

Capital Area **Community Action** Agency

Board Meeting Agenda

Monday, November 18, 2019 – 6:00 pm
Main Office – 309 Office Plaza Drive, 32301
Conference Call (605) 475-4700; 275857#

- I. Call to Order Christy McElroy, Chair
- II. Agenda Approval
- III. Sign-in/Attendance/Introductions
- IV. Audit Services RFP Proposal Presentations
- V. Action – Recommendation for Review and Approval
- A. Approval of Minutes
 - i) Board Meeting – September 24, 2019
 - B. Board of Directors
 - i) Seat Shanetta Keel
 - ii) Annual Meeting Elections in January
 - C. Audit Services Review
 - D. Fiscal Report
 - Narrative
 - Revenue & Expenditures Agency-wide - DRAFT
 - Balance Sheet - DRAFT
 - Head Start Match
 - Credit Card Activity Spreadsheet and Statements
 - Revenue & Expenditures – major programs - DRAFT
 - ESF-15 – Franklin County
- VI. Chief Operating Officer's Report
- A. Program Updates
- VII. Chief Executive Officer's Report
- VIII. Chair's Report
- IX. Adjournment

Next Executive Committee Meeting 12/16/2019 - 5:30 pm – 309 Office Plaza Drive

***Next Board of Directors Meeting 01/28/2020 – 6:00 pm – Ghazvini Center for
Healthcare Education***



309 Office Plaza Drive • Tallahassee, Florida • 32301 • 850.222.2043
www.CapitalAreaCommunityActionAgency.com



Capital Area Community Action Agency (CACAA, the Agency) is accepting proposals from CPA firms to provide audit and tax services for our organization for the fiscal year ending September 30, 2016. We invite your firm to submit a proposal to us by November 2, 2016 for consideration. A description of our organization, the services needed, and other pertinent information follows.

Capital Area Community Action Agency Overview

Capital Area Community Action Agency is a community service organization established in 1965. The Agency administers locally the federal safety net to residents living in poverty.

CACAA has more than 100 staff to provide services in eight counties from Jefferson to Gulf. The Agency offered assistance to more than 11,000 residents in 2015. Most of the funding for these programs originates from federal government agencies. CACAA received and maintains the 501(c)(3) designation from the IRS.

For an overview of CACAA or to learn more about our programs, please visit our website at <http://capitalareacommunityactionagency.com/>.

The following are brief descriptions of CACAA's programs and services:

1. Emergency services (e.g., utility payment, rent assistance, deposits).
2. Weatherization assistance (e.g., insulation, weather stripping, new doors and windows, etc.) to make homes more energy efficient.
3. Self-sufficiency programs to help people become independent of public assistance.
4. Head Start pre-kindergarten education and early childhood development programs, and
5. Administrative services to administer staff, contacts, insurance, clerical support systems, planning and program development, all accounting, financial and data base information and systems, and related administrative and fiscal functions for all agency programs.

Scope of the Audit

The audit shall consist of an examination of the of the financial statements conducted in accordance with generally accepted auditing standards and shall include a review of accounting policies and procedures, internal control over financial reporting, and on compliance and other matters in accordance with Government Auditing Standards, to ensure there is effective control over revenues, expenditures, assets, and liabilities and that there is a proper accounting of resources, liabilities and accounting operations.

The examination shall be sufficient in scope so as to render an opinion on the fairness of the representations contained in the statements of financial position, activities and cash flows.

Reports Required

The auditor shall prepare:

1. Comprehensive Annual Financial Report (CAFR): General purpose financial statements, combining statements, and individual statements; supplementary schedules consistent with prior years
 - One (1) preliminary electronic draft
 - Twenty (20) final bound copies
 - One (1) final electronic copy
2. Single Audit Report: Report according to the compliance requirements applicable to major federal contracts and/or grants to be included in CAFR.
3. Management Letter to the Board of Directors: Purpose of letter will be to make known recommendations of the auditor which, if implemented, would in the auditor's opinion, increase efficiency and improve internal accounting control. All comments and recommendations shall be discussed with, and a draft of the letter provided to the CEO and CFO prior to issuance.
4. IRS Form 990: Return of Organization Exempt From Income Tax
 - One (1) preliminary electronic draft
 - One (1) final bound copy
 - One (1) final electronic copy

Key Personnel

Following are key contacts for information you may seek in preparing your proposal:

Keith Dean, CPA	CFO	850-980-3745
Tim Center	CEO, Executive Director	850-212-2684

Relationship with Current CPA Service Provider

Carr, Riggs & Ingram, LLC have provided these services. There have been no disagreements on accounting matters with the current CPA firm.

Auditor Prerequisites

1. The firm or individual must have at least five (5) years experience working with non-profits of sizes equivalent to that of the Agency.
2. The firm or individual must have experience working with United Way grants, state or local government contracts, and other private funders of non-profit organizations.
3. The firm or individual must have an office within at least 50 miles of CACAA's main office.
4. Consideration will be given to a firm or individual with prior experience auditing social service agencies or experience auditing organizations with large federal and state grants and contracts including single audit act requirements.

Response to Request

In responding to this request, we ask for the following information:

1. Detail your firm's experience in providing auditing and tax services to companies in the not-for-profit sector, as well as associations of a comparable size to CACAA.
2. Provide information on whether you provide services to any related industry associations or groups.
3. Discuss the firm's independence with respect to CACAA.
4. Discuss commitments you will make to staff continuity, including your staff turnover experience in the last three (3) years.
5. Identify the partner, manager, and in-charge accountant who will be assigned to the Agency if you are successful in your bid, and provide resumes.
6. Describe how your firm will approach the audit of the organization, including the firm's use of technology in the audit. Describe your audit planning process, and what areas, if any, of the audit that you think will require special attention and how you will handle these matters. Provide a tentative schedule for performing key phases of the audit and the amount of time required to accomplish these phases.
7. Present your fee proposal for the 2016 audit, and provide for efficiencies for years 2017 and 2018 (if awarded), with whatever guarantees can be given regarding decreases in the fee schedule for the subsequent years. Include information on your policy regarding billing out of pocket expenses. If you anticipate billing extra for such expenses, please include an estimate of such expenses for each year.
8. Furnish standard billing rates for classes of professional personnel for 2016 and your commitment regarding billing rate increases for the 2017 and 2018 work.

9. If you are selected, please describe your plans to transition the work from the predecessor firm and whether your firm is willing to absorb any "startup" costs associated with the transition.
10. Provide three references for other, similarly sized clients of the partner and of the manager. Reference information should include organization name and full address, the contact name position within the organization, telephone number and email address.
11. Provide a summary of the tasks to be performed by CACAA staff with respect to preparation of summaries, search for documents, and any other tasks necessary to expedite completion.
12. Describe how and why your firm is different from other firms being considered, and why our selection of your firm as our independent auditor is the best decision we can make.
13. Include a copy of your firm's most recent peer review report, the related letter of comments, and the firm's response to the letter of comments.

Evaluation of Proposals

Capital Area Community Action Agency's Audit Committee of the Board of Directors will evaluate proposals on a qualitative basis. This includes our review of the firm's peer review report and related materials, interviews with senior engagement personnel to be assigned to our audits, results of discussions with your other clients, and the firm's completeness and timeliness in its responses to us. We will select up to three firms as finalists and invite them for a presentation to the Audit Committee. Based on the recommendation made by the Audit Committee to the CACAA Board of Directors, the CPA firm will be chosen for the audits and tax return engagement. Your ability to be concise would be greatly appreciated.

Requests for additional information, visits to our site, review of prior financial statements and tax returns, or appointments with any of the above may be coordinated through Diane Haggerty, 850-222-2043 ext. 101. If you choose to respond to this request, please send seven (7) copies of your proposal and all related correspondence, marked Personal and Confidential, via U.S. Mail or courier to the attention of Keith Dean, CPA at our address or provide in a PDF format to keith.dean@cacaainc.org. The deadline to receive your information for consideration is by 5:00 p.m. Eastern Time on Wednesday, November 2, 2016.

Firm Name	Audit Fee	Tax Prep	Price	Audits our Funding Sources	Audits other CAAs	Firm has past experience with CACAA	Depth of Firm (Risk of Turnover, etc)	Reputable Firm	Audit Approach	Total	Place
<i>Lannigan</i>	\$ 22,000	\$ 2,250	\$ 24,250			9 yrs		Y			
<i>Thomas Howel & Ferguson</i>	21,500	2,500	24,000					Y			
<i>Carr Riggs Ingram</i>	26,500	2,750	29,250			6 yrs		Y			

Notes - Thomas Howell & Ferguson - 4% increase annually - \$24,000, 24,960, 25,958

LANIGAN & ASSOCIATES, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
www.lanigancpa.com

Please reply to:
Tallahassee

Bernard Lanigan (1918-1982)
Bernard Lanigan, Jr., CPA
Frank J. Mercer, CPA, CFP
C. Bradford Jackson, CPA, CFA
D. Mark Fletcher, CPA, CFE
G. Thomas Harrison, Jr., CPA, CFP
John W. Keillor, CPA, CIA
Michael O. Sills, Jr., CPA, CFE
Robert M. Milberg, CPA (of Counsel)

314 Gordon Avenue
Thomasville, GA 31792
(229) 226-8320
(229) 226-0038 Fax

2630 Centennial Place, Suite 1
Tallahassee, FL 32308
(850) 893-8418
(850) 893-9745 Fax

3353 Peachtree Road, NE
North Tower, Suite 545
Atlanta, GA 30326
(404) 848-7221
(404) 442-2728 Fax

October 21, 2019

Mr. Tim Center
Capital Area Community Action Agency, Inc.
309 Office Plaza Drive
Tallahassee, FL 32301

Re: Proposal for Audit and Tax Services

Dear Tim:


We are pleased to have the opportunity to respond to the Capital Area Community Action Agency Inc.'s (the "Agency") request for proposal for auditing and tax services. We fully understand your engagement objectives, the scope of work to be performed and are personally committed to meeting your engagement needs in a practical way. **With our prior experience gained as your auditor, we have an in depth understanding of the Agency and its following key programs and services:**

- Head Start
- Emergency Services
- Weatherization
- Self-Sufficiency Programs

You will not need to "train our staff" because there is no other firm that knows and understands your organization like we do. We can step right in and provide superior service. Our goal is not only to provide the audit and tax services outlined in the enclosed proposal, we want to add value to the Organization.

If you have any questions or need additional information, please contact me at 850-298-6682 or jkeillor@lanigancpa.com and I will be happy to assist you. We would be honored to have the Agency as a client and are excited about the opportunity to be a partner in your success.

Sincerely,


John Keillor, CPA

Proposal for Professional Audit and Tax Services

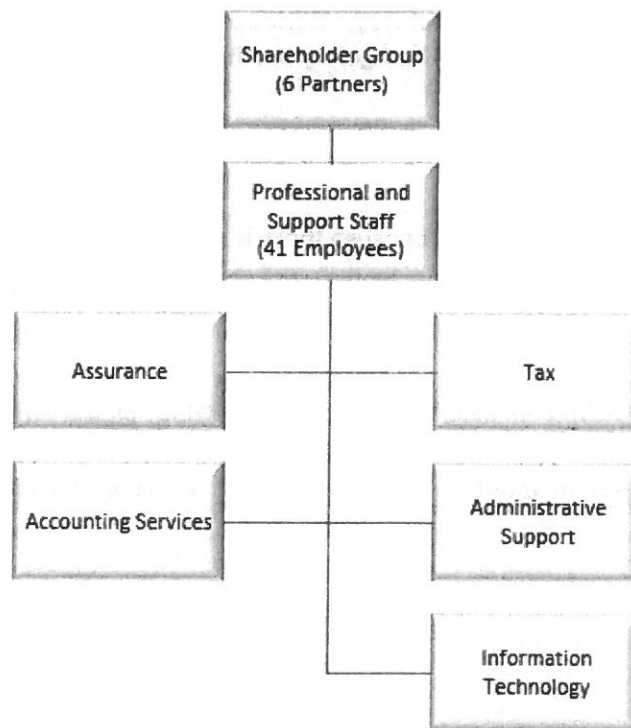
FIRM OVERVIEW

Firm Profile

Lanigan & Associates, P.C. was established in 1973 by Bernard Lanigan. Our firm has achieved a reputation for high quality auditing, accounting, tax and consulting services to clients throughout the southeast. Our knowledge of the business environment in which our clients operate enables us to thoroughly understand each client's needs and to tailor our services to meet their expectations.

Our firm has licensed offices in Tallahassee, Thomasville and Atlanta. Each office provides a full range of services, including accounting, audit, tax, investment management, estate planning, employee benefit plan administration, and consulting and advisory services. The firm specializes in servicing closely held businesses, professional service organizations, government agencies, and tax exempt entities.

Lanigan & Associates, P.C. has six (6) partners and forty-two (41) professionals and support staff who have extensive experience in providing quality services to a variety of clients. Through a close, professional relationship with a diverse client base, our firm has gained a wealth of experience in helping organizations like the CACAA reach their goals and objectives. Our firm structure along with the number of employees assigned to each function is presented below in the organizational chart.



FIRM EXPERIENCE – FINANCIAL STATEMENT AUDIT ENGAGEMENTS

Our firm serves many commercial entities, governments, and not-for-profit organizations in North Florida and South Georgia. The experience we have gained in practical situations of assisting our clients allows us to better address issues facing your organization. We understand these issues and we have the requisite skill level to do more than provide the routine compliance services—we will add incremental value to the relationship. We have worked with our clients to validate critical processes that must be addressed in order to achieve and maximize business objectives. Our approach identifies areas of risk in the not-for-profit industry and develops procedures to evaluate these risks in order for us to address all pertinent compliance issues.

Our services range from single audits performed under the requirements of the Office of Management and Budget’s Uniform Guidance to consulting and business advisory engagements. Our engagements with both governmental and not-for-profit organizations have achieved notable results for our clients. For example, our governmental audits have resulted in the prestigious **“Certificate of Achievement for Excellence in Financial Reporting”** awarded by the Government Finance Officers Association.

A select list of Not-For-Profit/Governmental clients that we have served is as follows:

- Florida Association of Court Clerks
- Madison County, Florida
- Tall Timbers Research and Foundation
- Thomas University
- National Association of Dental Laboratories
- Florida Courts E-file Authority
- City of Bainbridge, Georgia
- Fish & Wildlife Foundation of Florida
- Thomasville Cultural Center
- Florida Independent Living Council
- Florida Surplus Lines Association
- Flowers Employee Credit League
- Pebble Hill Foundation
- Heritage Foundation, Inc.
- Capital Area Community Action Agency
- Desoto County, Florida (*Consulting*)
- The Henry & Rilla White Youth Foundation
- Goodwill Industries of the Big Bend
- Association for Institutional Research
- Florida Clerk of Courts Operation Corporation
- Georgia Society of Health System Pharmacists
- Monroe County, Florida (*consulting*)
- Florida Beverage Association
- Town of Greensboro, Florida
- Florida Academy of Cosmetic Dentistry
- City of Thomasville, Georgia
- Florida Local Government Investment Trust
- Brookwood School and Foundation
- Florida Green Building Coalition
- Foundation for Indigent Guardianship, Inc.
- FSU College of Business Student Investment Fund
- Goodwill Villages HUD Audits (12 separate single audits)

We provide audit, accounting, and tax services for many other governmental, not-for-profit and commercial entities not contained in the list above.

Additional Client Services

Although our firm's core services include audit, tax preparation, and accounting services, we also provide the following additional services:

- Financial forecasts and projections
- Financial statement preparation
- Indirect cost plans
- Operations review
- Cost allocation plans
- Tax preparation and compliance
- Policy and procedure manuals
- Merger and acquisitions
- Cost segregation functions
- Feasibility studies
- Internal control review and best practices implementation

Experience with Auditing Federal Grants

In the United States, the Single Audit is a rigorous, organization-wide audit or examination of an entity that expends \$750,000 or more of Federal assistance (commonly known as Federal funds, Federal grants, or Federal awards) received for its operations. Performed annually, the Single Audit's objective is to provide assurance to the US federal government as to the management and use of such funds by recipients such as states, cities, universities, and non-profit organizations.

Our current practice includes audits of organizations in the areas of philanthropy, education, social services, and governmental activities. A typical client receives federal financial assistance that requires audits in accordance with government auditing standards and the provisions of the US Single Audit Act of 1984. As a result, we are familiar with reporting and compliance requirements of many different grant programs.

Experience in Auditing Head Start and Other Similar Programs

With our prior experience gained as your auditor, we have an in depth understanding of the Agency and its following key programs and services:

Head Start:

Head Start is a U.S. Department of Health and Human Services (HHS) program which funds local organizations to provide services that promote the school readiness of children ages birth to five from low-income families by enhancing their cognitive, social, and emotional development.

We have over 10 years of experience auditing federal Head Start programs. Through our experience with these engagements, we have gained valuable experience in understanding areas like client eligibility, allowable activities and costs, cash management, indirect cost allocations, sub-recipient monitoring, reporting requirements, and other applicable areas.

