

# Capital Area Community Action Agency

**Head Start Policy Council Meeting**  
2813 South Meridian Street, Tallahassee  
Zoom ID# 999.038.9957 Code 642453  
October 21, 2021  
6:00 p.m.

1. Call to Order
2. Sign-in/Attendance
3. Establish a Quorum
4. Policy Council New Member Training
  - a. Roberts Rule of Order
5. Officer Elections
6. Consent
  - a. Policy Council Minutes
7. Action
  - a. Financial Report
  - b. Personnel Actions
  - c. By-Laws
8. Director's Report
9. Star Renaissance
10. Center Updates- What's Working and What's Not
11. Office of Head Start Updates
12. Chairperson's Report
13. Other Business
14. Meeting Adjourned

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Next Meeting: Scheduled for November 18, 2021



309 Office Plaza Drive • Tallahassee, Florida • 32301 • 850.222.2043  
[www.CapitalAreaCommunityAction.org](http://www.CapitalAreaCommunityAction.org)



# Capital Area Community Action Agency Head Start

## HEAD START PROGRAM GOVERNANCE TRAINING POLICY COUNCIL

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## Welcome to the Policy Council



### OUR GOAL

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

### PROGRAM PHILOSOPHY

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

## Overview



*We must open the  
doors of opportunity.  
But we must also equip  
our people to walk  
through those doors.*

President Lyndon B. Johnson



- In January 1964, President Lyndon B. Johnson declared a “War On Poverty”
- Goal was to eradicate the causes of poverty by creating job opportunities, increasing productivity, and enhancing the quality of life
- Led to Economic Opportunity Act of 1964 and included programs such as: Job Corps, Urban/Rural Community Action, VISTA, Project Head Start and many more.

## Head Start

Department of Health and Human Services

Administration for Children and Families

Office of Head Start

Region Offices (12)

Head Start State Collaboration Offices

Head Start Grantees

**Federal  
Government**



**Local  
Programs**

## Purpose of Head Start



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

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

***Head Start Act (Sec 636)***

## What We Do



**Head Start comprehensive services include:**

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



## What We Do



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



## What We Do



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



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## In Order to Continue to Serve

**Our agency must...**

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

Continuous improvement of Head Start is crucial to success

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


**IN-KIND FORMS** must be completed by all volunteers!!



## We Are a System

A system is...

...a group of interacting, interrelated, or interdependent parts that form a complex and unified whole with a specific purpose



Adapted from Kim, Daniel. *Introduction to Systems Thinking*. Westford, MA. Pegasus Communications, Inc., 1999.

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## We Are a System

### Characteristics of Systems



- Interrelated parts
- Form complex whole
- Specific purpose

## Head Start Program Leadership



## Inclusive Leadership

The management staff's day-to-day activities and operating reports inform decisions made by the Policy Council and governing body/Tribal Council

The Policy Council plays a crucial advisory role in guiding program direction

The governing body/Tribal Council's legal and fiscal oversight builds on the management staff and Policy Council's unique insight and perspectives

The three entities of Head Start leadership—management staff, Policy Council, and governing body/Tribal Council—work together to support grantees on their five-year journeys, particularly around program planning

## Keep In Mind...

Keep In Mind....



While Head Start program leadership is an inclusive process, **the ultimate responsibility** lies with the governing body/Tribal Council

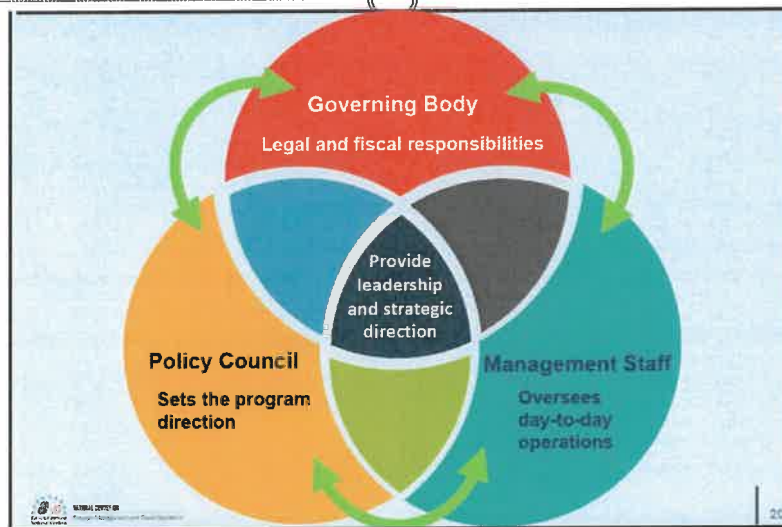




## Rethink Relationships




## Leadership Responsibilities



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## Policy Council Eligibility





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

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## Officers' Roles





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**CHAIRPERSON**

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

**VICE-CHAIRPERSON**

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



## Officers Roles Continued



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




## WHAT CAN BE EXPECTED WHILE SERVING ON POLICY COUNCIL?



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## Policy Council




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- **SHARE** with the council the parent engagement activities at your child's center
- **APPROVE** or disapprove policies brought to the Policy Council
- **GIVE** input on hiring staff, designing new program options, evaluating the program and so much more
- **TRAVEL** as a representative of HS parents and the agency to trainings or events

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## Policy Council



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



**Continuous improvement of Head Start is crucial to success**  
**Parents are the reason HS still exists today!!**

# ROBERT'S RULES OF ORDER CHEAT SHEET

Robert's Rules of Order is a manual of parliamentary procedures that governs most organizations with boards of directors. Robert's Rules of Order are a provision of each of the SMPS chapter's bylaws normally stated as the following:

*"The rules contained in the most recent edition of Robert's Rules of Order shall provide the rules of procedure for the Chapter where they are not inconsistent with the provisions of the Articles of Incorporation or these bylaws."*

## TYPES OF MOTIONS

- **Main Motion:** Introduce a new item
- **Subsidiary Motion:** Change or affect how to handle a main motion (vote on this before main motion)
- **Privileged Motion:** Urgent or important matter unrelated to pending business
- **Incidental Motion:** Questions procedure of other motions (must consider before the other motion)
- **Motion to Table:** Kills a motion
- **Motion to Postpone:** Delays a vote (can reopen debate on the main motion)

## EVERY MOTION HAS 6 STEPS

1. **Motion:** A member rises or raises a hand to signal the chairperson.
2. **Second:** Another member seconds the motion.
3. **Restate motion:** The chairperson restates the motion.
4. **Debate:** The members debate the motion.
5. **Vote:** The chairperson restates the motion, and then first asks for affirmative votes, and then negative votes.
6. **Announce the vote:** The chairperson announces the result of the vote and any instructions.

TIP! If the board is in obvious agreement, the chairperson may save time by stating, "If there is no objection, we will adopt the motion to..." Then wait for any objections. Then say, "Hearing no objections, (state the motion) is adopted." And then state any instructions. If a member objects, first ask for debate, then vote and then announce the vote.

## REQUESTING POINTS OF SOMETHING

Certain situations need attention during the meeting, but they don't require a motion, second, debate or voting. It's permissible to state a point during a meeting where the chairperson needs to handle a situation right away. Board members can declare a Point of Order, Point of Information, Point of Inquiry, or Point of Personal Privilege.

- **Point of Order:** Draws attention to a breach of rules, improper procedure, breaching of established practices, etc.
- **Point of Information:** A member may need to bring up an additional point or additional information (in the form of a nondebatable statement) so that the other members can make fully informed votes.

- **Point of Inquiry:** A member may use point of inquiry to ask for clarification in a report to make better voting decisions.
- **Point of Personal Privilege:** A member may use point of personal privilege to address the physical comfort of the setting such as temperature or noise. Members may also use it to address the accuracy of published reports or the accuracy of a member's conduct.

## TIPS AND REMINDERS FOR CHAIRPERSONS

Robert's Rules of Order, which is also widely known as parliamentary procedure, was developed to ensure that meetings are fair, efficient, democratic and orderly. A skilled chairperson allows all members to voice their opinions in an orderly manner so that everyone in the meeting can hear and be heard. The following tips and reminders will help chairpersons to run a successful and productive meeting without being run over or running over others.

- Follow the agenda to keep the group moving toward its goals.
- Let the group do its own work; don't overcommand.
- Control the flow of the meeting by recognizing members who ask to speak.
- Let all members speak once before allowing anyone to speak a second time.
- When discussions get off-track, gently guide the group back to the agenda.
- Model courtesy and respect, and insist that others do the same.
- Help to develop the board's skills in parliamentary procedure by properly using motions and points of order.
- Give each speaker your undivided attention.
- Keep an emotional pulse on the discussions.
- Allow a consensus to have the final authority of the group.

Source: [www.boardeffect.com](http://www.boardeffect.com)

Action	What to say	Can speaker be interrupted?	Need a second?	Can this be debated?	Can this be amended?	Votes needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by..."	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair's decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority
Request information	"Point of information."	No	Yes	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority
Extend the allotted time	"I move to extend the time by _____ minutes."	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	"Point of order."	Yes	No	No	No	No vote
Table a motion	"I move to table..."	No	Yes	No	No	Majority
Verity voice vote with count	"I call for a division."	No	No	No	No	No vote
Object to considering some undiplomatic matter	"I object to consideration of this matter..."	Yes	No	No	No	2/3
Take up a previously tabled item	"I move to take from the table..."	No	Yes	No	No	Majority
* Reconsider something already disposed of	"I move to reconsider our action to..."	Yes	Yes	Yes	Yes	Majority
Consider something out of it scheduled order	"I move to suspend the rules and consider..."	No	Yes	No	No	2/3
Close the meeting for executive session	"I move to go into executive session."	No	Yes	No	No	Majority

\*A member may make a motion to reconsider something that was already disposed; however, the reconsidered motion may not be subsequently reconsidered. A motion to reconsider must be made during the same meeting and can extend to a meeting that lasts for more than one day.

# Head Start Policy Council Meeting

## Minutes

September 16, 2021

6:00 pm

1. Meeting called to order at 6: 09pm
2. Roll call was taken by Nichele Rolle. Representatives present included the following: Danielle Graham, Joseph Blue, Re'Shaun Blake, Melissa Miller, Asia Crawford, Alexis James, Angela Parks, Quineildra Jackson, Katisa Donaldson, and Sheena Salter.  
  
