

# Capital Area Community Action Agency

**Board of Directors Meeting  
Agenda  
Tuesday, March 22, 2022 – 6:00 pm  
Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee, FL  
[Click here to join the meeting](#)**

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I. Call to Order	Quincee Messersmith – Chair	
II. Agenda Approval		Page
III. Sign-In/Attendance/Introductions		
IV. Action – Recommendation for Review & Approval		
A. Board Activity		
i) Board Meeting Minutes – January 25, 2022		2
ii) Executive Committee Minutes – February 22, 2022		8
iii) Board Member Seating: Allen Jones		
B. Financial Report	Keith Dean	10
• Narrative		
• Revenue & Expenditures Agency-wide		
• Balance Sheet		
• Revenue & Expenditures – major programs		
• Head Start Non Federal Share Match		
• Head Start Credit Card Activity		
V. CSBG Organizational Standards	Tim Center	31
• Strategic Plan		
VI. Chief Executive Officer’s Report	Tim Center	47
VII. Chief Operating Officer’s Report		
• Program Updates	Nina Self	50
VIII. Chair’s Report		
XI. Adjournment		

**Next Board of Directors Meeting 5/24/2022 – 6:00 pm –Ghazvini Center for Healthcare Education**

**Next Executive Committee Meeting 4/26/2022 - 5:30 pm – Microsoft Teams Video**



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# Capital Area **Community Action** Agency

## **Board of Directors Meeting Minutes January 25, 2022**

### **Members in Attendance:**

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

### **CACAA Staff:**

Tim Center  
Nina Self  
Margaret Watson  
Kate Beam  
Keith Dean  
Darrel James  
Venita Treadwell  
Kristin Reshard

The meeting was called to order at 6:06 p.m. by the Secretary. A quorum was established.

The Secretary asked for a motion to approve the Agenda. Mr. Couch made a motion to approve the Agenda. It was seconded by Ms. Johnson, and unanimously approved.

Mr. Center introduced Ms. Melissa Miller, attending the meeting by phone. Ms. Miller, is visiting the meeting as Head Start Policy Council Chair.

### **ACTION ITEMS**

#### **Approval of Minutes**

The Secretary asked for a motion to approve the minutes of November 15, 2021. Mr. Couch, made a motion to approve the minutes of November 15, 2021. It was seconded by Ms. Keel, and unanimously approved.

The Secretary asked members to review the Executive Committee Minutes of December 13, 2021.

The Secretary announced to the Board that there are a few Agenda items requiring action and approval. She said first, the Board meets every other month on the 4<sup>th</sup> Tuesday. The Executive Committee meets the even numbered months on the 4<sup>th</sup> Tuesday. In November and December, the meetings are moved back one week.

### **Board Activity**

#### **Board Meeting Notice 2022 Calendar**

The Secretary asked for a motion to approve the Board Meeting Notice 2022 Calendar. Ms. Keel, made a motion to approve the Board Meeting Notice 2022 Calendar. It was seconded by Ms. Johnson, and unanimously approved.

The Secretary reported that one-third of the Board of Directors is to represent the low-income communities that the Agency serves. She explained that those representatives must be elected to the Board. Traditionally, the Head Start Policy Council Chair has served in this position. At last weeks' Head Start Policy Council meeting, Thursday, January 20<sup>th</sup>, Melissa Miller was elected. Ms. Miller introduced herself to the Board.

The Secretary asked for a motion to seat Ms. Miller on the Board. Ms. Johnson made a motion to seat Ms. Miller, on the Board. Ms. Keel seconded the motion, and it was unanimously approved.

### ***Board Information***

The Secretary said every two years, the Board has an annual meeting to hold elections of officers. The five officers consist of Chair, Vice-Chair, Secretary, Treasurer, and Member-At-Large. She asked the Board for nominations.

Ms. Keel said that she is willing to continue in her role as Treasurer. Ms. Johnson said her role as Member-At-Large is currently vacant. With her term ending in March, 2022, the Board will have to vote when her term expires.

Ms. Johnson reminded members that the Member-At-Large seat has to be a Low-Income Sector. She said that Ms. Miller is the only member eligible to serve in that capacity, expressing that she would like to remain as Member-At-Large until March 2022.

The 2022 Board Officer slate consists of Ms. Messersmith, Chair; Mr. Couch, Vice-Chair; Ms. Edgar, Secretary; Ms. Keel, Treasurer; Member-At-Large, Ms. Miller.

The Secretary asked for a motion to accept the Board officers for 2022. Mr. Couch made a motion to accept the Board Officers for 2022. It was seconded by Ms. Keel, and unanimously approved.

### ***FINANCIAL REPORTS***

Ms. Beam, Finance Director, presented the financial reports for the month ending November 30, 2021. She said we have the financial statement narratives that are broken out into major programs. The grants cross over the fiscal year with variances being noted with explanation. She said overall we are within budget with Revenue and Expenditures for the two months ending in November 2021.

Ms. Johnson asked for an explanation for the over budget in line item 7430. She asked what is the plan to bring the budget back in line? Ms. Beam explained that the CSBG Training and Staff Development is due to the uneven expenses throughout the grant periods. We are not expecting any more training prior to the next award of funds. Mr. Center explained that we will verify the budget-line item, as this is an error in coding. He noted overall that the training budget lines were within budget thresholds and the program budget was on target.

The Secretary asked for a motion to approve the Financial Report for November. Ms. Johnson made the motion to accept the financial report. It was seconded by Ms. Keel, and unanimously approved.

Mr. Dean, Chief Financial Officer, presented the financial report for month ending September 30, 2021. He said for most of the funding sources of the organization, this is our fiscal year end. He said that we reviewed a set of financials that were not as final as the September 30<sup>th</sup> reports. He said at year end, the Year to Date Actual Revenue and Expenses are 91% and 86% respectively, with a net income of \$692,372 primarily from the forgiven PPP funds minus the deficits in Fringe, IDC, and General funds.

The Secretary asked for a motion to approve the September 30, 2021, financial report. Ms. Edgar made a motion to accept the financial report. It was seconded by Mr. Couch, and unanimously approved.

#### ***Administrative Budget***

Mr. Center explained to the Board that during the October meeting the Board approved the Agency Annual Budget which did not include the Administrative Budget. He said the November Annual Agency Budget that was approved did not include the revised IDC rate.

Mr. Center said we need the Board to approve and adopt the Administrative Services Budget for October 1, 2021 through September 30, 2022.

Ms. Johnson asked what is the current vacancy rate? Ms. Self answered that the Agency had one vacancy currently and four teacher positions remained unfilled. Mr. Center said that we have increased the pay rate for every position with a benefits increase. Ms. Self explained that included in the budget is a 7.5% vacancy rate.

Ms. Johnson questioned the accuracy of the numbers when we have Franklin County under construction. She said that if we did not have the PPP loan we would not have been able to meet our budget.

The Secretary asked Ms. Johnson, if she is expressing concerns about the Administrative Services Budget or Head Start? She expressed concern that there were a number of vacancies throughout the Agency, explaining that this is what happened last year.

Mr. Center said that we would not present an unbalanced budget. He said a meeting could be scheduled to explain if there is a deficit in the budget. Mr. Dean explained that we still have the PPP Loan, emphasizing that we could sit down to look in detail at the budget.

Ms. Johnson asked Fiscal to pull out the PPP Loan to verify if the Agency would still meet the budget? Mr. Center said that a full explanation of the Administrative budget would be provided to the Board.

Mr. Center confirmed that Ms. Johnson would like to be provided with a full accounting of the 2020-2021 Administrative Services Budget, to determine if there was a deficit in the budget, surplus program funds used or PPP Loans.

The Secretary asked for a motion to approve the 2021-2022 Administrative Services Budget. Mr. Couch made motion to approve the Administrative Services Budget. It was seconded by Ms. Edgar and approved. Ms. Johnson opposed the vote.

***Board Information***

***CSBG Board Training***

Mr. Center presented the Annual Board Training for the Board of Directors. He said that the Agency is required by DEO to meet 52 Organizational Standards under CSBG. He provided an overview of the role and responsibilities of a Board member. He explained that Board training occurs every two years as required by the Organizational Standards.

Mr. Center explained that the Member-At-Large role to the Board. He stressed the importance of increasing Board members to recommence the committees. He said as an Agenda item at the March meeting our plan is to seat new members.

Ms. Edgar asked what are the open roles that need to be filled? He explained that the Board is a **Tri-partite Board** with one-third of the Board representatives of the **Low-income** that we serve, and those need to be publicly elected. **The Private-Sector** represents someone from the business community, and someone with a legal background, and someone with early childhood education; the **Public-Sector** is an elected official, board or designee. He said that we could have a Board member with real-estate background, advertising, marketing, and construction.

Ms. Keel asked if we knew someone interested in becoming a Board member, what is the process? Mr. Center said to send the contact information to him via email, and have the potential member attend a Board meeting.

**CEO REPORT**

Mr. Center presented the CEO report for January 2022. He said that the OSHA rule requiring that all employees be vaccinated was declared invalid by the Supreme Court. He explained that a Head Start rule requires all Head Start staff to be vaccinated, unless claiming medical or religious exemption.

Ms. Kate Beam is fulfilling Ms. Sgouros' role while she is out on FMLA. Ms. Beam is working remotely.

It was reported that we have a civil suit that has been filed by a former employee alleging discrimination which has not been substantiated.

Thomas Howell Ferguson is the Agency's Auditors as such has a consulting division that works with DEO to administer the Disaster Recovery Support Funds Grant. The onsite monitoring will begin in March 2022. They will also assist in the on-site monitoring of the Agency's DRSF Program.

The Head Start Program continues to work through closures of classrooms and Centers with the Department of Health regarding any COVID issues. The program has a few vacancies in teaching positions available, as we are under-enrolled by about 100 students. We are expecting to receive a lease for the Franklin Head Start Van Johnson Complex Wing.

The Agency is working with DEO to get advances which are permitted by our grants; however, DEO is not inclined to follow the contract provisions permitting advances.

Regular monthly Head Start Management calls with Region IV HHS Office Specialist are held. The regular monthly meetings continue with Jim McShane, Career Source Capital Region, UPHS, FACA, and Annual meetings. He said that he will be working with Leadership Tallahassee next month.

We are in the process of renewing the United Way of North Florida Agency status, and applying for grant funds in May 2022.

