

Capital Area Community Action Agency

Conference Call in
Board of Directors Meeting
Agenda
Tuesday, May 25, 2021 – 6:00 PM
Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee
[Click here to join the meeting](#)

I. Call to Order	Derrick Jennings, Chair	
II. Agenda Approval		
III. Sign-in/Attendance/Introductions		Page
IV. Action – Recommendation for Review and Approval		
i) Board Meeting – March 23, 2021		2-7
B. Fiscal Report		
• Narrative		8-10
• Revenue & Expenditures Agency-wide		11-12
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• Revenue & Expenditures – major programs		14-18
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• Credit Card Activity Spreadsheet and Statements		20-27
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• Weatherization Presentation – Terry Mutch		
VI. Organizational Standards		30-33
VII. Chief Operating Officer's Report		
A. Program Updates		34-53
B. Amendment 401(k) Profit-Sharing Plan		54-56
C. CEO Performance Evaluation Timeline		57-61
VIII. Chair's Report		
IX. Adjournment		

Next Executive Committee Meeting 6/22/2021 - 5:30 pm – 309 Office Plaza Drive

**Next Board of Directors Meeting 7/27/2021 – 6:00 pm – Ghazvini Center for
Healthcare Education**



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Capital Area **Community Action** Agency

Board of Directors Meeting Minutes March 23, 2021

Members in Attendance:

Brent Couch, Vice-Vice-Chair
Kara Palmer Smith, Treasurer
Quincee Messersmith, Secretary
Lauren Johnson, Member-at-Large
Lisa Edgar
Allen Jones
Shanetta Keel

CACAA Staff:

Tim Center
Nina Self
Margaret Watson
Darrel James
Anna McCoy
Nichele Rolle
Kristin Reshard
Venita Treadwell
Terry Mutch

Member Absent: Derrick Jennings

The meeting was called to order at 6:03 p.m. by the Vice-Chair. A quorum was established.

ACTION ITEMS

Approval of Minutes

The Vice-Vice-Chair asked for a motion to approve the minutes of January 26, 2021. Ms. Messersmith made a motion to approve the minutes. It was seconded by Ms. Edgar, and unanimously approved.

Board Administration

Mr. Center reported that Ms. Danielle Graham was elected to represent the Policy Council on the Board of Directors. He said Ms. Graham was appointed Policy Council Chair.

The Vice-Chair asked for a motion to seat Ms. Graham on the Board. Ms. Palmer Smith made a motion to seat Ms. Graham on the Board. It was seconded by Ms. Messersmith, and unanimously approved.

FISCAL

Ms. Sgouros presented the financial report for the month ending January 31, 2021. She said we have completed four months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 33% of the annual budget, with some Head Start expenses closer to 42%. At month end, the Year to Date Actual Revenue and Expenses are 34% and 33% respectively, with mostly restricted net income of \$174,388, including \$67,399 in the SunTrust Grant and nearly \$41,548 for Franklin County Fire Victims.

Year to Date Non-Federal Share (NFS) Match totals \$168,036, which is 18% of the \$923,883 total match required for period ending January 31, 2021. Ms. Sgouros stated that the NFS Match has been reduced subsequent to the submittal of the financial reports to just over half a million and that the reduction raised the percentage of match to 32%.

New Variances and Explanation

The Finance Director reviewed the financial report noting variances that were above the budget benchmark for the period ending January 31, 2021.

Ms. Johnson asked what the Agency is doing to lower the utilities. Mr. Center explained that the utilities are lower but we had higher expenses that were not anticipated. However, we are making adjustments to the Head Start budget to balance that line-item. He said that there has been reduced usage since the installation of the programmable thermostats. The Center Directors will make sure that the HVAC is turned off over the weekends.

The Vice-Chair asked for a motion to approve the financial report for January 31, 2021. Ms. Messersmith made a motion to approve the financial report. It was seconded by Mr. Jones, and unanimously approved.

Head Start Parent, Family & Community Engagement Presentation – Darrel James

Mr. James presented the ERESEA Training Overview. He explained that ERESEA is not a word, it is an acronym which defines eligibility, recruitment, selection, enrollment and attendance for Head Start Centers. He stated that the purpose of ERESEA is to determine community strengths, needs resources, and recruitment areas. He said that Head Start will be partnering with the Department of Children and Families (DCF) to determine eligibility of families with TANA which is an automatic enrollment in to the Head Start program.

Ms. Palmer Smith suggested that the Head Start enrollment information be sent to the Early Learning Coalition (ELC) to be distributed out with their newsletter. Mr. Center asked who receives the distribution. Ms. Palmer Smith replied families, childcare providers and the community as a whole.

Ms. Messersmith asked if the department was having any issues with recruiting students. Mr. James said the department preserves an annual waiting list for enrollment.

CEO REPORT

Mr. Center said we continue screening staff and client access to the office is managed. Temperatures are being checked, and masks are required, and encouraging proper hygiene and cleaning is taking place. Our Centers are being maintained and cleaning is taking place as well.

Mr. Center reported that the Eastpoint Wildfire Emergency Recovery Response staff continue to work on closing out the relief fund and camper inventory. One camper to be sold as staff continue to work on closeout.

Mr. Center reported that the ALICE Getting Ahead with ECHO per the United Way grant is underway with a second class about to begin.

Mr. Center announced that he continue with monthly Head Start management calls with Region IV HHS Office Specialist, providing updates. He explained that Head Start was were encouraged to submit an application for an expansion services grant to increase the capacity of our Head Start program. He said we will internally be reviewing this information to bring before the Board at a future date. He reported that he continue to maintain regular meeting schedules as well a number of outreach efforts in the community.

Mr. Center said the Tallahassee-Leon County Chamber of Commerce is launching Prosperity Leon, a community and prosperity initiative. We are working with organizers on Community Action engagement to consider how Getting Ahead can become a part of employer resource network. Even more, to encourage the community to engage in a conversation using the Bridges of Poverty Model put forth by Ruby Payne.

Mr. Center reported that the United Way of Big Bend grant is being prepared for Getting Ahead/Staying Ahead. He noted that Head Start has not received any information from the United Way of West Florida based in Panama City. We are in the process of potential Board member recruitment that will be focused on Getting Ahead clients in neighboring counties. Also, meeting with individual interested in serving in this capacity.

Mr. Center said traditionally we had granted Administrative Leave to close the office for Good Friday. He said with Board approval we will make the announcement to the Agency. The Board agreed to approve Administrative Leave to close the office for Good Friday, April 2nd.

Mr. Center informed the Board that he had requested leave for March 30th but will need a few additional days for a family member undergoing surgery.

Head Start, COLA, COVID-19 Funding, and No-cost Extension for Start-up Funding

Mr. Center said the Department of Health and Human Services announced that Head Start will receive a Cost of Living Adjustment of \$1.22 percent increase at a cost of \$44,585 allocated to cover staff salaries and fringe benefits, and offset higher operating costs. Mr. Center ask for Board approval to submit an application for the Cost of Living Adjustment (COLA) to apply to all Head Start staff at \$1.22 percent.

The Vice-Chair ask for a motion to submit an application for the Cost of Living Adjustment (COLA) to apply to all Head Start staff at \$1.22 percent. Ms. Edgar made a motion to approve to submit an application for the Cost of Living Adjustment (COLA) to apply to all Head Start staff at \$1.22 percent. Ms. Messersmith seconded the motion, and it was unanimously approved.

COVID-19 Status Update

Mr. Center explained to the Board that Ms. Johnson had requested an update on the COVID-19 funds. He said Ms. Johnson's requested an update of the COVID-19 budget expenses of \$332,189, and how the funds were spent. He summarized that equipment and ZONO sterilization cabinets, thermometers, masks, gloves and kid's masks, additional cleaning supplies and stressed the need for online resources for kids being quarantined at home. He shared a summary document of expenditures with an available balance of \$540,332. He said that the remainder of the balance may not be available because of scheduling of the award with a 3-month bridge gap. He said the Agency may need to ask for an extension.

Ms. Johnson asked that fiscal provide a breakdown in the financial report. Mr. Center said fiscal will provide a detailed report to the Board.

No-cost Extension for Startup Funding

Mr. Center said we ask for the Board to approve a no-cost extension for the COVID-19 Grant. He explained that Ms. Sgouros said the funds were not available to draw down from the account so we are asking for the no-cost extension to have access to those funds.

The Vice-Chair ask for a motion to approve a no-cost extension for the COVID-19 Grant. Ms. Palmer Smith made a motion to approve a no-cost extension for the COVID-19 Grant. It was seconded by Ms. Edgar, and unanimously approved.

Performance Incentive Compensation

Mr. Center noted that Ms. Johnson had asked that we develop some language that would be permissible to award incentive compensation that is currently not in our policy and procedures. Mr. Center explained that CAP Law guidelines and language were being reviewed and CAPLAW has been contacted for assistance for advisement. He said that language received from CAP Law explained that the federal guidelines did not provide for the Agency to spend money on bonuses, but we can provide Incentive Compensation by rewarding an employee through incentive or performance. Employees may be eligible for incentive compensation based on what is permissible as aligned in the policy. Also to grant hazard pay to employees for supplemental compensation for additional duties.

Ms. Palmer Smith ask if the Policy could be revised from Performance Bonus to Incentive Compensation.

Ms. Edgar ask with the terms Bonus and Supplemental Compensation, are they two different terms? She asked if the incentive would be a one-time payment. Mr. Center said it could be both, a one-time lump or an increase in pay.

The Vice-Chair ask for a motion to amend and approve the Performance Incentive Compensation and Hazard Pay. Ms. Edgar made a motion to amend and approve the Performance Incentive Compensation and Hazard Pay. It was seconded by Ms. Messersmith, and unanimously approved.

PROGRAM UPDATES

COO REPORT

Ms. Self presented the Summary of Programs for the month of February 2020. She reported that six Getting Ahead classes in session. Three classes in Leon, and one each in Calhoun and Franklin counties. ECHO began their second class of "Getting Ahead" in the Workplace on March 3rd. She said 45 enrolled in Getting Ahead and 27 enrolled in Staying Ahead.

Ms. Self said that for the month of February the Emergency Services department serviced 305 homes. The CSBG CARES rent services began in December 2020. The CARES funding for most other agencies expired 12/31/2020, but our funds expire 9/30/2022, allowing us to continue providing rental assistance until then, or when the funds run out.

Ms. Self reported that the Weatherization Program has completed 78 of the 152 homes with 16 in progress. She also reported that a new Program (Disaster Recovery) has been added to the department. Ms. Shanon Granado has been working Disaster Recovery for many years. Ms. Granado and her team transferred eighty-two cases from St. Vincent de Paul Disaster Recovery Program when their funding ended. The team covers all of the counties except Jefferson. At this time Leon will not be covered due to limited recovery needed. She reported that the team started with three new cases and completed three new intakes and closed one case. Total open cases are 84.

Ms. Self reported that as of February 2021 we have 250 students enrolled in Head Start.

Ms. Self said FSSP is working with a marketing consultant to establish a brand for the agency to help in developing outreach materials. She also reported that a partnership was established with the National Alliance on Mental Illness (NAMI). They will be providing informational workshops to assist staff and program participants that may be experiencing emotional trauma due to COVID pandemic and other life factors. She said that NAMI will provide training to the teaching staff March 22nd, and a Lunch-and-Learn April 2nd for all other Agency staff.

Ms. Self also reported that they participated in a ZOOM meeting with representatives of the Tallahassee Memorial Hospital Nutrition Services program to discuss food insecurity in low

resourced communities. They are interested in partnering with us to find ways of providing food services to families in need. She said they would also like to have their managers trained to facilitate Getting Ahead for their staff. They will continue to develop a plan for these projects. She reported that they also met with Ms. Jessica Yeary, Public Defender, for our area to discuss Getting Ahead while Getting Out.

Ms. Self said they are also meeting with the Goodwill of Big Bend to discuss partnership as well as providing Getting Ahead classes. The Case Managers meeting are held weekly to review discuss the Getting' Ahead topic for the next week. She explained that this helps keep the facilitators on the same schedule, and provide an opportunity to share ideas for presenting the materials. She said ECHO is included in these meetings.