Capital Area Community Action Agency staff and guest present included the following people: Kristin Reshard, Darrel James, Tim Center, Venita Treadwell, Nichele Rolle and Cynthia Valencic.
3. Quorum was established.
4. Consent
  - a. Minutes- The minutes were reviewed by members of Policy Council. Minutes were adopted.
5. Action Items
  - a. Financial Report- Cynthia Valencic reviewed the financial report and the attached Financial Statement Narrative (see attached). Revenue and expenditures are at 76% and 76% respectively. Non-federal share match is at 80%. Office supplies are over budget benchmark due to COVID and needed items for safety and precaution. Medical/ dental supplies are over budget benchmark as well as postage. Repairs and maintenance is on budget.  
  
A motion to accept the fiscal report was made by Katisa Donaldson and seconded by Joseph Blue. Vote taken and all in favor. Motion passed and approved.
  - b. Personnel Actions- No personnel actions at this time.
6. Director's Report- Tim reviewed the attached report (see attached). Tim thanked the parents for working with our program and following health and safety policies during the pandemic. Tim stated we are aiming to be in a new location in Franklin County by January 2022. Tim reminded members about H.A.T.C.H. learning system that students can use at home after school or during the weekend or if they need to quarantine. Enrollment is currently at 256; Head Start's goal is to be fully enrolled by January however, this seems to be problematic across many Head Starts. Tim asked the opinion of the Council on the idea of regular testing for staff that are unvaccinated. Sheena Salter asked would staff who isn't vaccinated due to medical reasons face



any type of consequence. Tim stated there are exemptions for medical and religious reasons. Quineildra Jackson supports the idea of testing for unvaccinated staff to ensure the safety of our students who are not eligible to be vaccinated. Tim will keep the Council informed on what decision is made.

7. Center Updates- Danielle Graham stated that the sign in and sign out process is fine and everything seems to be going well. Asia Crawford stated it has been an easy transition returning when classes have to close. Alexis James stated she is happy to see that the lunch menu is uploaded on Facebook since parents are unable to enter the center. Angela Parks stated the staff in Franklin County is very courteous and helpful. She is happy with the program and her son adores it. Quineildra Jackson stated the staff at South City is very friendly. Joseph Blue stated everything is going well at Mabry and his grandson is excelling in Kindergarten oppose to students who were not in a Head Start program. Mr. Blue thanked the program and provided kudos on a great program. Sheena Salter and her girls love the program an teachers are very helpful. Ms. Salter wants to know if there is a way to get information to parents without using so much paper, which in turn may help the budget. Mr. James stated we do use ChildPlus to send messages electronically. Our program is also looking into implementing electronic registration packets.
8. Office of Head Start Updates: No updates at this time.
9. Chairperson’s Report: No chairperson’s report at this time.
10. Other Business: Ms. Jackson asked does South City have a Facebook page. Nichele responded with the main Head Start Facebook page for the agency and Tim posted the link in the chat. Nichele discussed the upcoming Governance Leadership Virtual Training and will be contacting each member to see if the council is interested. We will conduct training and elections in our October meeting. Nichele and Tim thanked former Policy Council members for their dedication and services. Tim informed the Policy Council members that the program would undergo Federal Monitoring which will include the Policy Council.
11. The meeting was adjourned 7:08 p.m.

## General Ledger Code Descriptions - October 2020

GL Code	GL Description	Items that may be Included in the GL Revenues
4000	<b>Government Contracts – FEDERAL - Direct</b>	Head Start Draws
4005	<b>Government Contracts – FEDERAL - Indirect</b>	CSBG, LIHEAP, WAP
4010	<b>Government Contracts - STATE</b>	CCFP, VPK
4020	<b>Government Contracts - LOCAL</b>	CHSP, Project Share, Project Quincy
4100	<b>Grants - Other Not-for-Profits</b>	United Way Big Bend, United Way Neighboring Counties
4120	<b>Grants – All Other Sources</b>	TAP, Duke Energy Neighbor Fund
4200	<b>Contributions</b>	Donations
4210	<b>Contributions – Restricted</b>	Contributions restricted for a designated purpose
4300	<b>Special Events</b>	Donations for Special Events, i.e. Golden Apple Gala
4320	<b>Commissions-Vending/Photo</b>	HDST photo commissions, iced tea sales commissions
4995	<b>Other Revenue</b>	Revenue that does not fit into above categories
<b>Expenditures</b>		
6010	<b>Salaries &amp; Wages</b>	All staff salaries and hourly wages
6110	<b>Fringe</b>	28.98% of salaries/wages - pays for FICA, SUTA, health ins., life ins., 401 k
6180	<b>Staff Screenings</b>	Background checks, fingerprinting and DMV reports required for employment
6210	<b>Indirect Costs</b>	Indirect cost rate applied to salaries and fringe – used to pay administrative staff, contracts and other expenses
6310	<b>Travel - In Area</b>	Reimbursements to employees for driving relating to their jobs (such as visiting a center) / gas for Agency vehicles or their own car.
6315	<b>Travel - Out of Area</b>	Reimbursement to employees for travel for out of town trainings/meetings
6410	<b>Office Supplies</b>	Typical office supplies (pens, paper, tape, folders, clips, business cards and small furniture items.)
6415	<b>Program Supplies</b>	Tissues / cleaning supplies / materials for programs (workbooks)
6420	<b>Classroom Supplies</b>	Supplies to be used in head start classrooms / curriculum materials
6430	<b>Kitchen Supplies</b>	Paper plates, napkins, etc. / kitchen cleaning supplies (sponges, paper towels, etc.)
6440	<b>Medical/Dental Supplies</b>	Toothbrushes / first aid kits / scales
6510	<b>Copies/Printing/Copier Maintenance/Toner/Paper</b>	Copier costs / toner / printing paper / repairs / overage charges
6600	<b>Postage and Delivery Expense</b>	Postage added to mailing machine, stamps, Fed Ex charges
6710	<b>Contractual Services/Professional</b>	Audit services / eldercare / legal / fiscal services / temp employment / training instructors
6715	<b>Contractual Services/Health &amp; Disabilities</b>	Speech services, therapeutic mental health services, dietician services, child nutrition, fitness services for HDST children
6810	<b>Rent/Space Cost</b>	Main Office / HDST centers (except Royal) / FSS field offices

## General Ledger Code Descriptions – October 2020

6820	<b>Utilities</b>	Utilities to CACAA rented and owned facilities
6830	<b>General Liability and Property Insurance</b>	D&O / property insurance / vehicle insurance for CACAA owned vehicles / special risk assessment
6840	<b>Communications</b>	Phone service / internet / communication upgrades (wiring)
6850	<b>Repairs and Maintenance-Building - Recurring</b>	Janitorial services; dumpster rental; lawn care; security; unexpected repairs (door lock)
6855	<b>Repairs and Maintenance – Building – Non-recurring</b>	Installation services such as new roof, new HVAC, new fence, remodeling of buildings.
6910	<b>Equipment Maintenance</b>	IT services (software upgrades, anti-virus installation)
6920	<b>Vehicle Expense</b>	HDST - gas & repairs; vehicle maintenance (oil changes), repairs & parts
6930	<b>Equipment Lease</b>	Copier lease; water cooler lease; postage machine lease
6940	<b>Technology</b>	Software subscriptions; website redesign
7010	<b>Fees, Licenses, and Permits</b>	NAEYC accreditation; DCF licensing; notary fees; credit card annual fees
7020	<b>Dues/Subscriptions</b>	Organization dues; newspaper subscriptions
7100	<b>Volunteer</b>	Volunteer appreciation/recognition (plaque)
7110	<b>Special Events</b>	Expenses related to special events, i.e. Golden Apple Gala
7210	<b>Client Assistance</b>	Client assistance - CSBG / LIHEAP / WAP (such as utility, rent payments/deposits/Stipends/FSS client services)
7310	<b>Equipment (\$5,000 or more)</b>	Depreciable equipment (weatherization equipment, server)
7320	<b>Expendable Equipment</b>	Computers; refrigerators, freezers, stoves; playground equipment
7410	<b>Registration Fees</b>	Registration fees for training
7420	<b>Training/Meetings/Workshops</b>	Per diem/meal allowance for out of town trainings/meetings; in town training/meeting expenses (food, space rental); Parent activities & training such as male engagement activities (bowling)
7430	<b>Staff Development</b>	Head Start Training, tuition & books for employee classes; expenses not captured in 7420
7440	<b>Advisory/Board Member Expenses</b>	Policy council/Board meeting travel reimbursements (mileage, bus fare); Board training expenses; meeting food, space costs
7450	<b>Advertising</b>	Building signage; employment postings; radio/media spots
7460	<b>Parent Activities</b>	Activities that benefit all HDST parents.
7510	<b>Raw Food Cost</b>	Food purchased to feed HDST children
7630	<b>Bank Service Charges</b>	Bank analysis fees; late/interest charges; finance costs

*Codes that are grayed out should only be used by Fiscal and/or HR.*

**Head Start Financial Statement Narrative  
For the Eleven Months Ending August 31, 2021  
Capital Area Community Action Agency**

As of August 31, 2021, we have completed eleven months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 92%. At month end, the Year to Date Actual Revenue and Expenses are 85% and 78% respectively with a mostly restricted income of \$125,515.

Year to Date Non-Federal Share (NFS) Match reported totals \$433,640 of the \$512,345 total match required for the grant period ending September 30, 2021.

**Expenditure Variances and Explanations**

The Head Start 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 ninth of every budget item is not necessarily paid each month. Therefore, when there is a significant variance, explanations are provided. It is important to note that, while a specific line item may be over budget, the overall Agency budget should not be over budget. Adjustments are often made at the end of a grant or fiscal year to ensure that all budgets are balanced.

Medical / Dental Supplies – is over budget due to a purchase of needed supplies. While the percentage is high, the original budget was only \$500 so the overage is \$395.

Postage and Delivery Expense- is over budget with a number of start of the school year mailings.

Repairs & Bldg Maintenance – Recurring – is over benchmark budget but when combined with nonrecurring, the total is at 79% and right on budget.

Dues and Subscriptions – is over budget due to a number of subscription expenses necessary in response to Covid.

Equipment (\$5,000 or More) – is at budget after the budget amendment. No other expenses are expected here for the remainder of the year.

Meetings/ Workshops / Trainings – is over the budget but when combined with Training Staff Development, it is well within the parameters.

Advertising – is over budget primarily due to an advertising campaign to attract new students to the program.