Ms. Keel asked what is the onsite monitoring? Mr. Center said DEO will review our case files, LIHEAP, CSBG or WAP.

### ***PROGRAM UPDATES***

#### **COO REPORT**

Ms. Self presented the Summary of Programs for the month of November 2022. She said 40 participants transitioned from Getting Ahead, and most of the participants moved to Staying Ahead.

It was reported that Emergency Services increased during the month of December 2021. She said Disaster Recovery has 67 active cases approved for repair or approved for Florida Rebuild Program.

Head Start has 270 students enrolled in December 2021. COVID impacted our enrollment so the numbers have decreased.

The Weatherization Program has begun a new contract for the 2022 grant period. The Program funding numbers are not included because they were reported too late to be included in this report.

The Getting Ahead Program will have its Spring Orientation, Wednesday, January 24, 2022, at TCC Workforce Building. The Staying Ahead participant and Mentor Event will be held Saturday, February 26, 2022.

Ms. Keel asked are there any Centers that have been impacted with COVID more than other Centers. Ms. Self explained that all Centers have been impacted due to COVID. There were a few Centers had to be closed.

Ms. Keel asked how is staff morale during COVID. Ms. Treadwell explained that it is a morale factor. She said the teachers are hopeful as they try to stay well. Our mental Health Specialist has arranged a ZOOM session for the teachers to talk about how they are feeling.

Ms. Miller expressed her personal experiences having a child enrolled in the Center as a parent. She explained that teachers communicate information as quickly as possible, and the HATCH Program is a teaching aid for the children to help with learning while it assists with completing work assignments.

***CHAIR'S REPORT***

The meeting adjourned at 7:50 PM.

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Ms. Messer smith, Secretary

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Date

# Capital Area Community Action Agency

## Executive Committee Meeting Minutes February 22, 2022

### **Members in Attendance:**

Brent Couch, Vice-Chair  
Lisa Edgar, Secretary  
Shanetta Keel, Treasurer  
Melissa Miller, Member-At-Large

### **CACAA Staff:**

Tim Center  
Nina Self  
Margaret Watson  
Kate Beam

The meeting was called to order at 5:35 PM, by the Vice-Chair. A quorum was established.

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

### ***ACTION ITEMS***

#### ***Approval of Minutes***

The Vice-Chair asked for a motion to approve the minutes of December 13, 2021. Ms. Miller, made a motion to approve the minutes of December 13, 2021. It was seconded by Ms. Edgar, and unanimously approved.

### ***FINANCIAL REPORTS***

Ms. Beam, Finance Director, presented the financial reports for the three months ending December 31, 2021. She said that we have completed three months of the fiscal year, and as a benchmark, expect the year-to-date actual expenses and revenue to be around 25% of the annual budget with some Head Start expenses closer to 30%. At month end, the Year to Date Actual Revenue and Expenses are 24% and 21% respectively, with a mostly restricted net income of \$406,891.

Ms. Edgar asked what is an unallowed expense? Mr. Center explained that there are a number of federal regulations that layout how federal funds are used. There are certain expenses that are not allowed on a grant. What may be allowable on one grant may not be allowable on another. She asked where does the money come from in the general fund? The Agency receives donations from the community, grants, Titus Academy, and other funding sources.

Mr. Couch asked where are the In-Kind donations? Mr. Center said In-Kind donations are tracked by Ms. Nichele Rolle, Head Start, Family Planning & Community Engagement Coordinator.

The Vice-Chair asked for a motion to accept the financial reports. Ms. Edgar made the motion to accept the financial reports. It was seconded by Ms. Miller, and unanimously approved.



**CEO REPORT**

Mr. Center presented the CEO report for the month of February 28, 2022. He said the Department of Economic Opportunity (DEO) will be visiting the Agency, the first week in March. He said the monitoring will be the first monitoring since May, 2018.

Mr. Center reported that we have one classroom closed at our Head Start Center. He said construction continues on the Franklin Head Start renovation of the Van Johnson Complex wing. Franklin Head Start will operate from the 6<sup>th</sup> Street Recreation Center while renovations are completed. He said playground equipment will be delivered on Wednesday, February 9<sup>th</sup>.

Mr. Center reported that the Weatherization Program received an appropriation from DEO. He said the goal is to hire new staff in the upcoming months.

Mr. Couch suggested that Mr. Center promote the Board of Directors through CareerSource. He said it may be a great opportunity for someone looking for the experience.

Mr. Center said that at the last meeting there was a concern that the Agency were over budget in the ADMIN budget. The ADMIN budget pays our general services for the Agency. He said the Indirect Cost Rate outlines what is acceptable within the budget, explaining that that many of the vacancies occurred during the pandemic, which reduced the amount of monies coming into the Admin budget. The Agency took out a PPP Loan to cover the losses and used for the purposes it was used for. The PPP loan was forgiven and no money is owed to the federal government.

**CHAIR'S REPORT**

Meeting adjourned at 6:00 PM.

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Ms. Lisa Edgar, Secretary

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Date

## Tim Center

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**From:** Sam Palmer <eugenespj@yahoo.com>  
**Sent:** Wednesday, February 23, 2022 10:05 PM  
**To:** Tim Center  
**Subject:** Fw: Community Action Board - Renewal

The Gadsden County NAACP Branch recommend renewal of Dr. Rev Allen Jones to continue as board member to the Community Action Board. He has represented the Gadsden Community well for the past few years. He has shown that he is an asset for this position.

Sam Palmer, President  
Gadsden County NAACP Branch#5149

----- Forwarded Message -----

**From:** justallen <justallen@aol.com>  
**To:** Sam Palmer <eugenespj@yahoo.com>  
**Sent:** Monday, February 21, 2022, 11:38:00 PM EST  
**Subject:** FW: RE: Community Action Board - Renewal

Sent from my Galaxy

----- Original message -----

**From:** justallen <justallen@aol.com>  
**Date:** 2/18/22 5:44 PM (GMT-05:00)  
**To:** Tim Center <tim.center@cacaainc.org>  
**Subject:** RE: Community Action Board - Renewal

Good afternoon Tim hope all is well ,I can take care this and thanks again.

Sent from my Galaxy

----- Original message -----

**From:** Tim Center <tim.center@cacaainc.org>  
**Date:** 2/18/22 4:26 PM (GMT-05:00)  
**To:** Allen Jones <justallen@aol.com>  
**Subject:** Community Action Board - Renewal

Allen –

TGIF – hope you are doing well.

I write to share that your term on the Board of Directors has expired and we need the NACCP Gadsden Chapter to re-appoint you to the Board.

This can be done by a simple email from the Chapter President or I can attend the next NAACP meeting with you. When do they meet?

Can you help coordinate this?

Thanks.

***Tim Center, Esq.***

***Chief Executive Officer***

***Head Start Director***

**Capital Area Community Action Agency**

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**Financial Statement Narrative  
For the 4 Months Ending January 31, 2022  
Capital Area Community Action Agency**

As of January 31, 2022, 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 40%. At month end, the Year to Date Actual Revenue and Expenses are 29% and 27% respectively, with a restricted net income of \$324,488.

Non-Federal Share (NFS) Match at January 31, 2022, is \$291,047 of the \$620,300 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 2021-2022, 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 4 Months Ending January 31, 2022  
Capital Area Community Action Agency**

**Agency Wide Variances**

- FICA – is slightly over the benchmark budget due to a Fiscal Year End payroll and will come within budget over the next few months.
- Workers Compensation- is over budget benchmark due to hazard pay in December from COVID funds and will come within budget over the next few months.
- Staff Screening - is over budget due to an influx of new employees.
- General Liability and Property Insurance – is over budget benchmark due to the annual 25% down payment due in October and will come into line over the course of the year.
- **Repairs and Maintenance – Recurring – is over benchmark budget however a portion of these amount will be allocated to non-recurring or may capitalized by year end**
- **Meetings / Workshops / Training – is over benchmark budget but should come in line over the course of the year as these expenses are not incurred evenly throughout the fiscal year .**
- Miscellaneous Expenses – is a grant unallowable expense paid with General Funds.
- **Revenue Accounts** that are currently over the annual budget are due to carryforwards from previous years.

**CSBG-DRSF & CSBG Variances**

- Program Supplies - is at budget for CSBG budget due to not having a budget.
- **Staff Screenings - is over budget for CSBG DRSF due staffing changes and will be considered in the next Mod.**
- Office Supplies – is over budget CSBG DRSF due to the initial purchase needed and overage will be considered in the next Mod.
- **Copies/Printing/Copier – is over the budget benchmark in CSBG DRSF and will be reevaluated in the next Mod.**
- **Rent – is over budget in CSBG DRSF with higher rent than anticipated. This will be considered during the next Mod.**
- **Utilities – is over the benchmark budget for CSBG DRSF and will go over budget without an adjustment in the next Mod.**
- **Communications – is slightly over budget benchmark in CSBG but should stay under budget over the remainder of the grant period.**
- **Repairs and Maintenance – Recurring is over budget in CSBG DRSF due to higher than typical repairs expenses.**
- **Repairs and Maintenance – Nonrecurring is over the benchmark budget for CSBG DRSF but should come inline over the course of the grant.**
- Vehicle Expense - is over budget due to the purchase of a vehicle during a prior year in the contract plus additional expenses. While a portion of the budget was added during the last mod, it does not cover the entire balance.
- Meetings / Workshops / Training– is over budget in CSBG and was addressed in the latest Mod, but the \$1745 added did not bring it within an acceptable variance.

**Financial Statement Narrative  
For the 4 Months Ending January 31, 2022  
Capital Area Community Action Agency**

**WAP Variances**

- Copies / Printing / Copier Expenses - is over budget and will be covered by available funds in Office Supplies.

**Head Start Variances**

- **Staff Screenings** - *is over the benchmark budget however it is not expected to increase at the same rate for the remainder of the fiscal year.*
- **Program Supplies** - *is over the budget benchmark but this is a front loaded expense and should stay within budget for the year.*
- General Liability and Property Insurance - is over benchmark budget due to the annual 25% down payment due in October and will come into line over the course of the year.
- Repairs and Maintenance – Recurring - is over budget benchmark in Head Start but when combined with Nonrecurring, it is right on track. There is also funding in Head Start ARPA that could be utilized for these expenses.
- Technology - is over budget in Head Start but it tends to be a front loaded expense line and should finish within budget.
- Dues and Subscriptions - is 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 as well as examine if there are expenses here that should be moved to other categories.
- Meetings / Workshops / Training - is over budget due to a number of early school year opportunities have been available and this expense line is small. Combined with Training and Staff Development along with T & TA, those lines should finish under budget.
- Training/Staff Development - is over budget but when combined with T & TA they should come into line over the next few months.
- Advertising - is over budget due to an enrollment campaign.