Ms. Messersmith asked if we could collaborate to get services provided in Wakulla County.

Mr. Center said DEO requires the Agency to follow a series of criteria to meet 52 Organizational Standards under CSBG. He said we are sharing this table for informational purposes and Board approval. He said this table highlights how department managers fulfil the goals outlined in the strategic plan throughout the end of the year.

CHAIRS REPORT

The meeting adjourned at 7:24 P.M.

Ms. Messersmith, Secretary

Date

**Financial Statement Narrative
For the Six Months Ending March 31, 2021
Capital Area Community Action Agency**

As of March 31, 2021, we have completed six months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 50% of the annual budget, with some Head Start expenses closer to 60%. At month end, the Year to Date Actual Revenue and Expenses are 56% and 55% respectively, with mostly restricted net income of \$175,376 including \$64,998 in the SunTrust Grant and \$38,692 for Franklin Co. Fire Victims.

Non-Federal Share (NFS) Match at March 31, 2021, is \$ 262,611 or 51% of the \$512,345 target.

Expenditure Variances and Explanations

The Agency-wide 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, explanations are provided. These explanations frequently feature the terms "over budget" or "over the budget benchmark". "Over budget" usually refers to situations where more has been spent in total than was allocated. It may also refer to unexpected expenses that will cause the line item to be overspent by year/grant end. "Over the budget benchmark" refers to items that are currently over what we would expect, if expense were incurred evenly each month. Usually, the items that are "over the budget benchmark" are not incurred evenly each month and are expected to be at or near what was allocated by year/grant end.

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.

In Fiscal Year 2020-2021, more than half of all currently active grants have a grant period that differs from the Agency's fiscal year and only one of the Agency's largest grants are on the Agency's same fiscal year.

What this means is that the Agency-wide Statement of Revenue and Expenses has lost some of its effectiveness. While it is still a good way to judge overall performance such as total revenues, total expenditures and net income/(loss), it is less useful by budget line item with differing fiscal years.

To compensate for this issue, we have focused on the major programs' statements instead for individual line item budgets. This leaves us with the following variances:

**Financial Statement Narrative
For the Six Months Ending March 31, 2021
Capital Area Community Action Agency**

Unemployment – is over the agency budget due to an increase in our unemployment rate. We have received a notice from Paychex that there may be a refund but the amount has not been determined at this time.

Rent/Space Cost – is slightly over budget for CSBG and LIHEAP. These budget lines will be amended to accommodate with available funds.

General Liability and Property Insurance – is over the benchmark budget due to the 25% deposit payment made in November. This line item will come within budget as the year progresses.

Repairs and Maintenance – Recurring – is slightly over the benchmark budget due to some needed repairs and floor cleaning at the centers as well as a load of mulch.

Communications – is over the benchmark budget due to repairs and a few split payments between the fiscal years. This should even out over the next few months without any additional repairs needed. The WAP overage will be updated during the current modification.

Equipment Maintenance – is slightly over budget due to a small increase equipment costs over the length of the WAP contract.

Equipment Lease - is over the benchmark budget due to the quarterly prepaid postage machine lease deposit. This is expected to even out in subsequent months. It was adjusted in the recent WAP modification and will again be updated during the current WAP modification.

Vehicle Expense – is over budget partially due to the 25% insurance down payment. This category will be reviewed to remove repair expenses and any other expenses related to the camper/trailers that should be charged to direct assistance.

Technology – is over budget due to the annual ChildPlus subscription and the addition of anti-virus software.

Dues and Subscriptions – are over budget due to some necessary subscriptions in response to COVID best practices. We will move these charges to the COVID grant once it has been extended.

Equipment (\$5000 or More) – is at budget due to the purchase of a server replacement. Adjustments will be made to the program budgets to accommodate.

Expendable Equipment – is over budget due to the purchase of several computers and other equipment. Adjustments will be made to the program budgets to accommodate.

**Financial Statement Narrative
For the Six Months Ending March 31, 2021
Capital Area Community Action Agency**

Meetings / Workshops / Training – shows a negative budget on the agency statement due to the WAP amendment that covers 10/1/2017 - 3/31/2021.

Training/Staff Development – is over the benchmark budget due to a large number of trainings at the beginning of the year. This should come into line over the next few months.

We had several revenue variances, most of which resulted from increased donations received directly and indirectly.

**Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the Six Months Ended 3/31/2021**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	3,731,943	1,862,798	(1,869,145)	50%
Government Contracts - Federal Indirect	4005	0	6,708	6,708	100%
Government Contracts - STATE	4010	4,502,314	2,708,975	(1,793,339)	60%
Government Contracts - LOCAL	4020	131,500	58,196	(73,304)	44%
Grants - Other Not-for-Profits	4100	82,424	112,190	29,766	136%
Grants - All Other Sources	4120	36,950	100,954	64,004	273%
Contributions	4200	500	7,032	6,532	1406%
Contributions- Restricted	4210	47,631	60,984	13,353	128%
Commissions-Vending/Photo	4320	2,000	0	(2,000)	0%
Interest Income	4950	0	1,965	1,965	100%
Fringe Pool Revenue	4960	850,000	403,194	(446,806)	47%
Indirect Pool Revenue	4970	639,884	299,531	(340,353)	47%
Other Revenue	4995	3,000	25,832	22,832	861%
Total Revenue		<u>10,028,146</u>	<u>5,648,359</u>	<u>(4,379,787)</u>	<u>56%</u>
Expenditures					
Salaries & Wages	6010	2,969,704	1,388,427	1,581,277	47%
Fringe	6110	870,621	402,460	468,161	46%
FICA	6120	200,000	105,183	94,817	53%
Unemployment	6130	30,000	31,631	(1,631)	105%
Workers Compensation	6140	35,000	17,952	17,048	51%
Health Insurance	6150	480,000	223,408	256,592	47%
Life Insurance	6160	30,000	13,649	16,351	45%
Retirement	6170	50,000	26,954	23,046	54%
Staff Screenings	6180	4,777	1,133	3,644	24%
Indirect Costs	6210	659,506	302,489	357,017	46%
Travel - In Area	6310	12,488	4,952	7,536	40%
Travel - Out of Area	6315	489	0	489	0%
Office Supplies	6410	23,840	16,228	7,612	68%
Program Supplies	6415	30,130	13,765	16,365	46%
Classroom Supplies	6420	50,347	14,193	36,154	28%
Kitchen Supplies	6430	30,604	7,145	23,459	23%
Medical/Dental Supplies	6440	500	134	366	27%
Copies/Printing/Copier	6510	34,339	13,334	21,005	39%
Postage and Delivery Expense	6600	5,810	1,956	3,854	34%
Contractual Services/Professional	6710	464,238	151,129	313,110	33%
Contractual Services - Health/Disabilities	6715	178,013	101,252	76,761	57%
Rent/Space Cost	6810	300,236	179,219	121,017	60%
Utilities	6820	99,942	53,465	46,477	53%
General Liability and Property Insurance	6830	46,859	39,918	6,940	85%
Communications	6840	76,120	50,858	25,262	67%
Repairs & Bldg Maintenance- Recurring	6850	107,555	69,357	38,198	64%
Repairs & Bldg Maintenance - Equipment Maintenance	6855 6910	39,472 32,541	5,208 15,682	34,264 16,859	13% 48%

**Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the Six Months Ended 3/31/2021**

Vehicle Expense	6920	80,820	20,685	60,135	26%
Equipment Lease	6930	15,350	4,686	10,664	31%
Technology	6940	30,644	22,674	7,969	74%
Fees, Licenses, and Permits	7010	4,387	807	3,580	18%
Dues/Subscriptions	7020	9,845	8,417	1,428	85%
Special Events	7110	2,000	0	2,000	0%
Client Assistance	7210	2,648,426	2,007,240	641,186	76%
Equipment (\$5,000 or more)	7310	18,140	17,590	550	97%
Expendable Equipment	7320	35,030	17,847	17,183	51%
Registration Fees	7410	800	550	250	69%
Meetings/Workshops/Training	7420	(4,149)	1,417	(5,567)	-34%
Training/Staff Development	7430	44,663	17,563	27,100	39%
Advisory/Board Member Expenses	7440	5,000	1,238	3,762	25%
Advertising	7450	31,388	8,764	22,624	28%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	217,612	90,849	126,762	42%
Legal Expenses	7530	17,000	177	16,824	1%
Interest Expense	7610	2,750	0	2,750	0%
Bank Service Charges	7630	4,110	1,397	2,713	34%
Total Expenditures		<u>10,028,146</u>	<u>5,472,983</u>	<u>4,555,162</u>	55%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>175,376</u>	<u>175,376</u>	

**Capital Area Community Action Agency
Balance Sheet
As of 3/31/2021**

	<u>Current Period Balance</u>
Assets	
Petty Cash	315
Cash - Operating Hancock Bank	489,936
Cash - Money Market Accounts	388,710
Cash - Restricted	104,162
Grants Receivable	1,053,842
Property and Equipment Net	<u>322,729</u>
Total Assets	<u>2,359,695</u>
Liabilities and Net Assets	
Liabilities	
Accounts Payable	267,251
Accrued Leave	57,177
Accrued Wages	85,784
Accrued Fringe Benefits	13,647
Contract Advances	233,383
Contingent Liab Sunshine St Micro Obligated	46,918
Liability- Head Start Parent Activity	3,605
Line of Credit	15,006
Notes Payable	<u>846,973</u>
Total Liabilities	1,569,744
Net Assets	
Beginning Net Assets	
Unrestricted Net Assets	289,677
Invested Property and Equipment	<u>324,898</u>
Total Beginning Net Assets	614,575
Current Net Income	<u>175,376</u>
Total Net Assets	<u>789,951</u>
Total Liabilities and Net Assets	<u>2,359,695</u>

Capital Area Community Action Agency
CSBG - Statement of Revenues and Expenditures
From Grant Inception through 3/31/2021

CSBG

10/1/2016-3/31/2021

100%

		Total Budget - Original	Current Period Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	<u>3,073,978</u>	<u>2,456,457</u>	<u>(617,521)</u>	80%
Total Revenue		<u>3,073,978</u>	<u>2,456,457</u>	<u>(617,521)</u>	80%
Expenditures					
Salaries & Wages	6010	1,194,483	990,934	203,550	83%
Fringe	6110	340,741	282,655	58,086	83%
Staff Screenings	6180	2,562	1,788	774	70%
Indirect Costs	6210	296,068	244,354	51,714	83%
Travel - In Area	6310	37,417	19,387	18,030	52%
Travel - Out of Area	6315	20,398	5,307	15,091	26%
Office Supplies	6410	11,108	10,905	203	98%
Copies/Printing/Copier	6510	17,324	9,135	8,189	53%
Postage and Delivery Expense	6600	4,527	1,615	2,913	36%
Contractual Services/Professional	6710	49,906	24,924	24,982	50%
Rent/Space Cost	6810	132,086	127,782	4,305	97%
Utilities	6820	16,604	12,847	3,757	77%
General Liability and Property Insurance	6830	22,510	21,454	1,056	95%
Communications	6840	52,303	49,629	2,675	95%
Repairs & Bldg Maintenance- Recurring	6850	16,124	11,036	5,088	68%
Equipment Maintenance	6910	16,775	13,625	3,150	81%
Vehicle Expense	6920	54,256	59,824	(5,568)	110%
Equipment Lease	6930	7,435	4,372	3,062	59%
Technology	6940	21,055	13,096	7,959	62%
Fees, Licenses, and Permits	7010	11,433	6,787	4,646	59%
Dues/Subscriptions	7020	22,404	18,714	3,690	84%
Client Assistance	7210	650,757	438,282	212,475	67%
Equipment (\$5,000 or more)	7310	412	824	(412)	200%
Expendable Equipment	7320	23,585	17,732	5,853	75%
Registration Fees	7410	14,666	9,911	4,754	68%
Meetings/Workshops/Training	7420	20,959	15,596	5,363	74%
Training/Staff Development	7430	1,000	0	1,000	0%
Advertising	7450	15,079	5,782	9,297	38%
Total Expenditures		<u>3,073,978</u>	<u>2,418,297</u>	<u>655,681</u>	79%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>38,161</u>	<u>38,161</u>	