**Capital Area Community Action Agency**  
**Head Start Programs - Statement of Revenues and Expenditures**  
**For the Eleven Months Ended 8/31/2021**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
	92%				
<b>Revenue</b>					
Government Contracts - FEDERAL - DIRECT	4000	3,908,871	3,168,002	(740,869)	81%
Government Contracts - STATE	4010	360,664	274,439	(86,225)	76%
Government Contracts - LOCAL	4020	55,000	44,246	(10,754)	80%
Grants - Other Not-for-Profits	4100	0	12,420	12,420	100%
Grants - All Other Sources	4120	10,000	0	(10,000)	0%
Other Revenue	4995	0	448	448	100%
<b>Total Revenue</b>		<u>4,134,535</u>	<u>3,499,554</u>	<u>(834,981)</u>	85%
<b>Expenditures</b>					
Salaries & Wages	6010	1,905,401	1,548,535	356,866	81%
Fringe	6110	552,185	448,860	103,325	81%
Staff Screenings	6180	2,876	1,112	1,764	39%
Indirect Costs	6210	446,303	362,983	83,320	81%
Travel - In Area	6310	4,327	2,192	2,135	51%
Office Supplies	6410	11,337	10,810	526	95%
Program Supplies	6415	29,275	21,939	7,336	75%
Classroom Supplies	6420	60,819	19,684	41,135	32%
Kitchen Supplies	6430	30,604	10,679	19,925	35%
<b>Medical/Dental Supplies</b>	<b>6440</b>	<b>500</b>	<b>895</b>	<b>(395)</b>	<b>179%</b>
Copies/Printing/Copier	6510	20,999	12,057	8,942	57%
<b>Postage and Delivery Expense</b>	<b>6600</b>	<b>1,500</b>	<b>1,584</b>	<b>(84)</b>	<b>106%</b>
Contractual Services/Professional	6710	83,585	24,148	59,438	29%
Contractual Services – Health/Disabilities	6715	176,115	161,300	14,815	92%
Rent/Space Cost	6810	216,826	176,084	40,742	81%
Utilities	6820	89,120	79,389	9,731	89%
General Liability and Property Insurance	6830	30,000	19,166	10,834	64%
Communications	6840	56,723	49,885	6,838	88%
<b>Repairs &amp; Bldg Maintenance- Recurring</b>	<b>6850</b>	<b>97,200</b>	<b>124,443</b>	<b>(27,243)</b>	<b>128%</b>
Repairs & Bldg Maintenance - Nonrecurring	6855	108,972	39,455	69,517	36%
Equipment Maintenance	6910	19,000	16,165	2,835	85%
Vehicle Expense	6920	31,500	19,287	12,213	61%
Equipment Lease	6930	10,600	4,810	5,790	45%
Technology	6940	18,623	12,869	5,755	69%
Fees, Licenses, and Permits	7010	5,250	1,054	4,196	20%
<b>Dues/Subscriptions</b>	<b>7020</b>	<b>2,600</b>	<b>8,503</b>	<b>(5,903)</b>	<b>327%</b>
Special Events	7110	2,000	0	2,000	0%
Client Assistance	7210	3,300	2,291	1,009	69%
<b>Equipment (\$5,000 or more)</b>	<b>7310</b>	<b>7,696</b>	<b>7,696</b>	<b>0</b>	<b>100%</b>
Expendable Equipment	7320	24,773	9,386	15,387	38%
<b>Meetings/Workshops/Training</b>	<b>7420</b>	<b>2,000</b>	<b>5,375</b>	<b>(3,375)</b>	<b>269%</b>
Training/Staff Development	7430	56,617	31,554	25,063	56%
Advisory/Board Member Expenses	7440	2,500	0	2,500	0%
<b>Advertising</b>	<b>7450</b>	<b>4,598</b>	<b>6,125</b>	<b>(1,527)</b>	<b>133%</b>
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	217,611	133,724	83,887	61%
<b>Total Expenditures</b>		<u>4,334,535</u>	<u>3,374,039</u>	<u>960,496</u>	78%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>125,515</u>	<u>125,515</u>	

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

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		39,246			
Grants - Other Not for Profits		-			
In-Kind Revenue		375,528			
VPK/SR		18,866			
	<b>512,345</b>	<b>433,640</b>	<b>85%</b>	<b>78,705</b>	<b>15%</b>

Head Start Credit Card Expenses August 2021

Vendor ID	Fund Code	GL Code	Activity Code	Effective Date	Expenses	Transaction Description
HANCOCK CC	1064	6410	255	8/27/2021	12.00	#7303, KRISTIN JACKSON RESHARD, VISA, 8/27/2021, KEYS
HANCOCK CC	1064	6410	256	8/27/2021	120.77	#7303, KRISTIN JACKSON RESHARD, VISA, 8/27/2021, BADGES
HANCOCK CC	1064	7420	255	8/27/2021	250.00	#7303, KRISTIN JACKSON RESHARD, VISA, 8/27/2021, TEACHSTONE
HANCOCK CC	1064	6920	255	8/27/2021	47.45	#4466, DARREL JAMES, VISA, 8/27/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	8/27/2021	48.01	#4466, DARREL JAMES, VISA, 8/27/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	8/27/2021	48.51	#4466, DARREL JAMES, VISA, 8/27/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	8/27/2021	49.50	#4466, DARREL JAMES, VISA, 8/27/2021, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	8/27/2021	59.00	#4466, DARREL JAMES, VISA, 8/27/2021, GAS HS VEHICLE
HANCOCK CC	1064	7020	255	8/27/2021	199.90	#4466, DARREL JAMES, VISA, 8/27/2021, ZOOM SUBSCRIPTION
HANCOCK CC	1064	6850	255	8/27/2021	175.00	#6982, FATIMA OLEABHIELE, VISA, 8/27/2021, SNAKE REMOVAL
HANCOCK CC	1064	6410	255	8/27/2021	21.38	#6982, FATIMA OLEABHIELE, VISA, 8/27/2021, HS SUPPLIES
HANCOCK CC	1064	6410	255	8/27/2021	21.99	#6982, FATIMA OLEABHIELE, VISA, 8/27/2021, HS SUPPLIES
HANCOCK CC	1064	6410	255	8/27/2021	18.99	#8165, NICHELLE RICHARDS ROLLE, VISA, 8/27/2021, SUPPLIES
HANCOCK CC	1064	7010	255	8/27/2021	35.00	#8165, NICHELLE RICHARDS ROLLE, VISA, 8/27/2021, ANNUAL FEE
HANCOCK CC	1064	7010	255	8/27/2021	2.58	#8165, NICHELLE RICHARDS ROLLE, VISA, 8/27/2021, CC USE FEE
HANCOCK CC	1064	7450	255	8/27/2021	594.22	#7366, NINA SINGLETON SELF, VISA, 8/27/2021, INDEED HS
HANCOCK CC	1064	6180	250	8/27/2021	44.66	#5810, VENITA TREADWELL, VISA, 8/27/2021, BKG A. BROWN
HANCOCK CC	1064	6180	250	8/27/2021	44.66	#5810, VENITA TREADWELL, VISA, 8/27/2021, BKG BRUTON
HANCOCK CC	1064	6180	250	8/27/2021	44.66	#5810, VENITA TREADWELL, VISA, 8/27/2021, BKG HUGHES
HANCOCK CC	1064	6180	256	8/27/2021	44.66	#5810, VENITA TREADWELL, VISA, 8/27/2021, BKG VAUSE
HANCOCK CC	1064	6180	256	8/27/2021	13.68	#5810, VENITA TREADWELL, VISA, 8/27/2021, BKG, SPEARMAN
LOWES	1064	6415	250	8/1/2021	33.36	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6415	250	8/1/2021	62.58	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6415	250	8/1/2021	130.98	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6415	251	8/1/2021	6.63	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6415	255	8/1/2021	97.84	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6415	258	8/1/2021	46.52	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6420	255	8/1/2021	8.56	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6420	255	8/1/2021	12.70	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6420	255	8/1/2021	28.49	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6850	250	8/1/2021	7.11	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6850	255	8/1/2021	31.26	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021
LOWES	1064	6850	255	8/1/2021	59.30	#82130109084241, SUPPLIES, HEAD START, AUGUST 2021

Transactio 2,421.95



**HANCOCK  
WHITNEY**

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

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



16322390-008387-0001-0001-2



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

\*\*N0008387

**MEMO STATEMENT**

Account Number

Statement Date

08-27-21

*Copy*

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
08-16	08-13	24011341225000039561901	8299	TEACHSTONE TRAINING WWW.TEACHSTON VA	M250.00 ✓
08-19	08-17	24137461230500781986246	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M120.77 ✓
08-20	08-19	24275471231135401113713	5211	GULF COAST LUMBER & SUPPL MONTICELLO FL	M12.00 ✓

<b>STATEMENT DATE</b> 08-27-21	<b>ACCOUNT NUMBER</b> [REDACTED]	<b>ACCOUNT SUMMARY</b>
<b>CUSTOMER SERVICE CALL</b>		NEW PURCHASES AND OTHER CHARGES 382.77
Toll Free	1-800-448-8812	NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL</b> 382.77
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT</b> 2,000.00







**HANCOCK  
WHITNEY**

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

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16322390 - 005206 - 0001 - 0001 - 2



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

\*\*N0005206

*Handwritten signature*

**MEMO STATEMENT**

Account Number

Statement Date

08-27-21

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
08-04	08-02	24137461215100302334486	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M21.38 ✓
08-20	08-18	24137461231500861353944	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M21.99 ✓
08-25	08-24	24692161236100781948853	8999	SQ *BLACK THUMB SERVICES GOSQ.COM FL	M175.00 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
08-27-21	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>		
Toll Free	1-800-448-8812	
		NEW PURCHASES AND OTHER CHARGES 218.37
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL 218.37</b>
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT 2,000.00</b>



**HANCOCK  
WHITNEY**

*Visa BusinessCard*  
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16322390-003915-0001-0001-2

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

**MEMO STATEMENT**

Account Number



Statement Date

08-27-21

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

\*\*ND005915

*9/2/21*

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-28	07-28		0000	ANNUAL FEE	M35.00
07-30	07-28	24137461210500847804072	5943	OFFICE DEPOT #108 TALLAHASSEE FL	M18.99 ✓
08-18	08-17	24137461230001463389429	5411	PUBLIX #1051 TALLAHASSEE FL	M24.00 ✓
08-19	08-18	24226381231400000506621	5411	WAL-MART #4427 TALLAHASSEE FL	M13.96 ✓
08-19	08-18	24427331230720217903466	5411	PIGGLY WIGGLY #292 TALLAHASSEE FL	M28.55 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
08-27-21		
<b>CUSTOMER SERVICE CALL</b>  Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 120.50
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL</b> 120.50
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT</b> 2,500.00