Low Income Home Energy Assistance Program (LIHEAP):

LIHEAP helps keep families safe and healthy through initiatives that assist families with energy costs. We provide federally funded assistance in managing costs associated with:

- Home energy bills
- Energy crises
- Weatherization and energy-related minor home repairs

Weatherization Assistance Program (WAP):

This program reduces heating and cooling costs by improving the energy efficiency of the home. Measures may include:

- Address air-infiltration (weather stripping, caulking, thresholds, window and door repairs);
- Install attic insulation;
- Wrap water heaters;
- Install energy efficient light bulbs & smoke detectors;
- Repair inefficient heating/cooling units;
- Install solar screens;
- Apply solar reflective coating to manufactured homes.

Family Self Sufficiency Program:

The Family Self-Sufficiency Program provides the support and skills to low-income participants to facilitate the transition from crisis to economic stability.

Experience with Federal Tax Issues Affecting Not-for-Profits

Maintaining tax-exempt status and avoiding various IRS enforcement sanctions are vital to our tax-exempt clients. We will keep the Henry and Rilla White Youth Foundation aware of changes in tax laws and enforcement policies, structuring transactions to avoid private inurement issues, minimizing unrelated business income and the related income tax, as well as other needed services. You will also continue to benefit from our in-depth knowledge of not-for-profit issues and our experience in working with diverse tax-exempt entities.

Our firm is proficient in preparing the Form 990 Information Return and other related tax returns for not-for-profits. In addition, we have detailed experience in specific issues that are related to a not-for-profit's exempt status. This includes but is not limited to:

- Filing for Tax Exemption
- Public Support
- Unrelated Business Income
- Lobbying
- Public Disclosure Requirements
- Related Party Transactions

We have a dedicated tax team that specializes in these matters. Our audit team will work closely with the tax team on this engagement to ensure compliance. Many of our clients deal with lobbying, unrelated business income, and other tax-exempt issues. We are proficient in tax compliance and reporting for nonprofits.

FEE PROPOSAL

Our goal is to provide high-quality, reliable service at reasonable fees. Our fees are based on hours worked and hourly rates, determined by each professional's level of experience. Listed next is our professional fees for the next three years:

Services	9/30/19	9/30/20	9/30/21
Annual financial statement audit	\$22,000	\$22,000	\$22,000
Form 990 Preparation	\$2,250	\$2,250	\$2,250
Total All-Inclusive Fee	\$24,250	\$24,250	\$24,250

The fees quoted above include all direct and indirect costs, including out-of-pocket expenses.

Our proposed fees are based on the following assumptions:

- The overall condition of your financial and accounting records is satisfactory.
- We will receive support from your accounting personnel necessary for the preparation of requested schedules and other supporting documentation before we commence fieldwork.
- There will not be a need for substantial research of any unforeseen technical issues or new accounting or auditing pronouncements in order for us to complete our audit.

Should additional work be required that exceeds our aforementioned fee estimate, this work will only be performed if agreed-to by both our Firm and CACAA. This additional work will be billed based on the time spent times our firm's standard hourly rates (discounted).

Title	Hourly Rate (Discounted)
Engagement Partner/Technical Review Partner	\$225
Engagement Managers	\$185
Senior Accountant	\$150
Staff Accountants	\$125

Thomas Howell Ferguson P.A.

Certified Public Accountants

October 21, 2019

Keith Dean
Capital Area Community Action Agency
309 Office Plaza Drive
Tallahassee, Florida 32301

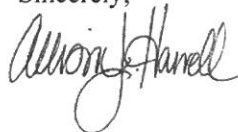
Dear Mr. Dean:

Thomas Howell Ferguson P.A. CPAs (THF) is extremely pleased to present our credentials to provide audit and tax services to Capital Area Community Action Agency (the Agency). The enclosed proposal addresses our specialization within the not-for-profit and governmental industries and our products and services designed specifically for those clients.

- Although we are a nationally recognized firm, 80% of our team members operate out of our Tallahassee office and reside in the Tallahassee community. **In addition, your entire proposed engagement team is local!**
- We have extensive experience providing services to social service not-for-profit organizations. Many of our current clients have missions and services that align with the Agency, and we have community action agency experience through our alliances. This will help us in understanding the specific operations and procedures of your organization.
- We recognize the opportunity to **bring fresh eyes** and a **renewed approach** to your audit. Bringing in a new CPA firm can bring new energy to your organization and increase the robustness of your audit. A **new perspective** allows risk areas to be reassessed and a different understanding of your processes and procedures to be gained. We are able to provide that to you with no additional start-up cost and with **minimal disruptions** to your team.
- THF has a dedicated not-for-profit and governmental practice that makes up **over 33% of the firm's overall annual revenue**. In addition, I am a member of the American Institute of Certified Public Accountants Not-For-Profit Expert Panel. Through this position, we work with experts at a national level to enhance audit quality and financial reporting for not-for-profit organizations.
- We recognize the importance of the peer review and work hard to keep our **pass rating** which has been in place for us since day one. This serves as our industry report card for the standards upheld by our profession and should serve as an important point to consider.
- THF has recently been recognized as the **205th largest accounting firm in the nation** and as one of the **2019 Best of the Best Accounting Firms** by *Inside Public Accounting!* In addition, THF was recognized as a **2018 Top 25 Ranked Florida Accounting Firm** by the *Tampa Bay Business Journal*, and we have been recognized for our **excellent client service rating** with the Florida State Term Contract for financial and performance audits.

We thank you for considering our firm and look forward to a professional relationship with you. Our team is committed to exceeding your expectations for service, while earning your trust and confidence. The information provided in our proposal is confidential, and we respectfully request that you not share our proposal with any individuals or organizations who are not involved in the selection process. If you should need additional information, please do not hesitate to contact me at (850) 668-8100 or by email at aharrell@thf-cpa.com.

Sincerely,



Allison Harrell, CPA
Shareholder, Assurance Services

TALLAHASSEE, FL

Phone | 850.668.8100 | Fax | 850.668.8199
2615 Centennial Boulevard, Suite 200
TALLAHASSEE, FLORIDA 32308

TAMPA, FL

Phone | 813.227.9100 | Fax | 813.227.8866
Fifth Third Center | 201 E. Kennedy Boulevard, Suite 1111
TAMPA, FLORIDA 33602

BAINBRIDGE, GA

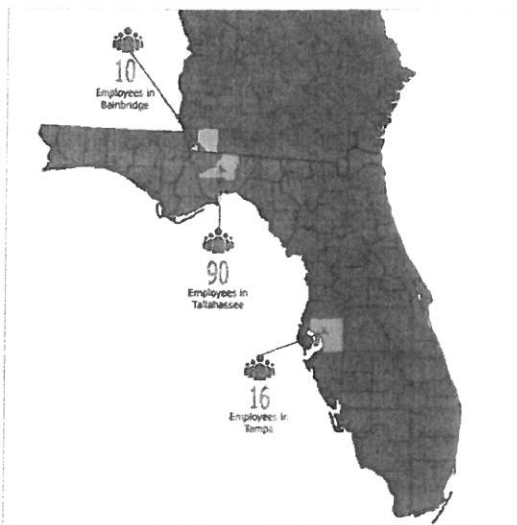
Phone | 229.246.7500 | Fax | 229.248.1108
P.O. Box 1305, Bainbridge, GA 39818 | 501 South West Street
BAINBRIDGE, GEORGIA 39819

Executive Summary

We are extremely pleased to present our credentials to provide services to Capital Area Community Action Agency (the Agency). You will be a valued client, and you can be assured that the engagement will command immediate attention and priority service from our firm. We believe we have the professional skills, relevant experience, and commitment to provide the services you require.

Who We Are

Thomas Howell Ferguson P.A. CPAs (THF) is the former Ernst & Young office in Tallahassee with additional office locations in Tampa, Florida and Bainbridge, Georgia. Since our inception, we have created a culture that focuses on providing the expertise and resources of a national firm with the client service of a local firm. This has helped us more than quadruple in size since 1993. **Our not-for-profit and governmental practice is one of our largest service groups, making up over 33% of our firm's annual revenue.** Although we are a nationally recognized firm, approximately 80% of our team members operate out of the Tallahassee office and reside in the Tallahassee community. In addition, **our entire proposed engagement team is local!**



Focus on Client Service

Superior client service is the cornerstone of THF's practice. We know that client service starts with open communication, includes in-depth knowledge of your organization and your industry, and continues beyond the delivery of our product.

We will work to have a close working relationship with your management, which will facilitate an efficient engagement. We view our relationships with our clients as a valuable asset to the engagement process, because it allows us to have open and candid conversations that are critical for a successful audit process. Our focus on industry specialization, combined with our emphasis on superior client service, equips our clients with a well-rounded professional team attuned to industry issues from both an operational and professional services perspective.

There is a distinct difference when working with experienced *not-for-profit* professionals:

- ✦ Our team will be around to work with you during the year as issues arise.
- ✦ You will be engaged with our shareholders.
- ✦ We know that spending time updating you on not-for-profit issues and trends as we go through this process only makes for a more efficient audit in years to come. Please see pages 4 and 5 for examples of these updates.
- ✦ We believe in not only knowing the technical side of accounting for not-for-profits, but also being good leaders in the industry, as well. We show this in the amount of boards our team members sit on, committees we chair, task forces we participate on, and the amount of volunteering we do in the community.
- ✦ As a result, we understand your challenges from both sides of the issue.

Ease of Transition

We recognize the opportunity to **bring fresh eyes** and a **renewed approach** to your audit. Bringing in a new CPA firm can bring new energy to your organization and increase the robustness of your audit. A **new perspective** allows risk areas to be reassessed and a different understanding of your processes and procedures to be gained. A new firm will look at your business differently while improving your audit approach, and we are able to provide that with **minimal disruptions** to your team.

Executive Summary

Auditor Prerequisites

1. THF has **over 25 years of experience** working with not-for-profits that are similar to the Agency.
2. THF has extensive experience working with United Way Grants, state and local government contracts, and other private funders of not-for-profit organizations. Our not-for-profit and governmental practice makes up 33% of the firm's overall revenue. Many of our not-for-profit clients are subject to *Government Auditing Standards* and/or federal and state single audit requirements. As a result, we are very familiar with the reporting and compliance requirements of many different programs. This knowledge allows us to plan our engagements to address the most difficult issues first and allows our clients sufficient time to address findings and recommendations to improve efficiencies.
2. THF's headquarters office is in Tallahassee along with 80% of our team members. In fact, **our entire proposed team is local and resides in the Tallahassee Community.**
3. **We have extensive experience auditing social service agencies and other organizations with large federal and state grants and contracts.** The Agency's mission is to provide a comprehensive, seamless system of services and resources to reduce the detrimental effects of poverty, empower low-income citizens with skills and motivation to become self-sufficient, and improve the overall quality of their lives and our community. Many of the not-for-profit organizations that we currently serve have similar missions and goals.

To name a few, the **United Way of the Big Bend** is an organization focused on raising awareness, mobilizing resources, and finding collaborative, targeted solutions for the community's most vital concerns. **Good News Outreach** is an organization that strives to reduce hunger, homelessness, and isolation by providing food, shelter, and social interaction through collaborative efforts. In addition, our client, **the Kearney Center**, provides 24 hour comprehensive emergency services to individuals experiencing or on the verge of homelessness within an eight county region. Their facility also serves as a point of entry to assistance by coordinating services and responding to immediate needs of individuals and families. Another organization we serve is **Kids Incorporated** which is a community based organization that provides quality and comprehensive services to help shape futures of at-risk families. Their mission is to support and educate families with young children through quality early learning, health, and family services. Another client, **Feeding Florida**, is the state's network of food banks working to solve hunger. Further, many of our team members serve on social service organization boards which gives them practical, hands-on experience of issues facing organizations similar to yours.

In addition to the organizations above, we serve a variety of not-for-profit organizations ranging in size and revenue. More information on our experience can be found on pages 10-11.

Fee Proposal

In developing our proposed fee for you, we considered many factors including the time of year in which services are provided, as well as our desire to serve and include you as one of our valued clients. We believe our proposed fee reflects these considerations. **If our fee estimate is not within your expectations, we would appreciate the opportunity to discuss the assumptions used in developing our fee in relation to your expectations.**

Our fees will be based on hours worked by the various levels of personnel, at rates applicable to each, plus out-of-pocket expenses (if necessary) and administrative and technology fees which are billed at \$12 per hour. Our fees are billed monthly as incurred. Our fees for services are "not to exceed" amounts and hours are as follows:

Service	2019	2020	2021
Annual Audit	\$ 21,500	\$ 21,500	\$ 22,500
Tax Preparation Services	2,500	2,500	2,575
Total	\$ 24,000	\$ 24,000	\$ 25,075
*One year additional billing due to changes in standards	\$1,500-\$3,000	N/A	N/A

Fees could be decreased in subsequent years if client personnel is able to prepare the financial statements fully and there are no journal entries required during the audit. The only additional fees that are possible would be for confirmations, which the financial institutions charge our firm \$25 per confirmations.

*The FASB has issued substantial financial reporting changes for fiscal years ending December 31, 2018 and after. If we need to assist with implementation of these changes, this is a range of fees to be charged.

This is a fixed fee engagement based on the following assumptions:

- ✦ The overall condition of your financial and accounting records, including complete fixed assets records, is satisfactory and there will be no more than five journal entries proposed as the result of the audit.
- ✦ No significant changes in operations.
- ✦ Audit fieldwork will be performed in the April - May timeframe.
- ✦ We will receive support from your accounting personnel necessary for the preparation of requested schedules and other supporting documentation before we commence fieldwork.
- ✦ Requests made for additional items during fieldwork will be turned around in 24 hours or less when possible.
- ✦ There will not be a need for substantial research of unforeseen technical issues or new accounting/audit pronouncements in order for us to complete our audit.

If there are changes in the scope of services or circumstances, we will discuss the issues with you before incurring additional time and fees. Because it is our philosophy that many time-consuming issues at year-end could be resolved or avoided by brief phone calls or questions throughout the year, we encourage our clients to call with questions regarding accounting, tax, or operational matters as they occur. **We will not bill you for standard inquiries or questions throughout the year.** These inquiries and questions are included in the above fee. If the answer to your question requires research or significant time by our professional staff, we will let you know up front.

References

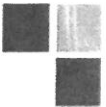
References

The following are select client references from relevant not-for-profit organizations in which we provide similar services.

LaFonda Wilson, Executive Director/CEO
Kids Incorporated of the Big Bend
2326 Centerville Road
Tallahassee, Florida 32308
Phone: (850) 414-9800
Email: lwilson@kidsincorporated.org

Katrina Rolle, President/CEO (Former Executive Director of United Way of the Big Bend)
Community Foundation of North Florida
3600 Maclay Boulevard, Suite 200
Tallahassee, Florida 32312
Phone: (850) 222-2899
Email: krolle@nfcf.org

Tim Daughtry, Deputy Director
Florida Birth Related Neurological Injury Compensation Association - NICA
2360 Christopher Place, Suite 1
Tallahassee, Florida 32308
Phone: (850) 488-8191
Email: tdaughtry@nica.com



Capital Area Community Action Agency
309 Office Plaza Drive
Tallahassee, FL 32327

Carr, Riggs & Ingram, LLC (CRI) appreciates the opportunity to propose on providing audit and tax services for Capital Area Community Action Agency (the "Agency"). We are genuinely excited about the prospect of continuing to serve you and maintaining a long-term relationship. We pride ourselves on getting to know our clients and illuminating solutions by providing innovative IDEAS to move them from compliance to providing them a competitive advantage.

I **nvestment in You.** We believe in developing long-term, mutually beneficial relationships and quickly demonstrating value with a fee structure and service solutions that provide immediate and continued savings. Our investment starts on "Day 1" as your assigned team begins with our proven, streamlined process that minimizes your time and disruption during the service provider change and continues throughout the relationship.

D **edicated Team.** CRI's team consists of more than 1,800 professionals, which allows us to tailor your service team by aligning their industry, service, and specialty skills with your needs. Our dedicated teams deliver the highest level of business acumen and knowledge to your Agency; our commitment to consistent staffing allows you to maximize savings and remain focused on your needs.

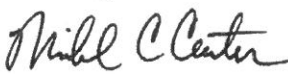
E **quilibrium.** CRI delivers big firm expertise with small firm service. Of approximately 45,000 public accounting firms in the United States, CRI currently ranks among the top 20. Additionally, as a part of PrimeGlobal, an association of independent accounting firms, we have access to international resources as – and when – needed. Leveraging these resources while maintaining local decision-making authority means that simplified solutions are only a phone call away. And we believe that's the best of both worlds for our clients.

A **ctive Partner Participation.** Collectively, our partners deliver expertise derived from more than 7,500 years of business experience. With this level of talent, we thoughtfully choose a partner that aligns with your business' needs and industry. Our hands-on, working partners "show up" to convey our genuine commitment to your success. They strive to earn trusted advisor roles by digging in, proactively learning your business, and producing long-term value for you.