Capital Area Community Action Agency
LIHEAP - Statement of Revenues and Expenditures
From Grant Inception through 3/31/2021

LIHEAP

4/1/2017 - 3/31/2021

100%

		Total	Current	Total	
		Budget -	Period	Budget	
		Original	Actual	Variance -	
				Original	%
Revenue					
Government Contracts - STATE	4010	9,467,387	7,270,134	(2,197,253)	77%
Total Revenue		<u>9,467,387</u>	<u>7,270,134</u>	<u>(2,197,253)</u>	<u>77%</u>
Expenditures					
Salaries & Wages	6010	1,117,957	914,230	203,727	82%
Fringe	6110	319,882	262,322	57,560	82%
Staff Screenings	6180	2,679	919	1,761	34%
Indirect Costs	6210	279,598	226,859	52,739	81%
Travel - In Area	6310	13,511	6,423	7,088	48%
Travel - Out of Area	6315	8,926	674	8,252	8%
Office Supplies	6410	11,500	8,954	2,546	78%
Copies/Printing/Copier	6510	22,131	15,574	6,557	70%
Postage and Delivery Expense	6600	5,686	2,946	2,740	52%
Contractual Services/Professional	6710	42,500	36,196	6,304	85%
Rent/Space Cost	6810	109,245	114,669	(5,424)	105%
Utilities	6820	14,465	9,433	5,032	65%
General Liability and Property Insurance	6830	15,550	16,078	(528)	103%
Communications	6840	39,495	38,533	962	98%
Repairs & Bldg Maintenance- Recurring	6850	15,568	10,122	5,446	65%
Equipment Maintenance	6910	13,690	8,933	4,757	65%
Vehicle Expense	6920	14,390	3,631	10,759	25%
Equipment Lease	6930	7,475	3,695	3,780	49%
Technology	6940	22,270	12,327	9,943	55%
Fees, Licenses, and Permits	7010	1,150	397	753	35%
Dues/Subscriptions	7020	975	175	800	18%
Client Assistance	7210	7,355,558	5,597,010	1,758,548	76%
Equipment (\$5,000 or more)	7310	618	1,237	(618)	200%
Expendable Equipment	7320	18,530	14,402	4,128	78%
Registration Fees	7410	6,400	2,470	3,930	39%
Meetings/Workshops/Training	7420	3,138	280	2,858	9%
Training/Staff Development	7430	2,000	-	2,000	0%
Advertising	7450	2,500	1,082	1,418	43%
Total Expenditures		<u>9,467,387</u>	<u>7,309,572</u>	<u>2,157,815</u>	<u>77%</u>
Excess Revenue over (under) Expenditures			<u>(39,438)</u>	<u>(39,438)</u>	

Capital Area Community Action Agency
WAP - Statement of Revenues and Expenditures
From Grant Inception through 3/31/2021

WAP

10/1/2017 -3/31/2021

		<u>Total</u>	<u>Current</u>	<u>Total</u>	
		<u>Budget -</u>	<u>Period</u>	<u>Budget</u>	
		<u>Original</u>	<u>Actual</u>	<u>Variance -</u>	
				<u>Original</u>	<u>%</u>
Revenue					
Government Contracts - STATE	4010	2,284,459	1,033,222	(1,251,237)	45%
Total Revenue		<u>2,284,459</u>	<u>1,033,222</u>	<u>(1,251,237)</u>	<u>45%</u>
Expenditures					
Salaries & Wages	6010	320,116	271,865	48,251	85%
Fringe	6110	91,294	77,994	13,300	85%
Staff Screenings	6180	200	0	200	0%
Indirect Costs	6210	81,690	67,046	14,644	82%
Travel - In Area	6310	17,000	10,306	6,694	61%
Office Supplies	6410	4,000	3,710	290	93%
Copies/Printing/Copier	6510	1,500	1,391	109	93%
Postage and Delivery Expense	6600	900	508	392	56%
Contractual Services/Professional	6710	23,314	4,453	18,861	19%
Rent/Space Cost	6810	16,600	15,580	1,020	94%
Utilities	6820	4,000	3,245	755	81%
General Liability and Property Insurance	6830	41,628	25,642	15,987	62%
Communications	6840	8,900	8,426	474	95%
Repairs & Bldg Maintenance- Recurring	6850	7,650	2,773	4,877	36%
Equipment Maintenance	6910	2,950	2,836	114	96%
Vehicle Expense	6920	18,000	14,207	3,793	79%
Equipment Lease	6930	1,200	1,178	22	98%
Technology	6940	850	439	411	52%
Fees, Licenses, and Permits	7010	1,350	1,054	296	78%
Dues/Subscriptions	7020	15,500	5,875	9,625	38%
Client Assistance	7210	1,586,488	498,674	1,087,814	31%
Equipment (\$5,000 or more)	7310	1,099	1,099	0	100%
Expendable Equipment	7320	5,000	3,560	1,440	71%
Registration Fees	7410	2,452	1,776	676	72%
Meetings/Workshops/Training	7420	29,877	14,680	15,197	49%
Advertising	7450	900	788	112	88%
Total Expenditures		<u>2,284,459</u>	<u>1,039,105</u>	<u>1,245,354</u>	
Excess Revenue over (under) Expenditures		<u>(0)</u>	<u>(5,883)</u>	<u>(5,883)</u>	

Capital Area Community Action Agency
HDST - Statement of Revenues and Expenditures
For the Six Months Ending 3/31/2021

		Total		Total	
		Budget -	Current	Budget	
		Original	Year Actual	Variance -	
				Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT 4000		<u>3,695,531</u>	<u>1,830,455</u>	<u>(1,865,076)</u>	50%
Total Revenue		<u>3,695,531</u>	<u>1,830,455</u>	<u>(1,865,076)</u>	50%
Expenditures					
Salaries & Wages	6010	1,783,812	914,256	869,556	51%
Fringe	6110	516,949	264,951	251,998	51%
Staff Screenings	6180	2,500	317	2,183	13%
Indirect Costs	6210	417,818	214,259	203,559	51%
Travel - In Area	6310	4,000	1,183	2,817	30%
Office Supplies	6410	7,500	3,896	3,604	52%
Program Supplies	6415	26,935	13,675	13,260	51%
Classroom Supplies	6420	44,847	3,695	41,152	8%
Kitchen Supplies	6430	7,015	73	6,942	1%
Medical/Dental Supplies	6440	500	134	366	27%
Copies/Printing/Copier	6510	20,000	5,326	14,674	27%
Postage and Delivery Expense	6600	1,500	884	616	59%
Contractual Services/Professional	6710	31,000	1,424	29,576	5%
Contractual Services – Health/Disabilities	6715	159,139	90,797	68,342	57%
Rent/Space Cost	6810	207,589	105,315	102,274	51%
Utilities	6820	77,612	46,053	31,559	59%
General Liability and Property Insurance	6830	28,000	13,421	14,579	48%
Communications	6840	47,000	27,801	19,199	59%
Repairs & Bldg Maintenance- Recurring	6850	96,000	60,660	35,340	63%
Repairs & Bldg Maintenance -	6855	33,772	5,115	28,657	15%
Equipment Maintenance	6910	18,000	8,867	9,133	49%
Vehicle Expense	6920	30,000	11,738	18,262	39%
Equipment Lease	6930	9,600	2,480	7,120	26%
Technology	6940	10,545	9,248	1,297	88%
Fees, Licenses, and Permits	7010	2,500	461	2,039	18%
Dues/Subscriptions	7020	2,600	3,724	(1,124)	143%
Special Events	7110	2,000	0	2,000	0%
Equipment (\$5,000 or more)	7310	7,696	7,696	0	100%
Expendable Equipment	7320	5,000	7,908	(2,908)	158%
Meetings/Workshops/Training	7420	500	0	500	0%
Training/Staff Development	7430	43,163	4,109	39,054	10%
Advisory/Board Member Expenses	7440	2,500	0	2,500	0%
Advertising	7450	4,000	987	3,013	25%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost		<u>42,739</u>	<u>0</u>	<u>42,739</u>	0%
Total Expenditures		<u>3,695,531</u>	<u>1,830,455</u>	<u>1,865,076</u>	50%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>0</u>	<u>0</u>	

**Capital Area Community Action Agency
HSDT Covid - Statement of Revenues and Expenditures
For the Six Months Ended 3/31/2021**

		Total Budget - Original	Current Period Actual	Total Budget Variance Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT 4000		<u>332,189</u>	<u>240,305</u>	<u>(91,884)</u>	72%
Total Revenue		<u>332,189</u>	<u>240,305</u>	<u>(91,884)</u>	72%
Expenditures					
Office Supplies	6410	0	5,682	(5,682)	100%
Program Supplies	6415	0	482	(482)	100%
Classroom Supplies	6420	58,495	51,474	7,021	88%
Contractual Services – Health/Disabilities	6715	115,467	1,890	113,577	2%
Technology	6940	0	15,063	(15,063)	100%
Fees, Licenses, and Permits	7010	0	31	(31)	100%
Equipment (\$5,000 or more)	7310	132,000	139,662	(7,662)	106%
Expendable Equipment	7320	23,227	12,566	10,661	54%
Training/Staff Development	7430	<u>3,000</u>	<u>13,454</u>	<u>(10,454)</u>	448%
Total Expenditures		<u>332,189</u>	<u>240,305</u>	<u>91,884</u>	72%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>0</u>	<u>0</u>	

Capital Area Community Action Agency, Inc.
Head Start NFS Match Requirements
For the Month Ending March 31, 2021

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		24,535			
Grants - Other Not for Profits					
In-Kind Revenue		225,024			
VPK/SR		13,052			
	512,345	262,611	51%	249,734	49%

March 2021 Head Start Credit Card Expenditures

Vendor ID	Fund Code	GL Code	Activity Code	Effective Date	Expenses	Transaction Description
HANCOCK CC	1064	6420	251	3/29/2021	72.97	#6700, TIM CENTER, VISA, 3/29/2021, CLASSROOM, FHS
HANCOCK CC	1064	6410	255	3/29/2021	87.99	#4466, DAREL JAMES, VISA, 3/29/2021, OFFICE SUPPLIES
HANCOCK CC	1064	6920	255	3/29/2021	42.00	#4466, DAREL JAMES, VISA, 3/29/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/29/2021	42.01	#4466, DAREL JAMES, VISA, 3/29/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/29/2021	47.00	#4466, DAREL JAMES, VISA, 3/29/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/29/2021	57.40	#4466, DAREL JAMES, VISA, 3/29/2021, GAS HS VEHICLE
HANCOCK CC	1064	7020	255	3/29/2021	199.90	#4466, DAREL JAMES, VISA, 3/29/2021, ZOOM SUBSCRIPTION
HANCOCK CC	1064	6440	255	3/29/2021	71.65	#8165, NICHELE RICHARDS ROLLE, VISA, 3/29/2021, HEALTH SUPP.
HANCOCK CC	1064	7450	000	3/29/2021	987.42	#7366, NINA SINGLETON SELF, VISA, 3/29/2021, INDEED JOB AD
HANCOCK CC	1064	6420	256	3/29/2021	11.35	#5810, VENITA TREADWELL, VISA, 3/29/2021, CLASSROOM SUPPLIES
HANCOCK CC	1064	6855	251	3/29/2021	59.97	#5810, VENITA TREADWELL, VISA, 3/29/2021, PADLOCKS, FRANK HS
HANCOCK CC	1064	6855	258	3/29/2021	275.00	#5810, VENITA TREADWELL, VISA, 3/29/2021, DOOR, JEFF HS
LOWES	1064	6415	250	3/29/2021	11.38	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	8.53	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	9.10	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	11.38	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	12.33	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	15.18	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	22.78	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	251	3/29/2021	32.08	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	252	3/29/2021	11.38	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	252	3/29/2021	11.54	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	252	3/29/2021	12.34	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	252	3/29/2021	40.84	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	255	3/29/2021	16.38	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	255	3/29/2021	34.14	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	256	3/29/2021	10.91	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	256	3/29/2021	11.38	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	258	3/29/2021	8.53	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6415	258	3/29/2021	11.38	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021
LOWES	1064	6420	256	3/29/2021	8.53	#8213010908424, HEAD START, SUPPLIES, 2/25/2021 - 3/29/2021

