1,000		1,000	14,000
Postage and Delivery Expense	6600	950		950				-	950
Contractual Services/Professional	6710	12,000		12,000				-	12,000
Contractual Services - Health/Disabilities	6715	145,000		145,000	9,367			9,367	154,367
Rent/Space Cost	6810	207,862	13,000	220,862		-		-	220,862
Utilities	6820	83,000	3,000	86,000		-		-	86,000
General Liability and Property Insurance	6830	26,000		26,000				-	26,000
Communications	6840	46,000		46,000				-	46,000
Repairs and Maintenance- Building - Recurring	6850	86,000		86,000				-	86,000
Repairs and Maintenance- Building - Non-Recurring	6855	13,996		13,996				-	13,996
Equipment Maintenance	6910	16,000		16,000				-	16,000
Vehicle Expense	6920	26,000		26,000				-	26,000
Equipment Lease	6930	8,600		8,600				-	8,600
Technology	6940	15,000		15,000				-	15,000
Fees, Licenses, and Permits	7010	1,500		1,500				-	1,500
Dues/Subscriptions	7020	2,500		2,500				-	2,500
Special Events	7110	2,000		2,000				-	2,000
Expendable Equipment	7320	3,000	910	3,910				-	3,910
Registration Fees	7410	13,134	-	13,134				-	13,134
Meetings/Workshops/Training	7420	400							
Staff Development	7430	27,864		27,864				-	27,864
Advisory/Board Member Expenses	7440	2,000		2,000				-	2,000
Advertising	7450	2,000		2,000				-	2,000
Parent Activities	7460	1,200		1,200				-	1,200
Raw Food Cost	7510	-	176,750	176,750		9,690		9,690	186,440
Total Expenditures		3,525,297	336,240	3,861,137	53,500	239,896	-	293,396	4,154,533

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

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2018-2019 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.

2018-2019 Self-Assessment Findings

During the 2018-2019 self-assessment process the Community Action self-assessment team evaluated the program on six different domains. The domains were as follows:

- Program Design and Management (3.775),
- Quality Education and Child Development Services (2.898),
- Monitoring and Implementing Quality Health Program Services (3.31),
- Quality Family and Community Engagement Services (3.125),
- Monitoring and Implementing Fiscal Infrastructure (3.83), and
- Monitoring ERSEA Eligibility and Attendance (3.75).

The self- assessment resulted in Community Action identifying multiple areas with opportunity for improvement. There were no overall domains which the self-assessment team found the majority of time Community Action did not meet an indicator or had not implemented the requirements of a performance indicator.

However, within five of the six domains measured, the self-assessment team found indicators that the majority of time Community Action met the indicator in terms of compliance and/or quality, but this area would be stronger if something was done differently. One of the six domains, Quality Education and Child Development Services (2.898), was found to be an area of weakness. The self-assessment team found the majority of the time Community Action struggled to consistently meet the minimum standards for delivering a quality education or quality services in a child development program.

Corrective action plans have been completed for the indicators that were identified as weakness. Further in line with a comment to quality, the program has re-evaluated program practices to strengthen even the domains in which our self-assessment teams identified there is not a definitive weakness, but an opportunity to provide higher quality service to clients.

Self-Assessment Domain Scores

Strengths (4)	Opportunities (3)	Weakness (2)	Threats (1)
	Program Design and Management (3.775)	Quality Education and Child Development Services (2.898)	
	Monitoring and Implementing Quality Health Program Services (3.31)		
	Quality Family and Community Engagement Services (3.125)		
	Monitoring and Implementing Fiscal Infrastructure (3.83)		
	Monitoring ERSEA Eligibility and Attendance (3.75)		

Program Design and Management

Key Performance Area 1: Management Structure				4
INDICATOR: 1.1 Program is structured to provide effective management and oversight of all program areas. 1302.101(a)(1)	1	2	3	X
Notes:				
INDICATOR: 1.2 Fiscal is structured to provide effective management and oversight of all program areas. 1302.101(a)(1)	1	2	3	X
Notes:				
INDICATOR: 1.3 Human Resource is structured to provide effective management and oversight of all program areas. 1302.101(a)(1)	1	2	3	X
Notes:				
Key Performance Area 2: Program Progress Toward Meeting Program Goals				3.6
INDICATOR: 2.1 The program uses Self-Assessment data to evaluate progress toward program goals and school readiness. 1302.102(b)(2)(i)	1	X	X	4
2.5				
Notes:				
INDICATOR: 2.2 The program's recordkeeping system facilitates effective oversight of program operations. 1302.101(a)(4)	1	2	3	X
Notes:				
INDICATOR: 2.3 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	3	X
Notes:				
INDICATOR: 2.4 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:				

Key Performance Area 3: Governing Body Data Use				3.7
INDICATOR: 3.1 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	X	X 3.6
<p>Notes: "I Believe that we still have a lot of work to do to make this a high function board along with being transparent about issues that are pertinent to be advised about and plans to address issues problems or concerns," (Survey Respondent, 02/19/2019 @1941 hours).</p> <p>"Some of the questions were beyond what I think may be beyond the board's scope," Survey Respondent," 02/13/2019 @1101 hours).</p>				
INDICATOR: 3.2 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	X	X 3.8
Notes:				
Key Performance Area 4: Policy Council Data Use				3.8
INDICATOR: 4.1 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	X	X 3.8
<p>Notes:</p> <p>"Always going the extra mile to make sure our children are happy and educated," (Survey Respondent, 02/18/2019 @ 1300hours).</p> <p>"From my view as a parent my daughter is learning effectively, thanks to the teachers," (Survey Respondent, 02/17/2019 @ 1254 hours).</p> <p>"I am very thankful to be a part of the Head Start program. My children have highly benefited from this resource. I refer the service to all parents," (Survey Respondent, 02/14/2019 @ 1945 hours).</p> <p>"It appears that the program curriculum is still somewhat lacking...Also the goals and plans to reach the goals are not clearly communicated... The budget can be confusing to understand. I am not sure who is over the program, but the CEO comes to the meeting...More could be done to make sure that our children are ready for school and the parents are well informed," (Survey Respondent, 02/14/2019 @ 1514 hours).</p>				

Quality Education and Child Development Services

Data

Key Performance Area 1: Data and Service Delivery, Child Outcomes, and School Readiness					2.5
Indicator 1.1 The program monitors the effectiveness of teaching practices including curriculum implementation. 1302.102(b)	1	X	3	4	
<p>Notes: The Center Directors monitor lesson plans weekly. The Education Team visits and observes all classrooms regularly. The Education Team monitors three times a year (Fall, Winter, Spring) using the CLASS Monitoring Instrument to assist them in determining needs and areas of weakness. Staff receives coaching from Education Team in areas of interest and need. Early Childhood Team met with ICF T/TA Specialist January 2019. She suggested the program implement a process for monitoring Curriculum Fidelity, by utilizing and training Center Managers, supported by the Coaches. Training will be provided on Curriculum Fidelity in March 2019. (see attached documentation)</p>					
Indicator 1.2 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	
<p>Notes: With the help of the Quality Assurance Manager, information is analyzed and aggregated. The data is then used to identify training needs and professional development opportunities at the center and administrative level. Training is provided to staff based on areas of need, classroom observations, monitoring data, VPK and CLASS assessment results.</p>					
INDICATOR: 1.3 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	X	4	
<p>Notes: Ongoing monitoring data is used to improve educational services. Staff make adjustments, adapt services and strategies to make improvements and strengthen the program. This school year, staff work schedules were changed in hopes to make a difference in CLASS scores.</p>					
INDICATOR: 1.4 The program has data supporting progress in achieving school readiness goals. 1302.102(c)	1	X	3	4	
<p>Notes: School readiness goals are aggregated quarterly. Last year, the program did not meet the school readiness goals set by the state. To date, the program has not received their results.</p>					
Key Performance Area 2: Individualized Services for Each Child					3
INDICATOR: 2.1 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	X	4	
<p>Notes: The program has individualization specialists that works with teachers to individualize experiences, lessons, and strategies. (See copy of lesson plans attached)</p>					