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



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

\*\*N0004802

**MEMO STATEMENT**

Account Number

Statement Date

08-27-21

*See  
9/1/21*

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-28	07-27	24055231209207066600045	2741	AHA PROCESS INC 281-426-5300 TX	M1,396.50
07-30	07-29	24692161211100512355781	5969	INDEED 203-564-2400 CT	<i>HS</i> M502.93
08-02	08-01	24692161213100725250090	5969	INDEED 203-564-2400 CT	<i>HS</i> M116.58
08-04	08-03	24801971215726717401131	5137	CLOTHESLINE 850-877-9171 FL	M40.81
08-19	08-18	24692161230100726525754	5969	INDEED 203-564-2400 CT	M501.32
08-27	08-27		0000	ANNUAL FEE	M35.00

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
08-27-21	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>  Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 2,593.14
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL</b> 2,593.14
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT</b> 11,000.00

8/27/21 VISA RECONCILIATION

	A	B	C	D	E	F	G	H	I	J
	Vendor	Fund	G/L	Activity	Location	Category	Amount	Tax - 9990	TOTAL	Allocation
2	Indeed	1064	7450			000	\$ 427.50	\$ -	\$ 427.50	
3	Indeed	1064	7450			000	\$ 116.58	\$ -	\$ 116.58	
4	Indeed	1064	7450			000	\$ 50.14	\$ -	\$ 50.14	\$ 594.22
5	Aha! Process Inc	3366	7210	633	400		\$ 237.40	\$ -	\$ 237.40	\$ 237.40
6	Aha! Process Inc	3366	7210	633	600		\$ 684.30	\$ -	\$ 684.30	\$ 684.30
7	Clothesline	3366	7210				\$ 40.81	\$ -	\$ 40.81	\$ 40.81
8	Indeed	3368	7450				\$ 451.18	\$ -	\$ 451.18	\$ 451.18
9	Indeed	3465	7450				\$ 75.43	\$ -	\$ 75.43	\$ 75.43
10	Aha! Process Inc	6215	7210	633	200		\$ 237.40	\$ -	\$ 237.40	\$ 237.40
11	Aha! Process Inc	6215	7210	633	700		\$ 237.40	\$ -	\$ 237.40	\$ 237.40
12	Annual Fee	9990					\$ 35.00	\$ -	\$ 35.00	\$ 35.00
13									\$ -	
14									\$ -	
15	<b>TOTAL DUE:</b>						<b>\$ 2,165.64</b>	<b>\$ -</b>	<b>\$ 2,593.14</b>	<b>\$ 2,593.14</b>
16										
17	<b>7/27/21 Invoice</b>									
18	<b>7/29/21 Invoice</b>									
19	<b>8/18/21 Invoice</b>									



**HANCOCK  
WHITNEY**

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



1632390-009171-0001-0001-2

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

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

\*\*N0809171

*9/2/14*

**MEMO STATEMENT**

Account Number

Statement Date

08-27-21

**STATEMENT MESSAGES**

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-29	07-28	24431061210400675002553	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M0.43
07-29	07-28	24431061210400675001530	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
07-29	07-28	24431061210400675001555	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
07-29	07-28	24431061210400675001571	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
07-29	07-28	24431061209400553005077	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M13.25
07-29	07-28	24431061209400553002900	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
07-29	07-28	24431061209400553002959	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
07-29	07-28	24431061209400553002983	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
08-18	08-17	24431061230400675000330	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
08-18	08-17	24431061229400553000553	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
08-19	08-18	24445001231000887938985	5331	DOLLAR TREE TALLAHASSEE FL	M26.00
08-19	08-18	24445001231400202488908	5300	SAMS CLUB #8120 TALLAHASSEE FL	M92.04

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
08-27-21	[REDACTED]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 310.36
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL 310.36</b>
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT 4,000.00</b>

Lowe's For Pros Loyalty<sup>^</sup> Members can get



**0% INTEREST FOR 60 DAYS\*\***

Minimum monthly payments required. Offer applies to new remaining promotional balances. 60-day promotional period ends.

Offer is available on purchases made at least 5 business days after you become a Lowe's For Pros Loyalty Member with your card registered/enrolled in your Lowe's For Pros Account.

Learn more at [Lowe's.com/ProCreditOffer](http://Lowe's.com/ProCreditOffer).

\*Loyalty program subject to Loyalty Terms & Conditions. Details at [Lowe's.com/lfp/terms](http://Lowe's.com/lfp/terms).

\*\*Offer subject to credit approval. For details, see disclosure slip at store or visit [Lowe's.com/credit](http://Lowe's.com/credit).

*9/13/21*

-21  
US  
FC  
VPRK  
MS  
MS  
MS  
30 MS  
30 All Centers  
25 All Centers

**Lowe's<sup>®</sup> Business Advantage**

CAPITAL AREA COMM ACTION  
Account Number [REDACTED]

Visit us at [www.lowes.com/credit](http://www.lowes.com/credit)  
Customer Service: 1-800-444-1408

Summary of Account Activity	
Previous Balance	\$738.80
- Payments	\$738.80
- Other Credits	\$0.00
+ Purchases/Debits	\$525.33
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
<b>New Balance</b>	<b>\$525.33</b>
Credit Limit	\$11,000.00
Available Credit	\$10,474.00
Statement Closing Date	09/02/2021
Days in Billing Cycle	31

Payment Information	
New Balance	\$525.33
Total Minimum Payment Due	\$29.00
Payment Due Date	09/28/2021

Tran Date	Post Date	Reference Number/ Invoice Number	Description of Transaction or Credit	Amount
08/13	08/13		PAYMENT - THANK YOU	(\$738.80)
08/17	08/17	05676	STORE 0417 TALLAHASSEE FL	\$429.06
08/17	08/17	05677	STORE 0417 TALLAHASSEE FL	\$49.75
08/20	08/20	07180	STORE 0417 TALLAHASSEE FL	\$46.52

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

12.60  
CD: 001082  
:25  
09:11:19  
: 37  
DER ITEMS

**CUSTOMER SERVICE:** For Account Information log on to [www.lowes.com/credit](http://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.

ACCOUNT # : 29821004850042018		CAPITAL AREA COMM ACTION		245234	
INVOICE # : 05676		LOWE'S BUSINESS ACCOUNT		P.O. # : 0	
TRANSACTION # : 0		DATE OF SALE : 210817		STORE # : 417	
		AUTHORIZATION : 001082		REGISTER # :	
S.K.U	DESCRIPTION	QUANTITY	UNIT	PRICE	EXT. PRICE
000000001356270	PVC 28CONE REFLECT TAPE(-	6.000	EA	\$21.83	\$130.98
000000000336490	29 QT HEFTY CLEAR STORAGE	8.000	EA	\$12.23	\$97.84
000000002473564	SS OTD MED BASKET	6.000	EA	\$10.43	\$62.58
000000000099584	ORTHENE 12-OZ FIRE ANT DU	5.000	EA	\$11.86	\$59.30
000000001290653	3167BC 5/16 QUICK LINK SS	4.000	EA	\$8.34	\$33.36
00000000145743	SPEC WASP/HORNET TWINPACK	6.000	EA	\$5.21	\$31.26
000000000855346	40-MM BRASS LOCK	1.000	EA	\$7.11	\$7.11
000000000488028	9-YD GORILLA CLEAR REPAIR	1.000	EA	\$6.63	\$6.63
000000000155670	PROMOTIONAL DISCOUNT APPL	1.000	EA	\$0.00	\$0.00
<b>SUB \$429.06</b>		<b>TAX \$0.00</b>		<b>TOTAL INVOICE</b>	<b>\$429.06</b>
				<b>CREDITS TOTAL</b>	<b>\$0.00</b>
				<b>BALANCE DUE</b>	<b>\$429.06</b>

1-2

ACCOUNT # : 29821004850042018		CAPITAL AREA COMM ACTION		245234	
INVOICE # : 05677		LOWE'S BUSINESS ACCOUNT		P.O. # : 0107	
TRANSACTION # : 0		DATE OF SALE : 210817		STORE # : 417	
		AUTHORIZATION : 000702		REGISTER # :	
S.K.U	DESCRIPTION	QUANTITY	UNIT	PRICE	EXT. PRICE
000000000020048	VEL 2-IN X 15-FT WHT IND	1.000	EA	\$28.49	\$28.49
000000000218893	1-OZ BLUE-STIK ADHESIVE	5.000	EA	\$2.54	\$12.70
000000003695057	GRLA SLVR TPE 30YD 6PC DI	1.000	EA	\$8.56	\$8.56
000000000155670	PROMOTIONAL DISCOUNT APPL	1.000	EA	\$0.00	\$0.00
<b>SUB \$49.75</b>		<b>TAX \$0.00</b>		<b>TOTAL INVOICE</b>	<b>\$49.75</b>
				<b>CREDITS TOTAL</b>	<b>\$0.00</b>
				<b>BALANCE DUE</b>	<b>\$49.75</b>

ACCOUNT # : 29821004850042018		CAPITAL AREA COMM ACTION		245234	
INVOICE # : 07180		LOWE'S BUSINESS ACCOUNT		P.O. # :	
TRANSACTION # : 0		DATE OF SALE : 210820		STORE # : 417	
		AUTHORIZATION : 000702		REGISTER # :	
S.K.U	DESCRIPTION	QUANTITY	UNIT	PRICE	EXT. PRICE
000000000187738	12-FT X 16-FT SLVR/BRN TA	1.000	EA	\$36.09	\$36.09
000000002523360	DURACELL 2032 4 COUNT	1.000	EA	\$10.43	\$10.43
000000000155670	PROMOTIONAL DISCOUNT APPL	1.000	EA	\$0.00	\$0.00
<b>SUB \$46.52</b>		<b>TAX \$0.00</b>		<b>TOTAL INVOICE</b>	<b>\$46.52</b>
				<b>CREDITS TOTAL</b>	<b>\$0.00</b>
				<b>BALANCE DUE</b>	<b>\$46.52</b>

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PO Box 4019  
 Gulfport, MS 39502-4019  
 Return Service Requested



Page: 1 of 1

Statements Dates  
 08/01/2021 - 08/31/2021

Account Number:

**288            000000 001**  
**CAPITAL AREA COMMUNITY ACTION AGENCY**  
**HEAD START POLICY COUNCIL**  
**PARENT ACTIVITY FUND**  
**309 OFFICE PLAZA DR**  
**TALLAHASSEE FL 32301**

Images:  
 0

**\*ZERO CHECKS\* E0**

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 TO ENROLL IN ONLINE BANKING WITH ESTATEMENTS**

**Checking Account Summary**

PREVIOUS BALANCE	1,056.70	AVERAGE BALANCE	
+        0 CREDITS	.00		1,056.70
-        0 DEBITS	.00	YTD INTEREST PAID	
-    SERVICE CHARGES	.00		.00
+        INTEREST PAID	.00		
ENDING BALANCE	1,056.70		

*Handwritten signature and date: 9/17/21*

● **Balance By Date**

<b>Date</b>	<b>Balance</b>	<b>Date</b>	<b>Balance</b>
07/31	1,056.70		



000000001

**CAPITAL AREA COMMUNITY ACTION AGENCY  
BY-LAWS OF THE HEAD START POLICY COUNCIL**

**Article I      Name**

The name of this organization shall be the Capital Area Community Action Agency's Policy Council, whose headquarters are based in Tallahassee, Florida.