Total 2,254.79



**HANCOCK
WHITNEY**

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

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank



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

**N0006493

MEMO STATEMENT

Account Number

Statement Date

03-29-21

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
09-01	02-26	24692161058100131226575	5542	GATE 1194 Q80 TALLAHASSEE FL	M47.00
03-04	03-02	24692161062100415353388	5542	GATE 1194 Q80 TALLAHASSEE FL	M57.40
03-08	03-06	24492151065637083803939	4814	ZOOM.US 888-799-9666 WWW.ZOOM.US CA	M199.90
03-12	03-10	24692161070100069987044	5542	GATE 1194 Q80 TALLAHASSEE FL	M42.00
03-16	03-12	24164071072105008711710	5943	STAPLES 00110726 TALLAHASSEE FL	M87.99
03-29	03-28	24692161096100057384065	5542	GATE 1194 Q80 TALLAHASSEE FL	M42.01

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STATEMENT DATE 03-29-21	ACCOUNT NUMBER [REDACTED]	ACCOUNT SUMMARY
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 476.30
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 476.30
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 3,000.00



**HANCOCK
WHITNEY**

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

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NICHELE RICHARDS
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729
**N0005872

MEMO STATEMENT

Account Number

Statement Date

03-29-21

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-11	03-10	24445001070400166834232	5411	WM SUPERCENTER #4427 TALLAHASSEE FL	M71.65

Handwritten signature and date: Nichele Richards 4/10/21

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-29-21	[Redacted]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 71.65
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 71.65
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,500.00



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HANCOCK WHITNEY BANK
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1632880 - 00446 - 0001 - 0001 - 2

TIM CENTER
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729
**N0004446

MEMO STATEMENT

Account Number

Statement Date

03-29-21

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-01	02-25	24892181058100482184993	2741	HCC*SAGECHECKS&FORMS 800-617-3224 TX	M189.15 ✓
03-03	03-02	24226381062400003188793	5411	WAL-MART #4520 TALLAHASSEE FL	M750.00 ✓
03-05	03-04	24445001064400166233128	5411	WM SUPERCENTER #4520 TALLAHASSEE FL	M500.00 ✓
03-09	03-08	24226381068400004691963	5411	WAL-MART #4427 TALLAHASSEE FL	M250.00 ✓
03-12	03-11	24055231070207785000093	2741	AHA PROCESS INC 281-426-5300 TX	M378.41 ✓
03-12	03-11	24228381071091006134857	5411	WAL-MART #1223 TALLAHASSEE FL	M1,000.00 ✓
03-17	03-16	24943001075700879076837	5734	ADOBE ACROPRO SUBS 408-536-6000 CA	M14.99 ✓
03-22	03-19	24011341078000058541608	4814	ZOOM.US 888-798-8668 WWW.ZOOM.US CA	M299.90 ✓
03-24	03-23	24040831082900018300964	5812	NEWK'S EATERY TALLAHASSEE TALLAHASSEE FL	M15.00 ✓
03-24	03-22	24892181082100748062680	5968	GAN*1558TALLHDEMOCCIRC 888-428-0491 IN	M61.02 ✓
03-24	03-23	24040831082900018300014	5812	NEWK'S EATERY TALLAHASSEE TALLAHASSEE FL	M69.88 ✓
03-24	03-23	24430991083400903103028	4816	DNI*GODADDY.COM HTTPS://WWW.G AZ	M143.88 ✓
03-26	03-24	24692181084100101948784	5942	AMZN MKTP US*AD1AK25M3 AMZN.COM/BILL WA	M72.97 ✓

See notes

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-29-21	[REDACTED]	
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 3,745.20
Toll Free	1-800-448-8812	NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 3,745.20
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 22,000.00



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HANCOCK WHITNEY BANK
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MEMO STATEMENT

Account Number

Statement Date

03-29-21



VENITA TREADWELL
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729
**ND008789

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-08	03-05	24137461065001442801874	5411	PUBLIX #1427 TALLAHASSEE FL	M11.35 ✓
03-24	03-23	24281281083000000190722	5271	SEMINOLE MOBILE HOME SUPP 850-5765103 FL	M275.00 ✓
03-29	03-26	24481061086400183000124	5251	ACE HDWE APALACHICOLA FL	M59.97 ✓

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STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-29-21	[REDACTED]	NEW PURCHASES AND OTHER CHARGES 346.32
CUSTOMER SERVICE CALL		NEW CASH ADVANCES .00
		CREDITS .00
Toll Free 1-800-448-8812		STATEMENT TOTAL 346.32
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 4,000.00



**HANCOCK
WHITNEY**

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

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

MEMO STATEMENT

Account Number
[REDACTED]

Statement Date
03-29-21



NINA SINGLETON
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729

**ND0004653



STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-01	02-28	24692161060100372494664	5969	INDEED 203-564-2400 CT	M518.83 ✓
03-03	03-01	24692161061100661367745	5541	GATE 1194 Q80 TALLAHASSEE FL	M25.00 ✓
03-03	03-01	24692161061100661367752	5541	GATE 1194 Q80 TALLAHASSEE FL	M25.00 ✓
03-03	03-01	24692161061100661367760	5541	GATE 1194 Q80 TALLAHASSEE FL	M25.00 ✓
03-03	03-01	24692161061100351339004	5969	INDEED 203-564-2400 CT	M43.37 ✓
03-03	03-02	24204291061826024648795	5814	SUBWAY 3883 TALLAHASSEE FL	M48.93 ✓
03-04	03-02	24427331062710007140810	5814	CHICK-FIL-A #00872 TALLAHASSEE FL	M32.28 ✓
03-04	03-03	24204291062007644016850	5814	SUBWAY 3883 TALLAHASSEE FL	M48.93 ✓
03-09	03-08	24692161068100388612758	5969	INDEED 203-564-2400 CT	M506.22 ✓
03-11	03-09	24943001069984689305269	5812	PIZZA HUT 2987 850-942-2272 FL	M35.74 ✓
03-12	03-09	24943001070984689307759	5812	PIZZA HUT 2987 820-231-3390 FL	M30.24 ✓
03-17	03-16	24055221076400865000472	5814	LINDY'S CHICKEN TALLAHASSEE FL	M98.99 ✓
03-18	03-17	24137461077001347947349	5411	WINN-DIXIE #0086 TALLAHASSEE FL	M8.00 ✓
03-18	03-17	24055221077400866000488	5814	LINDY'S CHICKEN TALLAHASSEE FL	M98.99 ✓
03-22	03-19	24692161079100490855159	5969	INDEED 203-564-2400 CT	M506.30 ✓
03-25	03-24	24431061083700768622827	9999	FDLE OCHINET 850-410-8161 FL	M25.00 ✓
03-25	03-24	24137461084001347427095	5411	PUBLIX #1051 TALLAHASSEE FL	M69.67 ✓
03-25	03-23	24427331083710007544339	5814	CHICK-FIL-A #00872 TALLAHASSEE FL	M72.30 ✓
03-25	03-24	24228381084091002504967	5300	SAMSCLUB #8120 TALLAHASSEE FL	M107.18 ✓
03-25	03-24	24445001084400167336405	6411	WM SUPERCENTER #1077 TALLAHASSEE FL	M500.00 ✓
03-26	03-24	24316051084548928040103	5542	SHELL OIL 57542530605 TALLAHASSEE FL	M15.00 ✓
03-26	03-24	24692161084100494172505	5541	GATE 1194 Q80 TALLAHASSEE FL	M100.00 ✓

Handwritten signature

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-29-21	[REDACTED]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 2,938.97
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 2,938.97
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 6,000.00

Lowe's Business Advantage

Account Number [REDACTED]

Customer Service: 1-800-444-1408

Summary of Account Activity	
Previous Balance	\$81.86
- Payments	\$81.86
- Other Credits	\$151.96
+ Purchases/Debits	\$452.09
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
New Balance	\$300.13
Credit Limit	\$11,000.00
Available Credit	\$10,699.00
Statement Closing Date	04/02/2021
Days in Billing Cycle	31

Payment Information	
New Balance	\$300.13
Total Minimum Payment Due	\$29.00
Payment Due Date	04/28/2021

RECEIVED

BY: [Signature]

Promotion Expiration Notification
 NOTE: YOU HAVE A PROMOTIONAL PURCHASE EXPIRING. SEE PROMOTIONAL PURCHASE SUMMARY FOR DETAILS.

Promotional Purchase Summary

The applicable terms of your promotional purchase(s) are below. NO INTEREST promotions are not assessed Interest charges during the promotional period. For each promotional purchase, standard account terms will apply to any remaining balance after the Expiration Date. To make more than one payment, you can pay online at the online address stated above or you can mail in your payment to the address on the remit stub. This address is also available from our automated customer service system.

Purchase Date	Purchase Amount	Promotion Type	Accrued INTEREST CHARGES	Billed INTEREST CHARGES	Payoff Amount	Expiration Date
02/25/2021	\$81.86	No Interest With Payment	\$0.00	\$0.00	\$0.00	Paid Off
03/05/2021	\$84.52	No Interest With Payment	\$0.00	\$0.00	\$0.00	Paid Off
03/24/2021	\$215.61	No Interest With Payment	\$0.00	\$0.00	\$148.17	06/02/2021
03/29/2021	\$151.96	No Interest With Payment	\$0.00	\$0.00	\$151.96	06/02/2021

CUSTOMER SERVICE: For Account Information log on to www.lowes.com/credit. This account is not registered. The authentication code is: EBTT342, or call toll-free 1-800-444-1408.

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

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

7009 0003 YWG 1 7 2 210402 PAGE 1 of 5 [REDACTED] 184816

Detach and mail this portion with your check. Do not include any correspondence with your check.

Account Number:			
LOWE'S	PROS	Total Minimum Payment Due	\$29.00
		Payment Due Date	04/28/2021
		Promotional Payoff	\$0.00
		New Balance	\$300.13

Payment Enclosed: \$ Please use blue or black ink.



New address or email? Print changes on back.

CAPITAL AREA COMM ACTION
 309 OFFICE PLAZA DR
 TALLAHASSEE FL 32301-2729

184816
 M303



Make Payment to: LOWES BUSINESS ACCT/SYNCB
 P.O. BOX 530970
 ATLANTA, GA 30353-0970



LOWE'S PROS

Transaction Summary				
Tran Date	Post Date	Reference Number/ Invoice Number	Description of Transaction or Credit	Amount
03/05	03/07	08154	STORE 0417 TALLAHASSEE FL	\$84.52
03/20	03/20		PAYMENT - THANK YOU	(\$81.86)
03/24	03/24	08884	STORE 0417 TALLAHASSEE FL	\$215.61
03/29	03/29	77491	STORE 0417 TALLAHASSEE FL	\$151.96
04/01	04/01		STORE 0417 TALLAHASSEE FL	(\$151.96)

Interest Charge Calculation						
Your Annual Percentage Rate (APR) is the annual interest rate on your account.						
Type of Balance	Expiration Date	Annual Percentage Rate	Balance Subject To Interest Rate	Interest Charge	Balance Method	
Regular Purchases	NA	21.99%	\$0.00	\$0.00	2D	
No Interest With Payment	Paid Off	0.00%	\$0.00	\$0.00	2D	
No Interest With Payment	Paid Off	0.00%	\$0.00	\$0.00	2D	
No Interest With Payment	06/02/2021	0.00%	\$0.00	\$0.00	2D	
No Interest With Payment	06/02/2021	0.00%	\$0.00	\$0.00	2D	

Important Account Information
 5% EVERYDAY CREDIT DISCOUNT WAS APPLIED AT POINT OF SALE FOR ALL QUALIFYING INVOICES THAT APPEAR ON THIS STATEMENT. PLEASE CONSULT YOUR ORIGINAL SALES RECEIPT FOR LINE ITEM DETAIL ON THE 5% SAVINGS. THANK YOU FOR USING LOWE'S AS YOUR SUPPLIER.