S **implified Solutions.** While our 500+ different cumulative partner certifications is an impressive statistic, success is measured by translating complex concepts into client solutions. While accounting is the language of business, we're here to decipher the jargon and help you make educated decisions. CRIinnovate embraces agility and invention.

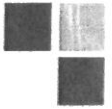
We welcome the opportunity to demonstrate to you the same teamwork, expertise, innovation, and responsiveness that have made us one of the fastest growing public accounting firms in the United States. Again, we appreciate your consideration.

Sincerely,



Michael C. Carter, CPA
Engagement Partner

YOUR SERVICES & FEES



We value creating mutually-rewarding, long-term relationships with our clients. Our goal is to provide high quality, responsive service that yields returns far greater than your investment in our professional fees. Please find below our proposal of fees to provide the requested services for the upcoming three respective fiscal years. Our fees are fixed with no increases over the three year term. Out-of-pocket expenses are included in the proposed fees.

SERVICE	CRI FEES NOT TO EXCEED		
	2019	2020	2021
Audit of the Agency's financial statements	\$26,500	\$26,500	\$26,500
Tax preparation for the Agency	\$2,750	\$2,750	\$2,750
Total	\$29,250	\$29,250	\$29,250

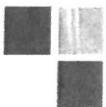
While not mentioned within the Request for Proposal, there is an additional requirement of the Agency to file the IRS Information Return for the Capital Area Community Action Agency Holding Company. We estimate the fees for the preparation of this return to be \$1,500; however, it is not included in the scope or fee estimate of this proposal. Our estimated hours and proposed hourly rates to provide the requested services are as follows:

CLASSIFICATION	HOURLY RATE	ESTIMATED HOURS
Partner	\$275	20
Manager	\$200	40
Senior	\$175	100
Staff	\$125-\$150	80
IT Specialist	\$200	10

Our professional fees are based on the key assumptions that the Agency will:

- Ensure that the predecessor's work papers will be made available for timely review.
- Make available documents and work papers for review at the Agency's headquarters location, although we may choose to review at alternate locations.
- Prepare certain schedules and analyses and provide supporting documents as requested.
- Assist us in obtaining an understanding of the accounting systems of the Agency.
- Not experience a significant change in business operations or financial reporting standards.

RELEVANT EXPERIENCE



CRI delivers a depth of resources that ensures our understanding of your challenges and innovative solutions for overcoming them. Our nonprofit team’s combined experience is derived from providing audit, tax, consulting, and accounting outsourcing services to a client base that includes:

- 1,700+ not-for-profit organization clients across the South totaling approximately \$7.6 billion in total assets,
- Experience with all sectors of not-for-profit organizations, foundations, and associations,
- Represent not-for-profit clients with more than \$138 million in revenues.

We parlay this vast experience and derived best practices into proven solutions that benefit you.

Below we share a sample of specific, relevant client references that the Tallahassee office of CRI currently serves:

RELATIONSHIP	TIMELINE	SERVICE DESCRIPTION	RELEVANT POINTS TO CONSIDER
Ounce of Prevention Fund of Florida 111 N. Gadsden Street, Ste. 200 Tallahassee, FL 32301-1507 Doug Sessions-President/CEO 850.921.4494 DSessions@ounce.org	1995 – Present	Audit and Tax	<ul style="list-style-type: none"> • Not-for-profit organization that manages service providers and addresses social welfare • Approximately \$30 million of grants provided to third parties • Federal and state single audit • Michael Carter is engagement partner
Children’s Forum 2807 Remington Green Circle Tallahassee, FL 32308 Phyllis Kalifeh-President/CEO 850.681.7002 pkalifeh@thechildrensforum.org	2005 – Present	Audit and Tax	<ul style="list-style-type: none"> • Statewide not-for-profit organization whose mission is to make Florida a quality child caring state • Federal and state single audit • Michael Carter is engagement partner • Jeannine Busch is audit manager
Florida Network of Youth and Family Services 2850 Pablo Avenue Tallahassee, FL 32308 Stacy Gromatski-President/CEO 850.544.6324 stacy@floridanetwork.org	2011 – Present	Audit and Tax	<ul style="list-style-type: none"> • Statewide organization providing assistance and guidance through resource development • Not-for-profit 501(c)(3) • Federal and single audit • Michael Carter is engagement partner • Jeannine Busch is audit manager
Big Bend Transit, Inc. 2201 Eisenhower Street Tallahassee, FL 32310-5905 Eric Landis-Admin Svc Manager 850.574.6266 ext. 112 elandis@bigbendtransit.org	2011 – Present	Audit and Tax	<ul style="list-style-type: none"> • Non-profit organization that provides transit services for the elderly and handicapped • Michael Carter is engagement partner • Mark Jones is tax partner • Federal and state single audit
CareerSource Florida 2308 Killearn Center Blvd. B, Ste. 1 Lisa Wiggins-Finance Director 850.564.7742 lwiggins@careersourceflorida.org	2019 – Present	Audit and Tax	<ul style="list-style-type: none"> • Non-for-profit organization that connects employers with qualified, skilled talent, and Floridians employment and career development opportunities • Michael Carter is engagement partner • State single audit

Capital Area Community Action Agency

Board of Directors Meeting Minutes September 24, 2019

Members in Attendance:

Christy McElroy, Chair
Derrick Jennings*, Vice-Chair
Kara Palmer Smith*, Treasurer/Secretary
Lisa Edgar*
Quincee Messersmith*
Lauren Johnson*
Pam Ridley*

CACAA Staff:

Tim Center
Nina Self
Stephanie Sgouros
Keith Dean
Margaret Watson
Kristin Reshard*
Venita Treadwell

Member Absent: Allen Jones

*Attended by Phone

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

The Chair asked for a motion to approve the agenda. Mr. Jennings made a motion to approve the agenda. It was seconded by Ms. Edgar, and unanimously approved.

The Chair asked for introductions from members and guests: Two guests include Kim Wilson, and Shanetta Keel.

ACTION ITEMS

Approval of Minutes

The Chair asked for a motion to approve the minutes of July 23, 2019. Ms. Edgar made the motion to approve the minutes. It was seconded by Mr. Jennings, and unanimously approved. Ms. Sgouros moved to amend the minutes of July 23, 2019, to reflect the presentation from Representatives from Carr, Riggs & Ingram audited financial statement and single audit report.

Mr. Center shared that staff in the future will review the minutes before being presented to the Board.

Board Officer Development

The Chair asked for a motion to seat Mr. Brent Couch on the Board. Ms. Edgar made a motion to accept Mr. Brent Couch on the Board. It was seconded by Ms. Messersmith, and unanimously approved.

FISCAL

As of July 31, 2019, we have completed ten months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 83%. At month end, the Year to Date Actual

Revenue and Expenses are 80% and 75% respectively, with mostly restricted net income of \$517,971 including \$75,000 for the SunTrust award and approximately \$87,000 for the Franklin County Fire Victims fund.

Year to Date Non-Federal Share (NFS) Match totals \$623,157 or 71% of the \$881,324 total match required for the fiscal year ending September 30, 2019. We would expect NFS to be in the 80% to 85% range at this point in the year.

Ms. Sgouros explained that **Interest Income** is the income from the SunTrust grant, which was put in a Money Market account, where it will be kept until it is spent. The Board approved about a year ago opening the Money Market account.

Franklin County ESF 15 Report

Ms. Sgouros said that we complete the Franklin County ESF 15 Report every month. As of the end of August we have \$83,339.29 that we have reported. We received a donation from recyclables for \$5,908.00. The total on the report matches the bank statement, which also includes a copy of the deposit and the two checks written which was required by our Contract.

Ms. Palmer Smith made a motion to accept the financial report. Seconded by Ms. Messersmith, and unanimously approved.

Accounting and Financials: Policies and Procedures Manual

Ms. Sgouros presented proposed changes to the Policies and Procedures Manual. This was mainly driven by a requirement from our grantor for three of our major grants to include the Stephens Amendment.

Summary of Changes

Substantive changes and new additions

1. Included required Stevens Amendment language.
2. Raised check signature threshold to \$3,500. This will eliminate the need for dual signature below this amount.
3. Updated purchasing thresholds which have not been revised in over ten years. They are still below the state and federal limits.
4. Revised Stale Check procedures to conform to Florida Law and Administrative Procedures.
5. Added payment by Credit Card to avoid or reduce costs so that staff will be able to look at the manual when they have questions about certain credit card purchases where fees are involved.
6. Added Money Order subsection because there was not a section addressing money orders.

Non-substantive changes

1. Added clarification

- a. inventory/physical counts/capitalization processes
 - b. monthly/quarterly/annual/periodic timing
 - c. Duties among Accounting Department staff (ex., Fiscal Assistant v. Senior Accountant)
 - d. Travel expenses (ex., baggage fees)
 - e. Where necessitated by technological advances (ex., dial-up internet)
2. Changes in titles/terminology (ex., contractor v. vendor)
 3. Updated IRS thresholds (donations)
 4. Added reference to include Holdings in bank accounts
 7. Corrected typos, grammatical errors, added punctuation where missing, etc.
 8. Page numbers will be changed upon finalization of Manual.

Ms. Edgar asked what the Stephens Amendment requires. Ms. Sgouros said that when issuing statements, press releases, requests for proposal, and bid solicitation or other documents describing projects or programs funded in whole or in part with federal monies, all grantees receiving federal fund grants shall clearly state:

1. The percentage of the total cost of the program or project which will be financed with federal money;
2. The dollar amount of federal funds for the project or program;
3. Percentage and dollar amount of the total cost of the project or program that will be financed by non-governmental sources.

We have added that language under the purchasing section of our manual. Mr. Center informed that it was the DEO that brought the language to our attention.

Ms. Edgar clarified that the amount we are raising the check signature threshold is \$3,500.00, and the language in the Stevens Amendment, as well as the check threshold are efficiency measures.

Ms. Edgar made a motion to accept the Policies and Procedures Manual. It was seconded by Ms. Palmer Smith, and unanimously approved.

FY 2019-20 Annual Agency Budget

Mr. Dean, CFO, presented the Agency annual budget in detail with a written narrative of the variances of 10% or \$10K. This budget has a 12% increase overall which is \$1.08M more than last year. The proposed budget is \$9.69M as opposed to \$8.57M. A few years prior we were in the \$7M range. Ninety percent of the budget increase is Client Services.

Ms. Johnson noted that the School Readiness budget is not listed and whether the Board would have to approve at a later date? Mr. Center stated that in the past we had two sources of funds (VPK and School Readiness) for Extended Day Program Services. If, in the future, we bring back School Readiness, the budget will be presented before the Board as an Amendment. At this point, we will not be using School

Readiness; however, VPK will be used for our Extended Day. She asked whether the VPK dollars will cover that budget? Mr. Center stated that VPK funding should cover the entire Head Start Budget.

Ms. Edgar made a motion to approve the FY 2019-20 Annual Agency Budget. It was seconded by Ms. Messersmith, and unanimously approved.

Agency Corporate Resolution (DEO)

Mr. Center presented to the Board the Agency Certificate of Corporate Resolution. He asked that the Board approve so that the Chief Executive Office and Chief Operating Officer be permitted to sign on behalf of the Agency for contract and grants.

Ms. Edgar made a motion to approve the FY 2019-20 Annual Agency Budget. It was seconded by Mr. Jennings, and unanimously approved.

Mr. Center stated that the Agency is on a month-to-month contract with Keith Dean’s Company for fiscal services. We issued an RFP for Fiscal Services. The deadline for submission is Thursday, October 3, 2019. January 1, 2020, the new contract for Financial Services will be executed.

In addition, we are accepting proposals from CPA firms to provide audit and tax services for our organization and its owned subsidiary. This process is needed to ensure that we have a proper independent audit being performed for the Agency.

The Chair asked when will the Agency post the Auditor RFP? Ms. Sgouros said the RFP will be posted immediately after the Board approves. It will be emailed to the firms that are interested. It will be due October 21, 2019. The selected firm will need to be working on the audit by January 1, 2020.

Mr. Center stated that an Auditor will be chosen by the Board at the November Board Meeting. “The Chair asked, “How will the Board receive information on the interested firms”? The Auditors will perform a presentation before the Board. Ms. Sgouros stated that we will go through to see which are responsive bidders and will bring before the Board.

The Chair asked what is the process for selecting firms? Mr. Dean said, “We are facilitating by answering technical questions.” The auditors want to know who are the funding sources, what does your 990 look like. The firms selected by the Board will present to the Board - The Board hires the auditors. The proposal will be sent to the Executive Committee with a score sheet. The Chair said, “It is very important that the Executive Committee has full information.” It may require a special meeting in order to review, follow-up, and select a firm. Ms. Sgouros said we may call it an Audit RFP Committee Meeting with one item agenda and hold it telephonically.

PROGRAM UPDATES

COO Report

Ms. Self presented the Summary of Programs for the month of September 2019. She said that Getting Ahead Program started new classes in Calhoun, Jefferson and Leon with a total of 46 enrollments. We continue to recruit for Gadsden where we have a new Case Manager.

Staff Training

Ms. Self provided an overview of the Staff Training & Technical Assistance for the months of July and August, 2019.

LIHEAP

The Agency served more clients in the month of August than any other month this fiscal year. 456 households in the month of August.

WEATHERIZATION

Ms. Self reported that the Weatherization Program has 80 homes that have been processed. Of the 80, 47 have been completed and inspected, 15 homes are currently in pre-inspection, bid process or are currently in the process of being weatherized and 18 homes are in postponement stage due to client or dwelling issues.

CSBG

Staying Ahead currently has 12 clients. Many of them have transitioned out or preemptive goal or become over income. We added something new to the Staying Ahead Program report – “Case Manager Highlights by County”. This new feature gives you a look at some of the community outreach and partnership development efforts of our Case Managers.

We have completed all but one (Gadsden County) transition programs for the Springtime/Summer Getting Ahead classes. Case Managers are in the process of transitioning those participants into the Staying Ahead portion of the program and beginning work on their Financial Independence plans. Fall classes have already begun in Leon, Jefferson, Calhoun and Wakulla, with Gadsden and Franklin planning to start in October. We continue to do outreach and partnership development in Franklin/Gulf counties to determine the best way our Self Sufficiency Program can serve the clients in that area.

Ms. Self said that you may notice something going on in your County that we should be involved in contact your area Case Manager. She tasked all the Case Mangers when performing outreach in their communities to contact the Board Members that are there in case you may want to be included.

Head Start

Ms. Self reported that as August 31, 2019, 378 students were registered to begin school. Not all registered students showed up for enrollment. There are currently 7 vacancies, and all centers have a wait list. All Head Start Centers met the required Average Daily Attendance for the month of August 2019.

Mr. Center stated that Ms. Treadwell and her team are working to get Teaching Strategies' Creative Curriculum fully implemented with a focus on training during pre-service and with model classroom design that emphasis the teaching centers in the classroom. This environmental change should augment the coaching efforts to improve CLASS scores. They are now working with HHS to work on practice-based coaching to improve the relationships between teachers and students.

Jefferson County Head Start will continue in the portables for the foreseeable future until the school district reaches a deal with a local church for the closed elementary school. The plan would be to move to the elementary school campus if a community center is established on the elementary school campus.

A new swing set was moved from a community park to Mabry Head Start. Installation was delayed by changes in business ownership of the company donating the services. The goal is to have it finished by the week of September 16. We may be updating playground equipment at all our Centers.

Mr. Center said Essential Elements has been contracted to help with the grant writing. Most main office Head Start staff has been involved in writing their portion of the grant questions that will be used by the grant writer to create a unified story of our proposal. The Board and Policy Council will have to approve the grant proposal and budget before submission. The grant is due November 12, 2019.

CEO Report

Mr. Center reported that at the Executive Committee Meeting we talked about the Benevon fundraising model and the fact that we are working with the ARC for a paid OJT position. The position is currently being evaluated for effectiveness and will delay implementation of Benevon fundraising model. He reported that we are not abandoning the project but need the right person to work on the project.

CHAIR'S Report

The Chair said that we asked for the CEO's Evaluation to be resubmitted to the Board for comments. All the comments were not submitted but we need 100 percent participation from the Board. The Chair stated that she and Ms. Self, for the next evaluation we will require a comment before moving to the next question.

If any Board Member has not attended the transition ceremony, I would encourage all Board Members to attend in the future.

Mr. Jennings raised a concern regarding the operations of the Head Start Centers. He asked that we table the discussion until the Executive Committee Meeting in October.

The meeting adjourned at 7:16 p.m.

Kara Palmer Smith

Date

Shanetta Chess

2074 Midyette Rd 638 | [Tallahassee, FL 32301] | [3522222771] | [shanettac6@gmail.com]

Professional Summary

Experienced Professional with focus on continuous development. Strong belief in empowering myself and others to grow and reach their highest potential. Dedicated to remarkable customer service and impactful Community Service.