INDICATOR: 2.2 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	X	4
Notes: Information is analyzed and aggregated into data that can be used to access progress toward school readiness. 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), physical growth data from TITUS Sports Academy, initial and final home visits, parent conferences and anecdotal records.				
INDICATOR: 2.3 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
Notes: Parents receive two home visits and parent conferences per year, one at the beginning of the school year and one at the end of the school year. Teachers share child’s screening and assessment results during their visits with parents.				
Key Performance Area 3: Families of Children with Disabilities are Engaged and Supported				3.4
INDICATOR: 3.1 The program helps parents of children with disabilities in obtaining services. 1302.62	1	2	X	4
Notes: The Mental Health Coordinator/ Special Services Coordinator meet with parents of children with disabilities, to identify needs and explain services. Parents are referred to appropriate community provider(s) 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 and United Way Program to assist with serving children enrolled in the program with disabilities.				
INDICATOR: 3.2 The program helps parents understand the referral, evaluation, and services timelines required under IDEA. 1302.62	1	2	3	X
Notes: The program helps parents navigate 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.				
INDICATOR: 3.3 The program supports parents’ participation in the Individual Family Service Plan or Individualized Education Plan development process. 1302.62	1	2	3	X
Notes: The program supports parent’s participation by having individual meetings, parent/staff conferences, sharing progress reports and on-going networking. The program has developed a Multi-Disciplinary Team to help parents participate on their Families’ Individual Service Plan.				

INDICATOR: 3.4 The program helps parents understand the purpose of evaluations and ensuring their child's needs are addressed. 1302.62	1	2	X	4
Notes: The program completes screenings and assessments on each child within 45 days of their enrollment. Staff shares results, outcomes, and progress reports with parents. This information is explained to parents, during meetings, parent/staff conferences. Parents are given an opportunity to ask questions. They are informed of any services, if further testing is needed for their child and what to expect from those services.				
INDICATOR: 3.5 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 in learning more about their child's disability and supporting their development through sharing information during their Individual Education Plan meetings, results of evaluations and progress reports. Information is also shared with parents at parent/teacher conferences and trainings.				
Key Performance Area 4: Program Budgets, Staffing Resources, and Professional Development Funds Support Quality Education Services				2.5
INDICATOR: 4.1 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: Budget reports are shared with Managers monthly. The Education Manager and Disabilities Coordinator meet with the Chief Operating Officer to give their input on any needs for their services areas. The Quality Assurance Manager also assists in this process.				
INDICATOR: 4.2 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	X	X	4
2.5				
Notes: The budget has line items that address educational needs such as training, workshops, meetings, staff and professional development. The Education Manager works with the Chief Operating Officer to plan and meet the changing needs of the classroom and teaching staff. If the need arises for changes to line items in the budget the Chief Operating Officer and Education Manger will discuss and make adjustments.				
A budget meeting/training is scheduled for February 19, 2019 to assist with having a better understanding of budget planning.				
INDICATOR: 4.3 The program ensures education staff meets qualifications.1302.91(e)(1)-(6)	1	2	X	4
Notes: The Teachers have an Associate Degree in Early Childhood Education or Child Development or are enrolled in a program that will lead to an Associate Degree or equivalent coursework. Teaching staff receive individual coaching, training during Pre-Service, In-Service and workshops on such topics as assessment tools, outcomes and curriculum to name a few.				

Learning Environment Exploration

Key Performance Area 5: Evaluating Performance and Stimulating Ongoing Improvement				3
INDICATOR: 5 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 environment contains age appropriate equipment. However, the program is working on updating ramps, lowering tables to accommodate children with disabilities.				
Key Performance Area 6: Evaluating Performance and Stimulating Ongoing Improvement				3.25
INDICATOR: 6.1 Teaching practices and learning environments are communication- and language-rich.1302.31(b)(1)(i)	1	2	3	X
Notes: The learning environment and teaching practices are language and communication rich. Furniture and toys are labeled with words. Posted materials on the walls are also language rich. Communication is on-going throughout the day during classroom activities and meal times.				
INDICATOR: 6.2 Teaching practices and learning environments promote critical thinking and problem solving. 1302.31(b)(1)(i)	1	2	X	4
Notes: Autotomy is encouraged by the Teachers. *** See CLASS Data***				
INDICATOR: 6.3 Teaching practices and learning environments promote children's social, emotional, behavioral, and language development. 302.31(b)(1)(i)	1	2	X	X
3.5				
Notes: Teachers review classroom rules with the children, they have jobs and follow the daily schedules. Children are taught through conversation, to be responsible in the classroom toward their peers, to share and take turns, pass their food during meal times and to use their words when someone hits them. *** See CLASS Data***				

INDICATOR: 6.4 Teaching practices and learning environments provide supportive feedback to promote learning. 302.31(b)(1)(i)	1	2	X	4
Notes: Teachers are respectful, engaging and give positive feedback to the children throughout each activity and during transiting. The staff supports the children’s play through scaffolding. Children and staff engage in conversation during mealtimes. *** See CLASS Data***				
INDICATOR: 6.5 Teaching practices and learning environments motivate continued effort. 302.31(b)(1)(i)	1	2	X	4
Notes: Teaching practices motivates students and each other through positive encouragement. Teachers encourage students with positive reinforcement. 43 % of the children in the program met or exceeded expectations with regards to persisted with a difficult or non- preferred activity, as of Jan 2019. See HSELOF Approaches to Learning Scores. *** See CLASS Data***				
INDICATOR: 6.6 Teaching practices and learning environments support children’s engagement in learning experiences and activities. 1302.31(b)(1)(i)	1	2	X	4
Notes: Teachers encourage students 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				
Total				

*** Data currently unavailable in Child Plus.

Key Performance Area 7: Appropriate Learning Experiences				3
INDICATOR: 7.1 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 a variety of learning experiences that provides opportunities for choice, play, center and outside time.				
INDICATOR: 7.2 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: The children have an opportunity for physical activity during outdoor times and during visits from the TITUS Fitness Professionals. The Teachers follow a daily schedule which incorporates rest, mealtimes, and other daily routines. (See documentation-copy of Daily Schedule)				
INDICATOR: 7.3 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: There is a dual language staff person who visits classrooms regularly. She shares with the Teachers simple Spanish lessons and greetings to welcome the students. The curriculum is research based and is Spanish and English.				
Key Performance Area 8: Child Assessment Data and Lesson Planning				2.5
INDICATOR: 8.1 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	X	X	4
Notes: Teacher's lesson plans were selected at random for review. (3 samples) Only one Teacher had an in depth individualized lesson plans. (See attached Lesson Plans)				

Key Performance Area 9: Teachers				2.93
INDICATOR: 9.1 Teachers implement the curriculum in the classroom. 1302.31(b)	1	X	X	4
		2.5		
Notes: The curriculum is researched, play based. Teachers develop and implement lesson plans and activities based on the curriculum. (See copies of selected lesson plans Area 8.1)				
INDICATOR: 9.2 Teachers design individual and group lesson plans based on the curriculum. 1302.31(b)(ii)	1	2	X	4
Notes: Individual and group lesson plans are designed for children based on the curriculum.				
INDICATOR: 9.3 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: The Education Manager and Education Coordinator provide ongoing feedback to Teaching staff on their teaching practices, strengths, improvement and professional development.				
INDICATOR: 9.4 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	X	X	4
		2.5		
Notes: Teachers receive assistance, support, training and strategies for supporting children with challenging behaviors. Most Teachers are unable to implement Conscious Discipline and will need additional support and training.				
INDICATOR: 9.5 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: During Pre-Service and In-Service, Teachers receive training to help them with planning group and individual lesson plans, activities and schedules that align with the curriculum.				