Cardholder News and Information
 Learn how Lowe's Business Advantage cardholders can get 0% interest for 60 days as a Lowe's For Pros Loyalty Member. For details, see store or Lowe'sForPros.com, and lowes.com/lfp/terms for loyalty member details.

Call ahead, fax or order online before 3PM, pick up in just 2 hours. Order by 6PM, pick up the next day at 7AM. See Lowe'sforpros.com for details.

1-2

Capital Area Community Action Agency

CHIEF EXECUTIVE OFFICER REPORT MAY 2021

Administrative

- Client access to offices is managed. All staff and guests in the building have their temperature checked, masks are required, and proper hygiene and cleaning is taking place. This is being re-evaluated by the Safety Committee.
- Auditors were on site for review of documents and files.

Impact: Better benefits for staff. Better fiscal accountability.

Programmatic

- Eastpoint Wildfire Emergency Recovery Response –Staff working close out.
- Disaster Recovery Support Grant – Shanon Granado and her team are working with the Long Term Recovery Groups. More details in COO report.
- ALICE Getting Ahead with ECHO per the United Way grant is in the closing stretch. Presentations planned for aha Process! Conference and Tallahassee Chamber Community Conference.
- Continue with monthly Head Start management calls with Region IV HHS Office Specialist. Supplemental grant funds will permit adding transportation to rural programs and where it is needed most.

Impact: Redesigning entitlement programs toward more independency services.

Communications and Outreach

- Maintain regular meeting schedule with Jim McShane, CareerSource Capital Region.
- Participated in FACA Board of Directors and Executive Committee Meetings.
- Participated in UPHS Advocacy Committee, Board meetings and Annual Meeting.
- Tallahassee-Leon County Chamber of Commerce launching a prosperity initiative and working with their organizers on Community Action engagement.

Impact: Developing the infrastructure necessary to support the Agency mission

Resource Development

- Formal approval from HHS has released of supplemental Head Start grant for start-up funding to permit repairs and renovation to take place. Kenneth Taite, General Contractor for Louise B. Royal Head Start Center renovation, will serve as Project Manager for Franklin Renovation.

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



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Out of Office

- May 18-21 – FACA Board Meeting – Fort Lauderdale
- June 7-9 – CareerSource Florida Board meeting – Jacksonville
- July 21-23 – PTO - Orlando
- August 13-15 – Tallahassee Chamber Annual Conference – Jacksonville
- August 30-September 3 – Community Action Partnership Annual Conference – Boston
- September 19-21 – aha Process! Annual Conference – San Antonio
- September – 23-25 – PTO - Orlando

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
JANUARY	1.1	The organization will provide DEO with a roster showing members of the low income sector.	On going	N/A	Complete
	1.3	The organization provides each customer with a customer satisfaction survey to determine how well customers are being served.	On going	N/A	Complete
	2.1	The organization has demonstrated partnerships across the community with other anti-poverty organizations within the area by agreements and MOUs.	On Going	N/A	Complete
	2.3	The organization communicates to the community residence via the website. The website provides a list of programs the agency currently offers.	on going	N/A	Complete
	2.4	The organization documents the number of volunteers and hours mobilized in support of its activities via sign in sheets.	on going	N/A	Complete
	4.2	The Organization will complete, date and sign the Community Action Plan.	On going	11/1/2022	
	4.3	The Organization will complete, date and have Community Action Plan signed by the Certified ROMA trainer or trainer on staff.	On going	11/1/2022	
MARCH	4.4	The governing board will receive annual updates on success on strategies included in the Community Action Plan. The department managers provide updated reports every other month for review to the Chief Operating Officer to share with the governing board.	Annually	3/24/2021	Completed
	5.1	The organization's governing board is structured in compliance with the Community Service Block Grant (CSBG) Act according to the Boards Bylaws and Board Roster 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives); and 3. The remaining membership from major groups and interest in the community.	On Going	N/A	Completed
	5.2	The organization's governing board has written procedures that document a democratic selection process for low-income board members according to the bylaws including procedure to document democratic selection.	On Going	N/A	Completed

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
	5.5	The organization's governing board meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its bylaws.	Maintain	N/A	Completed
	5.7	The organization has a process to provide a structured orientation for governing board members within 6 months of being seated.	Maintain	N/A	Completed
	5.9	The organization's governing board receives programmatic reports at each regular board meeting.	Maintain	3/24/2021	Completed
	6.5	The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.	Annually	11/1/2022	
	7.2	The organization provides all new employees with a copy of the Employee Handbook; all staff are notified of employment changes.	Maintain	N/A	
MAY	7.4	The governing board conducts a performance appraisal of the CEO/Executive Director within each calendar year.	Annually	5/25/2021	
	7.5	The governing board reviews and approves CEO/Executive Director compensation within every calendar year.	Annually	5/25/2021	
	7.6	The organization has a policy in place for regular written evaluation of employees by their supervisors.	Maintain	N/A	
	7.8	All staff participates in a new employee orientation within 60 days of hire.	Ongoing	N/A	
	7.9	The organization conducts or makes available staff development/training (including ROMA) on an ongoing basis. All participants will complete sign in sheets, received an agenda and training materials.	Maintain	4/28/2021	Completed
JUNE	8.1	The organization's annual audit (or audited financial statements) is completed by a Certified Public Accountant within the allotted timeframe of 1 year.	Annually		
JULY	8.2	All findings from the prior year's annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate and board minutes will reflect the review of the audit.	Annually		

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
	8.3	The organization's auditor presents the audit to the governing board.	Annually		
	8.4	The governing board formally receives and accepts the audit to reflect the approval of the audit by the board.	Annually		
	8.12	The organization documents how it allocates shared cost through an indirect cost rate plan or through a written cost allocation plan.	Annually		
SEPTEMBER	8.6	The IRS Form 990 is completed annually and made available to the governing board for review.	Annually		
	8.7	The governing board receives financial reports at each regular meeting that include the following: 1. Organization-wide report on revenue and expenditures that compares budget to actual, categorized by program; and 2. Balance sheet/statement of financial position and copies of the financial report will be provided.	Monthly		
	8.8	All required filings and payments related to payroll withholdings are completed on time.	Bi-weekly		
	8.9	The governing board annually approves an organization-wide budget.	Annually		
	8.13	The organization has a written policy in place for record retention and destruction.	Maintain		
	9.1	The organization has systems in place to track and report client demographics and services customers receive via in house data base. The data base the agency is currently using is SHAH New Gen.	Ongoing		
	9.2	The organization has a system or systems in place to track family, agency, and/ or community outcomes via the agency data base.	Maintain		
	9.3	The organization has presented to the governing board for review or action within the past 12 months, an analysis of the agency's outcomes and operational programs, adjustments and improvements identified via minutes, notes and reports.	Annually		
	9.4	The organization submits its annual Community Service Block Grant (CSBG) Information Survey (IS Survey) data report, and it reflects client demographics and organization-wide outcomes.	Annually		

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
January 2022					
SUBMIT					

Capital Area Community Action Agency, Inc.
COO Summary of Programs
For the Month Ended 4/30/2021

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	5	2	9	14	0	1
Franklin	3	2	26	9	3	2
Gadsden	0	0	10	19	4	9
Gulf	0	0	6	9	1	0
Jefferson	0	10	8	9	2	5
Leon Tues AM	7	7	277	72	5	58
Leon Tues PM	9	6				
Leon Weds PM	8	N/A				
Liberty	0	0	1	8	1	0
Wakulla	0	0	2	12	0	8
ECHO	10	0	N/A			
TOTALS	42	27	339	152	16	83

	Open Cases 3/31/21	New Intake	Cases Closed	Total Open Cases	Cases Approved for Funding in April	Amount Approved to-date
DISASTER RECOVERY						
Gulf	13	4	6	11	2	\$ 84,621
Franklin	30	10	2	38	0	\$ 33,857
Liberty	1	0	1	0	0	\$ 6,900
Calhoun	14	9	0	23	7	\$ 91,548
Gadsden	34	6	2	38	1	\$ 68,768
Wakulla	0	0	0	0	0	\$ -
Total	92	29	11	110	10	\$ 285,694

Note: Jefferson County isn't covered in this grant. Leon County isn't being serviced at this time due to lack of disaster recovery needs in the county.

Capital Area Community Action Agency, Inc.
COO Summary of Programs
For the Month Ended 4/30/2021

HEAD START 2020 - 2021 Enrollments	Franklin	Jefferson	Mabry	Royal	South City	Total
# of Students Enrolled @ 4/30/2021 (Actually attended)	19	34	47	41	103	244
Funded Enrollment (Revised due to COVID-19)	20	37	56	42	123	278
Center Enrollment %	95.00%	91.89%	83.93%	97.62%	83.74%	87.77%
NOTES: See attached Family Community Engagement Manager report for additional information on enrollments.						
Attendance						
Funded Attendance (378 total*)	N/A					
Actual Attendance (Based on 278 enrollment)	72.81%					
In Compliance?	Yes					
Attendance is defined as each day a child receives services. This includes virtual home visits and educational sessions. Due to the COVID-19 pandemic, in an effort to increase physical distance we have reduced our enrollment goal from 378 to 278. Attendance requirement is currently waived due to the COVID-19 pandemic.						
Disability Services						
Students with IEP's	29					
Students with Concerns	40					
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. Due to the COVID-19 pandemic the 10% is based on actual enrollment, not funded enrollment.						

Capital Area Community Action Agency

MEMORANDUM

TO: TIM CENTER, CEO
FROM: Nina Self, COO
DATE: May 14, 2021
RE: Notes to April 2021 Program Reports

The following are notes to the COO Summary of Programs:

PROGRAMS

Emergency Services

Applications for LIHEAP services spiked in March, particularly in Leon County due to the amount of applications for rental assistance. Most applicants requesting rental assistance also applied for LIHEAP services. DEO increased the maximum allowable benefit amount for LIHEAP Crisis to \$4,000 per household to allow us to spend down the remaining balance of the 2019 funds that expired on 3/31/2021. This increase also includes the LIHEAP Cares funding that expires on 9/30/2021. The CSBG CARES rental funding had an expiration date of 9/30/2022, however due to an abundance of applications we have exhausted all of our CHBG CARES funding. We still have limited rental funds from Hancock Whitney Bank (\$500 limit) and FEMA (\$600 limit), both available in Leon County only.

Family Support Services

This session of Getting Ahead classes will end the week of May 24, 2021. There will be 32 participants from Franklin, Calhoun and Leon counties that will complete the series, and transition into the Staying Ahead program. The transition ceremony is tentatively scheduled for Friday, June 18, 2021 at Capital City Country Club. The next classes are scheduled to begin the first week of August.

FSS staff have participated in a number of outreach events held the past two months. Most were community events that provided resources to the residents. We participated by handing out agency information about the assistance we provide.

A detailed report from each department is provided in this package.



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STAFFING

New Employees

Aysha Edwards, Teacher Assistant, South City Head Start
Nadia Hover, Teacher, South City Head Start
Shannon Perkins, Teacher Assistant, South City Head Start
Miranda Gilley, Substitute Teacher Assistant (Floater)
Rose Griffin, Disaster Recovery Case Manager, Franklin/Gulf Counties

Vacancies

Intake Specialist Leon County (2 OPS Positions expire 9/30/2021)
Disaster Recovery Case Manager, Calhoun/Liberty
Case Manager Gadsden County and Wakulla County (2 positions)
Family Advocate, Leon County (Royal Head Start Center)

COMING EVENTS

Head Start Transition Ceremonies – All ceremonies will be drive through events where no one gets out of the car.