**Article II      Purposes and Functions**

**Section 1      Purposes**

The purpose shall be to implement the Head Start Program Performance Standards 1304.50 (Program Governance) and appendix A, for which this Head Start Policy Council is created. The Policy Council must perform the following functions directly:

- a.      Serve as a link to the Parent Committee, the Board of Directors, public and private organizations, and the communities they serve. Provide information, initiate suggestions and reports to and from these groups.
- b.      Assist Parent Committees in communication with parents enrolled in all program options to ensure that they understand their rights and responsibilities and the opportunities available in Head Start, and to encourage their participation in the program.
- c.      Assist Parent Committees in planning, coordinating, and organizing program activities for parents with the assistance of staff, and ensure that funds set aside from program budgets are used to support parent activities (Parent Activity Funds).
- d.      Assist in recruiting volunteer services from parents, community residents, and community organizations, and assist in the mobilization of community resources to meet identified needs.
- e.      Establish and maintain procedures for working with the Board of Directors to resolve community complaints about the program.

**Section 2      Functions**

The general functions of the Capital Area Community Action Agency's Head Start Policy Council, in accordance with 1304.50, are to work in partnership with key management staff and the governing body to develop, review, and approve or disapprove the following policies and procedures:

- a.      All funding applications and amendments to funding applications for Head Start, including administrative services, prior to the submission of

such applications to DHHS/ACF.

- b. Procedures describing how the governing body and the appropriate policy group will implement shared decision-making.
- c. Procedures for program planning, the program's philosophy, and long-range and short-range goals and objectives of the program.
- d. The composition of the Policy Council and the procedures by which policy group member are chosen.
- e. Criteria for defining recruitment, selection, and enrollment priorities, in accordance with the requirements of 45 CFR 1305.
- f. Location of centers or classes.
- g. The annual self-assessment of the agency's progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review.
- h. The annual independent audit.
- i. Program personnel policies and subsequent changes to those policies, including standards of conduct for program staff, consultants, and volunteers.
- j. Recommendations to hire or terminate the Head Start Director and any person who works primarily for the Head Start Program. The Executive Director of the agency shall submit applications to the Policy Council for the Head Start Director's position along with a recommendation. The Executive Director shall make recommendations to the Policy Council to terminate the Head Start Director. The final decision made in both cases will be the result of a joint effort between the council and the Board of Directors.

### **Article III    Membership**

#### **Section 1    Composition**

At least 51% of the membership of the Capital Area Community Action Agency's Head Start Policy Council shall be comprised of parents of currently enrolled children.

**Section 2**      **Categories**

Membership shall be comprised of two types of representatives: parents of children currently enrolled and community representatives.

- a.      Each Head Start Parent Committee will elect one parent member per every 50 children to serve on the Council and one alternate per every 50 children, who will act in place of the representative in his or her absence. An alternate is classified as a member and is subject to the same term limitations as the regular member.
- b.      There will be one (1) representative from the Board of Directors of the Capital Area Community Action Agency.
- c.      Not more than 49% community representatives will be selected from businesses; public or private community, civic, and professional organizations; and others who are familiar with resources and services for low income children and families as well as early education and care. Former Head Start parent may also be community representatives.
- d.      The Capital Area Community Action Agency's Board of Directors will propose the procedures for election of parent members and the selection of community representatives. The proposals must be approved by the Policy Council.

**Section 3**      **Term of Office**

Policy Council members shall serve for a term of one (1) year. No member shall serve on the Policy Council for more than five (5) one-year terms in a lifetime.

**Section 4**      **Voting Rights**

Each member of the Policy Council shall have one (1) vote. There shall be no proxy voting by, or for, any member.

**Section 5**      **Termination of Membership**

A member of the Policy Council can be terminated if absent from three (3) consecutive meetings, or a total of four (4) meetings during a year, without having submitted a legitimate excuse to the Chairperson or Head Start staff prior to the meeting. A member of the Policy Council may also be terminated if the member violates the signed Standards of Conduct for program staff, consultant, and volunteers.

**Section 6**      **Resignation**

A member shall provide a written statement of resignation to the Policy Council Chairperson.

**Section 7 Vacancy**  
All Parent Committees should elect a new parent member to the Policy Council within 30 days whenever there is a vacancy from that center. If the vacancy is created by a community representative, that vacancy will also be filled within 30 days.

**Section 8 Nepotism**  
No agency staff (or members of their immediate families) may serve on the Policy Council except parents who occasionally substitute for regular Head Start staff.

**Article IV Selection, Terms and Duties**

**Section 1 Officers**  
The Policy Council shall elect a Chairperson, Vice-Chairperson, Secretary, Treasurer (optional). Other officers shall be elected as deemed necessary by the Council.

**Section 2 Election and Term of Office**  
Each officer shall be elected by the full membership of the Policy Council when members are seated for that year, and shall serve a term of one (1) year. The Council will be seated in October of each year.

**Section 3 Removal**  
Any officer or member of the Council who fails to perform the duties as outlined in the By-Laws, can be removed by a two-thirds vote of the membership.

**Section 4 Chairperson**  
The Chairperson shall preside at all meetings and maintain order. Prior to the meeting, the Chairperson will prepare the agenda with the Head Start staff and any other pertinent persons. The Chairperson also serves on committees and coordinates activities as needed; works closely with the Head Start Director as necessary; acts as the official representative of the Council; is knowledgeable of Council By-Laws, Head Start policies and requirements and performs other duties as assigned.

**Section 5 Vice-Chairperson**  
The Vice-Chairperson shall preside in the absence of the Chairperson or whenever the Chairperson temporarily/ permanently vacates the chair. In case of resignation or death of the Chairperson, the Vice-Chair shall assume the office until a permanent chair is elected.

**Section 6 Secretary**  
The Secretary shall record the minutes of every Policy Council meetings; keep copies of the By-Laws, standing rules, roster of members, a list of unfinished business and a copy of each agenda; keep a file of all correspondence received; read correspondence as needed; maintain a file of minutes; assist the Chairperson in following the agenda and record and read motions as they are made; read minutes of the last meeting; and perform other duties as assigned.

**Section 7 Treasurer**  
The Treasurer shall be responsible for making quarterly reports of the Parent Activity Accounts and shall serve in the absence of the Secretary and shall assist in performing duties whenever necessary.

**Article V Committees**  
The Policy Council may appoint committees as are necessary for special projects.

## **Article VI**

**Section 1 Regular Meetings**  
Regular Meetings of this Policy Council will be held monthly on a date and at a time decided upon by the Council and at a place provided by the program.

**Section 2 Special/Call Meetings**  
There will be special meetings of council only when there is a need. All special meetings shall be called by the chairperson at least 48 hours in advance.

**Section 3 Notice of Meetings**  
Written notices shall be mailed to each member at least four (4) working days prior to the date of each regular meeting. A copy of the agenda for the meeting will also be enclosed. The agenda may be amended, if necessary, and with approval of the Council at the meeting. Notices of special meetings shall be made by telephone notification and/or overnight mail to each member at least 48 hours prior to the date of the meeting, with an explanation for the meeting.

**Section 4 Quorum**  
51% of the filled slots on the Council must be present to constitute a quorum in order to transact business for regular or special meetings. In the event there is no quorum and action is required before the next meeting, the members can vote by email or by telephone. This will be coordinated by the Parent Engagement Coordinator.

Members of the Council who live in the outlying counties may attend meetings via distance technology, except when adverse personnel actions are to be addressed. Any member may attend via conference call, when necessary.

**Article VII Amendments**

These By-Laws may be amended by sending a copy of the proposed amendment to each Policy Council member at least two (2) weeks before the meeting. All amendments must be approved by a two-thirds vote of the Policy Council.

Chairperson, Board of Director \_\_\_\_\_ Date \_\_\_\_\_

Chairperson of Policy Council \_\_\_\_\_ Date \_\_\_\_\_

Approved: 11/15/04  
Revised 01/16/14  
Revised 02/12/15  
Revised 08/20/15  
Revised 06/29/17

By-Laws

# Capital Area Community Action Agency

## MEMORANDUM

**TO:** Head Start Policy Council and Board of Directors  
**FROM:** Tim Center, CEO and Head Start Director  
**RE:** Head Start Director's Report  
**DATE:** October 18, 2021

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

### Staffing

We continue monitoring for COVID-19 symptoms and test results. We have already had several classrooms and one center close for quarantine. We continue to manage cases with the Department of Health has resulted in our ability to continue to provide services. There are vacant teaching and teaching assistance positions needing filled.

### Facilities

Once finalized, Franklin renovations will commence once a lease is signed. A new playground will go in at Franklin's location. A recent meeting with the contractor and City Manager provide an positive outlook to beginning work on the project soon.

### Curriculum

Implementation of the Creative Curriculum indicates positive outcomes for students with a significant majority showing kindergarten readiness for the four-year old students. Staff shared HATCH login information with all families to encourage learning at home. This has been very helpful for quarantined families.