INDICATOR: 9.6 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	X	X	4
Notes: Teachers, parents and Family Advocates are involved in the process of individualizing for each child to ensure their success towards school readiness. Random individual Lesson Plans had the same activity for all students as students without an IEP.				
INDICATOR: 9.7 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
Notes: Classrooms are inclusive. Children with disabilities are provided access to and participated in a full range of services. They are screened within 45 days of entering the program. Children who need special services will be referred to appropriate provider for services. Services are provided include Occupational Therapy, Speech, Behavior Management, and Mental Health Services.				

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				3.8
INDICATOR: 1.1 The program uses our recordkeeping system to collect and track child health data. 1302.42(a)-(d); 1302.101(a)(4)	1	2	3	X
Notes: Child Plus is the recordkeeping system used for tracking health data weekly. Reports are monitored are printed to guarantee no health documents are out of compliance.				
INDICATOR: 1.2 The program identifies and addresses patterns or trends concerning late or missing child health information. 1302.101(a)(4)	1	2	3	X
Notes: Yes, the data and reports are useful in monitoring late or missing health information. Have the capability to communicate to the parents via email through Child Plus, verbal notices, emails and letters. Parents are also informed in the monthly newsletters and flyers that are posted at the centers.				
INDICATOR: 1.3 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: Workshops regarding health and well-being are built into during parent meetings, meetings with teachers and the advocates. According to the family's needs during their assessment at registration and during the course of the school year community partnerships are utilized. The parents are also supported be providing up to date information by letters/ follow letters regarding their child's health.				
INDICATOR: 1.4 The program completes health determinations (i.e., onsite health professionals, community collaborations, etc.). 1302.42(b)	1	2	3	X
Notes: There are several partnerships and health professionals are in collaboration for completing the health determinations such as Florida WIC, ELC for hearing and vision, Molar express for dental, Impact America-Focus First for vision, Lynn James, a registered dietician and Titus Sports Academy for physical fitness/ height and weight.				

INDICATOR: 1.5 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: Pancare (Franklin), Molar Express (Leon), and Jefferson County dental clinic (Jefferson) are utilized for providing dental treatment and examinations. Parents in the program sign a consent form permitting the child to be evaluated by qualified professionals from the above mentioned places. Teachers and children brush their teeth daily in classroom. When eating family style meals they integrate nutrition education. Cooking activities are prepared by the teaching staff and the cooking staff.				
Key Performance Area 2: Progress, Issues, and Continuous Quality improvement in Health Services				3
INDICATOR: 2.1 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: The program uses 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. The data gathered helps with community assessment which is from the families that we served.				

Safety Practices

Key Performance Area 3: How the Program Ensures Children are Safe				3.75
INDICATOR: 3.1 – 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: Data is used on an continuous basis to ensure the program is in compliance and the performance constantly advances. Data is also shared with governing board and Policy Council to integrate their recommendations.				
INDICATOR: 3.2 –The program has made progress in replacement, renovation, and repair of any facilities identified by the grantee with concerns.	1	2	X	4
Notes: Updated the on preventative maintenance checklist; updated the way work orders are tracked; The progress has improved the speed and quality of repairs. It has reduced repetitive work orders and allows for more follow-up and overseeing is happening.				

INDICATOR: 3.3 –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: The teaching staff received training in preservice, in-service that focused solely on active supervision. Education Coordinators provide individualized training to the teaching staff at the centers who may need additional support in active supervision.				
INDICATOR: 3.4 – 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: A sample of staff files was reviewed.				
Key Performance Area 4: Budget to Support Quality				3
INDICATOR: 4.1 - Resources are budgeted to support quality health program services and safe/ healthy learning environments. 1302.101(a)(3)	1	2	X	4
Notes: Resources are budgeted however more funds need to be budgeted for mental health services.				
Key Performance Area 5 : Health Culture				3
Indicator 5.1 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: Mental Health therapists are accessible 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. Outside community resources are also available.				

Quality Family and Community Engagement Services

Data

Key Performance Area 1: Supporting Services and Strengthening PFCE Outcomes				3.0
INDICATOR: 1.1 The program uses Family partnership services and outcomes data. 1302.52(b)-(c)	1	2	X	4
<p>Notes: A Needs Assessment is completed prior to the Family Partnership Agreement to determine the needs of the family. Family needs are tracked in ChildPlus as PIR data. Family Partnership Agreements are initiated within 90 days after the child's enrollment. Staff works with the family throughout the school year to complete the agreement. Outcomes are included on the Parent, Family and Community Engagement Framework.</p>				
INDICATOR: 1.2 The program has data that demonstrates improvements in family engagement and support services. 1302.102(b)-(d)	1	2	X	4
<p>Notes: The Parent, Family and Community Engagement Framework was changed from a 3 tier to a 5 tier rating system this year. One evaluation has been done this year and the final will be done at the end of the school year.</p>				
INDICATOR: 1.3 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	X	4
<p>Notes: Multi-disciplinary team meetings were held which included teachers, family advocates, and family support staff. This ensured that all areas were 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				3.25
INDICATOR: 2.1- The program trains staff on best practices in the implementation of family engagement strategies and support. 1302.92(b)(3)	1	2	X	4
<p>Notes: Family Engagement strategies and support is offered in bi-weekly staff meetings/trainings. Family Advocates attended several trainings throughout the year, and joint meetings were held with the Education team for more collaboration and cross-training.</p>				
INDICATOR: 2.2- The program uses data collected through ongoing supervision to provide feedback to staff to support their professional development. 1302.101(a)(2)	1	X	3	4
<p>Notes: The ongoing supervision process to support staff's professional development can improve. Professional Development plans need to be developed for all staff. Annual evaluations with staff's input need to be given on a more timely basis for feedback so goals can be adjusted for a more positive outcome.</p>				

INDICATOR: 2.3- 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	X
<p>Notes: 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 effectively with the families we serve. The program has families of various ethnicities including Vietnamese and several Spanish speaking families. A Dual Language Learner staff position was created to work with families of other cultures to ensure they receive the same attention and services as those who speak English. Certain materials have also be translated and printed in Spanish. .</p>				
INDICATOR: 2.4- The program ensures family services staff meet qualifications. 1302.91 (e)(7)	1	2	3	X
<p>Notes: All family services staff meet or exceed minimum qualifications for the position.</p>				

Monitoring and Implementing Fiscal Infrastructure

Financial Infrastructure

Key Performance Area 1: Financial Infrastructure				3.50
INDICATOR: 1.1 Program managers share with the fiscal manager to support development of the annual operating budget? 75.303(b)-(d)	1	2	X	4
Notes: Program managers meet with the COO. The COO takes to Fiscal.				
INDICATOR: 1.2 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 Governing Board has an opportunity to give input and approves the annual operating budget. In the event of a significant change, the operating budget may be reviewed.				
INDICATOR: 1.3 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. Policy Council approves the budget before it goes to the board.				
INDICATOR: 1.4 Budgeted expenditures support the accomplishment of program objectives. 1302.101(a)(1)	1	2	X	4
Notes: The supporting documents used to give proof that program objectives are accomplished include invoices, budgets, monthly expenditures reports and individual ad hoc reports. GL Codes and line items support needs, goals and objectives; for example, health and disabilities. Also, a T/TA will be conducted on February 19, 2019 to offer clarification to managers.				
INDICATOR: 1.5 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, budgets, meetings, conference agendas, etc. are used as supporting information to determine whether budgeted expenditures are supporting the accomplishment of the program objectives.				