**Capital Area Community Action Agency  
Statement of Revenues and Expenditures  
For the Four Months Endng 1/31/2022**

	33%	Total Budget		Total Budget	
		Original	Actual	Variance - Original	%
<b>Revenue</b>					
Government Contracts - FEDERAL - DIRECT	4000	4,419,925	1,175,012	(3,244,913)	27%
Government Contracts - Federal Indirect	4005	0	3,276	3,276	100%
Government Contracts - STATE	4010	8,116,242	2,216,053	(5,900,190)	27%
Government Contracts - LOCAL	4020	108,500	68,316	(40,184)	63%
Grants - Other Not-for-Profits	4100	40,774	118,732	77,958	291%
Grants - All Other Sources	4120	7,500	64,593	57,093	861%
Contributions	4200	149,000	8,384	(140,616)	6%
Contributions- Restricted	4210	24,101	23,487	(613)	97%
Special Events	4300	2,000	2,089	89	104%
Commissions-Vending/Photo	4320	0	2,136	2,136	100%
Interest Income	4950	0	194	194	100%
Fringe Pool Revenue	4960	850,000	286,113	(563,887)	34%
Indirect Pool Revenue	4970	682,428	216,705	(465,723)	32%
Other Revenue	4995	1,000	32,581	31,581	3258%
<b>Total Revenue</b>		<b>14,401,470</b>	<b>4,217,671</b>	<b>(10,183,799)</b>	<b>29%</b>
<b>Expenditures</b>					
Salaries & Wages	6010	3,417,738	987,506	2,430,232	29%
Fringe	6110	1,014,260	286,125	728,135	28%
<b>FICA</b>	<b>6120</b>	<b>200,000</b>	<b>78,292</b>	<b>121,708</b>	<b>39%</b>
Unemployment	6130	40,000	14,071	25,929	35%
<b>Workers Compensation</b>	<b>6140</b>	<b>40,000</b>	<b>16,940</b>	<b>23,060</b>	<b>42%</b>
Health Insurance	6150	435,000	134,560	300,440	31%
Life Insurance	6160	30,000	8,810	21,190	29%
Retirement	6170	52,000	16,006	35,994	31%
<b>Staff Screenings</b>	<b>6180</b>	<b>4,380</b>	<b>4,386</b>	<b>(6)</b>	<b>100%</b>
Indirect Costs	6210	778,544	218,805	559,739	28%
Travel - In Area	6310	29,932	2,890	27,042	10%
Travel - Out of Area	6315	7,489	0	7,489	0%
Office Supplies	6410	31,833	6,734	25,099	21%
Program Supplies	6415	49,066	8,575	40,491	17%
Classroom Supplies	6420	42,500	12,349	30,151	29%
Kitchen Supplies	6430	28,089	5,218	22,871	19%
Medical/Dental Supplies	6440	1,500	0	1,500	0%
Copies/Printing/Copier	6510	27,130	7,583	19,547	28%
Postage and Delivery Expense	6600	9,468	1,392	8,076	15%
Contractual Services/Professional	6710	595,618	107,798	487,820	18%
Contractual Services – Health/Disabilities	6715	202,007	66,943	135,064	33%
Rent/Space Cost	6810	434,390	121,020	313,371	28%
Utilities	6820	149,056	35,298	113,757	24%
<b>General Liability and Property Insurance</b>	<b>6830</b>	<b>60,991</b>	<b>31,811</b>	<b>29,180</b>	<b>52%</b>
Communications	6840	103,605	31,224	72,381	30%
<b>Repairs &amp; Bldg Maintenance- Recurring</b>	<b>6850</b>	<b>145,590</b>	<b>56,448</b>	<b>89,142</b>	<b>39%</b>
Repairs & Bldg Maintenance -	6855	154,007	0	154,007	0%
Equipment Maintenance	6910	37,253	6,350	30,903	17%
Vehicle Expense	6920	210,558	40,118	170,440	19%
Equipment Lease	6930	16,918	3,712	13,206	22%
Technology	6940	93,161	24,079	69,082	26%
Fees, Licenses, and Permits	7010	4,835	816	4,019	17%

**Capital Area Community Action Agency  
Statement of Revenues and Expenditures  
For the Four Months Ending 1/31/2022**

Dues/Subscriptions	7020	19,627	6,414	13,213	33%
Special Events	7110	3,000	0	3,000	0%
Client Assistance	7210	5,279,678	1,449,175	3,830,503	27%
Equipment (\$5,000 or more)	7310	234,721	0	234,721	0%
Expendable Equipment	7320	45,191	1,670	43,521	4%
Registration Fees	7410	11,350	0	11,350	0%
<b>Meetings/Workshops/Training</b>	<b>7420</b>	<b>16,144</b>	<b>14,088</b>	<b>2,056</b>	<b>87%</b>
Training/Staff Development	7430	36,208	10,444	25,764	29%
Training and Technical Assistance	7435	44,743	10,311	34,432	23%
Advisory/Board Member Expenses	7440	3,500	440	3,060	13%
Advertising	7450	39,828	5,012	34,816	13%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	206,662	58,459	148,203	28%
<b>Miscellaneous Expenses</b>	<b>7520</b>	<b>0</b>	<b>113</b>	<b>(113)</b>	<b>100%</b>
Legal Expenses	7530	8,000	0	8,000	0%
Interest Expense	7610	1,000	0	1,000	0%
Bank Service Charges	7630	3,700	1,196	2,504	32%
Total Expenditures		14,401,470	3,893,182	10,508,287	27%
Excess Revenue over (under) Expenditures		0	324,488	324,488	



**Capital Area Community Action Agency  
Balance Sheet  
As of 1/31/2022**

	<u>Current Period Balance</u>
<b>Assets</b>	
Petty Cash	315
Cash Operating Hancock Bank	1,285,266
Cash - Health Insurance Imprest Account	2,552
Cash - Money Market Accounts	55,221
Cash - Restricted	82,250
Accounts Receivable	149,302
Grants Receivable	671,075
Property and Equipment Net	<u>363,254</u>
Total Assets	<u>2,609,235</u>
<b>Liabilities and Net Assets</b>	
<b>Liabilities</b>	
Accounts Payable	128,370
Accrued Leave	93,877
Accrued Wages	18,775
Accrued Flexible Savings Account	(5,875)
Accrued Fringe Benefits	4,079
Contract Advances	106,095
Due to Grantor	59,929
Contingent Liab Sunshine St Micro Obligated	23,217
Liability- Head Start Parent Activity	7,079
Notes Payable	135,558
Line of Credit	2,900
Deferred Income	<u>171,431</u>
Total Liabilities	745,435
<b>Net Assets</b>	
<b>Beginning Net Assets</b>	
Unrestricted Net Assets	1,214,414
Invested Property and Equipment	<u>324,898</u>
Total Beginning Net Assets	1,539,312
Current Net Income	<u>324,488</u>
Total Net Assets	<u>1,863,800</u>
Total Liabilities and Net Assets	<u>2,609,235</u>

**Capital Area Community Action Agency  
CSBG Statement of Revenue and Expenditures  
From Grant Inception Through 1/31/2022**

		Total Budget - Original	Current Period Actual	Total Budget Variance Original	%
Revenue					
Government Contracts - STATE	4010	<u>3,667,245</u>	<u>2,830,210</u>	<u>(837,035)</u>	77%
Total Revenue		<u>3,667,245</u>	<u>2,830,210</u>	<u>(837,035)</u>	77%
Expenditures					
Salaries & Wages	6010	1,386,334	1,151,332	235,003	83%
Fringe	6110	396,339	329,138	67,201	83%
Staff Screenings	6180	3,062	1,911	1,151	62%
Indirect Costs	6210	340,856	281,893	58,963	83%
Travel - In Area	6310	50,767	21,483	29,284	42%
Travel - Out of Area	6315	27,398	5,307	22,091	19%
Office Supplies	6410	17,108	15,805	1,303	92%
<b>Program Supplies</b>	<b>6415</b>	<b>0</b>	<b>359</b>	<b>(359)</b>	<b>100%</b>
Copies/Printing/Copier	6510	23,324	12,077	11,247	52%
Postage and Delivery Expense	6600	6,927	2,216	4,712	32%
Contractual Services/Professional	6710	67,906	39,130	28,776	58%
Rent/Space Cost	6810	179,432	160,730	18,702	90%
Utilities	6820	25,004	16,104	8,899	64%
General Liability and Property	6830	29,010	25,389	3,621	88%
<b>Communications</b>	<b>6840</b>	<b>67,903</b>	<b>64,286</b>	<b>3,617</b>	<b>95%</b>
Repairs & Bldg Maintenance- Recurring	6850	26,538	15,020	11,518	57%
Equipment Maintenance	6910	20,675	15,478	5,196	75%
<b>Vehicle Expense</b>	<b>6920</b>	<b>65,056</b>	<b>66,849</b>	<b>(1,793)</b>	<b>103%</b>
Equipment Lease	6930	8,635	5,410	3,225	63%
Technology	6940	23,043	13,767	9,276	60%
Fees, Licenses, and Permits	7010	12,633	7,059	5,574	56%
Dues/Subscriptions	7020	29,484	26,710	2,775	91%
Client Assistance	7210	753,742	489,098	264,643	65%
Equipment (\$5,000 or more)	7310	16,664	824	15,840	5%
Expendable Equipment	7320	25,985	17,732	8,253	68%
Registration Fees	7410	18,916	10,506	8,409	56%
<b>Meetings/Workshops/Training</b>	<b>7420</b>	<b>20,959</b>	<b>22,337</b>	<b>(1,378)</b>	<b>107%</b>
Training/Staff Development	7430	2,745	995	1,750	36%
Advertising	7450	<u>20,799</u>	<u>11,800</u>	<u>8,999</u>	57%
Total Expenditures		<u>3,667,245</u>	<u>2,830,745</u>	<u>836,500</u>	77%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>(535)</u>	<u>(535)</u>	