Leon County – All Leon County ceremonies will be held at South City Head Start on Monday, May 24th at the following times:

9:30 am	Louise B. Royal
10:30 am	Mabry
11:30 am	South City

Franklin County – Tuesday, May 25th at 10:30 am at the Franklin Head Start Center

Jefferson County – Wednesday, May 26th at 10:00 at the Jefferson Head Start Center

May 21st Last day of school for students

May 25th Last day of school for center staff

Getting Ahead Transition Program is planned for Friday, June 18, 2021, at Capital City Country Club from 6:00 pm – 9:00 pm. Classes from all counties will participate in this event.

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Victoria Mathis, Emergency Services Program Manager
RE: Board Update for April 2021 – *Emergency Services*
DATE: May 4, 2021

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 2020 and will end September 30th 2021.

Low Income Home Energy Assistance Program

Below is the total unduplicated number of households/individuals served for April 2021.

County	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	County
<i>Calhoun</i>	23/37	9/20	9/16	9/19	24/48	32/64	9/23						115/227
<i>Franklin</i>	23/58	10/17	20/42	15/36	21/46	22/44	26/29						137/272
<i>Gadsden</i>	23/60	24/57	25/64	20/46	44/88	30/60	10/23						176/398
<i>Gulf</i>	13/27	4/12	8/16	17/29	13/24	20/39	6/14						81/161
<i>Jefferson</i>	10/33	9/12	26/10	7/13	35/56	31/61	8/13						126/198
<i>Leon</i>	206/551	199/221	221/559	222/492	141/724	362/839	277/599						1628/3985
<i>Liberty</i>	3/10	4/12	6/9	5/6	12/24	12/31	1/3						43/95
<i>Wakulla</i>	11/36	8/14	7/17	4/13	15/40	13/24	2/9						60/153
Total	312/812	267/365	322/733	299/654	305/1050	522/1162	339/713						2366/5489

Additional information listed below:

Number of Single Parent's assisted.

Female	426
Male	287
Total Emergency Services Utility Assistance (from Donated Funds) = 8 / 22	



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EDUCATION AND OUTREACH REPORT

March-April 2021

PARTNERSHIPS

PARTNER	CONTACT	SUMMARY	COUNTY	POTENTIAL NEW PARTNERS	OUTCOMES/SERVICES RENDERED
Tallahassee Memorial Hospital Metabolic Center	Dawn Springs, Dietitian Afa Qasem, Director of Quality of Life De Anne Bruner, Sodexo Cierra Mathis, Nurse	GA for Kitchen staff and Food Service, Client referral, Food Insecurity, Healthy Eating on a Budget, GA TOT, Community Gardens, employment for GA/SA	Leon	Yes	Client referral via resource list
Goodwill Industries	Stacy Larkin, VP Mission Services Kim Gay, VP Communications	Possible GED testing partner, GA While Getting Out, client referrals	Leon	Yes	Prosperity Center as potential GA facility.
State Attorney & Public Defender	Jack Campbell, State Attorney Jessica Yeary, Public Defender	GA as a Diversion Program	Leon	Yes	Leadership will discuss next steps
Bond Community Health Center	Donnel Durdern, Coordinator of Community Relations and Outreach	Panel discussion re: Covid support resources and CARES Act	Leon	Yes	Education/Outreach and client referral
Lincoln Medical Center	Mathias Sweat Joseph Ward, Outreach Coordinator	Community Outreach Event	Leon	Yes	DR Presentation on the Healthy Happy Zoom
Gadsden County Board of County Commissioners	Ed Dixon, County Administrator Laurel Bradley, Assistant	Pop-up Office to provide LIHEAP, GA, and DR assistance	Gadsden	Yes	Education/Outreach and client referral
National Alliance for Mental Illness (NAMI)	Nancy O'Farrell, Executive Director	GA presenters, Staff presentations	Leon	Yes	Education/Outreach and client referral
Talquin Electric Cooperative	Maicel Green, Media and External Affairs	Client referral, community outreach	Gadsden	Yes	Will assist with "Pop-up" Office advertising

UF Cancer Center	Latrina Massey, Community Health Resource Coordinator	Panel discussion re: Covid support resources and CARES Act	Leon	Education/Outreach and client referral
PARTNER	CONTACT	SUMMARY	COUNTY	OUTCOMES/SERVICES RENDERED
Girls on the Run Panhandle	Jennifer Powell, Council Director	GA and R-Rules, client referral	Leon	CACAA Chair of Virtual 5K, logo on materials, swag for bags
Habitat for Humanity Gadsden	Antoine Wright, Executive Director	Client referral, financial literacy, homeownership opportunities	Gadsden	We serve as an advisory board member
North West Florida Health Network	Crystal Gery, Recovery Specialist	Well Recovery Action Panning (WRAP) Facilitators, Client referral, "Hope Dealer"	Various	*Case Manager Training July 13-14 *Head Start In-Service August 9-11 "Mental Health First Aid" training (CEU's) for all HS staff
Department of Children and Families	Emily Day, Recovery Support Navigator	Well Recovery Action Panning (WRAP) Facilitators, Client referral	Various	*GA While Getting Out in Jefferson *Leon County Mental Health Court (Diversion Program) *Peer Certification:Recovery Specialist (CPRS) training

EDUCATION AND OUTREACH BY COUNTY (See County tab for details)			
COUNTY	NUMBER REACHED	NUMBER FOR GA	NUMBER FOR LIHEAP
Calhoun/Liberty	44	N/A	N/A
Franklin/Guif	49	N/A	N/A
Gadsden/Leon/Jefferson	252	24	6
Wakulla	40	N/A	N/A
GRAND TOTAL	385	24	6

Capital Area Community Action Agency

MEMORANDUM

TO: Nina Self, COO
FROM: Shanon Granado, Disaster Recovery Program Manager
RE: Board Report for Month of April 2021
DATE: May 2021

Progress of the Program:

The Disaster Recovery Case Managers (DCM) have been working hard on building up their new case load. They have received many cases from St. Vincent de Paul's (SVDP) former case load, and new cases are coming in daily.

The case managers have 101 case open and are working with the local Long Term Recovery Groups for additional cases, we have opened 29 new cases in the month of April. Currently there are a total of 101 cases open (see attached report). We have successfully closed 11 case with all goals met valued at \$14,400.00. There have been approximately 68 cases presented to date with an approval value of \$285,693.57. We have processed payments totaling \$168,774.27 as of 4/30/21.

DCM are working with clients and vendors to obtain required documents to process payments of these approved cases. They have also provided other assistance through referrals to North Florida Legal Aid, Rebuild Florida, Career Source, Life Management Center of Northwest Florida, SHIP, Citizens of Gulf County Recovery Team, The Care Closet, and Community Actions' Family Self Sufficiency, Weatherization, Head Start and LIHEAP programs.

Staff Challenges

- Obtaining W9, DBPR reports, and Sam.gov reports on contractors for payment request.
- Down 1 DCM in Calhoun/Liberty County
Obtaining required documents from client's in a timely manner

Overcoming Staff Challenges:

- We have hired an Administrative Assistant for the department who is diligently working on obtaining the W9, DBPR, and Sam.gov reports.
- DCM's are assisting clients with overcoming the obstacles of obtaining documents.
- Interviewing candidates for open position

Client Challenges:

- Obtaining documents due to pandemic barriers
- Introducing internet and technology to clients

Special Event Opportunities:

- Gulf County LTRG Meeting
- Calhoun County LTRG Meeting
- Liberty County LTRG Meeting
- Bi-Weekly DEO Meetings



United Way of the Big Bend

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Capital Area Community Action Agency

MEMORANDUM

TO: TIM CENTER, CEO

FROM: Nina Self, COO & Family Support Services Program Manager

DATE: May 10, 2021

RE: Board Report

The Family Support Services Department (FSS) has been working diligently with five Getting Ahead classes and community outreach activities. We will finish the 15-week Getting Ahead session the week of May 24, 2021, and will immediately transition into Staying Ahead. The Staying ahead transition sessions will include two weeks of Financial Literacy training that will cover Basic Budgeting & Spending, Credit Repair and Home-buying.

We have 32 participants that will complete Getting Ahead this session. Because of COVID we weren't able to do any type of transition recognition for a couple of the classes from the session that ended in December 2020. We will include those 13 participants in the transition dinner this time. That would be a total of 45 participants to be recognized at the event. We are planning to have one event that will include all participants. We polled the Franklin and Calhoun participants and they are excited about having the dinner in Tallahassee. The event is scheduled for Friday, June 18th at the Capital City Country Club. Staff is in the process of getting quotes and working on the details to present to you for approval so the invitations can be sent out.

All FSS employees will attend the UPHS Annual Conference (virtual) on May 12th, and the Florida Association of Community Action Agencies (FACA) on May 17 – 18 (virtual). We are all registered to attend the virtual training presented by the Aha Process, "Bridges Out of Poverty", on May 27th, and the Case Managers are enrolled in the Getting Ahead Certification Training (virtual) scheduled for June 25th and 28th.

We have strengthened our partnership with the Emergency Care Help Organization (ECHO). Their Case Managers attend our Friday staff meetings and we review the Getting Ahead lesson for the coming week. Their classes are on the same schedule as ours, and they will also finish the week of May 24th. Orientation for the Fall session will be the week of August 2, 2021.

We are planning a Community Outreach Day for Gadsden and Wakulla counties in June or July. We will set up an office where we can do intake for utilities, disaster recovery and Getting Ahead applicants. We are working with Ed Dixon, Gadsden County Administrator and Commissioner Quincee Messersmith in Wakulla County.



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We have had conversation with Jessica Yeary, Public Defender for the 2nd Circuit, regarding Getting Ahead used as a diversion program for nonviolent offenders. She suggested that we target those with felony convictions for their probation period is longer than the 15 weeks required by the GA program. If they enroll in Getting Ahead it will account for some of the probation time. Ms. Yeary is willing to join us in a meeting with Jack Campbell, State Attorney, to discuss this opportunity.

Attached is the first "Education and Outreach Report" for the department. It lists the community outreach activities for the month of March and April 2021. This report will be recurring as a part of the FSS Board report.

Capital Area
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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: May 14, 2021

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

Staffing

A COLA supplemental will be paid once funds are released. A Hazard Pay supplement is also being formulated.

Facilities

Maintenance of the facilities continues using contracted services. Franklin repairs will be made to new facility when no-cost extension is executed.

Curriculum

Implementation of the Creative Curriculum continues to indicate positive outcomes for students with a significant majority showing kindergarten readiness for the four-year old students.

Enrollment

Staff are registering students for the coming year. A radio campaign has also begun.

Federal and State Regulations

Community Action Head Start continues to work with and follow local health and education regulations.