INDICATOR: 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
Notes: The financial management system is supported by staff and internal controls. It includes checks and balances, invoices, Authorization For Payment (AFPs), Authorized Signatures, and policies which are approved by the Board of Directors.				

Fiscal Capacity

Key Performance Area 2: Fiscal Capacity				4
INDICATOR: 1.1 The program’s fiscal officer primarily responsible for oversight of the Head Start award is qualified. 1302.91(c)	1	2	3	X
Notes: The Fiscal Department has qualified and experienced staff responsible for oversight of the Head Start award. The staff is comprised of following: Keith Dean, CPA, CEO-Contracted Consultant Company Stephanie Sgouros, Finance Director, CPA Laura Ward, Fiscal Assistant, Degree in Accounting <u>Two Fiscal Specialists, Bachelor degrees, budget experience</u>				
INDICATOR: 1.2 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
Notes: The Chief Finance Officer and Finance Director are Certified Public Accountants, with experience in working with state and federal audits and non-profit organizations.				
INDICATOR: 1.3 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
Notes: Keith Dean, CPA, CFO and/or Stephanie Sgouros, CPA, Finance Director, regularly attends and advises the Executive Board members, at their monthly meetings.				
INDICATOR: 1.4 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
Notes: The auditing procurement 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 and external auditors with the Program Managers and Executive Board members. Any recommendations from the audit are implemented by the Program Managers, Finance staff, and/or Senior management. Every three years there is a bid for contract. Proposals go to Board for final decision. One of the CPA’s attends Board Meetings and makes a presentation of the audit proposals.				

INDICATOR: 1.5 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	X	4
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. Retention of qualified program staff is maintained by COO. Fiscal staff compensation is set by the contracted Accounting Services consultant who also handles recruitment and retention, etc.				
INDICATOR: 1.6 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
Notes: The program uses fund codes, general ledger codes, cost allocation plans, administrative funds and indirect costs to organize and manage prospective personnel compensation and shared costs. There is a separate ledger for non-federal match, which are tracked monthly.				
INDICATOR: 1.7 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
Notes: The federal interest for real property is recorded in the county records. Any equipment over \$5,000.00 has to be capitalized and depreciation has to be recorded. All property over \$500.00 is tracked on an Agency Inventory List to ensure protection of federal interest. Any requisition for purchase over \$500.00 must have two quotes and over \$5,000.00 must have three bids.				
Extra Information: Louise B. Royal Head Start was purchased with federal funds; federal interest was recorded in Leon County with the Clerk of Court.				

Implementation of Fiscal Management Systems

Key Performance Area 2: Fiscal Management Systems				4
INDICATOR: 2.1 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)				
INDICATOR: 2.2 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.				
INDICATOR: 2.3 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 program reviews the budget. Creates AFP's-Authorization for Payment. Forward AFP's to the Executive staff for approval and signature then AFP's come to the Fiscal Department. Fiscal cuts a check which then goes to Exec. Staff/Board for signature.				
INDICATOR: 2.4 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. Most payments are made within 2 week of receipt in the Fiscal Department.				
INDICATOR: 2.5 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 insurance).				

Monitoring ERSEA Eligibility and Attendance

Determining, verifying, and documenting eligibility

Key Performance Area 1: Eligibility				4
INDICATOR: 1.1 Families' meet one of the following income requirements: <ol style="list-style-type: none"> 1. Income is equal to or below the poverty line, 2. Family or child is receiving or is eligible to receive public assistance (supplemental security income and temporary assistance for needy families), 3. Child is homeless, or 4. Child is in foster care. 	1	2	3	X
Notes: Majority (95%) of our clients meet the above income requirements. Most are equal or below the poverty guidelines.				
INDICATOR: 1.2 No more than ten percent (38 children) of children enrolled in the program are above the income threshold.	1	2	3	X
Notes: 95% which is the majority of our children are equal to or below the income threshold.				
INDICATOR: 1.3 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
Notes: The only time children are enrolled from this category is when we struggle in our rural communities and all eligible children have been enrolled.				
INDICATOR: 1.4 Ten percent (35 children) of children enrolled must have disabilities.	1	2	3	X
Notes: To assess the children with disabilities we have two tools that are used. They are the BDI and they are used in Jefferson and Franklin Counties and the DIAL 4 which is used in Leon County. Some students are referred for a LEA for more testing.				

Key Performance Area 2: Attendance				3.5
INDICATOR: 1.1 The program monitors individual child attendance and the program's monthly average daily attendance.	1	2	3	X
Notes: Attendance is monitored on a daily basis by Family Advocates. Advocates no call parents when children have an unexpected absent within an hour after attendance is monitored. The Family Support Coordinator also monitors attendance on a daily, weekly and monthly basis by using Child Plus and paper attendance.				
INDICATOR: 1.2 The program ensures children are safe when they do not arrive at school.	1	2	3	X
Notes: Family Advocates now call parents within an hour after child is not in attendance when school starts and the parent has not called in.				
INDICATOR: 1.3 The program works with parents to support and promote their children's attendance in the program.	1	2	X	4
Notes: Family Advocates meet with parents to discuss the attendance policy. They also encourage parents to bring their children to school and see how they may be able to help them with getting them to school.				
INDICATOR: 1.4 The program monitors monthly average daily attendance rate data and makes timely changes, where needed, to address systematic issues affecting children's attendance in the program.	1	2	X	4
Notes: The biggest issue that some parents have is transportation. They sometimes can provide bus passes for parents to help them get the children to school.				

Corrective Action Plans

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: 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
1302.102(b) The program monitors the effectiveness of teaching practices including curriculum implementation. (1.1)	Teachers will implement the Creative Curriculum to Fidelity as measured by the Creative Curriculum Fidelity Tool during the 2018-2019 school year.	1) Train Administrative Staff, Coaches, and Center Directors on the Creative Curriculum Fidelity Tool 2) Train Teachers on the Creative Curriculum 3) Train Teachers on what to expect from fidelity monitoring 4) Monitor 5) Train teachers on how to correct any findings in their classroom	1) Training administrators, staff, coaches, and directors on Curriculum Fidelity Tool Implementation 2) Train Teachers on the Creative Curriculum (Objectives for Development and Learning, 10-hour online course • Getting to Know The Creative Curriculum® for Preschool, 2-hour online course) 3) Train Teachers on what to expect from fidelity monitoring	ECDM and Directors	March 2019- May 2020	May-20

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
1302.102(c) The program has data supporting progress in achieving school readiness goals.	The 2020-2021 VPK scores will demonstrate children are reedy for kindergarden as measured by the center's school readiness rates.	1) Ensure teachers are reliable assessors of student acheivement. 2) Ensure teachers teach to the circulum to fidelity	1) Train teachers on interrater reliability 2) Train teachers on circulum implementation.	ECDM and Directors	March 2019- May 2020	May-20
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
102.101(a)(3)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. (4.2)	The education manager will work with fiscal prior to the developement of the 2019-2020 budget to ensure actual expenses as well as projected non-reoccurring expenses are included in the upcoming budget.	1) The education manager will project non-reoccurring needs or new expences for 2019-2020 2) The Education manager will meet with fiscal to determine 2018-2019 total expenditures and adjustments that should be made for 2019-2020 to come up with proposed need 3) The education manage will share proposed need with COO for addition to the 2019-2020 budget		ECDM, COO	March 2019-May 31, 2019	Jul-19