**Capital Area Community Action Agency  
CSBG DRSF Statement of Revenues and Expenditures  
From Grant Inception Through 1/31/2022**

	67%	Total Budget - Original	Current Period Actual	Total Budget Variance - Original	%
<b>Revenue</b>					
Government Contracts - STATE	4010	3,646,060	1,808,609	(1,837,451)	50%
Total Revenue		<u>3,646,060</u>	<u>1,808,609</u>	<u>(1,837,451)</u>	50%
<b>Expenditures</b>					
Salaries & Wages	6010	803,679	235,771	567,908	29%
Fringe	6110	232,905	68,326	164,579	29%
<b>Staff Screenings</b>	<b>6180</b>	<b>570</b>	<b>696</b>	<b>(126)</b>	<b>122%</b>
Indirect Costs	6210	188,033	55,205	132,828	29%
Travel - In Area	6310	12,700	5,944	6,756	47%
Travel - Out of Area	6315	1,100	0	1,100	0%
<b>Office Supplies</b>	<b>6410</b>	<b>3,600</b>	<b>7,659</b>	<b>(4,059)</b>	<b>213%</b>
<b>Copies/Printing/Copier</b>	<b>6510</b>	<b>2,700</b>	<b>2,346</b>	<b>354</b>	<b>87%</b>
Postage and Delivery Expense	6600	1,650	167	1,483	10%
Contractual Services/Professional	6710	116,000	8,069	107,931	7%
<b>Rent/Space Cost</b>	<b>6810</b>	<b>57,640</b>	<b>69,270</b>	<b>(11,630)</b>	<b>120%</b>
<b>Utilities</b>	<b>6820</b>	<b>11,761</b>	<b>10,916</b>	<b>845</b>	<b>93%</b>
General Liability and Property Insurance	6830	10,000	2,222	7,778	22%
Communications	6840	31,388	17,340	14,048	55%
<b>Repairs &amp; Bldg Maintenance- Recurring</b>	<b>6850</b>	<b>4,050</b>	<b>6,110</b>	<b>(2,060)</b>	<b>151%</b>
<b>Repairs &amp; Bldg Maintenance - Nonrecurring</b>	<b>6855</b>	<b>450</b>	<b>384</b>	<b>66</b>	<b>85%</b>
Equipment Maintenance	6910	14,980	950	14,030	6%
Vehicle Expense	6920	100,200	45,219	54,981	45%
Equipment Lease	6930	3,000	1,557	1,443	52%
Technology	6940	9,776	2,826	6,949	29%
Fees, Licenses, and Permits	7010	600	60	540	10%
Client Assistance	7210	1,974,534	1,245,419	729,115	63%
Equipment (\$5,000 or more)	7310	15,644	824	14,820	5%
Expendable Equipment	7320	23,500	5,336	18,164	23%
Registration Fees	7410	600	0	600	0%
Training and Technical Assistance	7435	2,000	0	2,000	0%
Advertising	7450	<u>23,000</u>	<u>9,410</u>	13,590	41%
Total Expenditures		<u>3,653,140</u>	<u>1,802,029</u>	<u>1,844,031</u>	49%
Excess Revenue over (under) Expenditures			<u>6,580</u>	<u>6,580</u>	

**Capital Area Community Action Agency**  
**LIHEAP Statement of Revenue and Expenditures**  
**From Grant Inception through 1/31/2022**

	88%	Total Budget - Original	Current Period Actual	Total Budget Variance - Original	%
<b>Revenue</b>					
Government Contracts - STATE	4010	<u>12,932,424</u>	<u>8,994,509</u>	<u>(3,937,915)</u>	70%
<b>Total Revenue</b>		<u>12,932,424</u>	<u>8,994,509</u>	<u>(3,937,915)</u>	70%
<b>Expenditures</b>					
Salaries & Wages	6010	1,485,835	1,005,422	480,413	68%
Fringe	6110	426,493	288,727	137,766	68%
Staff Screenings	6180	3,567	1,217	2,351	34%
Indirect Costs	6210	365,481	212,079	153,402	58%
Travel - In Area	6310	16,181	6,916	9,265	43%
Travel - Out of Area	6315	8,926	674	8,252	8%
Office Supplies	6410	17,500	9,573	7,927	55%
Copies/Printing/Copier	6510	25,131	14,385	10,746	57%
Postage and Delivery Expense	6600	8,086	2,965	5,121	37%
Contractual Services/Professional	6710	57,500	39,182	18,318	68%
Rent/Space Cost	6810	183,913	111,826	72,087	61%
Utilities	6820	31,265	9,612	21,653	31%
General Liability and Property Insurance	6830	21,550	16,188	5,362	75%
Communications	6840	53,895	35,576	18,319	66%
Repairs & Bldg Maintenance- Recurring	6850	24,568	10,453	14,115	43%
Equipment Maintenance	6910	15,790	8,318	7,472	53%
Vehicle Expense	6920	14,990	3,631	11,359	24%
Equipment Lease	6930	9,575	3,722	5,853	39%
Technology	6940	25,851	10,511	15,340	41%
Fees, Licenses, and Permits	7010	1,150	380	770	33%
Dues/Subscriptions	7020	1,275	175	1,100	14%
Client Assistance	7210	10,072,277	7,111,889	2,960,387	71%
Equipment (\$5,000 or more)	7310	16,057	0	16,057	0%
Expendable Equipment	7320	26,530	6,957	19,573	26%
Registration Fees	7410	7,400	2,470	4,930	33%
Meetings/Workshops/Training	7420	4,138	280	3,858	7%
Training/Staff Development	7430	2,000	0	2,000	0%
Advertising	7450	<u>5,500</u>	<u>1,601</u>	<u>3,899</u>	29%
<b>Total Expenditures</b>		<u>12,932,424</u>	<u>8,914,727</u>	<u>4,017,697</u>	69%
<b>Excess Revenue over (under) Expenditures</b>		<u>0</u>	<u>79,782</u>	<u>79,782</u>	

**Capital Area Community Action Agency  
WAP Statement of Revenue and Expenditures  
From Grant Inception Through 1/31/2022**

	87%			Total Budget	
		Total Budget Original	Current Period Actual	Variance - Original	%
<b>Revenue</b>					
Government Contracts - STATE	4010	2,914,204.67	1,261,434.70	(1,652,769.97)	43%
Other Revenue	4995	<u>0.00</u>	<u>27,160.00</u>	<u>27,160.00</u>	100%
<b>Total Revenue</b>		<u>2,914,204.67</u>	<u>1,288,594.70</u>	<u>(1,625,609.97)</u>	44%
<b>Expenditures</b>					
Salaries & Wages	6010	442,804.80	332,921.19	109,883.61	75%
Fringe	6110	126,848.19	95,688.38	31,159.81	75%
Staff Screenings	6180	200.00	0.00	200.00	0%
Indirect Costs	6210	110,906.56	81,349.74	29,556.82	73%
Travel - In Area	6310	19,838.59	11,374.70	8,463.89	57%
Office Supplies	6410	5,233.36	3,941.70	1,291.66	75%
<b>Copies/Printing/Copier</b>	<b>6510</b>	<b>2,036.33</b>	<b>2,072.07</b>	<b>(35.74)</b>	<b>102%</b>
Postage and Delivery Expense	6600	1,288.58	671.18	617.40	52%
Contractual Services/Professional	6710	25,660.45	6,383.15	19,277.30	25%
Rent/Space Cost	6810	28,486.96	19,767.75	8,719.21	69%
Utilities	6820	6,146.90	4,052.20	2,094.70	66%
General Liability and Property Insurance	6830	55,102.19	31,632.55	23,469.64	57%
Communications	6840	14,491.28	10,739.56	3,751.72	74%
Repairs & Bldg Maintenance- Recurring	6850	9,676.91	3,515.31	6,161.60	36%
Equipment Maintenance	6910	4,481.05	3,344.85	1,136.20	75%
Vehicle Expense	6920	25,999.83	20,517.16	5,482.67	79%
Equipment Lease	6930	1,935.50	1,563.28	372.22	81%
Technology	6940	1,204.10	531.34	672.76	44%
Fees, Licenses, and Permits	7010	1,431.14	1,089.35	341.79	76%
Dues/Subscriptions	7020	16,021.89	6,124.55	9,897.34	38%
Client Assistance	7210	1,933,815.08	593,606.86	1,340,208.22	31%
Equipment (\$5,000 or more)	7310	2,285.24	1,180.38	1,104.86	52%
Expendable Equipment	7320	10,902.00	6,129.03	4,772.97	56%
Registration Fees	7410	8,702.22	2,476.22	6,226.00	28%
Meetings/Workshops/Training	7420	48,374.32	16,909.91	31,464.41	35%
Advertising	7450	<u>10,331.20</u>	<u>1,075.80</u>	<u>9,255.40</u>	10%
<b>Total Expenditures</b>		<u>2,914,204.67</u>	<u>1,258,658.21</u>	<u>1,655,546.46</u>	43%
<b>Excess Revenue over (under) Expenditures</b>		<u>0.00</u>	<u>29,936.49</u>	<u>29,936.49</u>	