### Enrollment

Staff continue to enroll and registering students for the coming year. There are nearly 100 slots still available to register students.

### Federal and State Regulations

Community Action Head Start continues to work with and follow local health and education regulations. Head Start issued a directive following the President's Executive Order requiring all Head Start staff to be vaccinated for COVID-19 by January 1.



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**Family and Community Engagement Manager**

**Monthly Monitoring Report – September 2021**

**Program Status**

- Total number of enrollments for the **2021-22** school year:
  1. Franklin County Head Start - **17 of 36** families enrolled
  2. Jefferson County Head Start - **30 of 33** families enrolled
  3. Louise B. Royal Head Start - **50 of 57** families enrolled
  4. Mabry Street Head Start - **65 of 64** families enrolled
  5. South City Head Start - **113 of 188** families enrolled
- **275 of 378** families have been enrolled for Head Start for the **2020-21** school year
  - All Head Start programs are required to return to full enrollment (**378**) for the 2021-22 school year

**Policy Council**

- 10 participants were in attendance for Policy Council

**Volunteers**

- 10 participants completed 10 hours

**Family and Community Engagement Activities**

- 2 staff meetings

**Transportation**

- The bus purchase for Franklin County is still on hold.
- No field trips for the month.
- No maintenance issues with vehicles.

**Children Health Requirements**

<b>Immunizations and Physical examinations</b>	229 Immunizations 224 Physical Examinations
<b>Established medical homes</b>	266
<b>Established dental homes and received dental exams</b>	153 Dental Homes 23 Dental Exams
<b>Hearing screenings</b>	139
<b>Vision screenings</b>	176
<b>Vision Referrals</b>	0

- Safe Staff training completed for kitchen staff

**Family and Community Engagement**

- 10 volunteers were active for August
- 10 hours of In-Kind was reported for August

### Corrective Action and Follow Up

- **COVID-19 Policy and Procedure:** Policy and Procedure are being updated to meet new Center for Disease Control and Department of Children and Families guidelines.
- **Funded Enrollment:** Family Advocates are working daily to register families for open slots in the program. There is a Wait List building but currently all classrooms are not staffed and children cannot be moved off the Wait List into classrooms that are not staffed.
- **Extended Day:** After School slots are available at Louise B. Royal, Mabry, and South City. School Readiness and Volunteer Prekindergarten children are receiving extended day services. Some families are requesting private pay for the extended day program.
- **Family Engagement:** Parent meetings and Policy Council has begun and parents are participating. Male Engagement activities will be added in the near future.
- **Vacant Family Advocate Position:** Resumes are being reviewed to fill the vacant Family Advocate position at the South City location. Interviews will take place the week of October 18, 2017.

### Strengths

- All Leon County centers now offer extended day services.
- Program makes use of Zoom and ChildPlus to keep families engaged with the program
- Although classrooms have to be closed, families and students are still kept engaged with the program.
- Partnership with Comcast to offer discounted internet services to families without internet.
- More families seem to be interested in attending Head Start.

### Areas of Concern

- Opening of new facility in Franklin County
- Filling 36 slots in Franklin County
- Keeping classrooms open and not quarantining.
- Staffing issues and being able to fill all classrooms

# Capital Area Community Action Agency

TO: Nina Self, COO

FROM: Kristin Reshard, Quality Assurance Manager

DATE: October 18, 2021

SUBJECT: September 2021 Monthly Report Summary

## **Enrollment**

The end of the month enrollment for August was unable to be calculated using Child Plus, our data management system. Our cumulative enrollment was 269. The program's funded enrollment is 378. OHS will be giving programs a ramp up period from August through December to reach full funded enrollment. According to ACF-PI-HS-21-04 reported enrollment in January 2022 is the first month of enrollment that OHS will evaluate for the under-enrollment process.

## **Disability Services**

The end of the month enrollment for students with individualized education plans (IEPs) is 2% percent (7/378). We currently have 28 students with open concerns. The requirement for disability services indicated in the HSPPS 1302.14 (b) is 10 percent of the funded enrollment.

## **Attendance**

The end of the month attendance for August was 80 percent. The requirement for enrollment indicated in the HSPPS 1302.16 (b) is 85 percent. COVID-19 related absences are affecting our attendance.

## **DCF Inspections**

The program had three DCF inspection in September 2021. Franklin County Head Start received a class three violation for not properly documenting staff training.

## **Renaissance Star Early Literacy**

Renaissance Star Early Literacy (Renaissance) covers phonological awareness, alphabet knowledge, vocabulary and number sense. Renaissance is the state of Florida's Florida Kindergarten Readiness Screener (FLKRS). During fall 2021 Renaissance Assessment Period 1 we had 151 four-year-old students enrolled We assessed 99 students. Of the students surveyed 19% (29) of the students started out below grade level. The average score was 408. The median score was 394.



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# Quality Counts

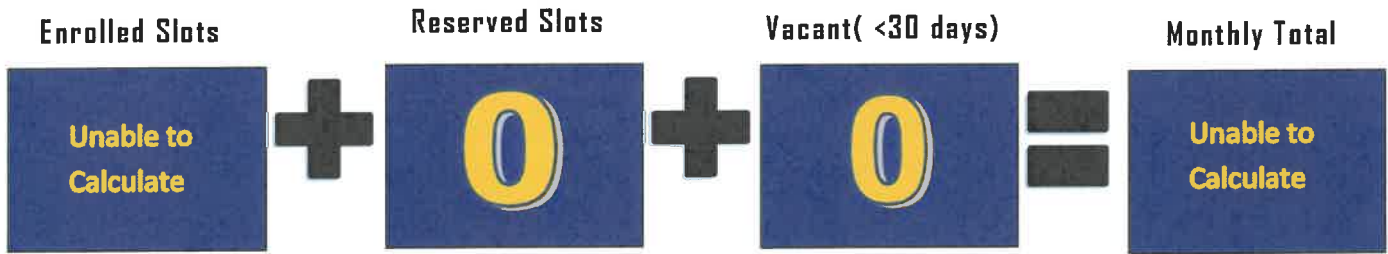
September 2021



## Vital

Note: Students reported to school on August 18, 2021.

## Enrollment



Notes:

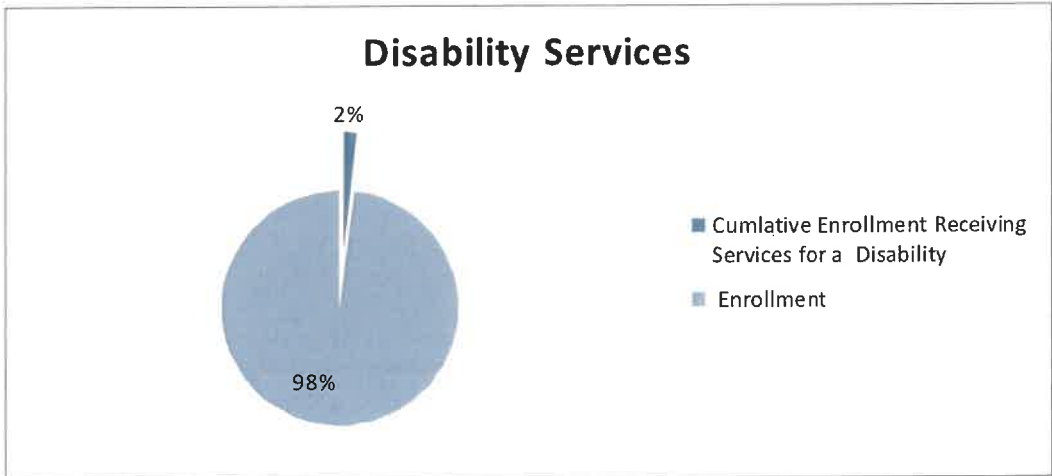
- Funded enrollment goal is traditionally 378. Due to the COVID 19 pandemic recruitment continues to be a challenge. (Report s 2001 & 2005)
- According to ACF-PI-HS-21-04 Beginning January 2022, OHS will reinstate pre-pandemic practices for tracking and monitoring enrollment. Reported enrollment in January 2022 is the first month of enrollment that OHS will evaluate for the under-enrollment process.
- We are unable to calculate the enrollment turnover due to SC01-010 having no funded enrollment specified. Child Plus administrator contacted.

## Disability Services



(Report 3540)

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



NOTES:

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

# Attendance

**Compliance**

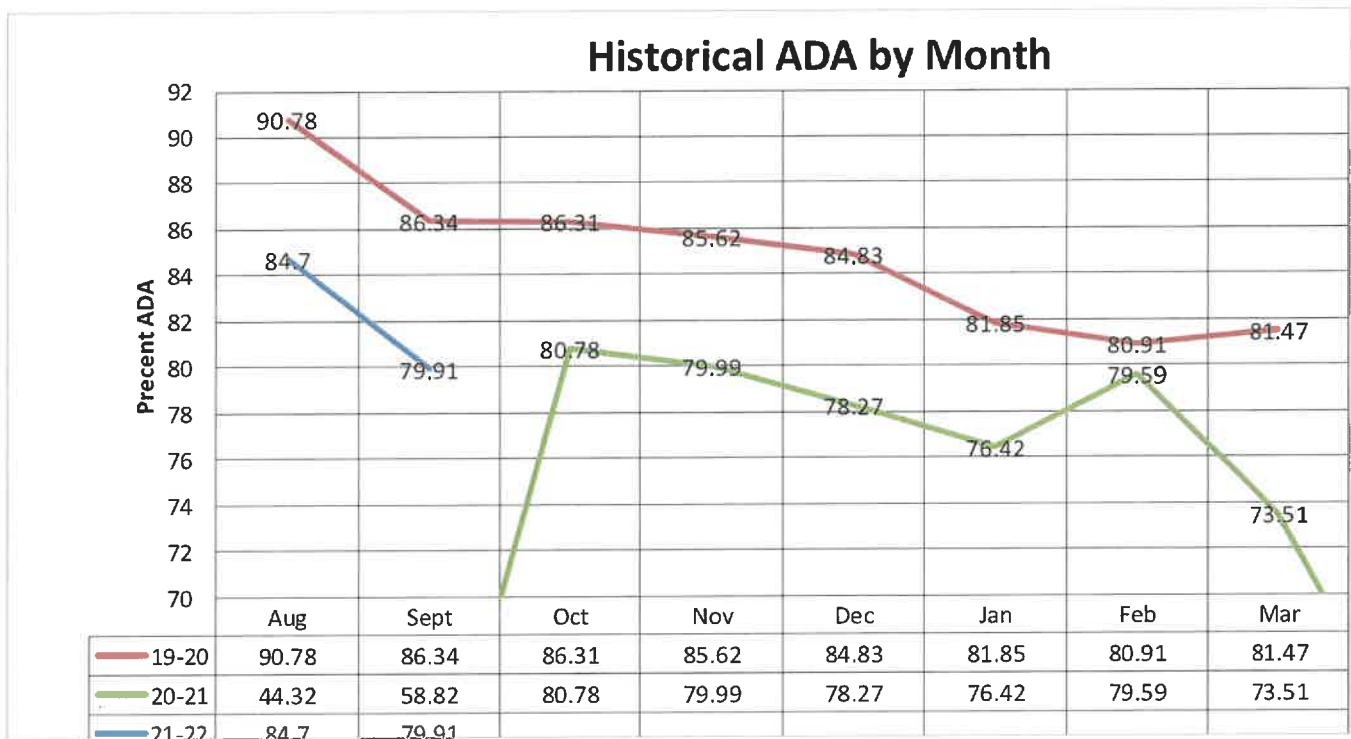
**NO**

**Funded Attendance**

**67.95**

**Actual Attendance**

**79.91**



**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 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 October 13, 2021 beginning @ 1650 hours for September 1-30, 2021)