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(c)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. (8.1)	Teacher will create and follow lesson plans with individualizations for each child in their classroom weekly.	1) Teachers will receive training if needed on lesson planning or individualization 2) Lesson plans and implementation will be monitored	Teacher training if needed on lesson planning or individualization	ECDM, SSC, SSA, Directors	Ongoing	Ongoing

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) Teachers implement the curriculum in the classroom. (9.1)	Teachers will implement the Creative Curriculum to Fidelity as measured by the Creative Curriculum Fidelity Tool during the 2018-2019 school year.	1) Train Administrative Staff, Coaches, and Center Directors on the Creative Curriculum Fidelity Tool 2) Train Teachers on the Creative Curriculum 3) Train Teachers on what to expect from fidelity monitoring 4) Monitor 5) Train teachers on how to correct any findings in their classroom	1) Training administrators, staff, coaches, and directors on Curriculum Fidelity Tool Implementation 2) Train Teachers on the Creative Curriculum (Objectives for Development and Learning, 10-hour online course • Getting to Know The Creative Curriculum® for Preschool, 2-hour online course) 3) Train Teachers on what to expect from fidelity monitoring	ECDM and Directors	March 2019- May 2020	May-20

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
1302.45(a)(1); 1302.45(b)(2) Teachers receive support in effective classroom management, (include strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns). (9.4)	Coaches will provide teachers will support in effective classroom management as determined by teacher request or demonstrated need as reflected by the teachersw class scores.	1) Coaches are trained in concious discipline and other behavior management strategies 2) Teachers are CLASS assessed 3) Teachers are given training 4) Teachers are reassessed	1) Concious Discipline for Coaches 2) CLASS Observations for Teachers 3) Coaching as needed/requeste d 4) CLASS assessed again	ECDM & Coaches	Ongoing	Ongoing
1302.50(b)(6) 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. (9.6)	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

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Victoria Mathis, Emergency Services Program Manager
RE: Board Update for May 2019 – *Emergency Services*
DATE: June 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 30th 2019.

Low Income Home Energy Assistance Program

Below is the total unduplicated number of households/individuals served for May 2019.

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	16/29	18/30	11/32					150/306
<i>Franklin</i>	13/23	19/53	14/38	38/86	21/39	18/35	12/25	11/21					146/320
<i>Gadsden</i>	17/31	57/153	52/138	52/127	42/83	57/109	22/73	24/62					323/776
<i>Gulf</i>	32/62	26/58	18/32	24/48	10/16	6/14	9/15	6/14					131/259
<i>Jefferson</i>	7/15	10/22	17/35	23/48	20/39	28/68	17/31	26/58					148/316
<i>Leon</i>	292/792	242/659	189/535	238/633	154/358	176/396	188/565	206/559					1685/4497
<i>Liberty</i>	5/6	4/4	3/16	11/26	10/22	8/14	9/17	11/25					61/130
<i>Wakulla</i>	20/25	14/34	13/35	19/38	12/29	21/47	9/24	6/13					114/245
Total	401/991	387/1013	319/855	439/1073	297/641	330/712	284/780	301/784					2758/6849

Listed below is additional emergency assistance for the month of May.

CSBG Rent	9/23	\$5,981.00
DEAP Rent	9/24	\$3,570.00
Totals	47/18	\$9,551.00



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Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Melissa Watson
RE: Board Update for November
DATE: June 19, 2019

Getting Ahead Report

Current Enrollments as of 06/19/2019

County	Starting Enrollments	Current Enrollments	*Group A	*Group B	*Group C	*Group D- ALICE
Calhoun/Liberty	8	8	4	4	0	0
Gadsden	8	0	2	6	0	0
Jefferson	12	12	1	8	0	3
Leon	14	12	0	6	2	*4
Wakulla	4	2	0	1	1	
Franklin	7-still recruiting	0			0	
Gulf	Recruiting					

Calhoun/Liberty

- *The Getting Ahead Orientation is scheduled for June 26, 2019 9:00 a.m.*
- *The Getting Ahead class will start July 19, 2019 from 9:00 a.m. to 11:00 a.m. Classes will be held in Liberty County at the Civic Building*
-

Gadsden

- *We are currently in Module 3, investigating the gap between the Rich and the Poor*



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Jefferson

- *The Getting Ahead class started May 2, 2019. Classes are being held at the local 4H community room on Thursday from 5:30 -7:30 p.m.*

Wakulla

- *Due to transportation issues and conflict in work schedules, participants were not able to continue at this time. They have been offered the opportunity to return.*
- *Wakulla Correctional Facility has requested that we facilitate Getting Ahead While Getting Out. We are waiting for the Department of Corrections to clear the material. They have requested to have the class on Tuesday mornings from 9:00 a.m. to 11:00 a.m. The target group is with the Horticultural inmates who are taking this trade and will be placed in job positions upon release.*
- *I will be meeting with Tanya English Administrator of Student Services on July 9 to discuss logistics of Getting Ahead in the high school. We are looking to start in August 2019*

Leon

- *We are currently in Module 7 Self-Assessment. This is the foundation for the personal plan for economic security that the participant will help to determine their future story.*
- *2 of the original 14 were not able to complete this session. One due to emergency surgery and the other a family personal issue. They were offered the opportunity to return.*

Franklin/Gulf

- *The case manager is recruiting.*

Capital Area **Community Action** Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Anne Robinson
RE: Board Update for June, 2019 Staying Ahead Program
DATE: June 19, 2019

Wakulla

- Currently there are two participants in Staying Ahead
- 2 of the 2 (100%) are employed
- 1 of the 2 (50%) are currently enrolled in Post-Secondary education and will receive a AA degree and or certification within their 18-month contract for the Staying Ahead Program.

Leon

- Currently there are 10 participants in the Staying Ahead Program
- 3 of the 10 (30%) 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 10 (50%) are currently enrolled in Post- Secondary education and will receive a degree's and or certifications within their 18-month contract for Staying Ahead
- 8 of the 10 (80 %) are employed
- 2 of the 10 (20%) is over income

Getting Ahead/Staying Ahead Highlight

Agency's Getting Ahead/Staying Ahead representative for the 2nd Annual Prosperity for All Summit focusing on the poverty level in the 32304 zip code area.

- The representative spoke of being a single mother of 6 boys without employment and constantly being in several abusive relationships. She spoke of the time she was arrested for during these relationships. One of the arrests placed her on 48 months felony probation. That's when she made the decision to make a change in her life and she reached out to the Capital Area Community



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Action Agency and was introduced to the Getting Ahead Workshop. She stated during the classes she began to understand where she was in her life and how to illuminate negative persons in her life. She expressed an interest in providing food for the homeless and less fortunate to me, her case manager. This case manager referred her to Ready4Work Program due to her criminal history and she was currently on probation. While on probation she entered the Department of Corrections, Thinking for a Change sessions and successfully completed these sessions. Going through these workshops is when she began to make positive change in her life. She obtained her Culinary Arts Certification from Ready 4 Work and began working at day cares in the community as a cook. As she was working in the day cares, she realized her passion was to become a day care teacher. While in the Staying Ahead Program she was able to obtain her Child Development Associate (CDA's) through the agency. She is now in position to become a full time Head Start Teacher with Capital Area Community Action Agency. She successfully completed the Staying Ahead Program on 10/25/2018. Her status is Stable in the community and with the Federal Poverty level

Jefferson

- Currently there are 2 active participants in Staying Ahead
- 1 of 2 (50%) is currently enrolled in GED classes at Franklin Academy
- 2 of 2 (100%) are gainfully employed

Gadsden

- Currently there are three active participants in Staying Ahead
- 3 of the 3 (100%) are gainfully employed

Blountstown

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

Franklin

Rick Shepherd moved into public housing on Thursday, 6/13.