**Capital Area Community Action Agency  
Head Start Statement Revenue and Expenditures  
For the Four Months Ended 1/31/2022**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	<u>3,740,116</u>	<u>1,083,128</u>	<u>(2,656,988)</u>	29%
Total Revenue		<u>3,740,116</u>	<u>1,083,128</u>	<u>(2,656,988)</u>	29%
Expenditures					
Salaries & Wages	6010	1,799,540	522,627	1,276,913	29%
Fringe	6110	521,507	151,457	370,050	29%
<b>Staff Screenings</b>	<b>6180</b>	<b>2,500</b>	<b>1,540</b>	<b>960</b>	<b>62%</b>
Indirect Costs	6210	437,053	122,015	315,038	28%
Travel - In Area	6310	2,000	369	1,631	18%
Office Supplies	6410	9,000	1,150	7,850	13%
<b>Program Supplies</b>	<b>6415</b>	<b>16,000</b>	<b>7,640</b>	<b>8,360</b>	<b>48%</b>
Classroom Supplies	6420	42,500	12,139	30,361	29%
Kitchen Supplies	6430	7,000	0	7,000	0%
Medical/Dental Supplies	6440	500	0	500	0%
Copies/Printing/Copier	6510	10,000	2,803	7,197	28%
Postage and Delivery Expense	6600	1,500	507	993	34%
Contractual Services/Professional	6710	15,000	1,777	13,223	12%
Contractual Services – Health/Disabilities	6715	163,170	36,845	126,325	23%
Rent/Space Cost	6810	218,629	63,821	154,808	29%
Utilities	6820	107,000	28,192	78,808	26%
<b>General Liability and Property Insurance</b>	<b>6830</b>	<b>20,000</b>	<b>9,633</b>	<b>10,367</b>	<b>48%</b>
Communications	6840	42,000	15,426	26,574	37%
<b>Repairs &amp; Bldg Maintenance- Recurring</b>	<b>6850</b>	<b>85,000</b>	<b>47,653</b>	<b>37,348</b>	<b>56%</b>
Repairs & Bldg Maintenance - Nonrecurring	6855	39,519	0	39,519	0%
Equipment Maintenance	6910	18,000	4,379	13,621	24%
Vehicle Expense	6920	25,000	7,278	17,722	29%
Equipment Lease	6930	7,500	1,721	5,779	23%
<b>Technology</b>	<b>6940</b>	<b>31,000</b>	<b>17,559</b>	<b>13,441</b>	<b>57%</b>
Fees, Licenses, and Permits	7010	2,000	207	1,793	10%
<b>Dues/Subscriptions</b>	<b>7020</b>	<b>5,000</b>	<b>2,310</b>	<b>2,690</b>	<b>46%</b>
Special Events	7110	1,000	0	1,000	0%
Expendable Equipment	7320	10,000	0	10,000	0%
<b>Meetings/Workshops/Training</b>	<b>7420</b>	<b>500</b>	<b>1,028</b>	<b>(528)</b>	<b>206%</b>
<b>Training/Staff Development</b>	<b>7430</b>	<b>1,500</b>	<b>10,444</b>	<b>(8,944)</b>	<b>696%</b>
Training and Technical Assistance	7435	40,998	10,202	30,796	25%
Advisory/Board Member Expenses	7440	2,500	0	2,500	0%
<b>Advertising</b>	<b>7450</b>	<b>2,500</b>	<b>2,405</b>	<b>95</b>	<b>96%</b>
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	<u>52,000</u>	<u>0</u>	<u>52,000</u>	0%
Total Expenditures		<u>3,740,116</u>	<u>1,083,128</u>	<u>2,656,988</u>	29%
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 January 31, 2022

<b>Match Source</b>	<b>Total Needed</b>	<b>YTD</b>	<b>YTD %</b>	<b>Remaining</b>	<b>Remaining %</b>
Government Contracts - Local		42,123			
Grants - Other Not for Profits		8,059			
In-Kind Revenue		131,552			
VPK/SR		109,313			
	<b>620,300</b>	<b>291,047</b>	<b>47%</b>	<b>329,253</b>	<b>53%</b>

**HEAD START Credit Card Expenses Jan 2022**

Vendor ID	Fund Code	GL Code	Activity Code	Effective Date	Expenses Transaction Description
HANCOCK CC	1064	6920	255	1/27/2022	30.00 #4466, DARREL JAMES, VISA, 1/27/22, GAS HS CAR
HANCOCK CC	1064	6920	255	1/27/2022	40.00 #4466, DARREL JAMES, VISA, 1/27/22, GAS HS CAR
HANCOCK CC	1064	6920	255	1/27/2022	42.00 #4466, DARREL JAMES, VISA, 1/27/22, GAS HS CAR
HANCOCK CC	1064	6920	255	1/27/2022	42.01 #4466, DARREL JAMES, VISA, 1/27/22, GAS HS CAR
HANCOCK CC	1064	6920	255	1/27/2022	48.00 #4466, DARREL JAMES, VISA, 1/27/22, GAS HS CAR
HANCOCK CC	1064	7420	255	1/27/2022	199.90 #4466, DARREL JAMES, VISA, 1/27/22, ZOOM
HANCOCK CC	1065	6415	255	1/27/2022	90.28 #4466, DARREL JAMES, VISA, 1/27/22, MASKS
HANCOCK CC	1065	6415	255	1/27/2022	94.85 #4466, DARREL JAMES, VISA, 1/27/22, MASKS
HANCOCK CC	1064	7435	250	1/27/2022	97.49 #0419, KRISTIN RESHARD, VISA, 1/27/2022, BROWN-BOOKS
HANCOCK CC	1064	7435	255	1/27/2022	698.00 #0419, KRISTIN RESHARD, VISA, 1/27/2022, TRAINING
HANCOCK CC	1064	6410	250	1/27/2022	19.98 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - CHAIR MAT
HANCOCK CC	1064	6415	250	1/27/2022	65.88 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - PROG SUPPLIES
HANCOCK CC	1064	6415	252	1/27/2022	22.98 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - PROG SUPPLIES
HANCOCK CC	1064	6415	252	1/27/2022	24.98 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - PROG SUPPLIES
HANCOCK CC	1064	6415	252	1/27/2022	48.40 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - PROG SUPPLIES
HANCOCK CC	1064	6840	250	1/27/2022	274.92 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - COMCAST
HANCOCK CC	1064	6850	251	1/27/2022	31.96 #6982, FATIMA ALEXANDER, VISA, 1/27/2022 - MULCH/RAKE
HANCOCK CC	1064	7435	255	1/27/2022	6.50 #8165, NICHELE ROLLE, VISA, 1/27/2022, TOLLS, ORLANDO TRAIN
HANCOCK CC	1064	6180	255	1/27/2022	178.64 #7366, NINA SINGLETON SELF, VISA, 1/27/2022, HS ADMIN BKG
HANCOCK CC	1064	6180	250	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN
HANCOCK CC	1064	6180	250	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN RYLES
HANCOCK CC	1064	6180	250	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN SPANN
HANCOCK CC	1064	6180	252	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN
HANCOCK CC	1064	6180	252	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN DAVIS
HANCOCK CC	1064	6180	252	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN EADES
HANCOCK CC	1064	6180	252	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN POITIER
HANCOCK CC	1064	6180	255	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN
HANCOCK CC	1064	6180	255	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN EVANS
HANCOCK CC	1064	6180	255	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN
HANCOCK CC	1064	6180	255	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN ROLLE
HANCOCK CC	1064	6180	256	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN ALLEN
HANCOCK CC	1064	6180	256	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN BROWN
HANCOCK CC	1064	6180	256	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN CLARK
HANCOCK CC	1064	6180	258	1/27/2022	44.66 #5810, VENITA TREADWELL, VISA, 1/27/2022 BKG SCREEN

Total CC 2,726.67





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

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
12-30	12-28	24692161363100171979638	5542	GATE 1194 Q80 TALLAHASSEE FL	M42.01
01-07	01-05	24692162006100137105121	5542	GATE 1194 Q80 TALLAHASSEE FL	M42.00
01-07	01-06	24011342006000038580475	4814	ZOOM.US 888-799-9666 WWW.ZOOM.US CA	M199.90
01-13	01-11	24692162012100610460540	5542	GATE 1194 Q80 TALLAHASSEE FL	M48.00
01-17	01-14	24692162015100960539557	5542	GATE 1194 Q80 TALLAHASSEE FL	M30.00
01-17	01-14	24116412014083731882450	5734	NEWEGG MARKETPLACE 800-390-1119 CA	M90.28
01-17	01-14	24492162014000037142400	8299	HELMETFITTING.COM WWW.HELMETFIT AL	M94.85
01-24	01-21	24692162022100180235254	5542	GATE 1194 Q80 TALLAHASSEE FL	M40.00

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-22	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>  Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 587.04
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL</b> 587.04
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT</b> 5,000.00



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

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-11	01-10	24431062010083256486377	4784	SUNPASS*ACC111752084 888-865-5352 FL	M6.50 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-22	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>  Toll Free                      1-800-448-8812		NEW PURCHASES AND OTHER CHARGES                      6.50
		NEW CASH ADVANCES                      .00
		CREDITS                      .00
		<b>STATEMENT TOTAL</b> 6.50
		TOTAL IN DISPUTE                      .00
		<b>CREDIT LIMIT</b> 2,500.00



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KRISTIN JACKSON  
 CAPITAL AREA CAA  
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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-24	01-21	24247602021300568814904	8299	CONSCIOUS DISCIPLINE 407-366-0233 FL	M698.00 ✓
01-26	01-25	24906412025139277384557	5942	TALLAHASSEE CC BKST #795 800-3815151 IL	M97.49 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-22	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>  Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 795.49
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL</b> 795.49
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT</b> 2,000.00



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FATIMA OLEABHIELE  
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TALLAHASSEE FL 32301-2729

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-10	01-07	24431082008400188000064	5251	ACE HDWE APALACHICOLA FL	M31.96 ✓
01-19	01-19	24692162019100740395809	4899	COMCAST/XFINITY 800-286-2278 FL	M284.92 ✓
01-21	01-20	24692162020100729536859	5200	LOWES #00417* TALLAHASSEE FL	M182.22 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-22		
<p><b>CUSTOMER SERVICE CALL</b></p> <p>Toll Free 1-800-448-8812</p>		NEW PURCHASES AND OTHER CHARGES 499.10
		NEW CASH ADVANCES .00
		CREDITS .00
		<b>STATEMENT TOTAL</b> 499.10
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT</b> 2,000.00



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NINA SINGLETON  
 CAPITAL AREA CAA  
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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
12-30	12-29	24692161363100616827004	5969	INDEED 203-564-2400 CT	M505.63
01-03	01-01	24692162001100781837586	5969	INDEED 203-564-2400 CT	M83.78
01-03	01-01	24445002002300436248388	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0563620828 ARRIVAL: 12-31-21	M149.99
01-03	12-31	24445002001300362525984	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0562615518 ARRIVAL: 12-25-21	M899.94
01-06	01-05	24431062006400675003557	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-06	01-05	24431062006400675003581	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-06	01-05	24431062006400675003615	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-06	01-05	24431062006400675003623	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-06	01-05	24431062005400552006658	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-06	01-05	24431062005400552006716	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-06	01-05	24431062005400552006757	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-06	01-05	24431062005400552006773	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-06	01-05	24013392005000432872118	4225	PODS #102 888-7767637 FL	M49.50
01-07	01-04	74445002005300656134213	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0563792519 ARRIVAL: 01-01-22	M50.00cr
01-07	01-04	74445002005300656134395	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0564249318 ARRIVAL: 01-04-22	M150.00cr
01-07	01-04	74445002005300656134544	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0564249451 ARRIVAL: 01-04-22	M300.00cr
01-07	01-04	74445002005300656134478	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0564249391 ARRIVAL: 01-04-22	M350.00cr
01-10	01-07	24137462008500921273511	5942	TALLAHASSEE CC BKST #795 TALLAHASSEE FL	M538.75