Education

- University of Florida, Gainesville, FL
- Bachelor of Science | Fall 2010
- Major: Family, Youth, and Community Sciences | Minor: Education

Experience

April 2018-Present

Traveling Associate | Capital City Bank | Tallahassee, FL

- Personal and Direct Services
- Build Relationships
- Advise Clients
- Uphold Service Standards

October 2017-March 2018

Seasonal Flow Team Member

|Target-Bradfordville|Tallahassee,FL

- Unload freight
- replenish stock on floor
- assist guests

April 2017-Present

Lean and Quality/Team Lead | Chick-Fil-A North Monroe | Tallahassee,FL

- Ensure fresh and safe food preparation environment daily
- Monitor and uphold food safety standards
- Simplify processes and systems
- Customer service and guest engagement

May 2017-July 2017*

Supervisor| Sodexo | Tallahassee, FL

- Hold up food safety standards to ensure guest safety
- Schedule shifts to maximize service and minimize labor costs
- Train and develop team members
- Prevent bottlenecks in service

February 2008-May 2014/February 2017- June 2017

Supervisor| Aramark | Gainesville & Tallahassee, FL*

- Manage several different locations to grow my skills and certifications in the company
- Hold up food safety standards to ensure guest safety
- Schedule shifts to maximize service and minimize labor costs
- Train and develop team members
- Prevent bottlenecks in service

April 2016-March 2017

Zaxby's GM (Rolling) | Demmerseman Group, Inc. (Franchise)

- Manage all aspects of store to create maximum value
- Establish and build relationships with team and guests to create positive experiences
- Schedule shifts to maximize service and minimize labor costs
- Maintain building through scheduled cleaning and maintenance to create a safe and clean environment

May 2013-April 2016

Director FOH | Chick-Fil-A | Governor's Square Mall Tallahassee, FL 32301

- Collaborated with BOH Director and Owner to set yearly, quarterly, and monthly goals to run a profitable, competitive, and growing business
- Trained and Developed Managers and team members to maximize leadership
- Schedule shifts to maximize service and minimize labor costs
- Establish and build relationships with team and guests to create positive experiences

Volunteer Experience

- Classroom volunteer 2002-2010
- Various events through employment at Chick-Fil-A
- Reading Pals (United Way) September 2016-2018
- New Mt.Zion AME Hospitality Ministry 2017-present

Awards and Acknowledgments

- 2010 Volunteer of the Year A. Quinn Jones School Gainesville, FL
- Aramark Employee of the Month April 2015
- CFA Promotion from team member to Jr. leader Fall 2013
- CFA Promotion from Jr. Leader to Sr Leader Spring 2014
- CFA Promotion from Sr.Leader to Director January 2015
- CFA Monthly Bonus(s) earned for Meeting and Exceeding Sales and Labor Goals
- Team Member of the Month August 2017
- Promotion to Lean and Quality Director August 2017

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

As of September 30, 2019, we have completed twelve months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 100%. At month end, the Year to Date Actual Revenue and Expenses are 94% and 92% respectively, with mostly restricted net income of \$245,695.59 including \$76,312 for the SunTrust award and approximately \$71,489 for the Franklin Co. Fire Victims fund.

Year to Date Non-Federal Share (NFS) Match totals \$916,021 or 104% of the \$881,324 total match required for the fiscal year ending September 30, 2019. This result was achieved by spending down all of the carryforwards in VPK and SR, which are now at zero.

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.

Health Insurance - is over and will exceed the budget by approximately \$65,000. Next year's budget has been adjusted to meet this increase caused by higher participation, increased employee retention, and increased health care costs.

Life Insurance and Retirement – is slightly over budget primarily due to higher participation and increased employee retention.

Program Supplies – is slightly over the budget with a deficit predicted of less than \$2000.

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.

Copies, Printing, Copier Maintenance, Toner and Paper – is slightly over budget due to color copy overages. All employees have been instructed to make sure grayscale is the default setting on contracted copiers.

Rent/Space Cost – is over budget due to several rate increases and we anticipate this item significantly exceeding budget by year end.

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

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

Communications – is over the budget with only a couple of repairs in the expenses. Last year's actual expenses were \$76,000 and it is expected that this year's expenses will be similar.

Repairs and Building Maintenance – is over budget but is actually \$20,000 under YTD from 2017-2018. The total expense that year was \$169,713.

Special Events - These expenses were not budgeted, but were more than covered by the revenue raised.

Registrations – is over budget but when netted with Meetings/Workshops/Training and Training/Staff Development, the amount of total budget in these area is about 75% and on track.

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

Legal Expenses – This consists of two items: a fine from DCF and legal advice for an EEOC complaint.

Revenue Variances and Explanations

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

Grants – Other Not-For-Profits – is over budget expectations due to higher than expected revenues, primarily from non-profit utility co-ops and some carryforwards.

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

Contributions – The balance consists of unrestricted general donations and can be used by any of the agency programs as needed. 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 Duke Energy Neighbor, and (3) Getting Ahead/Staying Ahead donations. Unspent revenue can be used in future years.

Special Events – This revenue is from the Golden Apple Gala, which was not budgeted. The net revenue will be used to offset some of the HDST overages.

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

Interest Income – The majority of this income is from the SunTrust grant, which was put in a Money Market account, where it will be kept until it is spent.

Financial Statement Narrative
For the Twelve Months Ending September 30, 2019
Capital Area Community Action Agency

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

Capital Area Community Action Agency
DRAFT - Statement of Revenues and Expenditures
From 10/1/2018 Through 9/30/2019

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	3,525,297.00	3,525,297.00	0.00	100%
Government Contracts - Federal Indirect	4005	3,209.00	11,950.00	8,741.00	372%
Government Contracts - STATE	4010	4,085,206.70	3,393,140.23	(692,066.47)	83%
Government Contracts - LOCAL	4020	156,500.00	129,021.24	(27,478.76)	82%
Grants - Other Not-for-Profits	4100	25,733.15	62,280.24	36,547.09	242%
Grants - All Other Sources	4120	15,000.00	77,905.86	62,905.86	519%
Contributions	4200	3,500.00	15,536.68	12,036.68	444%
Contributions- Restricted	4210	235,055.36	217,268.21	(17,787.15)	92%
Special Events	4300	0.00	9,429.15	9,429.15	100%
Commissions-Vending/Photo	4320	2,000.00	5,137.80	3,137.80	257%
Interest Income	4950	0.00	1,352.18	1,352.18	100%
Fringe Pool Revenue	4960	796,597.00	801,280.32	4,683.32	101%
Indirect Pool Revenue	4970	690,118.00	667,366.70	(22,751.30)	97%
Other Revenue	4995	9,750.00	25,963.69	16,213.69	266%
Total Revenue		<u>9,547,966.21</u>	<u>8,942,929.30</u>	<u>(554,567.17)</u>	<u>94%</u>
Expenditures					
Salaries & Wages	6010	2,866,352.42	2,847,110.08	19,242.34	99%
Fringe	6110	815,898.39	801,729.23	14,169.16	98%
FICA	6120	200,000.00	206,353.26	(6,353.26)	103%
Unemployment	6130	45,000.00	34,014.42	10,985.58	76%
Workers Compensation	6140	57,000.00	45,956.60	11,043.40	81%
Health Insurance	6150	415,000.00	481,473.61	(66,473.61)	116%
Life Insurance	6160	27,000.00	27,989.90	(989.90)	104%
Retirement	6170	39,597.00	41,988.17	(2,391.17)	106%
Staff Screenings	6180	41,506.02	956.00	40,550.02	2%
Indirect Costs	6210	655,206.52	678,249.33	(23,042.81)	104%
Travel - In Area	6310	29,517.79	17,937.57	11,580.22	61%
Travel - Out of Area	6315	2,904.90	35.00	2,869.90	1%
Office Supplies	6410	19,603.94	16,135.38	3,468.56	82%
Program Supplies	6415	28,061.25	29,803.06	(1,741.81)	106%
Classroom Supplies	6420	38,245.54	33,023.88	5,221.66	86%
Kitchen Supplies	6430	12,721.00	20,841.77	(8,120.77)	164%
Medical/Dental Supplies	6440	500.00	269.67	230.33	54%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	22,728.86	25,338.71	(2,609.85)	111%
Postage and Delivery Expense	6600	4,706.74	2,001.47	2,705.27	43%
Contractual Services/Professional	6710	327,624.69	257,072.38	70,552.31	78%
Contractual Services - Health/Disabilities	6715	170,869.90	187,353.77	(16,483.87)	110%
Rent/Space Cost	6810	223,015.74	287,868.77	(64,853.03)	129%
Utilities	6820	72,253.28	103,528.40	(31,275.12)	143%
General Liability and Property Insurance	6830	50,261.02	45,869.18	4,391.84	91%
Communications	6840	64,009.06	77,235.23	(13,226.17)	121%
Repairs & Bldg Maintenance- Recurring	6850	95,689.98	93,265.50	2,424.48	138%
Repairs & Bldg Maintenance - Nonrecurring	6855	0.00	38,824.47	(38,824.47)	
Equipment Maintenance	6910	24,582.34	25,309.98	(727.64)	103%
Vehicle Expense	6920	67,773.10	57,840.55	9,932.55	85%
Equipment Lease	6930	12,804.84	9,107.58	3,697.26	71%
Technology	6940	30,138.54	19,930.53	10,208.01	66%
Fees, Licenses, and Permits	7010	6,579.08	4,952.08	1,627.00	75%

Capital Area Community Action Agency
DRAFT - Statement of Revenues and Expenditures
From 10/1/2018 Through 9/30/2019

Dues/Subscriptions	7020	14,677.26	10,531.55	4,145.71	72%
Special Events	7110	0.00	3,910.23	(3,910.23)	100%
Client Assistance	7210	2,740,859.87	1,850,924.40	889,935.47	68%
Expendable Equipment	7320	24,434.04	9,765.22	14,668.82	40%
Registration Fees	7410	11,667.68	13,356.98	(1,689.30)	78%
Meetings/Workshops/Training	7420	41,272.21	34,110.40	7,161.81	
Training/Staff Development	7430	42,498.00	27,006.25	15,491.75	
Advisory/Board Member Expenses	7440	7,000.00	4,412.87	2,587.13	63%
Advertising	7450	6,566.22	4,693.93	1,872.29	71%
Parent Activities	7460	1,200.00	111.04	1,088.96	9%
Raw Food Cost	7510	180,139.00	214,942.57	(34,803.57)	119%
Legal Expenses	7530	0.00	2,063.50	(2,063.50)	100%
Interest Expense	7610	7,000.00	0.00	7,000.00	0%
Bank Service Charges	7630	3,500.00	2,039.25	1,460.75	58%
Total Expenditures		<u>9,547,966.22</u>	<u>8,697,233.72</u>	<u>800,262.76</u>	91%
Excess Revenue over (under) Expenditures		(0.01)	<u>245,695.58</u>	<u>245,695.59</u>	

Capital Area Community Action Agency
DRAFT - Balance Sheet
For the Year Ended 9/30/2019

	Current Period Balance
Assets	
Petty Cash	860
Cash Operating Hancock Bank	426,069
Cash - Money Market Hancock Bank	76,312
Cash-Bank Restricted	27,408
Cash - Centennial Bank - Restricted	71,489
Grants Receivable	647,613
Property and Equipment Net	<u>227,308</u>
Total Assets	<u>1,477,060</u>
Liabilities and Net Assets	
Liabilities	
Accounts Payable	97,516
Accrued Leave	49,802
Accrued Wages	78,205
Accrued Fringe Benefits	(4,586)
Accrued Taxes	6,845
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	473,883
Net Assets	
Beginning Net Assets	
Unrestricted Net Assets	432,983
Invested Property and Equipment	<u>324,898</u>
Total Beginning Net Assets	757,881
Current Net Income	<u>245,296</u>
Total Net Assets	<u>1,003,177</u>
Total Liabilities and Net Assets	<u>1,477,060</u>

Capital Area Community Action Agency, Inc.
 Head Start NFS Match Requirements
 For the 12 Months Ending September 30, 2019

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		53,500			
Grants - Other Not for Profits		13,003			
In-Kind Revenue		513,059			
VPK/SR		336,459			
	881,324	916,021	104%	-34,697	-4%

Capital Area Community Action Agency
 Vendor Activity
 From 9/1/2019 Through 9/30/2019

HANCOCK CC - HANCOCK WHITNEY BANK - Sept 2019

Vendor Name	Code	Transaction Description	Document Description	Date	Expenses
HANCOCK WHITNEY BANK	6855	MULCH & SAND FRANKLIN HS CENTER	#6700, TIM CENTER 9/27/19	9/27/2019	488.70
HANCOCK WHITNEY BANK	7430	STAFF DEVELOPMENT - KIMBERLY SMITH -	#7303, KRISTIN JACKSON RESHARD,	9/27/2019	66.27
HANCOCK WHITNEY BANK	7430	STAFF DEVELOPMENT - KIMBERLY SMITH -	#7303, KRISTIN JACKSON RESHARD,	9/27/2019	80.63
HANCOCK WHITNEY BANK	7430	STAFF DEVELOPMENT - KIMBERLY SMITH -	#7303, KRISTIN JACKSON RESHARD,	9/27/2019	95.20
HANCOCK WHITNEY BANK	6855	REPAIR OVEN AT STAND ALONE KITCHEN - SC	#6623, DARREL JAMES, 9/27/19	9/27/2019	211.80
HANCOCK WHITNEY BANK	6920	GAS FOR HS VEHICLE	#6623, DARREL JAMES, 9/27/19	9/27/2019	47.00
HANCOCK WHITNEY BANK	6920	GAS FOR HS VEHICLE	#6623, DARREL JAMES, 9/27/19	9/27/2019	50.00
HANCOCK WHITNEY BANK	6715	PHYSICAL FOR SC STUENT	#6623, DARREL JAMES, 9/27/19	9/27/2019	35.00
HANCOCK WHITNEY BANK	6855	DIAGNOSTIC- BROWNS REPAIR-	#8165, NICHELE RICHARDS ROLLE, 9/27/19	9/27/2019	111.00
HANCOCK WHITNEY BANK	7440	POLICY COUNCIL MEETING - FOOD	#8165, NICHELE RICHARDS ROLLE, 9/27/19	9/27/2019	5.98
HANCOCK WHITNEY BANK	7440	POLICY COUNCIL MEETING - FOOD	#8165, NICHELE RICHARDS ROLLE, 9/27/19	9/27/2019	118.27
HANCOCK WHITNEY BANK	6920	HS VEHICLE CLEANING	#8380, ANNE ROBINSON, 9/27/19	9/27/2019	14.95
HANCOCK WHITNEY BANK	6420	CLASSROOM SUPPLIES - TSG	#5810, VENITA TREADWELL, 9/27/19	9/27/2019	89.26
HANCOCK WHITNEY BANK	6420	CLASSROOM SUPPLIES - TSG	#5810, VENITA TREADWELL, 9/27/19	9/27/2019	10.00
HANCOCK WHITNEY BANK	6820	CITY OF MONTICELLO UTILITY BILL JEFFERSON	#5810, VENITA TREADWELL, 9/27/19	9/27/2019	305.88

Transaction 1,729.94



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

09-27-19



TIM CENTER
CAPITAL AREA CAA
309 OFFICE PLZ
TALLAHASSEE FL 32301-2729
**N0004562

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
09-13	09-13	74270849256100011083158	0000	BRANCH PAYMENT - THANK YOU	M968.44
09-13	09-12	24431069256083917895547	4784	SUNPASS*ACC87738691 888-865-5352 FL	M30.00
09-13	09-11	24299109255001502265670	5542	7-ELEVEN 34912 WINDERMERE FL	M33.78
09-16	09-14	74431069257722000783710	3640	HYATT RGNCY GRND CYPRESS ORLANDO FL	M27.38cr
09-16	09-12	24431069256722788673592	3640	HYATT RGNCY GRND CYPRESS ORLANDO FL 23345725 ARRIVAL: 09-11-19	M246.38
09-17	09-16	24431069259026563031043	5734	ADOBE *ACROPRO SUBS 800-833-6687 CA	M14.99
09-19	09-18	74210739261083000336788	8398	COMMUNITY ACTION PARTNER WASHINGTON DC	M545.00cr
09-19	09-18	24431069262400182000272	5251	ACE HDWE APALACHICOLA FL	M488.70
09-23	09-20	24692169263100341171235	5968	GAN*1558TALLHDEMOCIRC 888-426-0491 IN	M59.13
09-25	09-24	24040839267900019301318	5812	NEWK'S EATERY TALLAHASSEE TALLAHASSEE FL	M136.99

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
09-27-19	[REDACTED]	NEW PURCHASES AND OTHER CHARGES 1,009.95
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 1,540.82
		STATEMENT TOTAL 530.87 cr
		TOTAL IN DISPUTE 00
		CREDIT LIMIT 6,000.00



**HANCOCK
WHITNEY**

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

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

MEMO STATEMENT

Account Number

[REDACTED]

Statement Date

09-27-19



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

**N0007729

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
09-02	08-30	74137469242300684167158	5942	FL-AM-UNIV-BKSTORE #7530 TALLAHASSEE FL	M77.05or
09-09	09-06	24137469249300618115578	5942	FL-AM-UNIV-BKSTORE #7530 TALLAHASSEE FL	M95.20
09-12	09-11	24431069254083342932723	5942	AMAZON.COM*MO36P3K40 AMZN AMZN.COM/BILL WA	M80.63
09-13	09-12	24692189255100379688050	5942	AMZN MKTP US*GG3RV8OS3 AMZN.COM/BILL WA	M66.27
09-16	09-13	74270849259259000000826	0000	PAYMENT RECEIVED -- THANK YOU	M931.70



STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
09-27-19	[REDACTED]	NEW PURCHASES AND OTHER CHARGES 242.10
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW CASH ADVANCES 00
		CREDITS 1,008.75
		STATEMENT TOTAL 766.65 cr
		TOTAL IN DISPUTE 00
		CREDIT LIMIT 2,000.00



**HANCOCK
WHITNEY**

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

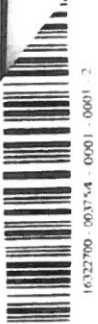
Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

MEMO STATEMENT

Account Number

Statement Date

09-27-19



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

**N0003754

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
09-10	09-08	24493989252286117900033	5065	CRSS 850-421-1211 FL	M211.80 ✓
09-11	09-10	24210739253207771800053	8041	TLC CHIROPRACTIC, INC. TALLAHASSEE FL	M35.00 ✓
09-13	09-13	74270849256100011083117	0000	BRANCH PAYMENT - THANK YOU	M285.89 ✓
09-18	09-16	24692169260100206162603	5542	GATE 1194 Q80 TALLAHASSEE FL	M50.00 ✓
09-27	09-25	24692169269100595440363	5542	GATE 1194 Q80 TALLAHASSEE FL	M47.00 ✓
09-27	09-25	24137469269500663785010	5814	KRISPY KREME #451 TALLAHASSEE FL	M125.82 ✓

STATEMENT DATE
09-27-19

ACCOUNT NUMBER
[REDACTED]

ACCOUNT SUMMARY

CUSTOMER SERVICE CALL

Toll Free 1-800-448-8812

NEW PURCHASES AND OTHER CHARGES	469.62
NEW CASH ADVANCES	00
CREDITS	285.89
STATEMENT TOTAL	183.73
TOTAL IN DISPUTE	00
CREDIT LIMIT	3,000.00

**HANCOCK
WHITNEY**

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

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

MEMO STATEMENT

Account Number

Statement Date

09-27-19

1632700 966159 0001 0001 7

 NICHELE RICHARDS
 CAPITAL AREA CAA
 309 OFFICE PLZ
 TALLAHASSEE FL 32301-2729
 **N0006559

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
09-06	09-05	24137479249010608148385	8999	BROWN'S REFRIGERATION 850-8772226 FL	M111.00 ✓
09-09	09-06	24226389250091003949048	5411	WAL-MART #1077 TALLAHASSEE FL	M159.10 ✓
09-11	09-10	24428089253300601201665	5814	MISSION BBQ TALLAHASSEE F TALLAHASSEE FL	M461.12 ✓
09-16	09-13	74270849259259000000818	0000	PAYMENT RECEIVED -- THANK YOU	M196.48 ✓
09-19	09-17	24137489261001408496540	5411	PUBLIX #852 TALLAHASSEE FL	M99.93 ✓
09-20	09-19	24137469263600220987475	5411	PUBLIX #1051 TALLAHASSEE FL	M5.98 ✓
09-23	09-19	24431069263400417000328	5812	OLIVE GARDEN 0021236 TALLAHASSEE FL	M118.27 ✓
09-26	09-25	24137489269600253885178	5411	PUBLIX #887 TALLAHASSEE FL	M25.66 ✓
09-26	09-25	24801979269400074000443	5812	A TOWN WINGS TALLAHASSEE FL	M64.00 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY	
09-27-19	[REDACTED]	NEW PURCHASES AND OTHER CHARGES	1,045.06
CUSTOMER SERVICE CALL		NEW CASH ADVANCES	00
		CREDITS	196.48
Toll Free 1-800-448-8812		STATEMENT TOTAL	848.58
		TOTAL IN DISPUTE	00
		CREDIT LIMIT	2,500.00

HANCOCK
WHITNEY

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

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

MEMO STATEMENT

Account Number
[REDACTED]

Statement Date

09-27-19

ANNE ROBINSON
CAPITAL AREA CAA
309 OFFICE PLZ
TALLAHASSEE FL 32301-2729

**N0009739

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
08-28	08-27	24765019240091936000102	7542	SUPER SUDS TALLAHASSEE FL	M14.95
08-30	08-29	24431069241026791047515	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791049974	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791053877	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791055393	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791061078	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791061458	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791063777	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791066366	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791068867	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791069071	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791080896	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791082587	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791087206	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791091315	9399	FDLE CCHINET 850-410-8161 FL	M25.00
08-30	08-29	24431069241026791093485	9399	FDLE CCHINET 850-410-8161 FL	M25.00
09-02	08-30	24692169242100395072707	5942	AMZN MKTP US*MO1WJ9QC1 AMZN.COM/BILL WA	M25.00
09-06	09-04	24137469248100201665588	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M62.46
09-09	09-06	24431069249200507000017	9399	FL DRIVERS LICENSES V10 PEMBROKE PINE FL	M87.72
09-11	09-10	24755429253642535969456	8220	FAMU WEB CARD PAYMENTS 850-4125045 FL	M25.00
09-16	09-13	74270849259259000000834	0000	PAYMENT RECEIVED -- THANK YOU	M891.72
09-25	09-24	24164079267105975983314	5111	STAPLS7225216684000002 877-8267755 GA	M235.79
09-25	09-24	24164079267105235983310	5111	STAPLS7225216684000001 877-8267755 GA	M117.64
09-26	09-26		0000	ANNUAL FEE	M632.00
09-26	09-24	24692169268100993707976	5542	GATE 1194 Q80 TALLAHASSEE FL	M35.00
					M20.04

STATEMENT DATE
09-27-19

ACCOUNT NUMBER
[REDACTED]

ACCOUNT SUMMARY

CUSTOMER SERVICE CALL

Toll Free

1-800-448-8812

NEW PURCHASES AND OTHER CHARGES	2,261.53
NEW CASH ADVANCES	.00
CREDITS	235.79
STATEMENT TOTAL	2,025.74
TOTAL IN DISPUTE	.00
CREDIT LIMIT	2,000.00

Capital Area Community Action Agency
Head Start Programs - Statement of Revenue and Expenditures
For the Year Ended September 30, 2019

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	3,525,297	3,525,297	0	100%
Government Contracts - STATE	4010	426,240	674,839	248,599	158%
Government Contracts - LOCAL	4020	53,500	53,500	0	100%
Grants - Other Not-for-Profits	4100	13,000	13,003	3	100%
Contributions- Restricted	4210	<u>0</u>	<u>2,157</u>	<u>2,157</u>	
Total Revenue		<u>4,018,037</u>	<u>4,268,796</u>	<u>250,759</u>	106%
Expenditures					
Salaries & Wages	6010	1,975,376	2,050,162	(74,786)	104%
Fringe	6110	562,588	574,861	(12,273)	102%
Staff Screenings	6180	2,500	320	2,180	13%
Indirect Costs	6210	520,986	518,450	2,536	100%
Travel - In Area	6310	3,500	3,348	152	96%
Travel - Out of Area	6315	500	35	465	7%
Office Supplies	6410	7,500	5,533	1,967	74%
Program Supplies	6415	24,017	29,275	(5,258)	122%
Classroom Supplies	6420	38,246	33,013	5,233	86%
Kitchen Supplies	6430	12,721	20,842	(8,121)	164%
Medical/Dental Supplies	6440	500	270	230	54%
Copies/Printing/Copier	6510	12,000	15,521	(3,521)	129%
Postage and Delivery Expense	6600	1,200	840	360	70%
Contractual Services/Professional	6710	15,000	11,293	3,707	75%
Contractual Services – Health/Disabilities	6715	170,837	187,194	(16,357)	110%
Rent/Space Cost	6810	150,000	222,154	(72,154)	148%
Utilities	6820	62,500	97,387	(34,887)	156%
General Liability and Property Insurance	6830	21,000	26,386	(5,386)	126%
Communications	6840	37,530	54,289	(16,759)	145%
Repairs & Bldg Maintenance- Recurring	6850	75,000	87,349	(12,349)	168%
Repairs & Bldg Maintenance - Nonrecurring	6855	0	38,740	(38,740)	
Equipment Maintenance	6910	14,000	18,095	(4,095)	129%
Vehicle Expense	6920	37,350	25,137	12,213	67%
Equipment Lease	6930	8,500	6,876	1,624	81%
Technology	6940	12,500	13,267	(767)	106%
Fees, Licenses, and Permits	7010	1,500	1,411	89	94%
Dues/Subscriptions	7020	2,500	2,269	231	91%
Expendable Equipment	7320	5,000	3,395	1,605	68%
Registration Fees	7410	2,000	5,688	(3,688)	80%
Meetings/Workshops/Training	7420	14,850	13,846	1,004	
Training/Staff Development	7430	40,998	26,907	14,091	
Advisory/Board Member Expenses	7440	2,000	1,794	206	90%
Advertising	7450	2,000	379	1,622	19%
Parent Activities	7460	1,200	18	1,182	2%
Raw Food Cost	7510	<u>180,139</u>	<u>214,942</u>	<u>(34,803)</u>	119%
Total Expenditures		<u>4,018,037</u>	<u>4,311,284</u>	<u>(293,247)</u>	107%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>(42,488)</u>	<u>(42,488)</u>	

Capital Area Community Action Agency
 CSBG - Statement of Revenues and Expenditures
 From Grant Inception Through 9/30/2019

		Total Budget Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	2,439,907	1,867,560	(572,347)	77%
Total Revenue		<u>2,439,907</u>	<u>1,867,560</u>	<u>(572,347)</u>	<u>77%</u>
Expenditures					
Salaries & Wages	6010	907,800	727,257	180,543	80%
Fringe	6110	257,660	206,242	51,419	80%
Staff Screenings	6180	1,062	542	520	51%
Indirect Costs	6210	228,919	182,535	46,384	80%
Travel - In Area	6310	34,747	12,876	21,871	37%
Travel - Out of Area	6315	20,398	5,307	15,091	26%
Office Supplies	6410	9,308	4,187	5,121	45%
Program Supplies	6415	0	13	(13)	
Copies/Printing/Copier Maintenance/Toner/Paper	6510	14,924	6,091	8,832	41%
Postage and Delivery Expense	6600	3,327	1,053	2,274	32%
Contractual Services/Professional	6710	38,906	16,238	22,668	42%
Rent/Space Cost	6810	102,374	86,689	15,686	85%
Utilities	6820	14,342	9,514	4,827	66%
General Liability and Property Insurance	6830	19,326	11,889	7,438	62%
Communications	6840	40,063	31,285	8,778	78%
Repairs & Bldg Maintenance- Recurring	6850	16,124	7,995	8,129	50%
Repairs & Bldg Maintenance - Nonrecurring	6855	0	75	(75)	
Equipment Maintenance	6910	14,375	10,893	3,482	76%
Vehicle Expense	6920	47,056	36,968	10,088	79%
Equipment Lease	6930	6,235	3,019	3,216	48%
Technology	6940	18,119	7,807	10,312	43%
Fees, Licenses, and Permits	7010	10,659	6,408	4,251	60%
Dues/Subscriptions	7020	15,214	10,946	4,269	72%
Client Assistance	7210	553,638	410,247	143,390	74%
Expendable Equipment	7320	22,373	15,018	7,355	67%
Registration Fees	7410	13,966	9,911	4,054	71%
Meetings/Workshops/Training	7420	20,959	14,229	6,730	68%
Advertising	7450	8,032	3,058	4,975	38%
Total Expenditures		<u>2,439,907</u>	<u>1,838,292</u>	<u>601,615</u>	<u>75%</u>
Excess Revenue over (under) Expenditures		<u>0</u>	<u>29,268</u>	<u>29,268</u>	

Capital Area Community Action Agency
LIHEAP - Statement of Revenues and Expenditures
From Grant Inception Through 9/30/2019

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	<u>7,201,483</u>	<u>4,533,718</u>	<u>(2,667,765)</u>	63%
Total Revenue		<u>7,201,483</u>	<u>4,533,718</u>	<u>(2,667,765)</u>	63%
Expenditures					
Salaries & Wages	6010	820,232	524,390	295,841	64%
Fringe	6110	233,601	149,346	84,255	64%
Staff Screenings	6180	76,424	476	75,949	1%
Indirect Costs	6210	135,388	135,536	(148)	100%
Travel - In Area	6310	12,443	6,183	6,260	50%
Travel - Out of Area	6315	8,926	674	8,252	8%
Office Supplies	6410	10,300	3,972	6,328	39%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	18,531	9,922	8,609	54%
Postage and Delivery Expense	6600	4,486	1,984	2,502	44%
Contractual Services/Professional	6710	27,500	21,356	6,144	78%
Rent/Space Cost	6810	77,945	56,736	21,209	73%
Utilities	6820	12,065	4,155	7,910	34%
General Liability and Property Insurance	6830	9,350	5,879	3,471	63%
Communications	6840	32,295	20,418	11,877	63%
Repairs & Bldg Maintenance- Recurring	6850	13,168	4,534	8,634	34%
Equipment Maintenance	6910	10,690	4,975	5,715	47%
Vehicle Expense	6920	11,390	3,568	7,822	31%
Equipment Lease	6930	5,375	2,007	3,368	37%
Technology	6940	19,888	6,436	13,452	32%
Fees, Licenses, and Permits	7010	850	172	678	20%
Dues/Subscriptions	7020	675	175	500	26%
Client Assistance	7210	5,632,993	3,517,484	2,115,509	62%
Expendable Equipment	7320	16,730	3,474	13,256	21%
Registration Fees	7410	5,500	2,470	3,030	45%
Meetings/Workshops/Training	7420	2,738	0	2,738	0%
Advertising	7450	2,000	0	2,000	0%
Total Expenditures		<u>7,201,483</u>	<u>4,486,321</u>	<u>2,715,162</u>	62%
Excess Revenue over (under) Expenditures		0	<u>47,397</u>	<u>47,397</u>	

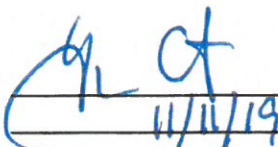
Capital Area Community Action Agency
WAP - Statement of Revenues and Expenditures
From Grant Inception Through 9/30/2019

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	1,315,013.22	637,567.91	(677,445.31)	48%
Total Revenue		<u>1,315,013.22</u>	<u>637,567.91</u>	<u>(677,445.31)</u>	48%
Expenditures					
Salaries & Wages	6010	234,311.96	158,410.34	75,901.62	68%
Fringe	6110	66,732.18	45,115.15	21,617.03	68%
Staff Screenings	6180	200.00	0.00	200.00	0%
Indirect Costs	6210	60,492.69	40,467.66	20,025.03	67%
Travel - In Area	6310	15,999.98	7,689.98	8,310.00	48%
Office Supplies	6410	4,000.00	1,617.66	2,382.34	40%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	1,800.00	811.52	988.48	45%
Postage and Delivery Expense	6600	750.00	238.91	511.09	32%
Contractual Services/Professional	6710	20,692.14	3,000.00	17,692.14	14%
Rent/Space Cost	6810	9,219.02	5,188.82	4,030.20	56%
Utilities	6820	0.00	1,152.97	(1,152.97)	
General Liability and Property Insurance	6830	27,237.18	11,822.00	15,415.18	43%
Communications	6840	5,750.02	3,604.81	2,145.21	63%
Repairs & Bldg Maintenance- Recurring	6850	6,375.00	862.17	5,512.83	14%
Equipment Maintenance	6910	0.00	1,574.33	(1,574.33)	
Vehicle Expense	6920	13,750.00	8,029.41	5,720.59	58%
Equipment Lease	6930	500.02	383.08	116.94	77%
Technology	6940	400.02	253.64	146.38	63%
Fees, Licenses, and Permits	7010	1,125.00	711.76	413.24	63%
Dues/Subscriptions	7020	12,749.98	5,424.83	7,325.15	43%
Client Assistance	7210	799,221.85	302,258.45	496,963.40	38%
Expendable Equipment	7320	3,250.02	929.50	2,320.52	29%
Registration Fees	7410	0.00	1,226.22	(1,226.22)	
Meetings/Workshops/Training	7420	29,706.22	12,607.32	17,098.90	42%
Advertising	7450	750.00	264.40	485.60	35%
Total Expenditures		<u>1,315,013.28</u>	<u>613,644.93</u>	<u>701,368.35</u>	47%
Excess Revenue over (under) Expenditures		<u>(0.06)</u>	<u>23,922.98</u>	<u>23,923.04</u>	