- Carol Dasen officially moved in a new modular home.
- George & Melissa Creamer AC scheduled to be complete on Friday, 6/21. Building department will inspect next week and report to Duke Energy for electrical connection.
- Hope Savage set up 100% complete for a new modular home.
- New mobile homes scheduled to be delivered at the end of the month for: (1) Stephanie Johns & Charles Golden, (2) Dallas Gilbert, (3) Shawn Boatwright and (4) Glenn Woodall.

Quality Counts

May 2019



Vital Statistics

(Pulled June 13, 2019 beginning @ 2427 hours for May 1-31, 2019)

Enrollment

Compliance

NO

Current Enrollment

372

Cumulative Enrollment

434

Disability Services

(Reports 2001 & 2005)

Compliance

NO

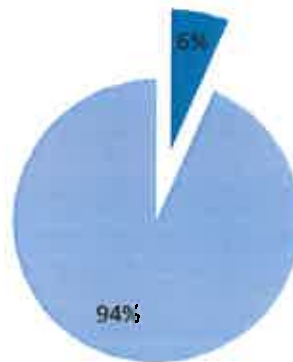
Students with Disabilities

26

Students with Concerns

42

Disability Services



- Cumulative Enrollment Receiving Services for a Disability
- Funded Enrollment

NOTES:

Per the 2016 Head Start ERSEA review protocol, programs are expected to reach the 10 percent requirement at any point during the program year. For reviews occurring between October and December, the program must have reached 10 percent at some time during the previous program year. For reviews occurring between January and September, the program must have reached 10 percent at some time during the current program year.

Attendance

Compliance

NO

Funded Attendance

77.9

Actual Attendance

77.9

Historical ADA by Month



NOTES:

- 2018-2019 May attendance was lower than the historical average for this 5 year grant cycle.
- At this point in the school year 220 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 109 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 May 14, 2019 beginning @ 2430 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.	Ready Rosie has 144 registered users . Parents are using RR to improve their abilities in relationships, as educators, and as learners
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 and inability to find staff.
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

May 2019

Inspections This Month



Violations This Month



Cumulative 18-19 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 were placed at the centers and parents were asked to sign a sheet indicating they are aware of the new legislation.

School Readiness Goals

Capital Area Community Action Agency School Readiness Goals in the Head Start Early Learning Outcome Framework

Central Domains		Approaches to Learning	Social and Emotional Development	Language and Literacy	Cognition	Perceptual, Motor, and Physical Development
Preschooler Domains Spring 2018-2019 Assessment Period 3* (AP3*) Outcomes 02/02/2019-04/26/2019	Goal: Children will learn to successfully navigate learning situations by developing the ability to self-regulate in a variety of situations.	Goal: Children will gain a sense of identity and belonging through social interactions and positive emotional connections in order to experience personal success.	Goal: Children will learn and develop both receptive and expressive language skills to build a strong emergent literacy foundation to promote school readiness.	Goal: Children will develop reasoning, memory, problem solving and thinking skills to connect experiences and organize their world.	Goal: Children will increase gross and fine motor skills and understand self-care skills to fully function and explore in their environment.	
	Objectives: Follow simple rules and routines with increasing independence (1b) Persists with a difficult or non-motored activity and seeks help when needed (11b) Uses imagination in play and interactions with others to plan, initiate and complete learning activities (11a)	Objectives: Build positive social relationships with peers and adult in a cooperative manner (2a, 2c, 2d) Recognize and use words/expressions of emotion, learn strategies to manage feelings and control impulses with increase independence (1a)	Objectives: Listen to, understand and uses increasingly complex language (8a, 8b, 9a, 9b, 9c) Utilizes print concepts to understand print (17b) Identify and name letters of the alphabet and their corresponding sounds (16a, b)	Objectives: Uses memory strategies and increased attention (12 a, b) Uses number concepts and operations (20a, b, c) Uses scientific inquiry skills by observing, predicting, comparing and classifying (24)**	Objectives: Demonstrates increasing control and strengthen gross motor and small muscles manipulation skills (6) Takes care of own needs appropriately (1c) Demonstrates fine motor strength and coordination with increased success (7 b)	
Outcome: 72% (276/382) of Head Start students meet or exceed expectations with regards to following simple rules and routines with increasing independence (1b)	Outcomes: 82% (312/382) of Head Start students meet or exceed expectations with regards to forming relationships with adults in class (2a)	Outcomes: 88% (335/381) of Head Start students meet or exceed expectations with regards to comprehending increasingly complex language (8a)	Outcomes: 78% (296/381) of Head Start students meet or exceed expectations with regards to using memory strategies to recognize and recall (12a)	Outcomes: 94% (356/380) of Head Start students meet or exceed expectations with regards to demonstrating gross motor manipulative skills (6).		
68% (254/381) of Head Start students meet or exceed expectations with regards to persisting with difficult or non-preferred activities and seeks help when needed (11b)	91% (344/380) of Head Start students meet or exceed expectations with regards to interacting with their peers (2c)	85% (324/381) of Head Start students meet or exceed expectations with regards to following directions (8b)	87% (331/381) of Head Start students meet or exceed expectations with regards to connections (12b)	82% (314/382) of Head Start students meet or exceed expectations with regards to taking care of their own needs appropriately (1c).		
93% (353/381) of Head Start students meet or exceed expectations with regards to showing flexibility and inventiveness in thinking (11a)	89% (341/385) of Head Start students meet or exceed expectations with regards to making friends in class (2d)	89% (340/381) of Head Start students meet or exceed expectations with regards to using an expanding expressive vocabulary by class (9a)	86% (329/381) of Head Start students meet or exceed expectations with regards to counting (20a)	92% (349/380) of Head Start students meet or exceed expectations with regards to demonstrating fine motor strength and coordination with increased success (7b)		
	82% (312/382) of Head Start students meet or exceed expectations with regards to recognizing and using words/expressions of emotion use strategies to manage feelings and control impulses with increased independence (1a)	90% (341/381) of Head Start students meet or exceed expectations with regards to using conversational grammar (9c)	75% (284/381) of Head Start students meet or exceed expectations with regards to quantifying (20b)			
		70% (266/381) of Head Start students meet or exceed expectations with regards to using print concepts (17b)	80% (303/381) of Head Start students meet or exceed expectations with regards to connecting numerals with their quantities (20c)			
		93% (354/381) of Head Start students meet or exceed expectations with regards to identifying names and letters (16a)	45% (172/382) of Head Start students meet or exceed expectations with regards to using scientific inquiry skills by observing, predicting, comparing and classifying (24)			
		97% (371/381) of Head Start students meet or exceed expectations with regards to using letter sound knowledge (16b)				

2018-2019 Agency Average Classroom Assessment Scoring System (CLASS) Comparison

The Classroom Assessment Scoring System (CLASS) assesses the quality of teacher-child interactions in center-based preschool classrooms. CLASS includes three domains of teacher-child interactions: Emotional Support, Classroom Organization, and Instructional Support. Within each domain there are three or four dimensions which help capture more specific details about the quality of the teacher-child interactions.

Scoring

CLASS is scored using a range of 1-7. Scores of 1-2 indicate the quality of teacher-child interactions is low. Scores of 3-5 indicate that the quality of teacher-child interactions observed was a mix of effective and ineffective or absent interactions. Scores of 6-7 indicate that effective teacher-child interactions were consistently observed throughout the observation period.