# Department of Children & Families Violations

## Inspections This Month



## Violations This Month



## Cumulative 20-21 Violations



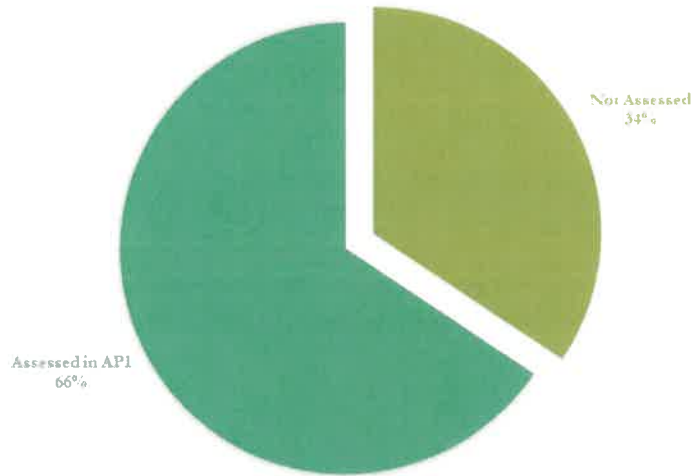
(DCF Inspection Reports)

### Inspection Results August 2021:

- Franklin County Head Start –09/10/2021 & Reinspection 09/17/2021
  - ⇒ Training Requirements CCF Handbook, Section Child care personnel, including volunteers who work 10 hours or more per month did not complete the required in-service training during the states fiscal year beginning July 1 and ending June 30. CCF Handbook, Section 4.2.6 – CLASS 3
  - ⇒ Corrected at reinspection.
- Jefferson County Head Start– No inspection. Should anticipate inspection in November.
- Louise B. Royal Head Start– No inspection. Should anticipate inspection in October.
- South City Head Start– 09/28/2021. No violations.
- Mabry Street Family Enrichment Center – No inspection. Should anticipate inspection in November or early December.

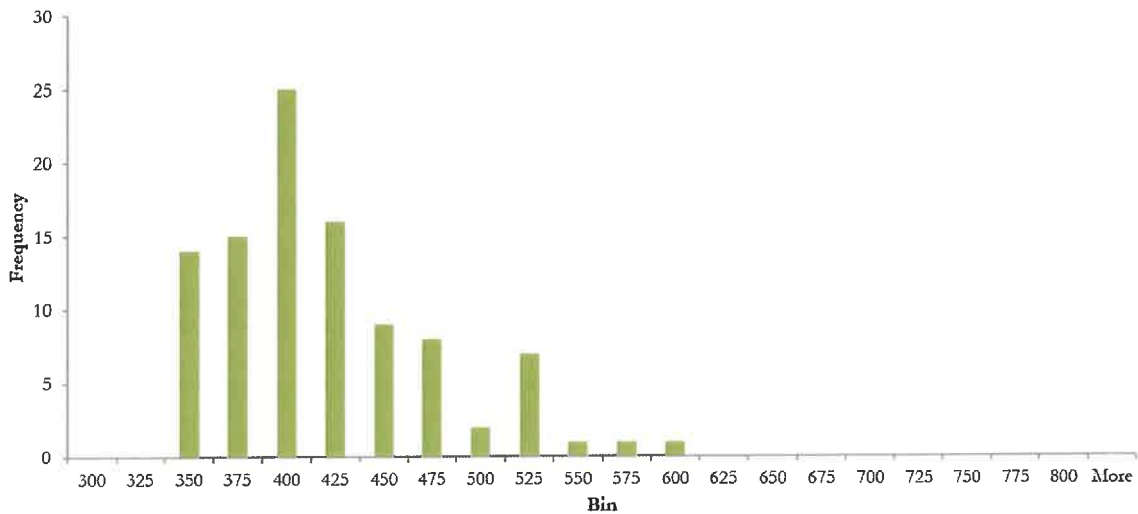
# Renaissance Star 2021-2022 Data

## STUDENTS ASSESSED FALL 2021



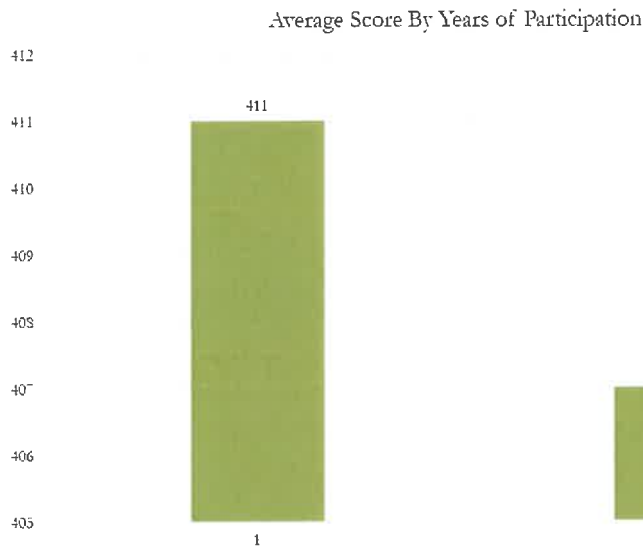
Renaissance Star Early Literacy (Renaissance ) covers the same areas as the VPK Assessment—phonological awareness, alphabet knowledge, vocabulary and number sense and is the state of Florida’s Florida Kindergarten Readiness Screener (FLKRS). During fall 2021 Renaissance Assessment Period 1 we had 151 four-year-old students enrolled We assessed 99 students.

## Fall 2021-2022 Baseline Data

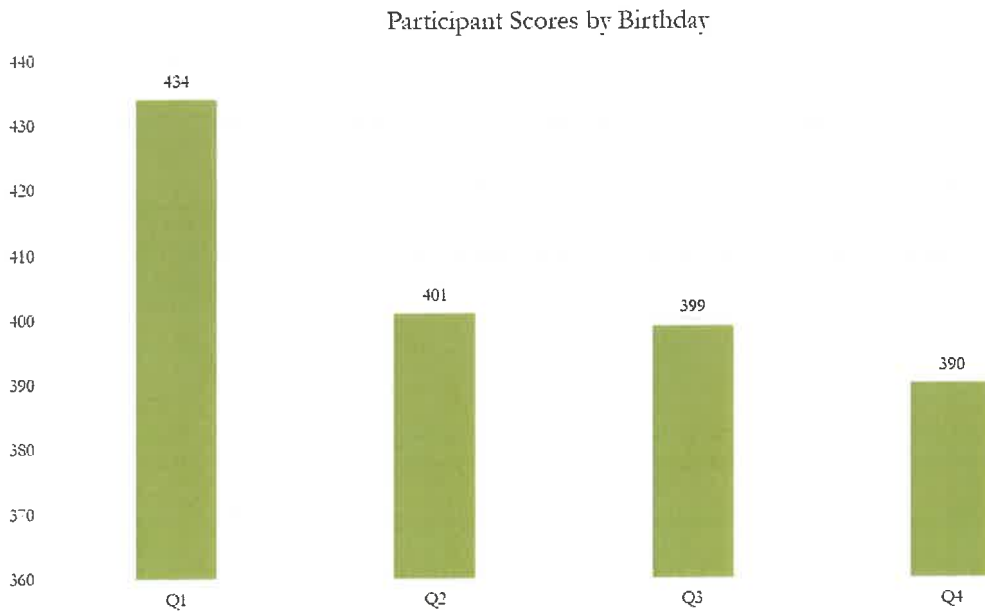


Of the students surveyed 19% (29) of the students started out below grade level. The average score was 408. The median score was 394.

# Depart of Children & Families Violations



There was minimal difference between the scores of new and returning four year old participants. Teachers felt this could be in part due to summer learning loss. We are working on ways to further investigate the potential impact of summer learning loss on our students. We are also looking at the potential of actualizing a summer program to help prevent summer learning loss.



While there was minimal difference between the scores of new and returning four year old participants there is a difference in scores based on birthday. When the data was discussed at in-service training teachers suggested that students with later birthdays may need different or more intensive intervention. The teachers will work with the coaches to develop the most appropriate intervention. We will continue to monitor the data as we try to determine the best way to support students with late birthdays.





# Supporting the Wellness of All Staff in the Head Start Workforce

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 [eclkc.ohs.acf.hhs.gov/policy/im/acf-im-hs-21-05](https://eclkc.ohs.acf.hhs.gov/policy/im/acf-im-hs-21-05)

## Supporting the Wellness of All Staff in the Head Start Workforce ACF-IM-HS-21-05

U.S. (United States) Department  
of Health and Human Services

ACF  
Administration for Children and Families

- 1. Log Number:** ACF-IM-HS-21-05
- 2. Issuance Date:** 09/27/2021
- 3. Originating Office:** Office of Head Start
- 4. Key Words:** Head Start Workforce; Staff Supports; Staff Wellness; Staff Well-being; Mental Health; Physical Health; Head Start Program Performance Standards; HSPPS

### Information Memorandum

**To:** All Head Start and Early Head Start Grant Recipients

**Subject:** Supporting the Wellness of All Staff in the Head Start Workforce

#### Information:

The Office of Head Start (OHS) recognizes the importance of every individual in the birth to 5 Head Start workforce and the essential role of program staff in the delivery of high-quality, comprehensive services to enrolled infants, toddlers, preschool-aged children, and their families. Each staff person across the Head Start workforce has the immense responsibility of performing a job that supports young children's early learning, health, mental health, and family well-being. Staff wellness is vital to child well-being. It is also a critical component in the ability to address the diverse and individualized needs of Head Start children and families.