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-22	[REDACTED]	
<b>CUSTOMER SERVICE CALL</b>  Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 5,631.05
		NEW CASH ADVANCES .00
		CREDITS 850.00
		<b>STATEMENT TOTAL 4,781.05</b>
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT 10,000.00</b>



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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-10	01-08	24445002009300473083552	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0564249526 ARRIVAL: 01-04-22	M699.93
01-12	01-11	24013392011001010282136	4225	PODS #102 888-7767837 FL	M49.50
01-12	01-11	24692162011100291753552	5969	INDEED 203-564-2400 CT	M500.17
01-17	01-15	24445002016300444136474	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0564786834 ARRIVAL: 01-08-22	M699.93
01-20	01-19	24692162019100292706080	5969	INDEED 203-564-2400 CT	M500.36
01-24	01-22	24445002023300476694597	3818	MAINSTAY SUITES FL799 PORT SAINT JO FL 0565725871 ARRIVAL: 01-15-22	M699.93
01-26	01-25	24431062025700749651993	9399	FDLE CCHINET 850-410-8161 FL	M25.00
01-26	01-25	24431062025700749655747	9399	FDLE CCHINET 850-410-8161 FL	M25.00
01-26	01-25	24431062025700749658089	9399	FDLE CCHINET 850-410-8161 FL	M25.00



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

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**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-04	01-03	24431062004400673003338	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003353	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003387	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003445	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003478	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003494	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003577	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003635	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003650	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003684	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003791	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003809	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003817	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003833	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062004400673003858	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41
01-04	01-03	24431062003400550006405	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006454	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006504	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006561	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006603	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006629	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006728	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006793	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006819	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550006843	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-22	[REDACTED]	NEW PURCHASES AND OTHER CHARGES 669.90
CUSTOMER SERVICE CALL		NEW CASH ADVANCES .00
		CREDITS .00
Toll Free 1-800-448-8812		<b>STATEMENT TOTAL 669.90</b>
		TOTAL IN DISPUTE .00
		<b>CREDIT LIMIT 4,000.00</b>



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01-27-22

**TRANSACTION DETAIL**

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-04	01-03	24431062003400550006991	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550007007	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550007015	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550007031	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25
01-04	01-03	24431062003400550007056	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25



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	12/15/2022	
MARCH	4.3	The Organization will complete, date and have Community Action Plan signed by the Certified ROMA trainer or trainer on staff.	On going	12/15/2022	
	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	3/24/2022 Needs Board Approval	
	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

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
	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
	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	3/24/2022 Needs Board Approval	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	3/24/2022 Needs Board Approval	Completed
	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	
<b>MAY</b>					
	7.4	The governing board conducts a performance appraisal of the CEO/Executive Director within each calendar year.	Annually		
	7.5	The governing board reviews and approves CEO/Executive Director compensation within every calendar year.	Annually		
	7.6	The organization has a policy in place for regular written evaluation of employees by their supervisors.	Maintain		
	7.8	All staff participates in a new employee orientation within 60 days of hire.	Ongoing		

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
	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		
<b>JUNE</b>	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		
<b>JULY</b>	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		
	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 costs through an indirect cost rate plan or through a written cost allocation plan.	Annually		
<b>SEPTEMBER</b>	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		

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
	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		
<b>November 2022</b>		<b>SUBMIT</b>			



# CAPITAL AREA COMMUNITY ACTION AGENCY

Strategic Plan, April 2019

## **Mission**

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

## OVERVIEW

The Capital Area Community Action Agency (Capital Area) is a private non-profit organization that helps people in crisis make ends meet while assisting those in poverty to become independent of government assistance. The Capital Area provides services to an eight-county region including: Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla counties.

On April 27, 2019 the Capital Area Board of Directors, Head Start Policy Council Members and program management staff met to discuss community needs on a regional and individual county basis and determine the role the Capital Area plays or should play in addressing these needs. This strategic planning exercise was meant to guide current and future activities of the agency as well as discuss strategic partnerships to ensure community needs are met. The exercise was informed by the Community Needs Assessment for the region as well as a client survey conducted by the United Way. In addition, the group considered the impacts that Hurricane Michael had on the region and ways that some of these issues have been compounded by this disaster. The Capital Area understands that it has limited bandwidth and must focus attention on areas that align with their mission that can create change in the community. Recognizing this limited scope and mission, the group identified various roles that could be played to address an issue.



## Roles of the Capital Area

<b>Fix</b>	We have programs and tools that can help address this issue.
<b>Facilitate</b>	We can convene people with programs and tools to help address this issue.
<b>Advocate</b>	We can advocate publicly for the needs of the community, even though we may not have the resources to address the issue.
<b>Share</b>	We can promote other programs that address this issue and share information with our clients.
<b>Aware</b>	While we may not have the tools to address this issue, we should be aware that it influences other issues that we address.
<b>Pass to a Friend</b>	We recognize that there are other organizations in the community that address this issue and we should not focus on it.

## PRIORITY ISSUES

Sixteen issues were identified by Board Members, Policy Council Members and program staff as a priority where the Capital Area has program and tools to help address the problem in the community. They have been ranked according to priority by the leadership team.

- 1. Single mothers living in poverty.** For the region, 6.3 percent of the total population consists of families with a female householder. This is higher than the a little over five percent statistic for the state and nation. However, there are specific counties where more than half of the families living in poverty are headed up by a female householder.
  - Calhoun County: 51.4%
  - Gadsden County: 74.3%
  - Gulf County 55.9%
- 2. High regional poverty rate.** Over 20 percent of the population within the Capital Area lives in poverty. This is significantly higher than the rate of approximately 16.5 percent in the state and 16 percent in the nation.
- 3. Veterans living in poverty.** While the community needs assessment does not show data for veterans living in poverty, according to Veterans Data Center, 7.5 percent of veterans in Florida live in poverty. With a higher concentration of veterans living within the area, this could be a regional issue.
- 4. Children living in poverty.** Over 22 percent of the children living in the region are living in poverty. This is higher than the state average of 21.3 percent and the National average of 19.5 percent. This number is even higher for some counties within the region.
  - Calhoun County: 30.9%
  - Franklin County: 35.9%
  - Gadsden County 33.9%
  - Gulf County 29.9%
  - Jefferson County 28.5%
  - Liberty County: 29.2%
- 5. High rate of individuals who do not have a high school diploma (Tied with #6).** The percentage of the population that lacks a high school diploma is significantly higher in some counties throughout the region than the state/national average of about 13%. This includes:
  - Calhoun County: 23.4%
  - Franklin County: 20.2%
  - Gadsden County: 22%
  - Gulf County: 16.11%
  - Jefferson County: 20.3%
  - Liberty County: 21.5%
- 6. Need for more qualified staff in schools, including Head Start facilities (Tied with #5).** Anecdotally, the leadership team recognized a need for more qualified staff in schools, starting with the Head Start facilities.

7. **High percentage of uninsured individuals (Tied with #8).** According to the community needs assessment, the region has a lower percentage of uninsured individuals than the state average (which is relatively high at 12 percent). However, almost all the counties had a higher percentage of uninsured individuals than the national average.
8. **Need for financial literacy to help individuals and families manage income (Tied with #7).** Client responses to the United Way survey indicated a strong need for assistance with personal finances. Anecdotally, the leadership team also discussed the challenge of financial literacy in the community.
9. **Lack of services for those that are disabled.** The United Way client survey indicated a high need for seniors and those with disabilities. Due to the rural nature of many communities, there is a lack of services for those who are disabled and/or uninsured.
10. **Need for affordable, quality childcare, including afterschool care.** The United Way Survey indicated a major need in the community is access to affordable childcare. Leadership team members anecdotally discussed that in addition, there is a need for quality childcare as some options that are affordable may not be the best places for children to thrive.
11. **Access to healthy, fresh, affordable food.** There are many food deserts within communities that make it difficult for families and individuals to access healthy food at an affordable rate.
12. **No public transportation in many areas throughout the region.** Access to public transportation was identified as a way that clients could live a better life through the United Way Survey. Anecdotally, the leadership team discussed the challenges with public transportation and the role they could play in addressing these challenges.
13. **Establishing healthy eating habits, starting with children.** Anecdotally, the leadership team discussed a need to establish healthy eating habits and an opportunity to do this starting with Children through the Head Start Program.
14. **Lack of gas money to get to work.** Anecdotally, the leadership team considered the lack of gas money as a challenge for individuals who need transportation to work.
15. **Limited evacuation options for residents along the Gulf Coast.** With limited access to public transportation and other challenges, it was recognized that there are few evacuation options for communities along the coast like Gulf, Franklin and Wakulla counties who may need to evacuate in advance of a hurricane.
16. **Disaster Support.** While the community needs assessment does not focus on the need for support following emergencies, the leadership team felt that the Capital Area could play a stronger role in helping in the aftermath of a disaster.



## OTHER ISSUES

These issues were identified as major issues in the community, but the Capital Area recognizes that it may not currently have programs or tools to address the issues. However, the group identified potential roles that the Capital Area can play to help address these problems. The main role identified for each issue received the most support from respondents. In addition, other potential roles identified by respondents are listed.

### Housing

**Need for affordable housing.** Anecdotally, the leadership team reported that rents were too high in many areas and there was a need for additional affordable housing.

- ❖ **Advocate.** We can advocate publicly for the needs of the community; even though we may not have the resources to address the issue.
- ❖ Other roles identified include facilitate, share, aware and pass to a friend.

**Need for safe and sanitary housing.** There are pockets throughout the region where over two percent of homes lack complete plumbing facilities.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ Other roles identified include facilitate, advocate and aware.

**Unsafe homes with structural foundation issues.** Anecdotally, the leadership team identified the issue of unsafe homes where structures were sinking within Gulf County.