Results

Emotional Support

The agency average score was 5.65. The agency average score improved by .04 points between Fall 2018 and Spring 2019. The agency's average score indicates that the quality of teacher-child interactions observed was a mix of effective and ineffective or absent interactions.

Classroom Organization

The agency average score was 4.65. The agency average score was the same in Fall 2018 and Spring 2019. The agency's average score indicates that the quality of teacher-child interactions observed was a mix of effective and ineffective or absent interactions.

Instructional Support

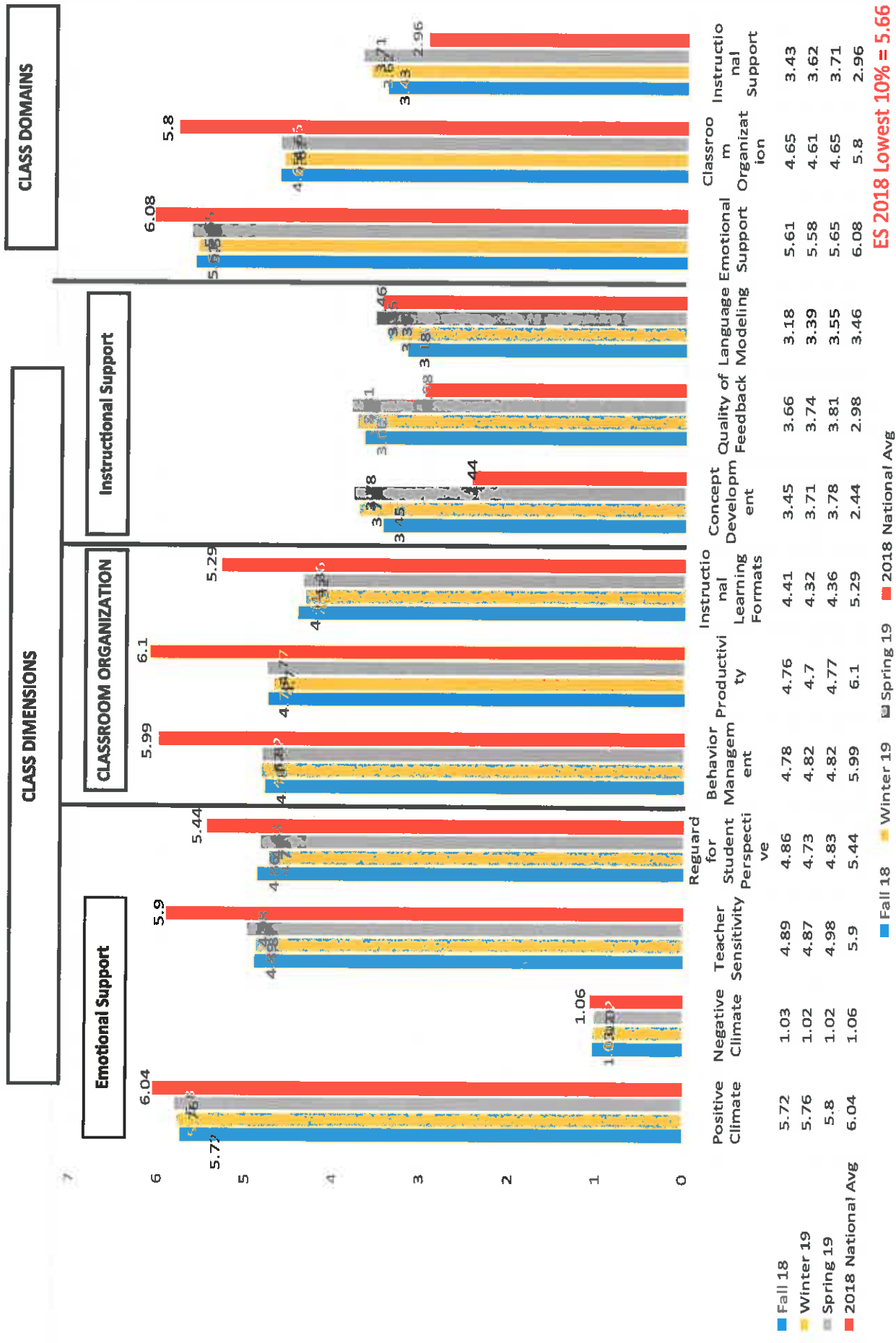
The agency average score was 3.71. The agency average score improved by .28 points between Fall 2018 and Spring 2019. The agency's average score indicates that the quality of teacher-child interactions observed was a mix of effective and ineffective or absent interactions. However, it should be noted that nationally teachers struggle to display effective interactions within the Instructional Support Domain. It should also be noted that the agency outperformed the national average in this domain according to our internal monitoring.

Conclusion

The 2018-2019 Spring 2019 CLASS Scores are lower than the national average in emotional support and classroom organization domains. Lower scores are normal at the beginning of the year as teachers form relationships with their students; however, by Spring 2019 we would have hoped to see the agency average scores increase to at or above the national average.

Based on the Spring the 2019 National Grantee-Level average scores Community Action would have fallen in the bottom ten percent nationally in the Emotional Support and Classroom Organization domains. Additional thought should be given as to how to best support teachers in bringing the agency average emotional support and classroom organization domain scores up to at or above the national average.

2018-2019 Agency Average CLASS Scores



Family and Community Engagement Manager Monthly Monitoring Report – May 2019

Requirement	Franklin	Jefferson	Mabry	Royal	South City	Total
PROGRAM STATUS (Monthly)						
Number of Students Enrolled	17	33	83	56	188	377
Number of Student Withdrawals for Month	0	0	0	1	0	1
Number of Vacancies	0	0	0	0	0	0
Number of Students on Wait List	0	0	20	17	20	57
Number of VPK Students Enrolled	N/A	N/A	N/A	16	69	85
Number of School Readiness Students Registered	N/A	N/A	N/A	6	9	15
FAMILY STATUS						
Number of Family Needs Assessment	17	33	83	56	188	377
Family Partnership Agreement						
Number of FPA Initiated (45)	17	33	83	56	188	377
Number of FPAs in progress (February)	17	13	83	57	186	353
Number of FPAs completed (May)	17	13	83	57	188	378

Center	Head Start Enrollment and Attendance		
	Funded	Enrollment on 5/31/19	Average Daily Attendance (ADA)
Franklin	17	17	77.78%
Jefferson	33	33	77.78%
Mabry	83	83	73.32%
Royal	57	56	75.93%
South City	188	188	80.73%
Total	378	377	78%

Family and Community Engagement Manager Monthly Monitoring Report – May 2019

Number of Referrals (Review referrals)	Franklin	Jefferson	Mabry	Royal	South City	Total
Emergency Assistance (Food, shelter, clothing)	1	3	7	4	12	27
Domestic Violence Referrals	0	0	0	0	0	0
Substance Abuse Referrals (prevention or treatment)	0	0	0	0	0	0
Child Abuse or Neglect Referrals	0	0	0	0	0	0
Assistance for incarcerated Family Members	1	0	2	0	3	6
Education Referral	0	0	0	0	0	0
Employment	0	0	0	0	0	0
Parent Meetings/Trainings						
Parent Committee Meetings	0	0	0	0	0	0
Number of Parents at the Parent Committee Meetings	0	0	0	0	0	0
Number of Male Parents at Parent Committee Meetings	0	0	0	0	0	0
Number of parents Committee meetings attended (Family Advocate)	0	0	0	0	0	0
Number of Parents Committee meetings attended (Parent Engagement Coordinator)	0	0	0	0	0	0
Number of Parents in attendance on Policy Council	1	0	1	1	1	4
Number of Coordinated Trainings for Policy Council	0	0	0	0	0	0
Number of Parenting Classes						0
Number of Family Activities/Events Coordinated	1	2	1	1	1	6
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
Home Visits	Franklin	Jefferson	Mabry	Royal	South City	
Required Home Visit Follow up (February)	0	0	0	0	0	0
Number of Additional Home Visits/Meetings	0	0	0	0	0	0
Number of Contacts documented in Case Notes	10	0	30	21	47	98
Number of Contacts documented per absenteeism	0	0	12	15	18	45