OHS is committed to promoting and prioritizing needed supports for staff. Successfully supporting staff starts with staff wellness. As programs continue to move toward fully in-person services and address challenges brought on or worsened by the coronavirus disease

2019 (COVID-19) pandemic, prioritizing staff well-being is essential for all Head Start programs. This Information Memorandum (IM) describes the importance of, and requirements and recommendations for, building a culture of wellness across all Head Start programs.

The last year has brought significant challenges to the Head Start workforce. The COVID-19 pandemic has had a disparate impact on under-resourced communities, including many of those served by Head Start programs. There has also been heightened attention to racial injustice in our country, which has led to calls for major reforms to address long-standing societal inequities. These are particularly important concerns for OHS and the Head Start workforce. All staff have been impacted by COVID-19. Further, 60% of Head Start teaching staff are Black, Indigenous, and people of color, and 30% have a primary language other than English. As such, OHS is committed to a culture of wellness that includes holistic support for the entire Head Start workforce.

### **Prioritizing Staff Wellness in Head Start Programs**

*Staff wellness*, also referred to as well-being, refers to staff's mental and physical health and how it shapes their engagement, job satisfaction, and overall quality of life. We know from research — and from staff themselves — that Head Start staff love their work and are committed to the infants, toddlers, and preschool-aged children and the families they serve, despite the work-related stresses and challenges the staff face. OHS recognizes the importance of promoting wellness so that all staff in the Head Start workforce can be successful in achieving their goals and fostering positive outcomes for children and families.

Staff who are happier, healthier, less stressed, and experience less depression are able to engage in higher quality interactions with children. Research indicates Head Start staff who experience frequent stress or symptoms of depression are more likely to perceive children in their care in a less positive light. This could, in turn, relate to lower quality interactions and care. Higher rates of depression among adults have also been linked with poorer child outcomes and less positive family-teacher relationships. Some Head Start staff have the added challenge of working with children who have experienced trauma while also managing their own history of trauma. Often, the Head Start workforce reports their own trauma-like symptoms or emotional duress due to consistently hearing about the traumatic experiences of the children and families they serve.

It is important that Head Start programs serving children from birth to 5 and their families consider ways to support the physical health, safety, and wellness of their staff. Staff experience many unique demands in their work with young children. Frequent bending, lifting and carrying children, and moving equipment places particular physical strains on staff. The furniture in classrooms may not be adult-sized, limiting staff to the floor or child-sized chairs and tables. A large percentage of staff experience at least one area of work-related ergonomic pain.

Head Start programs are strongly encouraged to create a working environment for staff that transmits a culture of wellness. This starts with program leaders modeling and promoting staff well-being and infusing this culture throughout all program services and interactions on a regular basis.

Programs can use Head Start base grant funding to support staff wellness efforts. These efforts are also allowable costs for funding received through the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) and the American Rescue Plan (ARP) Acts. It is important that a program support their decisions to use base, CRRSA, ARP, or other funding for staff wellness activities with written policies and adequate documentation.

### **Strategies to Promote Wellness of Head Start Staff**

In determining which strategies to use to promote staff wellness, programs should leverage their data to identify staff strengths and needs. For example, position turnover rates can help the program recognize where challenges exist in staff retention and focus resources on understanding and addressing staff concerns in those positions. The remainder of this IM shares actionable requirements and recommendations for programs.

**1. Programs must support a program-wide culture that promotes children’s mental health, social and emotional well-being, and overall health ([45 CFR §1302.45\(a\)](#)). To achieve this, programs can:**

- Develop a clear mission and goals for staff wellness with actionable steps and strategies.
- Periodically assess strengths and needs of staff by gathering data directly from both current and prospective staff.
- Implement identified policies, procedures, and strategies to support staff wellness that are informed by program data. Gather feedback from staff on wellness strategies to determine if refinements or improvements are needed.

**2. Programs must ensure all staff and consultants follow appropriate practices to keep children safe during all activities, including, at a minimum, the requirements listed in [45 CFR §1302.47\(b\)\(5\)](#). To achieve this, programs can also:**

- Provide at least one regularly scheduled break for staff during their work day.
- Support staff to feel comfortable to request and receive a brief unscheduled ‘wellness break,’ in addition to a regularly scheduled break, to cool down or regroup if they are feeling overwhelmed. Programs can use floaters to cover these short breaks.
  - When possible, provide a dedicated space for staff breaks that offers comfortable seating, water, soft lighting, stress-reduction resources, etc.
- Provide adequate paid vacation and sick leave for staff.

- Offer employee assistance programs such as a check-in or consultation with a mental or physical health provider to address personal well-being concerns.
- Ensure all Head Start program staff are vaccinated, and that everyone age 2 and older wears a mask, to support a healthy and safe environment as children and staff return to full in-person services.

**3. Programs are encouraged to foster a working environment of mutual respect, trust, and teamwork where staff feel empowered to make decisions and know that program leadership are there to support them.** To achieve this, programs can:

- Empower education staff to feel true ownership of the learning and developmental progress of children in their care. For example:
  - Create frequent opportunities for education staff to take the lead on decisions about education practices and implement strategies that work for their classroom or home-based setting.
  - Support education staff to take risks, try innovative strategies, and treat mistakes as learning opportunities in their work with children.
- Use strategies such as reflective supervision, peer reflection groups, mentoring, coaching, and mental health consultation to build a work climate of respect and trust.
- Engage staff in team activities that foster a safe and fun work environment, such as:
  - Health and fitness challenges (e.g., staff exercising together or achieving a common health goal such as collectively walking 100 miles)
  - Celebrating staff's personal and professional achievements
  - Noticing and rewarding staff for their work (e.g., personal thank-you notes, shout outs to staff who did something great in a certain week, etc.)

**4. Programs are encouraged to use one-time ARP and other sources of COVID-19 relief funding to provide incentives to staff to support retention.** To achieve this, programs can:

- Consider hiring bonuses, hazard pay, return-to-work incentives, child care stipends, retention bonuses, or temporary raises in pay, particularly for staff positions that are difficult to fill ([45 CFR §75.431](#)).
- Ensure staff have sufficient paid leave, including to receive the COVID-19 vaccine and recover from any side effects, as well as to quarantine or recover if they are exposed to or contract COVID-19.
- Any incentives for staff must be reasonable and subject to an established written policy of the grant recipient for allowability ([45 CFR §75.431](#)). Programs are reminded to update their written policies and procedures to reflect staff incentives.
- Programs should carefully communicate with staff that any incentives with one-time funding sources are not permanent. Programs may consider ways to link such incentives to a commitment from the employee to remain in their position for a certain period of time.

**5. Programs must make mental health and wellness information available to staff regarding health issues that may affect their job performance, and must provide staff with regularly scheduled opportunities to learn about mental health, wellness, and health education ([45 CFR §1302.93\(b\)](#)). To achieve this, programs can:**

- Connect with other Head Start leaders and staff to learn about strategies that have worked in their programs, such as through [MyPeers](#).
- Communicate with staff about the importance of their well-being in one-on-one and team meetings. Ensure leadership engages directly with teams to understand staff challenges.
- Engage a mental health consultant or employee assistance program to provide opportunities for staff to learn about mental health and wellness.
- Increase peer-to-peer learning related to well-being, such as listening circles to provide space for staff to check-in with each other, decompress, and discuss challenges.
- Ensure program policies and procedures comply with the Occupational Safety and Health Administration (OSHA) [requirements for employers](#).
- Support staff to attend trainings focused on well-being. Combine this with ongoing opportunities to implement newly acquired knowledge and skills (e.g., through coaching).
- Review available resources on the Early Childhood Learning and Knowledge Center (ECLKC), including from the [Head Start Heals campaign](#).

**6. Programs are encouraged to consider ways to improve work spaces and incorporate more physical activity, safety practices, and healthy options into daily work routines. To achieve this, programs can:**

- Provide adult-sized furniture in classrooms and other spaces staff may need to use on-site. This includes chairs, tables, desks, changing tables, step stools, etc.
- Ensure staff have a dedicated space to take breaks and eat meals during the day.
- Provide on-site yoga or exercise classes for staff.
- Encourage staff to implement physically active learning activities with children, such as dancing, outdoor games, sports, etc. Programs are encouraged to review resources from the [I Am Moving, I Am Learning](#) initiative.
- Have healthy snack or meal options available for purchase on-site for staff.

**7. A critical part of promoting staff wellness is ensuring staff are aware of their rights as employees. Programs must establish written personnel policies and procedures that are approved by the governing body and Policy Council or policy committee and that are available to all staff ([45 CFR §1302.90\(a\)](#)). Programs are encouraged to regularly inform staff of these policies and procedures, including their rights under applicable federal and state laws. For example:**

- [Title VII of the Civil Rights Act of 1964](#) makes it illegal to discriminate against someone on the basis of race, color, religion, national origin, or sex.
- [Title I of the Americans with Disabilities Act of 1990](#) prohibits organizations from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment.
- [Whistleblower protection laws](#) protect employees from employer retaliation for reporting workplace violations such as injuries, safety concerns, and other protected activities.
- The Head Start Act states funds may not be used to assist, promote, or deter union organizing efforts ([Sec. 644\(e\)](#)). If a grantee uses non-Head Start resources for these purposes, costs must be carefully documented and allocated in a manner that ensures there is no misuse of federal Head Start funds. This prohibition on federal Head Start funds relates to the organizing and establishment of unions within the workplace. Grantees may incur normal and reasonable expenses once unions become established, such as expenses for negotiating labor agreements with established unions and allowing employees and managers time to resolve grievances during work hours.

If you have any questions regarding this IM, please contact your Regional Office. Thank you for the work you do on behalf of children and families.

/ Dr. Bernadine Futrell /

Dr. Bernadine Futrell  
Director  
Office of Head Start

See PDF Version of Information Memorandum:

[Supporting the Wellness of All Staff in the Head Start Workforce](#) [PDF, 495KB]

Historical Document