**Franklin County - ESF15
Donation Revenues & Expenses
Report for October 2019**

	Date	Revenues	Expenditures	Description	Balance
1	10/01/18	\$ 100.00	\$ -	loan from agency to open checking account	\$ 100.00
2	10/02/18	\$ 224,857.36	\$ -	transfer of donations to agency	\$ 224,957.36
	11/05/18	\$ -	\$ 10,000.00	CD to secure VISA card	\$ 214,957.36
3	11/13/18	\$ -	\$ 200.00	reimburse loan from agency to open checking and savings account (\$100 each)	\$ 214,757.36
4	11/29/18	\$ 10,198.00	\$ -	Community Foundation donation	\$ 224,955.36
5	12/31/18	\$ -	\$ -	No activity	\$ 224,955.36
6	01/14/19	\$ -	\$ 331.72	utility pole for Frances and Edward Estes	\$ 224,623.64
7	01/14/19	\$ -	\$ 225.00	trailer repairs at 605 Wilderness Rd	\$ 224,398.64
8	03/01/19	\$ 12,768.80	\$ -	donation from Emerald Coast Recycling	\$ 237,167.44
9	03/01/19	\$ 3,500.00	\$ -	administrative fees	\$ 240,667.44
10	03/11/19	\$ -	\$ 31.12	check order (deducted from administrative fees received)	\$ 240,636.32
11	05/10/19	\$ -	\$ 550.00	Repairs to two travel trailers housing fire victims	\$ 240,086.32
12	05/10/19	\$ -	\$ 97,701.20	Purchase of 2 homes for fire victim families	\$ 142,385.12
13	05/23/19	\$ -	\$ 175.57	Supplies (deducted from administrative fees received)	\$ 142,209.55
14	06/26/19		\$ 489.00	Apartment Deposit fee for client	\$ 141,720.55
15	07/11/19		\$ 7,400.00	Septic tank & install	\$ 134,320.55
16	07/12/19		\$ 230.00	triler replacement battery	\$ 134,090.55
17	07/12/19		\$ 53,459.50	Purchase of 2 mobile homes for Golden & Johnson	\$ 80,631.05
18	07/12/19		\$ 700.00	Transport & set up trailers for 2 clients (paid out of CUMBAA recyclables donation)	\$ 79,931.05
19	08/02/19		\$ 1,400.00	Water & Sewer Connection - 723 Home Pl.	\$ 78,531.05
20	08/12/19	\$ 5,908.00		CUMBAA recyclables donation (check originally made out to County)	\$ 84,439.05
21	08/16/19		\$ 1,099.76	Repairs and moving for client at 601 Ridge Rd; Repairs at 667 and 701 Ridge Rd.	\$ 83,339.29
22	09/05/19		\$ 10,250.00	Approved Purchase of FEMA Trailer by Limerock client	\$ 73,089.29
23	09/12/19		\$ 1,600.00	Water tap installation for Limerock client	\$ 71,489.29
24	10/30/19	\$ -	\$ -	No activity	\$ 71,489.29
25					
26					
27					
28					
29					
30					

Name: Tim Center
Title: CEO

Signature: 
Date: 11/11/19 11/08/19



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 CAPITAL AREA COMMUNITY ACTION AGENCY, IN
 309 OFFICE PLZ
 TALLAHASSEE FL 32301-2729

10/31/19
 502818251
 CYCLE-031

*** CHECKING *** 0900 BUSINESS CK
 ACCOUNT NUMBER 0502818251
 PREVIOUS STATEMENT BALANCE AS OF 09/30/19 71,489.29
 PLUS 0 DEPOSITS AND OTHER CREDITS00
 LESS 0 CHECKS AND OTHER DEBITS00
 CURRENT STATEMENT BALANCE AS OF 10/31/19 71,489.29
 NUMBER OF DAYS IN THIS STATEMENT PERIOD 31

BALANCE BY DATE

DATE	BALANCE	DATE	BALANCE	DATE	BALANCE	DATE	BALANCE
09/30	71,489.29						



Capital Area Community Action Agency

MEMORANDUM

TO: TIM CENTER, CEO

FROM: Nina Self, COO

DATE: November 13, 2019

RE: Notes to November 2019 Program Reports

The following are notes to the COO Summary of Programs:

PROGRAMS

Getting Ahead classes are active in Leon, Jefferson, Calhoun and Wakulla counties with 42 participants. We will present “Getting Ahead While Getting Out”, the model of Getting Ahead to reduce recidivism, to participants in the Gadsden County Jail. Classes should begin before December 1st. We are planning to introduce “The R Rules”, the model of Getting Ahead for High School students in Franklin and Gulf counties in the new year.

We are casting a call for Getting Ahead facilitators. As we expand to other dimensions of the program we need experienced group facilitators to carry out the mission. We are planning a train-the-trainer workshop for people with some training experience who would like to facilitate a Getting Ahead class. If any Board member is interested, or knows of someone who is, please contact me.

Several Financial Literacy workshops have been held with the grant funds received from Western Union. The workshops are done in three sessions: Part One – Tracking Your Spending; Part Two – Budgeting; and Part Three – Credit Repair. A total of 52 people have participated to date in 5 of the 8 counties we serve (all but Liberty, Gulf and Franklin.)

We were approved for School Readiness for Mabry and Louise B. Royal. We have 30 slots to fill for SR which can be 3 or 4 year old students.



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HUMAN RESOURCES

STAFFING

New Employees

Sagvario “Sagie” Glenn, Intake Worker, Gadsden County

Vacancies

Teacher – Franklin County

The Head Start Teacher prepares and implements appropriate curriculum and performance standards for 3 and 4 year-old students, conducts ongoing observations, assessments and maintains anecdotal records for children. The Teacher also supervises the Teacher Assistant assigned to the class. A Bachelor’s degree in Early Childhood Development or related field is required, and at least two (2) years’ experience in child care in a classroom setting. This is a 10-month position, summers off. Salary Range: \$13.50 – \$16.00/hour based on experience and credentials.

OTHER

- Completed CEO Evaluation Process
- Worked with Head Start Team on refunding grant proposal

COMING EVENTS

11/20/19 Employee Benefits Open Enrollment Ends

11/28 – 29 Thanksgiving Holidays

12/24 – 25 Christmas Holidays

1/1/20 New Year’s Day Holiday

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

PROGRAMS:	Getting Ahead	Staying Ahead	Emergency Services	WAP Contract 2017 - 2020		
County	Enrollments or Recruits	Active Participants	Households Served	Units Projected	In Progress	Completed
Calhoun	7	0	36	14	2	0
Franklin*	0	0	33	9	1	2
Gadsden*	0	2	22	19	2	3
Gulf*	0	0	15	9	1	0
Jefferson	16	2	14	9	2	1
Leon	11	5	258	72	4	42
Liberty	0	0	8	8	0	0
Wakulla	8	1	25	12	1	2
TOTALS	42	10	411	152	13	50

***Still recruiting. Classes not started yet.**

HEAD START 2019/20	Franklin	Jefferson	Mabry	Royal	South City	Total
Enrollments						
# of Students Registered @ 10/31/19	17	33	83	56	186	375
# of Student Withdrawals	1	2	4	2	5	14
# of Vacancies	0	0	0	1	2	3
# of Students on Wait List	0	6	22	16	17	61
# of VPK Students Registered	N/A	N/A	20	30	60	110
Funded Enrollment	17	33	83	57	188	378
Center Enrollment %	100.00%	100.00%	100.00%	98.25%	98.94%	99.21%
Average Daily Attendance (ADA)	88.92%	84.83%	83.14%	87.80%	85.86%	85.61%

NOTES:

Students with Disabilities 6
 Students with Concerns 13
 In Compliance? Yes

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.

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Victoria Mathis, Emergency Services Program Manager
RE: Board Update for October 2019 – *Emergency Services*
DATE: November 13, 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 2019 and will end September 30th 2020.

Low Income Home Energy Assistance Program

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

County	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	April 2020	May 2020	June 2020	July 2020	Aug 2020	Sept. 2020	County
<i>Calhoun</i>	36/73												36/73
<i>Franklin</i>	33/63												33/63
<i>Gadsden</i>	22/67												22/67
<i>Gulf</i>	15/31												15/31
<i>Jefferson</i>	14/31												14/31
<i>Leon</i>	258/754												258/754
<i>Liberty</i>	8/15												8/15
<i>Wakulla</i>	25/83												25/83
Total	411/1117												411/1117

Additional information listed below:

Number of Single Parent's assisted.

Female	168
Male	2

Capital Area Community Action Agency

MEMORANDUM

FROM: Terry Mutch

RE: Weatherization Assistance Program

DATE: November 1, 2019

Current total contract amount: \$2,140,708

Completion date: September 30, 2020.

As of October 1, 2019, 81 homes have been processed and inspected. Of those 81 homes, 50 homes have been completed and inspected, 13 homes are currently in pre-inspection, bid process or are currently in the process of being weatherized and 18 homes are in postponement/deferral stage due to client or dwelling issues.

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

Weatherization at a Glance

County	2015-16 Contract Units Completed	2016-17 Contract Units Completed	2017-2020 Contract Units Projected*	2017-2020 Contract Units In progress	2017-2020 Contract Units Completed
Calhoun	-	-	14	2	0
Franklin	2	0	9	1	2
Gadsden	11	4	19	2	3
Gulf	2	2	9	1	0
Jefferson	2	3	9	2	1
Leon	51	36	72	4	42
Liberty	-	0	8	0	0
Wakulla	4	2	12	1	2
Total	72	47	152	13	50

Capital Area **Community Action** Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Anne Robinson
RE: Board Update for November 13, 2019 Staying Ahead Program
DATE: **November 13, 2019**

Wakulla

- Currently there are one participants in Staying Ahead program
- 1 of the 1 (100%) are employed
- 1 of the 1 (100%) 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 5 participants in the Staying Ahead Program
- 3 of the 5 (60%) are enrolled in Post-secondary education.
- 1 of the 5 (20%) are currently enrolled in Post- Secondary education and will receive a degree's and or certifications within their 18-month contract for Staying Ahead
- 4 of the 5 (80%) are employed

Jefferson

- Currently there's 2 active participant in Staying Ahead
- 2 of the 2 (100%) is currently enrolled in GED classes at Jefferson County School Board
- 2 of the 2 (100%) is gainfully employed
- 1 of the 2 (50%) attended the CNA class at the Southeastern Institute, Tallahassee, Florida
- 1 of 2 the (50%) increased her income by one dollar per hour

Gadsden

- Currently there are two active participants in Staying Ahead
- 1 of the 2 (50%) are gainfully employed full time with the Head Start program, Capital Area Community Action.
- 1 of the 2 (50%) is enrolled in Post-Secondary education at TCC
- 1 of the 2 (50%) complete Post-Secondary and obtained a certification as a CNA

Blountstown

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

Franklin

- Currently there are no active participants in Staying Ahead at this time.

Financial Literacy Report

The Financial Literacy Workshops are done in three sessions. The three sessions are as follows: Part One – Tracking your spending; Part Two – Budgeting; Part Three – Credit Repair.

Jefferson County

9 participants has completed all three sessions of the Financial Literacy workshops.

9 of the 9 (100%) have started a budget

2 of the 9 (22%) have started a savings account

9 of the 9 participants are working with the Case Manager to improve/fix their credit

16 participants are currently attending the Financial Literacy workshops and have completed Part One.

Wakulla County

8 participants has completed part one

Calhoun County

7 participants has completed part one

Gadsden County

7 participants completed the Financial Literacy workshop

2 of the 7 (29%) are working with the Case Manager to improve/fix their credit

Leon County

6 participants completed part one

A total of 52 participants have participated in the Financial Literacy workshops

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: **Melissa Watson**
RE: Board Update for November
DATE: **November 13, 2019**

Getting Ahead Report

Current Enrollments as of 11/13/2019

County	Starting Enrollments	Current Enrollments	*Group A	*Group B	*Group C	*Group D- ALICE
Calhoun/Liberty	7	7	1	5	0	1
Gadsden	Still recruiting					
Jefferson	18	16	4	11	0	1
Leon	14	11	2	8	0	2
Wakulla	8	8	3	3	0	2
Franklin	Recruiting					
Gulf	Recruiting					

Calhoun/Liberty

- *The class is working diligently in Module 5, The Importance of Language. They will investigate the various registers of language and discourse patterns, mediation, how to use language to resolve differences, and the basics of negotiating.*
- *We have partnered with Rivertown Community Church for mentors to assist with the upcoming graduates of this current class.*

Gadsden

- *The classes for the Gadsden County Jail will start November 20, 2019 from 10:00 a.m. to 2:00 p.m. on Wednesday's*
- *On Wednesday November 13, 2019, the materials needed to facilitate the Getting Ahead Program was discussed and cleared with security*
- *We are still in the vetting process to allow more women to attend, currently there are 12*
- *We are discussing providing a class with individuals who have been released from the County Jail and are currently enrolled in a GED class locally sponsored through the County Jail*
- *Larry Simmons Case Manager for Gadsden County attended the Head Start Policy council meeting. Three participants are applying to attend Getting Ahead*

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Jefferson

- *The class is currently working on Module 4 Hidden Rules of Economic Class. Learning the hidden rules can increase understanding, reduce judgmental attitudes, and help people come together across lines to solve problems.*
- *4 Of the 4 (100%) who are Group A (no high school diploma) are actively attending the GED program locally*
- *Marie Rigdon the Jefferson County Victim Advocate for the Jefferson County Sherriff's Department is discussing Getting Ahead for their population. We are meeting on Thursday November 14, 2019 at 10:00 a.m.*
- *Career Source is providing special individualized training with the current Getting Ahead participants. Participants who are not employed or looking for better employment will complete resume writing, job searches and various assessments to help them develop their career path. The workshop is being held on Thursday November 14, 2019 from 11:00 – 1:00. They will be using the University of Florida (4H) computer room*

Wakulla

- *The class is currently in Module 6 Eleven Resources. Resources can be defined as quality of life indicators. The participants learn the eleven resources and the indicators so they are prepared to asses themselves in Module 7.*
- *Wakulla Correctional Institute has made contact to inform me that the Getting Ahead While getting Out has been approved by their clearing house. We will begin discussing the details and when to launch.*
- *2 of the 8 (25%) have obtained employment while in Getting Ahead*

Leon

- *The class is starting Module 5.*
- *20 Getting Ahead graduates attended the Women's Economic Summit to provide their input on how impactful this information has been. They also provided a lens on how those living with low resources spend most of their time and what systemic barriers they face.*
- *Carepoint has shown an interest in providing Getting Ahead to their population; details are currently being discussed.*

Franklin/Gulf

- *We are in the process of finalizing the details on the FEMA trailers.*
- *The case manager will continue her recruiting efforts for Getting Ahead*

Capital Area **Community Action** Agency

MEMORANDUM

TO: Head Start Policy Council and Board of Directors
FROM: Tim Center, CEO and Head Start Director
RE: Head Start Director's Report
DATE: November 13, 2019

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

Staffing

CLASS assessments have been completed and results are now being reviewed to determine proper efforts to implement practice-based coaching to improve performance of teacher-student interaction.

Facilities

Jason Flowers, HHS, conducted a DRS Facilities Review of four of the five centers. His report will come in the next few days. The results will provide direction on next steps. Additionally, he spoke of a Facilities Boot Camp for Head Start staff. Management and Center Directors plan to participate in the spring.

Curriculum

The Teaching Strategies Creative curriculum is being fully implemented with a focus on training during pre-service and with model classroom design that emphasizes the teaching centers in the classroom. This environmental change should augment the coaching efforts to improve CLASS scores.

Enrollment

Centers are at full enrollment. We work to continue to expand the extended day program and we are working to secure a School Readiness designation to enable us to provide VPK and School Readiness services to siblings.

Federal and State Regulations

The Head Start grant was submitted and we will await scoring results in Spring.