- ❖ **Advocate and Pass to a Friend.** We can advocate publicly for the needs of the community, even though we may not have the resources to address the issue. We recognize that there are other organizations in the community that address this issue and we should ultimately not focus on it.
- ❖ Other roles identified include facilitate and share.

**Safety of homes following Hurricane Michael.** Leadership team members also pointed out that there were safety issues throughout the community, including at residences where debris piles were still waiting to be removed and homes remained unrepaired, following Hurricane Michael.

- ❖ **Advocate and Pass to a Friend.** We can advocate publicly for the needs of the community, even though we may not have the resources to address the issue. We recognize that there are other organizations in the community that address this issue and we should ultimately not focus on it.
- ❖ Other roles identified include facilitate and share.

### Poverty

**Seniors living in poverty.** Leadership team members identified seniors living in poverty as a regional issue. While the community needs assessment shows that the region has a lower percentage of seniors living in poverty than the state or region, there are counties within the region that are that are higher.

## Capital Area Community Action Agency Strategic Plan

- ❖ **Facilitate.** We can convene people with programs and tools to help address this issue.
- ❖ Other roles identified include advocate and pass to a friend.

**Grandparents raising grandchildren.** Anecdotally, the leadership team identified a concern for the number of families where children were raised by grandparents.

- ❖ An equal number of respondents felt that the Capital Area could perform the following roles:
  - **Advocate.** We can advocate publicly for the needs of the community; even though we may not have the resources to address the issue.
  - **Share.** We can promote other programs that address this issue and share information with our clients.
  - **Aware.** While we may not have the tools to fix this issue, we should be aware that it influences other issues that we address.
  - **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.

### Healthcare

**Need for more mental health and grief counseling.** In the wake of Hurricane Michael, the need for these services has significantly increased as many are dealing with the trauma of having lived through the storm and the long-term effects of relocating to a new home, becoming homeless or seeing their community in shambles.

- ❖ **Aware.** While we may not have the tools to address this issue, we should be aware that it influences other issues that we address.
- ❖ Other roles identified include advocate, share and pass to a friend.

### Nutrition

**High Number of Children on Free/Reduced Lunch.** While the region has a lower percentage of students eligible for free or reduced lunch than the state/national average, there are counties such as Gadsden, Gulf and Jefferson, where this number is significantly higher.

- ❖ **Aware.** While we may not have the tools to address this issue, we should be aware that it influences other issues that we address.
- ❖ Other roles identified include facilitate, share and pass to a friend.

### Education

**High number of veterans with no high school diploma.** While the region has a lower percentage of veterans that lack a high school diploma, there are counties such as Franklin, Gadsden, Jefferson and Liberty where this percentage is much higher.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ Other roles identified include facilitate, advocate, share and aware.

**High number of illiterate people in the region.** While the region has a lower percentage of individuals lacking literacy skills, there are many counties where 20 percent of the population is illiterate and in Gadsden County this figure is 25 percent.

- ❖ An equal number of respondents felt that the Capital Area could perform the following roles:
  - **Advocate.** We can advocate publicly for the needs of the community; even though we may not have the resources to address the issue.
  - **Share.** We can promote other programs that address this issue and share information with our clients.
  - **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ One additional role, facilitate, was identified.

**Many underfunded public schools in the region.** Anecdotally, the leadership team identified underfunded public schools as a challenge for the education system.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ Other roles identified include advocate and share.

**Difficulty getting children to school.** Anecdotally, the leadership team stated that parents had difficulty getting their children to school.

- ❖ **Aware.** While we may not have the tools to address this issue, we should be aware that it influences other issues that we address.
- ❖ Other roles identified include facilitate, share and pass to a friend.

**Poor performing schools, with school zoning as an issue that contributes to this problem.** Anecdotally, the leadership team reported the need for better performing schools. Franklin, Jefferson and Gadsden counties received "C" district ratings in 2018. The leadership team stated that they feel the ways schools are zoned can contribute to some schools ratings being much lower within the community.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ One additional role, advocate, was identified.

**Lack of parent involvement in school.** Anecdotally, the leadership team identified lack of parent involvement in school as a challenge for education facilities within the region.

- ❖ **Facilitate.** We can convene people with programs and tools to help address this issue.
- ❖ Other roles identified include advocate and pass to a friend.

## Employment

**Low median household income in portions of the region.** Throughout the region, many of the rural areas have a significantly lower median house hold income than that of the state or nation. This can lead to individuals classified as not meeting low- and moderate-income standards for certain programs but still being unable to make ends meet.

- ❖ **Facilitate and Advocate.** We can convene people with programs and tools to help address this issue. We can also advocate publicly for the needs of the community, even though we may not have the resources to address the issue.
- ❖ One additional role, share, was identified.

**Many considered working poor due to underemployment.** While the unemployment rate for the region is low, the median household incomes reported indicate that many who are employed are still struggling to make ends meet.

- ❖ **Facilitate.** We can convene people with programs and tools to help address this issue.
- ❖ Other roles identified include advocate, aware and pass to a friend.

**Need for jobs that provide livable wages.** The leadership team and United Way survey pointed to the need for jobs that provide wages that can sustain an individual or families living expenses as a challenge in the community. The leadership team specifically pointed to the construction and service-based industries as a challenge for the region.

- ❖ **Advocate.** We can advocate publicly for the needs of the community; even though we may not have the resources to address the issue.
- ❖ Other roles identified include facilitate, share, aware and pass to a friend.

**Limited private sector employers and opportunities for job growth.** As a region centered around the state capitol, much of the employment opportunities are government-based. The leadership team identified the need for more private sector opportunities within the region.

- ❖ **Aware and Pass it to a Friend.** While we may not have the tools to address this issue, we should be aware that it influences other issues that we address. We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ One additional role, share, was identified.

## Transportation

**Long commutes to work.** Many communities within the region have a long commute to work as most commute to Leon County for employment. This was significantly higher in some pockets of counties where the commute could exceed 28 minutes.

- ❖ **Aware and Pass it to a Friend.** While we may not have the tools to address this issue, we should be aware that it influences other issues that we address. We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ One additional role, advocate, was identified.

**Lack of working vehicle.** The leadership team identified lack of a working vehicle as a constraint for many low-income individuals who needed transportation to place of employment or service providers.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ Other roles identified include facilitate, advocate and aware.

**Missing car payments leading to car repossession.** Anecdotally, the leadership team mentioned missing car payments, leading to car repossession as an issue that contributed to transportation challenges.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ Other roles identified include advocate, share and aware.

**Lack of safe multi-modal transportation options.** The leadership team noted the major dependence on cars for transportation and lack of safe bike paths and sidewalks to encourage multi-modal transportation options.

- ❖ **Pass to a Friend.** We recognize that there are other organizations in the community that address this issue and we should not focus on it.
- ❖ Other roles identified include advocate and aware.

## COUNTY-SPECIFIC CHALLENGES

The Capital Area recognizes that throughout its eight-county region, needs can vary. This can be due to the rural and urban nature of many communities, along with other differences. The following county-specific challenges were identified based on the community needs assessment, where statistics were higher than that of the state/national average.

### Calhoun County

- Approximately 22% of residents live in poverty, which is significantly higher than the state/national average.
- Over half of families living in poverty are headed up by female householders (51.4%)
- The unemployment rate is currently 4.4 percent, which is higher than the state/national average.
- Median household income is \$36,708, which is significantly lower than the state/national average.
- In portions of Gulf County, individuals have a work commute time of over 28 minutes.
- Eighteen percent of the population lacks literacy skills, which is lower than the state but higher than the national average.
- Almost percent of children are eligible for free/reduced lunch which is on par with the state/national average but still higher than most of the region.
- The percentage of veterans living in the county is slightly higher than that of the state (9.62%)
- The percentage of veterans without a high school diploma is significantly higher than that of the state or nation (16.18%).
- Anecdotally, the leadership team identified Calhoun County as an isolated area with poor access to quality healthcare.

### Franklin County

- Approximately 23% of residents live in poverty, which is significantly higher than the state/national average.
- Over 30 percent of children live in poverty (32.1%)
- Median household income is \$37,479, which is significantly lower than the state/national average.
- Seventeen percent of the population lacks literacy skills, which is lower than the state but higher than the national average.
- The percentage of veterans living in the community is higher than that of the state (10.89%)
- The percentage of veterans without a high school diploma is higher than that of the state or nation (7.13%).

## Capital Area Community Action Agency Strategic Plan

- A need for quality education was noted, with Franklin County receiving a rating of “C” for 2018.
- Anecdotally, the leadership team recognizing a general lack of openness to change in Franklin County.
- Evacuation issues were also identified as a challenge in Franklin County in advance of hurricanes.

### Gadsden County

- Approximately 21% of residents live in poverty, which is significantly higher than the state/national average.
- Approximately 75 percent of families living in poverty are headed up by female householders (74.3%)
- Over 40 percent of children live in poverty (40.8%)
- Approximately 12 percent of seniors live in poverty (compared to state average of 10.3 percent and national average of 9.3 percent)
- The unemployment rate is currently 4.7 percent, which is higher than the state/national average.
- Median household income is \$40,865, which is significantly lower than the state/national average.
- In portions of Gadsden County, individuals have a commute time of over 28 minutes.
- Twenty-five percent of the population lacks literacy skills, which is higher than the state/national average.
- Homes in Gadsden County are older than traditional housing stock in Florida.
- Over 75 percent of children are eligible for free/reduced lunch which is significantly higher than the state/national average.
- The percentage of veterans living in the community is higher than that of the state (10.02%)
- The percentage of veterans without a high school diploma is higher than that of the state or nation (7.7%).
- A need for quality education was noted, with Gadsden County receiving a rating of “C” for 2018.
- The leadership team noted that Gadsden County faced the most challenges within the region.

### Gulf County

- Approximately 24% of residents live in poverty, which is significantly higher than the state/national average.
- Over half of the families living in poverty are headed up by female householders (55.9%)
- While the total percentage of children living in poverty is lower than the state/national average, there are pockets within Gulf County where over 30 percent of children live in poverty.
- Median household income is \$38,381, which is significantly lower than the state/national average.
- Sixteen percent of the population lacks literacy skills, which is lower than the state but higher than the national average.
- Over 60 percent of children are eligible for free/reduced lunch which is higher than the state/national average.
- The percentage of veterans living in the community is higher than that of the state (11.01%)
- The percentage of veterans without a high school diploma is significantly higher than that of the state or nation (12.69%).
- There are pockets within Gulf County where over 2% of housing units lack complete plumbing facilities.
- Evacuation issues were also identified as a challenge in Franklin County in advance of hurricanes.