Family and Community Engagement Manager Monthly Monitoring Report – May 2019

Number of Files Reviewed	0
Review of Parent Board	0
Volunteers (PEC)	
Number of Volunteers	85
Total of Program In kind	151 hours
FAMILY AND COMMUNITY	
Family Advocate Workers Meetings	1
Family Advocate Workers Trainings	0
Community Meetings	0

Transportation	
Field Trips	4
Maintenance	2
Trainings	1

Family and Community Engagement Manager
Monthly Monitoring Report – May 2019

HEALTH SPECIALIST	Total
PRE-ENROLLMENT REQUIREMENTS	
Up to date immunizations	367
Expired/Missing immunizations	10
Up to date Physicals	367
Expired/Missing Physicals	10
Number of individual Health Care Plan	11
Number of Children with Health Insurance	348
ENROLLMENT	
Number of children with dental home	295
Number of dental home referrals	0
Completed dental exams	172
Incomplete dental exams	205
Needed dental treatment	46
Receiving dental treatment	13
Completed dental treatment	2
Number of medical home	377
Number of medical home referrals to Advocates	0
45 DAYS REQUIREMENT	
Vision screenings	341
Vision referrals	0
Hearing screenings	308
Hearing Referrals	0
Growth Assessment	361
BMI Referrals	0

Family and Community Engagement Manager
Monthly Monitoring Report – May 2019

90 DAYS REQUIREMENT	Total
Number of dental/medical home established	295/377
Number of dental exams	172
Number of children requiring dental treatment	46
Number of completed dental treatment	2
Number of dental cleaning / fluoride treatment	332
Hematocrit / Hemoglobin	176
Blood Lead	196
Blood Pressure	336
NUTRITION	
Number of Breakfast	4,429
Number of Lunch	5,275
Number of PM Snacks	4,199
Number of Children with Special Diets	23
MONITORING ACTIVITIES	
Health Files Review	3
Child Care Food Program Tool	4
Kitchen Inspection Tool	4

Family and Community Engagement Manager Monthly Monitoring Report – May 2019

Corrective Action and Follow Up
<p>Funded Enrollment</p> <ul style="list-style-type: none"> • The program did not meet the required funded Average Daily Attendance requirement for May. <p>Extended Day</p> <ul style="list-style-type: none"> • VPK will be offered as Extended Day at South City, Mabry and Royal for the 2019 – 2020 school year. <p>Referrals</p> <ul style="list-style-type: none"> • Referral training will continue with pre-service training.
Strengths
<ul style="list-style-type: none"> • The Family Engagement Team continues to recruit families for the 2019-20 school year. • The Family Engagement Team is working with local professionals to improve the participation of families with the program. • Families are submitting VPK certificates for next school term.

Family and Community Engagement Manager Monthly Monitoring Report – May 2019

Areas of Concerns and Barriers
<p>The local school system will be providing VPK to 106 additional students next school term.</p> <p>Filling the 188 slots at the South City location.</p>

Professional Development
<p>Bi-weekly Management Team Meetings</p> <p>Monthly Team Meetings</p>

Family and Community Engagement Manager Monthly Monitoring Report – May 2019

Manager Monitoring Activities

Verifying Head Start eligibility for all families enrolling in the program for the 2019-20 school year

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

Reviewing Child Care Food Program monthly reports

Monitoring Recruitment Activities

Submitted by:

Darrel James

Date: 6-13-19

Capital Area **Community Action** Agency

CHIEF EXECUTIVE OFFICER REPORT JUNE 2019

Administrative

- Roof repair completed. Waiting for invoice. Funds will come from insurance and maintenance set aside.
- One of four HVAC systems is being replaced. Approximately \$9,000. Will use maintenance set aside..

Impact: Better benefits for staff. Better fiscal accountability.

Programmatic

- Eastpoint Wildfire Emergency Recovery Response – Awaiting approval from DEO/ HHS to transfer title of camper trailer to wildfire victim. Transfer approved by Franklin County Commission. Franklin County program staff working on distribution of other vehicles to hurricane victims which has proven more burdensome than anticipated.
- Exploring grant writer options for Head Start grant.
- Gadsden County Case Manager position is vacant. Reviewing applications from CareerSource Job Fair.
- Head Start Maintenance position vacant. Reviewing alternative options to contract for services as needed.
- Awaiting new lease from Leon County Schools for South City (Wesson) Campus. Jefferson County Head Start program to stay put for now until new arrangement between school board and church is resolved.

Impact: Redesigning entitlement programs to toward more independency services.

Communications and Outreach

- Maintain regular meeting schedule with Jim McShane, CareerSource Capital Region.
- Working with Brooke Brunner and Superintendent Hanna on the partnership of professional development to improve outcomes for students.

Impact: Developing the infrastructure necessary to support the Agency mission



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Resource Development

- Successful 3rd Annual Golden Apple Gala at Capital City Country Club honored staff and raised about \$3,500 for Head Start.
- Began implementation of financial literacy training per the Western Union grant.
- Exploring using a OJT position to jump start a development operation using the Benevon model.

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

Out of Office

- Vacation – July 8-12, 15, 2019
- Vacation July 24-26, 2019

Upcoming Events

- Leadership Florida Annual Meeting – June 20-23, 2019
- Community Action Partnership – Annual Conference – August 27-30, 2019



With giant scissors, Riverkeeper Georgia Ackerman, right, and Tim Center, director of the Capital Area Community Action Agency, take part in a joint ribbon-cutting on April 25, hosted by the Apalachicola Bay Chamber of Commerce. The two non-profits share office space in the building at 111 Avenue E, with the Riverkeeper the newest arrival. [JOHN SOLOMON | SPECIAL TO THE TIMES]

Apalachicola Riverkeeper relocates office

Special to the Times

Apalachicola Riverkeeper recently relocated their office to 111 US 98, in the former Apalachicola Wellness Center, thanks to a crew of energetic volunteers who packed countless boxes, loaded pick-up trucks and a borrowed trailer and then shuffled it down the road to the new location.

"Most people consider moving a bit of hassle to a major inconvenience for obvious reasons, like the sorting, packing and hauling," said Riverkeeper Georgia Ackerman. "However, when caring volunteers are added to the mixture, somehow moving is oddly fun."

"This ad hoc moving crew energized us," she said. "They

were disassembling heavy cubicles, hauling stuff to the dump and recycling, scrubbing and cleaning anything needed. All the while, they were cracking jokes and sharing good cheer."

A group of a dozen volunteers, including Franklin County residents Mary Balthrop, Richard Bickel, Janine Gedmin, Charlie

Kienzle, Mark Ringlever, Roy Ogles and Dan Tonsmeire moved the office in two efficient days.

Long-time Riverkeeper supporter Richard Bickel, unloaded his Ford truck crammed with metal filing cabinets and joked, "Other than two herniated disks, it was actually fun hanging out with kindred spirits who truly

care about the river and bay."

The office of Apalachicola Riverkeeper at 111 U.S. 98 (also known as Avenue E) is a few blocks from the previous space on Water Street. The phone number, mailing address and office hours all remain the same.

For more information visit www.apalachicolariverkeeper.org