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Family and Community Engagement Manager Monthly Monitoring Report – October 2019

Number of Referrals (Review referrals)	Franklin	Jefferson	Mabry	Royal	South City	Total
Emergency Assistance (Food, shelter, clothing)	4	8	7	5	9	33
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	1	0	1	2
Assistance for incarcerated Family Members	3	2	0	2	1	8
Education Referral	2	5	2	3	4	16
Employment Referral	1	4	5	3	5	18
Parent Meetings/Trainings						
Parent Committee Meetings	1	1	1	1	1	5
Number of Parents at the Parent Committee Meetings	6	7	5	2	14	34
Number of Male Parents at Parent Committee Meetings	0	1	0	1	2	4
Number of parents Committee meetings attended (Family Advocate)	1	1	1	1	1	5
Number of Parents Committee meetings attended (Parent Engagement Coordinator)	0	0	1	1	1	3
Number of Parents in attendance on Policy Council	1	0	1	0	2	4
Number of Coordinated Trainings for Policy Council	1	1	1	1	1	5
Number of Parenting Classes	0	0	0	0	0	0
Number of Family Activities/Events Coordinated	2	2	3	2	6	15
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	6	21	67	48	169	311
Number of Contacts documented per absenteeism	0	0	11	6	21	38

Family and Community Engagement Manager Monthly Monitoring Report – October 2019

Number of Files Reviewed	35
Review of Parent Board	2
Volunteers (PEC)	
Number of Volunteers	94
Total of Program In kind	179 hours
FAMILY AND COMMUNITY	
Family Advocate Workers Meetings	0
Family Advocate Workers Trainings	0
Community Meetings	0

Transportation	
Field Trips	13
Maintenance	4
Trainings	0

Family and Community Engagement Manager
 Monthly Monitoring Report – October 2019

HEALTH SPECIALIST	Total
PRE-ENROLLMENT REQUIREMENTS	
Up to date immunizations	362
Expired/Missing immunizations	9
Up to date Physicals	358
Expired/Missing Physicals	13
Number of Individual Health Care Plan	11
Number of Children with Health Insurance	310
ENROLLMENT	
Number of children with dental home	247
Number of dental home referrals	0
Completed dental exams	73
Incomplete dental exams	298
Needed dental treatment	9
Receiving dental treatment	0
Completed dental treatment	0
Number of medical home	345
Number of medical home referrals to Advocates	0
45 DAYS REQUIREMENT	
Vision screenings	228
Vision referrals	0
Hearing screenings	179
Hearing Referrals	0
Growth Assessment	352
BMI Referrals	0

Family and Community Engagement Manager
 Monthly Monitoring Report – October 2019

90 DAYS REQUIREMENT	Total
Number of dental home established	247
Number of dental exams	73
Number of children requiring dental treatment	0
Number of completed dental treatment	62
Hematocrit / Hemoglobin	169
Blood Lead	188
Blood Pressure	303
NUTRITION	
Number of Breakfast	6,616
Number of Lunch	6,946
Number of PM Snacks	6,477
Number of Children with Special Diets	15
MONITORING ACTIVITIES	
Health Files Review	0
Child Care Food Program Tool	4
Kitchen Inspection Tool	4

Family and Community Engagement Manager Monthly Monitoring Report – October 2019

Corrective Action and Follow Up

Funded Enrollment

- Although we had three vacancies at the end of the month, we did have 378 students to attend Head Start for the month of October.

Extended Day

- VPK is offered at South City, Mabry, and Louise B. Royal. We now have 110 of the 140 slots filled. If we are approved for School Readiness, we will fill the remaining 30 slots at Mabry and Louise B. Royal.

Parent Engagement

- Parent meetings and the Male Engagement activities has begun for this school year. We are looking for ways to increase the number of participants with Parent Meetings and Male Engagement. Families are being texted through Child Plus to remind the parents of activities to increase the parent engagement.

Attendance / Late Policy

- The Family and Community Engagement Team and Education Team continue to work together to improve the Attendance Policy.

Family and Community Engagement Manager Monthly Monitoring Report – October 2019

Strengths

The Education and Family Engagement Team continue to work together for program improvement.

The Head Start Team continue to work together to assist with the grant for Head Start.

Child Care Food Program Application has been renewed.

Areas of Concerns and Barriers

Extended Day program.

Replacing computers for Family Advocates

Family and Community Engagement Manager Monthly Monitoring Report – October 2019

Professional Development

Bi-weekly management and team meetings
Management Team Meetings

Manager Monitoring Activities

Verifying Head Start eligibility for all families enrolling in the program for the 2019-20 school year.
PIR data
Monitoring recruitment activities
Monitoring Family and Community Engagement Activities

Submitted by: Darrel James

Date:

Quality Counts

October 2019



Vital Statistics

(Pulled November 12, 2019 beginning @ 0800 hours for October 1–31, 2019)

Enrollment

Compliance

NO

Current Enrollment

378

Cumulative Enrollment

381

Note: Funded enrollment goal is 378.

(Reports 2001 & 2005)

Disability Services

Compliance

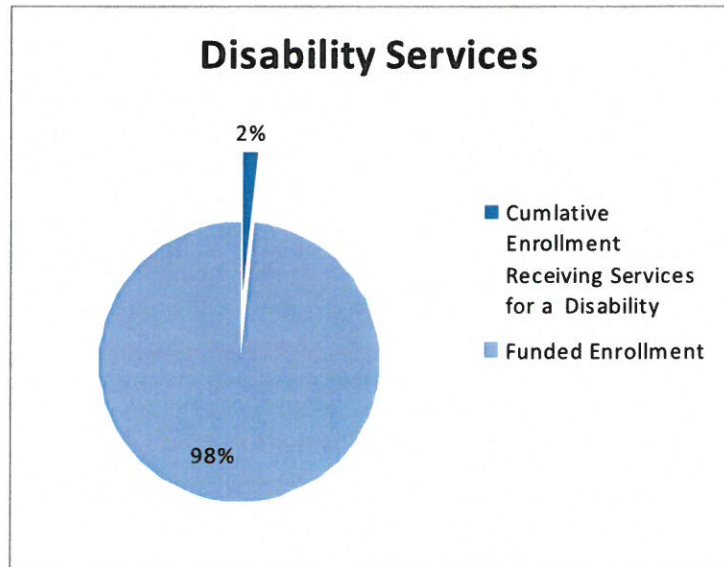
YES
See Note

Students with Disabilities

6

Students with Concerns

13



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.

(Report 3540)

Attendance

Compliance

YES

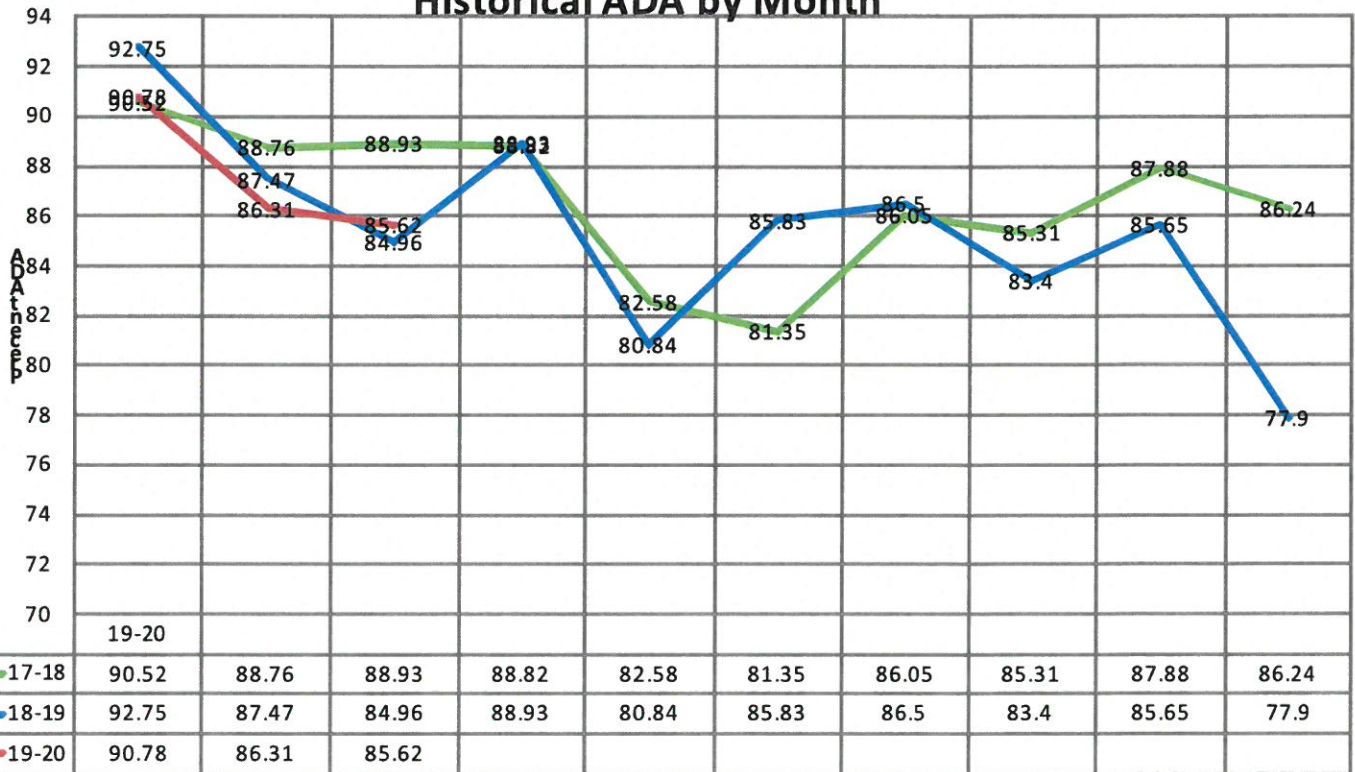
Funded Attendance

84.49

Actual Attendance

85.62

Historical ADA by Month



NOTES:

- 2019-2020 October attendance was lower than the historical average for this 5 year grant cycle.
- At this point in the school year 106 (28%) 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 78 (21%) students have been absent for more than 20% of the days offered to them and are at risk of missing 20% of the program. (Report 2336 or 2306).

(Pulled November 12, 2019 beginning @ 1532 hours for October 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 Head Start eligible students who are homeless or in foster care more effectively.	Partner with the Big Bend Homeless Coalition to enroll students of homeless families that are housed in local shelters.	Members of the Head Start Management team met with the HOPE family shelter team and are working on a direct referral system. Foster (2) and homeless (10) enrollment is up during 2019-2020
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.	Teaching staff trained. Directors retrained on Ready Rosie.
Establish a consolidated service center on the south side of Leon County to make services more accessible.	Offer expanded services at the South City Head Start location.	LIHEAP services are offered at centers for families.
Restructure our organization to allow for seamless delivery of services.	Design and 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 members 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 renewed our school readiness contract for the 2019-2-20 school year.
Assist staff in obtaining the education credentials as outlined in the Head Start Performance Standards and to provide opportunities for continuous learning for staff to ensure the agency is able to provide a high quality education to Head Start Students.	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 10 staff on increasing their education (1=MS, 5= BS, 3=AA, 1= CDA).
Expand our obesity prevention program to include Jefferson and Franklin Counties.	Provide exercise activity to students enrolled in Franklin and Jefferson counties.	UF/IFAS will conduct a nutrition and exercise Program for Franklin staff and students. The training is scheduled for November 19-December 18th .

Department of Children & Families Violations

Inspections This Month

1

Violations This Month

0

Cumulative 19-20 Violations

5

(DCF Inspection Reports)

Franklin County Head Start has a re-inspection. All prior violations were cured.

School Readiness Goals

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

Preschooler Domains	Central Domains				Perceptual, Motor, and Physical Development
	Approaches to Learning	Social and Emotional Development	Language and Literacy	Cognition	
	<p>Goal: Children will learn to successfully navigate learning experiences by developing the ability to self-regulate in a variety of situations.</p> <p>Objectives: Follow simple rules and routines with increasing independence (1b) Persists with a difficult or non-preferred activity and seeks help when needed (11b) Uses imagination in play and interactions with others to plan, initiate and complete learning activities (11a)</p>	<p>Goal: Children will gain a sense of identity and belonging through social interactions and positive emotional connections in order to experience personal success.</p> <p>Objectives: Build positive social relationship 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)</p>	<p>Goal: Children will learn and develop both receptive and expressive language skills to build a strong emergent literacy foundation to promote school readiness.</p> <p>Objectives: Listen to, understands 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)</p>	<p>Goal: Children will develop reasoning, memory, problem solving and thinking skills to connect experiences and organize their world.</p> <p>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)**</p>	<p>Goal: Children will increase gross and fine motor skills and understand self-care skills to fully function and explore in their environment.</p> <p>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)</p>
<p>Fall 2019-2020 Assessment Period 1* (AP1*) Outcomes 08/12/2019-09/25/2019</p>	<p>Outcomes: 65% (240/369) of Head Start students meet or exceed expectations with regards to following simple rules and routines with increasing independence (1b). 38% (140/381) of Head Start students meet or exceed expectations with regards to persisting with difficult or non-preferred activities and seeks help when needed (11b). 64% (238/381) of Head Start students meet or exceed expectations with regards to showing flexibility and inventiveness in thinking (11e).</p>	<p>Outcomes: 35% (128/382) of Head Start students meet or exceed expectations with regards to forming relationships with adults in class (2a). 50% (183/380) of Head Start students meet or exceed expectations with regards to interacting with their peers (2c). 42% (154/383) of Head Start students meet or exceed expectations with regards to making friends in class (2d). 51% (190/369) 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).</p>	<p>Outcomes: 33% (120/381) of Head Start students meet or exceed expectations with regards to comprehending increasingly complex language (8a) 64% (235/381) of Head Start students meet or exceed expectations with regards to following directions (8b). 53% (196/381) of Head Start students meet or exceed expectations with regards to using an expanding expressive vocabulary by class (9a). 50% (184/381) of Head Start students meet or exceed expectations with regards to speaking clearly (9b). 54% (198/381) of Head Start students meet or exceed expectations with regards to conversational grammar (9c). 33% (121/381) of Head Start students meet or exceed expectations with regards to using print concepts (17b). 57% (210/381) of Head Start students meet or exceed expectations with regards to identifying names and letters (16a). 80% (295/381) of Head Start students meet or exceed expectations with regards to using letter sound knowledge (16b).</p>	<p>Outcomes: 30% (111/381) of Head Start students meet or exceed expectations with regards to using memory strategies to recognize and recall (12a). 44% (164/381) of Head Start students meet or exceed expectations with regards to make connections (12b). 44% (163 /381) of Head Start students meet or exceed expectations with regards to counting (20a). 29% (107/381) of Head Start students meet or exceed expectations with regards to quantifying (20b). 22% (80/381) of Head Start students meet or exceed expectations with regards to connecting numerals with their quantities (20c). 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).</p>	<p>Outcomes: 51% (190/380) of Head Start students meet or exceed expectations with regards to demonstrating gross motor manipulative skills (6). 47% (172/382) of Head Start students meet or exceed expectations with regards to taking care of their own needs appropriately (1c). 49% (179/380) of Head Start students meet or exceed expectations with regards to demonstrating fine motor strength and coordination with increased success (7b).</p>

Capital Area Community Action Agency

CHIEF EXECUTIVE OFFICER REPORT NOVEMBER 2019

Administrative

- One response was received for the Financial Services RFP. Negotiations will begin this week.
- Three responses to the Audit Services RFP were received and reviewed by the Executive Committee.
- Reviewing copy machine leases with CopyFax2000 to work on savings.
- Open enrollment for benefits in progress.

Impact: Better benefits for staff. Better fiscal accountability.

Programmatic

- Eastpoint Wildfire Emergency Recovery Response – DEO is working with Tri-County Community Action to facilitate a transfer of the usable camper-trailers from Franklin for use with Hurricane Michael victims in Jackson County (Marianna).
- Head Start grant was submitted through Grants.gov after review and approval by Council and Board. Now we wait.
- Crisis Intake vacancies have been filled. We have a vacancy in Wakulla County for a Case Manager.
- Facilitated the Women’s Economic Security Summit with the UPHS by having Getting Ahead graduates attend and participate.
- Met with Gadsden CareerSource staff to review collaborative working arrangement in the office.
- Working with TCC ASPIRE community initiative to focus on post-secondary education for struggling families.
- Hosted HHS Program Specialist Deirdre Mitchell who visited the Head Start Centers. Completed a DRS Facilities review with Jason Flowers, HHS.

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.
- Participated with the TCC Social Justice Forum with Ruby Payne to discuss the need for a common language for the community to address poverty.
- Participated in the Fall Festival at the State Hospital in Chattahoochee.



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- Presented to the Office of Economic Vitality the need to create a Bridges Out Of Poverty community and promote an Employers Resource Network
- Worked with Florida Trend magazine editors to highlight anti-poverty joint efforts in the region for a special section in the January issue.

Impact: Developing the infrastructure necessary to support the Agency mission

Resource Development

- Working on the budget for the \$4,500 from Glick Philanthropies to support Male Engagement activities and Getting Ahead/Staying Ahead
- Working on the UWBB subgrant with ECHO for Getting Ahead with the ALICE population.