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Family and Community Engagement Manager

Monthly Monitoring Report – April 2021

Program Status

- Total number of enrollments for **April** of the **2020-21** school year:
 1. Franklin County Head Start - **19 of 20** families accepted
 2. Jefferson County Head Start - **34 of 37** families accepted
 3. Louise B. Royal Head Start - **41 of 42** families accepted
 4. Mabry Street Head Start - **47 of 56** families accepted
 5. South City Head Start - **103 of 123** families accepted
- **244 of 278** families were enrolled for Head Start for the month of **April**
 - **Community Action will serve 278 families for the 2020-21 school year, not our traditional 378 due to the Pandemic**

Policy Council

- 7 participants were in attendance for Policy Council

Family and Community Engagement Activities

- 2 staff meeting, 1 management meetings
- 5 Parent Meetings via Zoom
- 1 Family Advocate Trainings
- 4 Incredible Years classes for the month of April

Transportation

- Maintenance on Kia Sorrento and Pick-up truck

Children Health Requirements

Immunizations and Physical examinations	224 Immunizations 222 Physical Examinations
Established medical homes	256
Established dental homes and received dental exams	191 Dental Homes 47 Dental Exams
Hearing screenings	159
Vision screenings	205
Vision Referrals	0

- Filed March 2021 Child Care Food Program claim
- Monitored kitchens
- Monitored children health files
- Number of Breakfast: 3,648
- Number of Lunch: 3,708
- Number of Snack: 3,557
- Number of Children with Special Diets: 15

Volunteers / In-kind

- 7 volunteers were active for April
- 89 hours of In-Kind was reported for April

Corrective Action and Follow Up

- **COVID-19 Policy and Procedure:** One classroom had to be closed at South City Head Start due to COVID-19 for the month of April, and four students each was excluded at Louise B. Royal and Jefferson County Head Start Centers due to COVID-19.
- **Funded Enrollment:** Only homeless, children in foster care, and families receiving TANF and SSI will be enrolled into the program for the remainder of the school year. Applications are being received for the 2021 – 2022 school year. A radio commercial is being used to help with enrollment for the 2021 – 2022 school year.
- **Extended Day:** Extended Day is not being offered at this time. Management has decided to offer Voluntary Pre-Kindergarten at our Louise B. Royal and Mabry Street Head Start locations.
- **Parent Engagement:** Five parent meetings with classroom performances were held via Zoom for the month of April. Four Incredible Years class was held during the month of April. Some parents also participated with the Policy Council.

Strengths

- Virtual parent meetings and Incredible Years class
- Applications for the 2021 - 2022 Head Start continue to come in
- Registrations for the 2021 – 2022 school year has begun
- Re-enrollment numbers were good at all Head Start Centers
- VPK will be offered next school term at Royal and Mabry

Areas of Concern

- The program's decision to not enroll for the remainder of this school year
- COVID-19 numbers are slowly increasing
- Facilities going into the new school year
- The ability to recruit 37 children in Franklin County

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center
FROM: Venita Treadwell, Early Childhood Development Manager
RE: Board Report
DATE: May 7, 2021

Health and safety continue to be a major concern as we have experienced a spike of positive cases of Coronavirus in our Head Start centers in April. Three of our twenty classrooms are currently closed due to positive cases. While we were unhappy that we did not make it until school was out with closures, the best practices for children and staff were fully enforced. Children received “take home backpacks” and staff continued to work with the children via ZOOM. The positive in this case is that all three classrooms will be in attendance the last weeks of school. It is important for the children to close the school year and say farewell to their teacher and friends.

All assessment scores will be completed and reported in the near future. We are working on closing out the school year and getting all deadlines met at this time.

All classrooms continue to do presentations at the monthly parent meetings. The theme for April was, “Welcome Spring.” Transitioning students (leaving Head Start to enter Kindergarten) will perform a short Transition Program for the May parent meeting, as well as participate in a Parade Transition activity. We have included another activity for our transitioning students in the form of a drive-by bus tour of elementary schools. This will give children an opportunity to see an elementary school; the bus ramp, car pick-up area, school signs along the road, the playground, and front entrance. With the pandemic isolating us from doing field trips, we were excited to partner with local elementary school principals to do this “stay-on-the-bus” field trip.

We are hoping for 100% participation in our Reading Challenge. Parents have received a reading log and all participants will receive a certificate of participation. Children who complete a full log will receive a nice prize. Reading to the children is the number one activity that we encourage parents to engage in.

The last day for the children in class is Friday, May 21, 2021. The final day for teachers is Wednesday, May 26th. Thanks to the office staff, Titus Sports, all therapists, and the Family and Community Engagement team for working through highly unusual times to support the children and families. We look forward to restoration next year after the break.



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Capital Area Community Action Agency

MEMORANDUM

FROM: Terry Mutch
RE: Weatherization Assistance Program
DATE: May 6, 2021

Current total contract amount: \$2,615,663.67

Completion date: TBD

As of May 5, 136 homes have been processed and inspected. Of those 136 homes, 83 homes have been completed and inspected, 16 homes are currently in pre-inspection, bid process or are currently in the process of being weatherized and 37 homes are in postponement/deferral stage due to client or dwelling issues.

The Agency was officially authorized to resume weatherization activities July 15, 2020. After meeting with contractors to establish proper safety protocols and client etiquette, we actively began entering clients' homes again on August 20, 2020.

**Projected numbers are based on the current average cost per unit of \$4500 and not the \$7541 maximum cost which gives a more realistic picture of the number of units that need to be completed. The final number can be more or less than the current projection based on that average cost.*

Weatherization at a Glance

County	2015-16 Contract Units Completed	2016-17 Contract Units Completed	2017-2020 Contract Units Projected*	2017-2020 Contract Units In progress	2017-2020 Contract Units Completed
Calhoun	-	-	14	0	1
Franklin	2	0	9	3	2
Gadsden	11	4	19	4	9
Gulf	2	2	9	1	0
Jefferson	2	3	9	2	5
Leon	51	36	72	5	58
Liberty	-	0	8	1	0
Wakulla	4	2	12	0	8
Total	72	47	152	16	83



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Capital Area **Community Action** Agency

TO: Nina Self, COO

FROM: Kristin Reshard, Quality Assurance Manager

DATE: May 10, 2021

SUBJECT: April 2021 Monthly Report Summary

Enrollment

The end of the month enrollment for April was 244. The program's funded enrollment is 378. As discussed in Office of Head Start CAMP: Session 1, the requirements for enrollment indicated in the HSPPS are currently waived due to the COVID-19 pandemic; therefore, the program is meeting the current enrollment requirements. The program decided to abandon the enrollment goal of 278 in the interest of health & safety during the COVID-19 pandemic. The program is only accepting new enrollments for categorically eligible individuals.

Disability Services

The end of the month enrollment for students with individualized education plans (IEPs) is ten percent (29/284). The requirement for disability services indicated in the HSPPS 1302.14 (b) is 10 percent of the funded enrollment. For 2020-2021, as discussed in Office of Head Start CAMP: Session 3, the disability enrollment requirement is currently reduced to ten percent of actual enrollment due to the COVID-19 pandemic. Based on the current number of IEPs in Child Plus the program is not on track to reach ten percent of the funded (378), but has met ten percent of our cumulative enrollment (284).



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There are currently still 40 students with concerns awaiting screen or results from the local education authority (LEA). The Disability Service Manager and the Quality Assurance manager met with a representative from the LEA. Due to the statutory time frames for services under the IDEA even students with complete paperwork with in the first two weeks of school could take until January or February to receive their IEPs. This process is further complicated by Head Start allowing 45 days for screenings, the use of outside consultants for dial testing, and the frequent changes in paperwork processing by the LEA.

It should be noted when preparing the 2021-2022 budget the program may want to consider setting additional resources aside to assist the growing number of students entering the program with disability concerns. In the last two years we have seen ~≥20% of students with open concerns. Under the IDEA these students must be provided services/accommodations if needed.

Attendance

The end of the month attendance for April was 72.81 percent. The requirement for enrollment indicated in the HSPPS 1302.16 (b) is 85 percent. As discussed in Office of Head Start CAMP: Session 1, the attendance requirement is currently waived due to the COVID-19 pandemic; therefore, the program is meeting the current requirements. However, it should be noted that attendance has historically trended down this time of year while enrollment remains steady. During the pandemic enrollment is increasing and attendance has started increasing.

DCF Inspections

The program had two DCF inspections in April. Neither Franklin County Head Start or Mabry Street Family Enrichment Center received any violations. South City is expecting an inspection in May.

DCF sent an email reminder on 04/30/2021 that influenza virus parent notification and distracted adult brochure will be monitored on the next inspection. As of April 30, 2021, Franklin County Head Start was the only Center to complete second signatures for the Distracted Adult brochure. Non-compliance could lead to violations at the centers who did not comply during future inspections.

Quality Counts

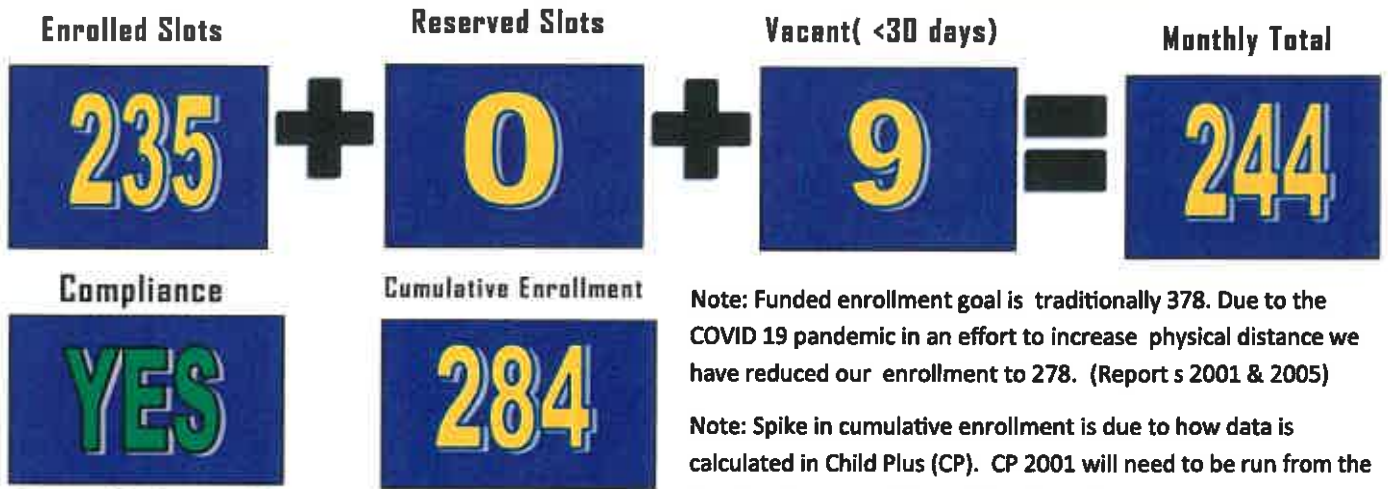
April 2021



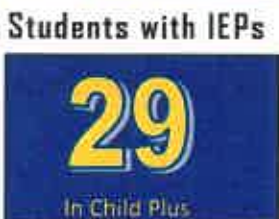
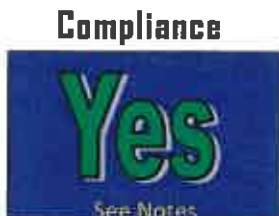
Vital

Note: Students reported in Franklin and Jefferson Counties August 26, 2020 and August 29, 2020 in Leon County.