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

Out of Office

- Vacation – November 25-27, 2019
- Vacation – Dec 18, 2019-Jan 3, 2020
- Vacation – January 23-25, 2020
- Vacation – February 6-7, 2020

Upcoming Events

- December 5-6, 2019 – FACA Board Meeting
- January 8-10, 2020, NCAP Conf – San Juan, Puerto Rico
- May 12-15, 2020 – FACA Annual Conference – Fort Lauderdale

Summit spotlights economic insecurities among Tallahassee women

TaMaryn Waters, Tallahassee Democrat Published 1:31 p.m. ET Oct. 30, 2019 | Updated 3:50 p.m. ET Oct. 30, 2019

Buy Photo



Roughly 135 attendees registered for Wednesday's summit on economic security affecting local women. The event was hosted by the Tallahassee-Leon County Commission on the Status of Women and Girls. (Photo: TaMaryn Waters/Democrat)

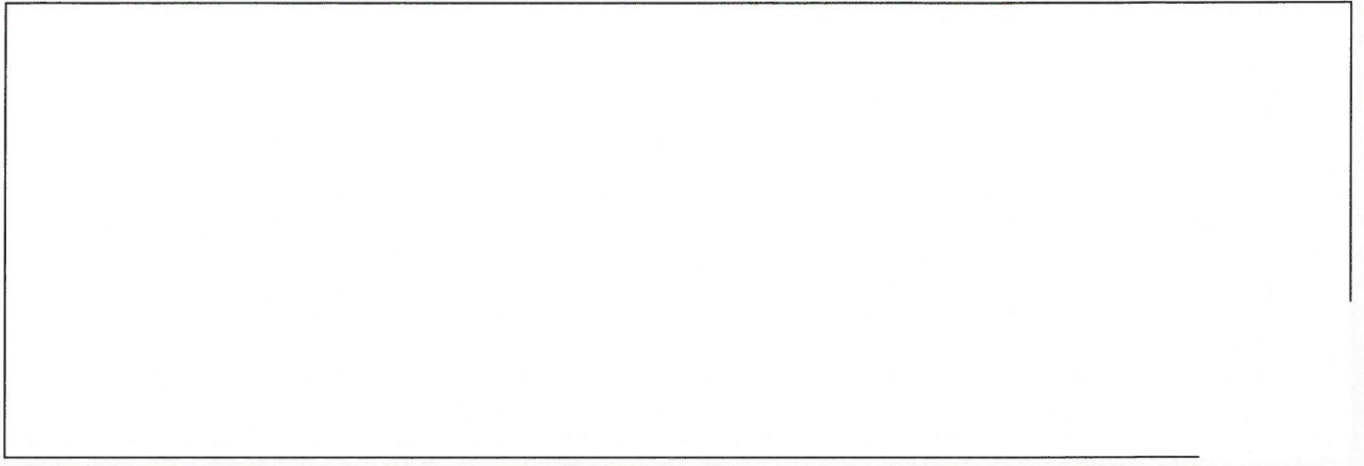
Roughly three out of four single mothers with children in Leon County struggle to make ends meet and are one repair or medical emergency away from living in poverty.

It's one of many gut checks shared during Wednesday's summit on economic insecurities impacting women in Leon County.

The event, hosted by the Tallahassee-Leon County Commission on the Status of Women and Girls, convened 135 participants interested in rooting out poverty, including guest speakers and community leaders. Attendees were strategically placed at each table with the goal of sparking candid conversations.

The last community summit on economic insecurities among local women took place roughly five years ago, said Amber Tynan, executive director of the United Partners for Human Services. She said now is a pivotal time to address the economic elephant in the room.

"There's an appetite for this, because we're all still very much working in silos," said Tynan, who spearheaded planning for the summit. "Even though we specialize in various populations or demographics, we're not doing anything truly collectively. The idea of today is to build that collective so that we stop working in silos and work more as a convening body."



In February, the United Way of Florida released a financial hardship report of the Asset Limited, Income Constrained Employed or ALICE. It found 46% of households representing 3.4 million Floridians are struggling to pay for basic needs.

The picture of a shrinking middle class and growing working poor is getting worse in Leon County.

The United Way's report said the local ALICE population increased from 41% in 2017 to 43% in 2018. During the same time period there was a slight 2% dip in households living in poverty, which moved those households to ALICE status.

Tallahassee Mayor John Dailey said the issue of economic security is a priority for the commission.

"I want you to know we are listening, and we're paying attention," he said to the audience. "I don't care what the challenges are that this community is facing, we can directly and indirectly bring back economic security to each and every one of us in this community."

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Lauren Johnson sat in the crowd and listened to the rallying call echoed throughout the summit.

At first blush, Johnson should be on solid economic footing. The 2007 FSU graduate received a bachelor's degree in social work and works as a staff development coordinator and training consultant for the Department of Revenue.

Johnson thought she played the handbook of life to the letter: college, career, marriage and motherhood. Yet the 35-year-old struggled to make ends meet and put on a convincing façade.

To her surprise, the "Getting Ahead in a Just-Gettin'-By World," a 15-week, research-based anti-poverty workshop provided by the Capital Area Community Action Agency, opened her eyes to local resources and financial planning and goal setting in a more effective way.

"I came out because I thought it would be a great opportunity to sit down and hear what our leaders and other people in the community actually thought about ways we can bridge the gap between those who are getting out of poverty and those who are living in poverty," said Johnson, whose children's ages ranges from 6 weeks to 16.

In order to make a dent in Tallahassee's poverty problem, Johnson said honest conversations need to be at the forefront.

"Everybody needs to be a part of that conversation," Johnson said.

Darby Kerrigan Scott, who chairs the Commission on the Status of Women and Girls, said members discussed the need for a daylong dialogue on economic security affecting local women for years and the summit is two years in the making.

"The trend is going in the wrong direction, so we want to come up with tools for an actionable framework to make an impact," Scott said. "It may not seem like it impacts everyone, but it does."

For example, Scott offered a scenario of a business owner who's a high-income earner with multiple employees earning a range of salaries but the lower-wage workers are most likely struggling the most. A family or financial crisis could be the difference on whether the employee comes to work or not.

"That affects your company's bottom line. That affects your retention rates. That affects your profits," Scott said. "So, business owners should really care about this issue, because it directly affects them."

Contact TaMaryn Waters at twaters@tallahassee.com or follow @TaMarynWaters on Twitter.

What We Know:

- In Tallahassee-Leon County, 43% of households represent the working poor or ALICE population (United Way of Florida's 2018 ALICE Report) — 23% are ALICE, 18% live in poverty
- Of all single female-headed households with children: 39% – ALICE, 39% – Poverty, 22% – Above ALICE
- In 2017, women earned 1.33 times less for comparable work than men and minorities earn less than their white counterparts
- 78% of single women with children under the age of 18 struggle to make ends meet and are one repair or medical emergency away from living in poverty
- A working mother with one preschooler and one school-age child needs an hourly wage of \$28.60 or \$60,408 annual to be economically secure. This is well above the Leon County median household income of \$51,107 annually
- Leon County lacks sufficient access of affordable and accessible housing, childcare and other social supports for women

Source: *Tallahassee-Leon County Commission on the Status of Women and Girls.*

Read or Share this story: <https://www.tallahassee.com/story/news/money/2019/10/30/summit-spotlights-economic-insecurities-among-tallahassee-women/4096315002/>

|



Head Start needs teacher, as Children's Learning Center moves forward

By **David Adlerstein**

Apalachicola Times Editor

Posted Oct 23, 2019 at 11:31 AM

Updated Oct 24, 2019 at 8:58 PM

A look at the proposed Children's Learning Center

Head Start is looking for a good woman, or man, as the case may be.

The Franklin County Head Start program, which provides early childhood education for children ages 3 to 4, has been operating in the Sixth Street recreation center, but is preparing to move to newly renovated space set aside for a Children's Learning Center at the Van Johnson complex

The program, which serves about 17 students, and operates from 7:30 a.m. to 3 p.m. weekdays, is overseen by the Capital Area Community Action Agency, headed by Tim Center.

"Franklin County was fortunate to save the Head Start program three years ago when staffing and facility concerns looked like the program might have to shut down," he said. "With the help and support of the Bring Me A Book program and several community leaders, the program was saved."

Center said Head Start now has a teacher vacancy. "Early childhood education staff requires minimal training and certifications, and Community Action can help a job prospect get the certifications needed to help fill the position," Center said. "It is important that the childcare center maintain good teacher to student ratios of 2 teachers to 17 students."

Center said the teacher would supervise a teacher assistant assigned to the class, and implement age-appropriate curriculum and performance standards, while conducting ongoing observations and assessments, and maintaining anecdotal records for children.

The candidate must have a bachelor's degree in early childhood education, or a bachelor's or advanced degree in any subject with coursework equivalent to a major related to early childhood education and two years of work experience in teaching preschool-age children. Center said an associates degree in early childhood education may be considered with at least four years of classroom teaching experience.

If you are interested in becoming a Head Start teacher, you can apply in person at the Head Start Center in the 6th Street Recreation Center at 222 6th Street. Or call Rebecca Batson-Byrd, Franklin Head Start Center director, at 653-1155.

Meanwhile, work continues on the proposed Children's Learning Center at Wing A of the city complex, thanks to the efforts of the Early Education Task Force.

The task force's president, Michaelin Watts, said the wing will also house Bring Me A Book Franklin and other early learning programs. A successful fund raiser at Holy Family in December 2017 and with the generosity of Franklin County residents raised \$60,000, said Watts.

Creighton Brown is project manager of the wing's renovation, and with other leading volunteers - Pete Olson, Karen Kessel, Dave Watts , Mason Bean , Mike Siebert, Michelle Fowler , Andrew Butler, Mark Little and Derrick Lolley - have carried out a number of necessary renovations.

"The class rooms were filled with discarded equipment, furniture and debris that had to be removed. In order to make four classrooms available, it was necessary to support the move of the "then" occupants to other spaces in the complex," she said.

The task force provided volunteer labor and funds to work "a miraculous conversion of a defunct heating and air conditioning room into a new police substation," Watts said. Brown and his crew removed the air/heat equipment and raised concrete pad with sledge hammers and blow torches.

Contractor Glen Coxwell was hired to lower the ceiling using some recycled city ceiling framework. Former residents Mike Siebert and Michelle Fowler provided the painting and the Task Force provided the funds for carpet, electric, air

conditioning/heating and internet.

“Significant work has been done on the four classrooms. Heat and air split units have been installed and egress doors and new locks have been fabricated and are ready for installation by Coxwell,” Watts said. “Plumbing for intake water for classroom sinks and drainage pipes have been installed by Varner plumbing.

In June 2019, a cadre of 26 volunteers showed up for a work day with a focus on removing debris and unusable furniture, cleaning, removing black boards and preparing walls for painting. The Watts’ granddaughter, Louise Belliot drove from Jacksonville after working the night before to be there early Saturday to help in the effort.

Bring Me A Book Franklin secured permission from the city and the school board to use land for protected playgrounds and parking. In November the inmates will be moving the chain link fence to define the area for its future use.

“An urgent need for the Children’s Learning Center is the provision of a fire safety and alarm system as there is no current operating fire system in the Johnson Complex,” Watts said.

“The Task Force continues to be very grateful for the donations provided by local residents at the 2017 fund raiser and is being very frugal with the use of those funds, aided immensely by the volunteer effort,” she said.

BOARD RESPONSIBILITIES[®]

Serving on the Board of Directors is a rewarding and important responsibility. This guide informs leaders of the unique aspects associated with governing a volunteer, membership organization.

BOARDS GOVERN STAFF MANAGE

Florida Head Start Association
Tallahassee, FL

Governance: Volunteer leaders are responsible for the direction of the organization. The board governs, develops policy and sets a course. The mission statement should frame all discussions. Purposes of a board of directors:

- Governance
- Policy & Position Development
- Visionary – Future Focus
- Fiduciary

Management: Staff are responsible for administration of the organization. Staff *partner* with the board to advance goals and strategies, while taking care of the daily administrative needs unique to nonprofit organizations.

Unique Terminology

Not-for-Profit refers to the legal corporate status of the organization. (It does not imply an exemption from paying or collecting *state sales tax*.) **Nonprofit** is the casual reference to Not-for-Profit

Exempt Organization is a reference to the IRS designation exempting the organization from paying most federal income tax (with exception of **UBIT - Unrelated Business Income Tax**.) The most common exempt designations:

IRS 501(c)(3) often refers to organizations with a religious, charitable, scientific or educational purpose.

IRS 501(c)(6) refers to trade associations, business leagues and professional societies.

Florida Head Start Association
111 N. Gadsden Street
Suite 200
Tallahassee, FL 32301

Board Responsibilities

1. Determine and advance the organization's mission and purposes.
2. Select the chief paid executive (*not staff*) as well as CPA and attorney.
3. Support the chief executive and assess performance in the organization (i.e. budget, goal achievements, etc.)
4. Conduct organizational planning.
5. Ensure adequate resources (funds, time, volunteers, staff, etc.)
6. Resource and financial oversight.
7. Determine, monitor and enhance programs and services.
8. Promote the organization.
9. Ensure legal and ethical integrity and maintain accountability.
10. Develop future leaders.

(Adapted from Ten Responsibilities of Nonprofit Boards www.BoardSource.org.)

Good Governance

Scrutiny has increased on nonprofits from media, government and members. More recently the IRS has focused on organization governance and policies. Boards are expected to be accountable, independent and transparent.

Policy questions in IRS Form 990 include:

- Audit and Audit Committee
- Whistleblower
- Compensation
- Document Destruction
- Conflict of Interest
- Public Records
- Board and Committee Minutes

Insurance and Volunteer Immunity

State and federal governments afford certain protection to volunteer leaders. While the volunteer may have some protection, the organization is still open to legal suits. Insurance coverages add further protection for volunteers and organization, include:

Directors and Officers (D&O) Liability may cover legal defense for employment, copyright, and antitrust claims, for instance.

General Liability insurance covers property damages and injuries relating to the organization.

Fidelity Bond covers losses resulting from fraudulent or dishonest acts committed by an employee.

Meeting Cancellation covers the loss of revenue due to a cancellation, curtailment, postponement because of weather, strikes, etc.

(Contact legal and insurance counselors for assistance.)

Legal Principles

Duty of Care requires leaders to use reasonable care and good judgement in making their decisions on behalf of the interests of the organization.

Duty of Loyalty requires leaders to be faithful to the organization, avoiding conflicts of interest.

Duty of Obedience requires leaders to comply with governing documents (i.e. bylaws, articles of incorporation, policies, etc.)

Board Tools

Documents available to leaders, often in a **Leadership Manual** or board portal.

- Statement of Purpose (Mission)
- Articles of Incorporation
- Bylaws
- Policy Manual
- Strategic Plan
- Financial Statement - Budget
- Meeting Minutes
- Organizational Charts
- IRS Form 990

Treat board discussions and documents with confidentiality.

#1 lie --- "You won't have to do anything when you get on the board!"



Rules of Order

Quorum is the minimum number of directors required to conduct business.

Agenda ensures that important business is covered and discussions are on topic.

Motions are proposals for action, beginning with, "I move we....."

A **Second** is required for the motion to be discussed.

Amendments may be made to most motions if they improve the intent or clarify the original motion.

Tabling lays the motion aside.

Calling the Question refers to ending the discussion and voting on the motion.

Voting is the official action after discussion to adopt, amend, kill or table the motion.

Minutes protect the organization by recording the time and location of the meeting, participants, and the outcome of the motions. They are not a place to record conversations, assignments, reports, etc. Audio and video recordings are discouraged.

Recommended: "ABC's of Parliamentary Procedure" www.channing-bete.com

Committees

Committees supplement board and staff work. Organizations are streamlining or eliminating all but essential committees; aligning them with goals in the strategic plan. Short assignments are preferred.

Standing - identified in the bylaws, appointed annually, on-going committee work.

Ad Hoc - formed for specific or immediate needs and disbanded upon completion of work (a.k.a. **Task Force**)

Quick Action Team - very short term, precise call for volunteers.

Micro-Tasks - opportunities to engage members on brief projects.

Environmental Influences

Directors should be aware of member and environmental concerns and influences, for example:

- Regulatory Threats
- Economy, Employment
- Relevance, ROI
- Technology Advancements
- Generational Diversity
- Governance Adaptability, Structure

**MISSION MEMBER
DRIVEN FOCUSED**

Guiding Principles

Organizational values develop over time that guide the board, for example:

- Transparency
- Accountability
- Respect, Diversity
- Innovation
- Member Focused
- Integrity
- Outcome Driven

Strategic Planning

A strategic plan focuses the board on mission and goals for 3 to 5 years. It serves as a roadmap.

Board members should be able to think beyond their term of office.

Environmental Scan - Review of external and internal influences on organization, as well as strengths, weaknesses, opportunities and threats (*SWOT*).

Mission - Purpose for existence; concisely stated.

Vision - Inspiring statement of image of success.

Values - Guiding principles of board and staff.

Goals - The priorities to advance the mission. Usually 3 to 7 goals so as not to deplete resources.

Strategies - Fresh and continued approaches to achieve the mission and goals.

Tactics/Performance Measures - Delegation, deadlines, accountability and metrics.

Business Plan - Break down the strategic plan into a one year action plan.

Plan Champion - A director assigned to monitor and report on plan progress.

Risk Management

Be aware of potential risks and ways to reduce or avoid.

Public Records requests for the organization's annual federal tax return (Form 990) must be made available for the last three years. Significant fines occur for noncompliance.

Antitrust Violations occur when two or more persons from the same industry or profession discuss suppliers, processes, prices or operations. Remove yourself from any conversation that would change how business is conducted because of an agreement among competitors.

Apparent Authority arises when a board chair, though *not* granting actual authority, permits directors, committees or chapters to behave as if they have authority. Authority rests with the chief elected officer and may not be usurped.

Financial Audits by an independent financial expert to assets; appoint an audit committee to oversee and report on the process.

Conflicts of Interest disclosed at the start of the term and throughout the year.

Board Responsibilities - Laminated © \$12 ea. or \$10 ea. for 2 or more + s/h
Payable: Harris Mgmt Group, Inc.
335 Beard St., Tallahassee, FL 32303
Or e-mail quantity to bob@rchcae.com

Also available, laminated:

- ✓ **Committee Responsibilities**
- ✓ **Guide to Strategic Planning**

Seminars and Consulting

- Strategic Planning
- Board Orientation
- Operational Audits; Systems
- International

Bob Harris, CAE

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