Enrollment



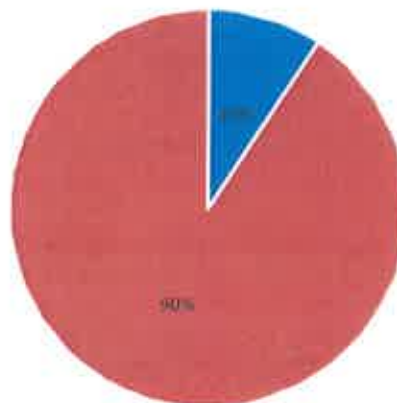
Disability Services



(Report 3540)

Regulations: 1302.14(b)(1) & 640(d)(1)

Disability Enrollment



NOTES:

- Per the 2016 Head Start ERSEA review protocol, programs are expected to reach the 10 percent requirement at any point during the program year. For reviews occurring between October and December, the program must have reached 10 percent at some time during the previous program year. For reviews occurring between January and September, the program must have reached 10 percent at some time during the current program year.
- Due to the COVID-19 pandemic the 10% is based on actual enrollment not funded enrollment. <http://tiny.cc/OHSCAMP2> start at 47 minutes 0 seconds

Attendance

Compliance

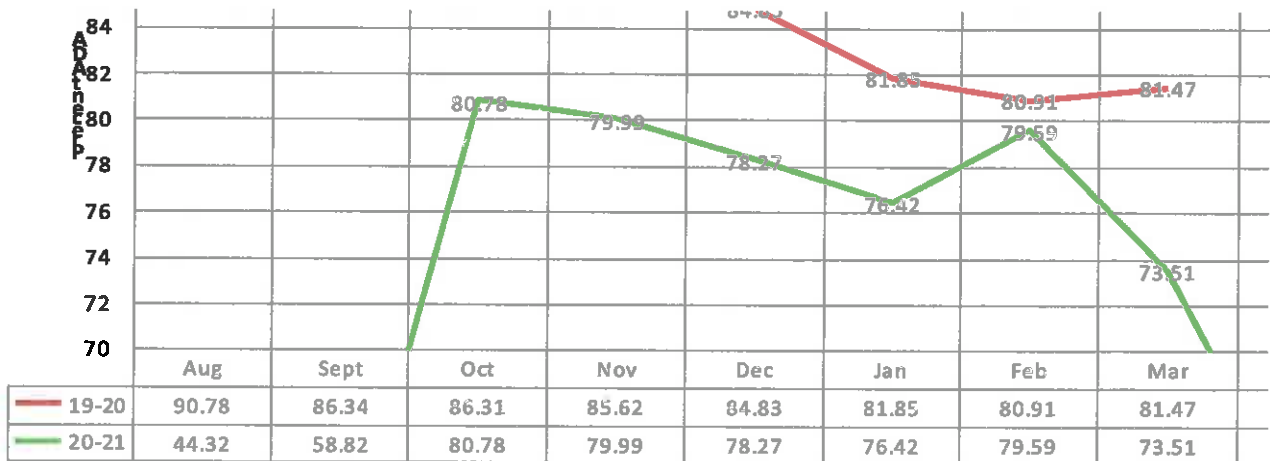
YES

Funded Attendance

62.21

Actual Attendance

72.81



NOTES:

- According to OHS CAMP Session 2 Q&A, attendance is defined as each day a child receives services. Examples of eligible services for virtual are home visits and educational sessions. <http://tiny.cc/OHSCAMP2> start at 48 minutes 27 seconds
- Due to the COVID 19 pandemic in an effort to increase physical distance we have reduced our enrollment to 278.
- Per OHS Camp Session 1, Programs will not be penalized for low attendance or variation during the 2020-2021 program year. However, it is critically important that programs track and analyze the cause of absences for all children regardless of what type of services they are receiving. <http://tiny.cc/OHSCAMP1> start at 18 minutes 30 seconds
- Due to local COVID transmission rates, the uncertainty of public education, and safety concerns parents are hesitant to send their young children to Head Start or any child care provider, according to local trends.

(Pulled May 5, 2021 beginning @ 1455 hours for April 1-30, 2021)

Depart of Children & Families Violations

Inspections This Month



Violations This Month



Cumulative 20-21 Violations



(DCF Inspection Reports)

Inspection Results February 2021:

- Franklin County Head Start – 04/23/2021– No violations
- Jefferson County Head Start– No Inspection.
- Louise B. Royal Head Start– No. Inspection.
- South City Head Start– No Inspection. Next inspection expected any day.
- Mabry Street Family Enrichment Center – 04/09/2021– No Violations

Notes:

- DCF is currently conducting limited in person inspections except for renewal applications and complaints. All centers that were not monitored will be monitored in-person when school opens.
- DCF sent an email reminder on 04/30/2021 that influenza virus parent notification and distracted adult brochure will be monitored on the next inspection. As of April 30, 2021, Franklin County Head Start was the only Center to complete second signatures for the Distracted Adult brochure. Non-compliance could lead to violations at the centers who did not comply during future inspections.

Capital Area
Community Action
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MEMORANDUM

TO: BOARD MEMBERS
FROM: Nina Self, COO
DATE: May 15, 2021
RE: Amendment to the 401(k) Profit-Sharing Plan

The Agency has a 401(k) Profit-Sharing Plan administered by Mutual of America. After one year of employment the Agency matches up to 3% of the employees' annual contribution. New employees are automatically enrolled upon eligibility for a 1% contribution. They may opt out prior to their eligibility date, or may choose to contribute more. This proposed amendment would provide an automatic escalation for employees hired on or after September 1, 2021 that are automatically enrolled in the plan as follows:

Their contributions will start at 1% and will be increased annually by an additional 1% up to 3% in order to maximize the employer match.

- Participants will have to be enrolled in the plan for one full calendar year prior to their contribution being increased, which occurs annually on January 1. The first increase would take place January 1, 2023.
- All participants will have the ability to opt-out if they choose. Also, any participant who manually changes their contribution amount or investment selection will be removed from Automatic Escalation.

This Amendment will need Board approval. Once approved, the Chair will have to sign the Board of Directors Resolution to Amend a Plan and the Amendment form. A copy of both are attached for your review.

We would appreciate your consideration of this Amendment.



United Way of the Big Bend

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Amendment to the 401(k) Profit-Sharing Plan
of
Capital Area Community Action Agency, Inc.

In accordance with the provisions of the Plan, the Employer hereby amends its Plan, effective as of September 1, 2021, as follows:

(1) **Section 1.3(a)(2)(A)** is changed to read as follows:

(A) **New Participants.** Unless he elects otherwise on a form provided by the Plan Administrator, any Participant who is hired or rehired on or after September 1, 2021 (the effective date of this provision), shall be deemed to have directed the Employer to make Salary Reduction Contributions on his behalf effective as of the first pay period beginning on or after the later of (i) the Entry Date that he begins (or resumes) participation in the Plan or (ii) the day that he satisfies the eligibility requirements of 1.2(a)(1) and (b)(1).

The amount contributed on behalf of such Participant shall be:

(ii) **Nonqualified Graduated Percentage.** The amount contributed on behalf of each such Participant shall be 1% of his Compensation for the initial Plan Year in which Automatic Enrollment Contributions are made on his behalf, increasing as follows in subsequent Plan Years per the following schedule:

1% for the first Plan Year following the Plan Year in which Automatic Enrollment Contributions commenced.

2% for the second Plan Year following the Plan Year in which Automatic Enrollment Contributions commenced.

3% for the third (and each subsequent) Plan Year following the Plan Year in which Automatic Enrollment Contributions commenced.

No contributions made pursuant to this provision will be treated as Roth Contributions described in Section 402A of the Code.

Capital Area Community Action Agency, Inc.

By: _____

Date: _____

BOARD OF DIRECTORS RESOLUTION TO AMEND A PLAN

WHEREAS, the Board of Directors of Capital Area Community Action Agency, Inc. (the Employer) has assembled in a meeting;

WHEREAS, the Employer established the 401(k) Profit-Sharing Plan (the Plan) to provide retirement benefits for employees of the Employer; and

WHEREAS, the Employer has the right to amend the Plan pursuant to the provisions of the Plan.

NOW, THEREFORE, BE IT RESOLVED THAT:

- 1) This attached Plan Amendment is approved;
- 2) All other provisions and conditions of the Plan remain unchanged; and
- 3) The authorized representative is hereby directed to take such further action as may be necessary, appropriate or advisable to effectuate the foregoing resolutions.

The undersigned hereby certifies that the foregoing resolutions were duly adopted by the Board of Directors at the meeting referenced herein, and that the documents attached are the true copies of the documents referenced in those resolutions.

Secretary of Board / Board President

Date

Capital Area Community Action Agency

MEMORANDUM

TO: BOARD MEMBERS
FROM: Nina Self, COO
DATE: May 15, 2021
RE: CEO 2021 Performance Evaluation

Attached is the timeline for the performance evaluation process for Tim Center, CEO. This is for review, discussion and approval at the May Board meeting. I also attached the evaluation document from 2020 for your review. Please feel free to edit if you have other items you feel need evaluating. If no edits, we will use the same form this year. We encourage you to comments on each item once you score them. This is very valuable feedback to share with the CEO as he shapes his priorities for the coming year. As in previous years, the evaluation will be provided to you electronically through Survey Monkey, and must be completed by June 4, 2021, in agreement with the timeline.

July 1, 2021, will be the second year of a two-year contract with the CEO, so we don't have to approve a new contract this year.

Please feel free to contact me if any questions.

Thanks!



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2021 CEO EVALUATION TIMELINE

DATE	ACTION
5/25/21	Meeting of Full Board includes review of CEO evaluation process. Board members may discuss the questionnaire, the evaluation process and timeline.
5/28/21	Issue Survey package to the Board. Package includes Survey Monkey questionnaire for review period 7/1/20 - 6/30/21 and CEO Accomplishments 2020 - 2021.
6/4/21	Deadline for Board members to complete the evaluation survey including comments to be included in the final evaluation document.
6/11/21	Draft CEO evaluation document to Board Chair for review and edit.
6/14/21	Final copy of CEO evaluation to Chair for review and approval.
6/15/21	Copy of final evaluation to CEO for review.
6/22/21	Meeting of Executive Committee to review and approve the final evaluation. The Committee will also meet with CEO to share evaluation for final review and signatures. Executive Committee will also discuss and approve merit increase of up to 7%, if applicable.
7/1/21	Second year of CEO contract begins

2020 Board Evaluation of Tim Center, CEO

For Review Period 7/1/2019 - 6/30/2020

The following survey is to be used in evaluating Tim Center, CEO for the above-referenced review period. There are six categories. Please score each by selecting the appropriate star. There is room to comment on each category as necessary, and questions 7 - 10 are text only. Since you are the supervisors of the CEO, your comments aren't anonymous. Please sign (type) your name and date at the end of the survey. All comments will be entered on the final review document to be shared and discussed with the CEO. You should have received an email with additional information. Please call Nina Self at 222-2043, extension 104 if any questions.

1. STRATEGIC VISION

- Collaborate with the Board to develop, refine and implement the strategic plan while ensuring the budget, staff and priorities are aligned with the Agency's core mission.
- Ensure the delivery of high quality services while managing for current and future growth.

Unsatisfactory

Below Expectations

Satisfactory

Exceeds Expectations

Outstanding

Comment:

2. OPERATIONS

- Oversee the financial status of the organization including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place. Set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff.
- Maintains official records and documents, and ensures compliance with federal, state and local regulations and reporting requirements

Unsatisfactory

Below Expectations

Satisfactory

Exceeds Expectations

Outstanding

Comment:

3. STAFF DEVELOPMENT

- Create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, organizational methods, and data collection needs.
- Ensures that employees are licensed and credentialed as required, and that appropriate background checks are conducted.
- Encourages staff development and education.

Unsatisfactory Below Expectations Satisfactory Exceeds Expectations Outstanding

Comment:

4. PROGRAM DEVELOPMENT AND OVERSIGHT

- Formulate and execute comprehensive marketing, branding and development strategies that will ensure consistency throughout the organization and enhance revenue and fundraising from major donors, foundations, government agencies, and corporations.
- Serves as an effective spokesperson for the agency, represents the programs and point of view of the organization to agencies, organizations and the general public.
- Establishes sound working relationships and cooperative arrangements with community groups and organizations.

Unsatisfactory Below Expectations Satisfactory Exceeds Expectations Outstanding

Comment:

5. LEADERSHIP

- Provides leadership in developing program and organizational plans with the Board of Directors and staff.
- Maintains and utilizes a working knowledge of significant developments and trends in the field.
- Ensures that adequate funds are available to permit the organization to carry out its works.
- Support and motivate the organization's staff.
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization

Unsatisfactory Below Expectations Satisfactory Exceeds Expectations Outstanding

Other (please specify):

6. BOARD RELATIONS

- Works effectively with Board members and provides support to Board committees.
- Ensures the Board is kept abreast of the condition of the organization and all important factors influencing it.
- Help build a diverse and inclusive Board that is representative of the community, highly engaged and willing to leverage and secure resources.

Unsatisfactory

Below Expectations

Satisfactory

Exceeds Expectations

Outstanding

Comment:

7. PERFORMANCE GOALS

Please list any specific goals you would like for the CEO to accomplish this review year.

8. ACCOMPLISHMENTS

Please list any accomplishments made during this review period.

9. STRENGTHS

Please comment on any noted strengths displayed during this review period.

10. AREAS FOR IMPROVEMENT

Please comment on any areas that need improvement during this next review period.

11. Please type in your name and date completed.