### Jefferson County

- Approximately 19% of residents live in poverty, which is significantly higher than the state/national average.
- While the total percentage of children living in poverty is lower than the state/national average, there are pockets within Jefferson County where over 30 percent of children live in poverty.

## Capital Area Community Action Agency Strategic Plan

- The unemployment rate is currently 4.2 percent, which is higher than the state/national average.
- Median household income is \$43,463, which is significantly lower than the state/national average.
- In portions of Jefferson County, individuals have a work commute time of over 28 minutes.
- Seventeen percent of the population lacks literacy skills, which is lower than the state but higher than the national average.
- Over 75 percent of children are eligible for free/reduced lunch which is significantly higher than the state/national average.
- There are no federally qualified health centers located in Jefferson County.
- The percentage of veterans living in the community is higher than that of the state (9.97%)
- The percentage of veterans without a high school diploma is higher than that of the state or nation (8.89%).
- A need for quality education was noted, with Jefferson County receiving a rating of "C" for 2018. It should be noted that this is an improvement over the last two years where Jefferson County received a "D" rating.
- There are pockets within Jefferson County where over 2 percent of housing units lack complete plumbing facilities.
- The leadership team noted anecdotally that there is a lack of recreation options within Jefferson County, requiring residents to travel to other areas to spend their money for entertainment.

### Leon County

- Approximately 19% of residents live in poverty, which is significantly higher than the state/national average.
- Approximately 60 percent of families living in poverty are headed up by female householders (59.6%)
- While the total percentage of children living is lower than the state/national average, there are pockets within Leon County where over 30% of children live in poverty.
- There are pockets within Leon County where over 2% of housing units lack complete plumbing facilities.
- The leadership team noted anecdotally that the homeless population in Leon County is growing.
- The leadership team also identified the prevalence of crime as a major issue within Leon County.

### Liberty County

- Approximately 24% of residents live in poverty, which is significantly higher than the state/national average.
- Over 16 percent of seniors living in poverty (compared to state average of 10.3 percent and national average of 9.3 percent)
- Median household income is \$38,900, which is significantly lower than the state/national average.
- Twenty percent of the population lacks literacy skills, which is lower than the state but higher than the national average.
- Anecdotally, the leadership team identified Calhoun County as an isolated area with poor access to quality healthcare.

### Wakulla County

- Approximately 12 percent of seniors live in poverty (compared to state average of 10.3 percent and national average of 9.3 percent)
- The percentage of veterans living in the community is higher than that of the state (11.2%)
- There are pockets within Wakulla County where over 2% of housing units lack complete plumbing facilities.

- The Panacea Community within Wakulla County was identified as having a concentrated number of individuals living in poverty.

### ADDITIONAL ISSUES TO EXPLORE

- The group discussed a need to discuss the Capital Area's role in addressing Seniors living in Poverty and whether it is aligned with the mission of the agency, recognizing the dependency of many seniors on government services and lack of opportunities to reduce this need.
- Participants noted a slower population growth in many rural areas within the region. While the region overall grew at a rate of over 17% change from 2000 – 2017, some communities – specifically Franklin and Gadsden Counties – were growing at a much slower pace.
- Participants noted the need to think about demographic shifts in the future and the services provided. As the Boomer Generation enters the senior state of life, in many communities there may be a higher number of elderly individuals than children.

### NEXT STEPS FOR CAPITAL AREA TO CONSIDER

- **Program Gaps Analysis** – With a clear picture of the community's issues and what the leadership team thinks the role is for each issue, a good next step is to figure out what the Capital Area is currently doing to fulfill these roles. A follow-up meeting or analysis might present all these issues and the programs that currently managed by the Capital Area. The meeting could examine all the issues/roles previously discussed and determine there are gaps.
- **Partners** – In areas where the group identifies a major need, it could be good to explore other partners in the community that play a role in this issue as well. This may lead to discussions about future partnerships or ways to leverage programs to better address the issue.
- **Effectiveness** – The Capital Area could examine the budget for various programs and the agency overall to see if the way that the funding is spent, aligns with the major community needs. Capital Area might also consider looking at statistics or metrics for each program (or establishing them, if they don't exist) to see if the programs, as they currently are implemented, are working to move the needle.
- **Revise Programs or Create New Programs** – After looking at gaps that exist, potential partners for collaboration and the effectiveness of programs, the Capital Area might think about ways to revise current programs to make them more effective or examine best practices from around the nation about other programs that might be implemented to help achieve the mission of the agency.



# Capital Area Community Action Agency

## CHIEF EXECUTIVE OFFICER REPORT MARCH 2022

### Administrative

- A review of our main office by the Tallahassee Fire Department revealed some opportunities to improve emergency preparedness.
- Litigation Status: A civil suit has been filed by former employee alleging discrimination. Working with our insurance company for representation.

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

### Programmatic

- Disaster Recovery Support Grant – Working with Thomas Howell Ferguson Consultants that contracted by DEO to serve as program managers. On-site monitoring will begin in March.
- Continue with monthly Head Start management calls with Region IV HHS Office Specialist.
- Getting Ahead classes are underway.
- DEO Monitoring scheduled for May 23-27 at the main office of LIHEAP, CSBG, and WAP.

**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.
- Participated in the Florida Head Start Association Director's Affiliate Meetings and Board meeting.

**Impact: Developing the infrastructure necessary to support the Agency mission**

### Resource Development

- Presented to Leadership Tallahassee Class 39.
- Kenneth Taite, Haggai Construction General Contractor, is working on the Franklin Head Start renovation of the Van Johnson Complex wing. Franklin Head Start will operate from the 6<sup>th</sup> Street Recreation Center while renovations are completed.

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



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



## **Out of Office**

- April 1 – PTO - Valdosta
- April 22 – PTO – Tampa
- May 3-4 – PTO - Tampa
- May 10-13 – FACA Annual Conference – Ft. Lauderdale
- June 3 – PTO – St. Augustine
- June 22-24 – Leadership Florida Conference Orlando

# Capital Area **Community Action** Agency

## MEMORANDUM

**TO:** Shanetta Keel, Treasurer and the Board of Directors  
**FROM:** Tim Center  
**RE:** Administrative Budget Deficit  
**DATE:** February 15, 2022

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The Admin Budget for FY 20-21 ended the fiscal year with a deficit. Please permit this memo to outline the issues and concerns raised at the January Board meeting. Furthermore, the financials are not final until the audit is completed later this year.

First, the Admin Budget is funded by the federally-assigned Indirect Cost Rate which is applied to program staff salaries and fringe benefits. During the pandemic, there were times that the agency was understaffed resulting in a shortfall to the Admin budget.

Second, the Admin budget is developed with a projected vacancy rate of about 10%. In other words, the Admin budget should not end in a deficit unless there is significant disruption to staffing generally. The Agency has enjoyed relatively full staffing during normal seasons. However, the COVID pandemic caused some disruption.

Third, when the Federal Government made available a forgivable Payroll Protection Program (PPP), the Agency applied for and received more than \$720,000. Those funds were to be used for payroll and were available in case funding was not fully realized to pay for any shortfall.

Fourth, the PPP was used for the exact reason it was created and offered to businesses. In this case the Admin shortfall was covered by the PPP. The PPP loan was forgiven and no money is owed to the federal government.

Fifth, to prevent any shortfall from happening again in the future, the Agency has taken a number of steps to reduce staff vacancies including offering hazard pay during the pandemic, increasing pay rates, and paying for leave when any pandemic-caused quarantine occurs. The Admin budget for FY 21-22 approved by the Board at the January meeting includes a vacancy rate plan and offers a slight cushion.

Sixth, the Acting Finance Director and the Chief Operating Officer are reviewing the Workers Compensation rates to determine whether a budget amendment will be necessary to cover any anticipated budget shortfall.



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**Capital Area Community Action Agency, Inc.**  
**COO Summary of Programs**  
**For the Month Ended 2/28/2022**

<b>PROGRAMS:</b>	<b>Getting Ahead</b>	<b>Staying Ahead</b>	<b>Emergency Services</b>			
<b>County</b>	<b>Active Participants</b>	<b>Active Participants</b>	<b>Households Served</b>			
Calhoun	8	0	20			
Franklin (2 classes)	16	11	36			
Gadsden	0	0	42			
Gulf	4	4	14			
Jefferson	0	0	31			
Leon (3 classes)	27	16	204			
Liberty	6	2	16			
Wakulla	0	0	19			
<b>TOTALS</b>	<b>61</b>	<b>33</b>	<b>382</b>			

<b>DISASTER RECOVERY</b>	<b>Open Cases 1/31/2022</b>	<b>New Intake</b>	<b>Cases Closed</b>	<b>2/28/2022</b>	<b>FL Rebuild Temporary Housing Clients</b>
Franklin	40	3	14	29	1
Gulf	9	0	2	7	
Liberty	2	0	0	2	1
Calhoun	12	0	7	5	6
Gadsden	22	4	18	8	9
Leon	1	0	0	1	2
Wakulla	1	1	0	2	0
<b>Total</b>	<b>87</b>	<b>8</b>	<b>41</b>	<b>54</b>	<b>19</b>

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.

<b>HEAD START 2021 - 2022 Enrollments</b>	<b>Franklin*</b>	<b>Jefferson</b>	<b>Mabry</b>	<b>Royal</b>	<b>South City</b>	<b>Total</b>
<b># of Students Enrolled @ 2/28/22 (Actually attended)</b>	17	32	63	49	134	295
<b>Funded Enrollment</b>	36	33	64	57	188	378
<b>Center Enrollment %</b>	47.22%	96.97%	98.44%	85.96%	71.28%	78.04%

NOTES: \*Franklin County's funded enrollment number is based on the maximum of 36 when the new center opens. Currently the maximum is 17 students which makes the actual enrollment percentage 100%. See attached Family Community Engagement Manager report for additional information on enrollments.

**Capital Area Community Action Agency, Inc.**  
**COO Summary of Programs**  
**For the Month Ended 2/28/2022**

<b>Attendance</b>						
Funded Attendance (378 total*)	65.98%					
Actual Attendance (Based on 295 enrollment)	74.50%					
In Compliance?	Yes					
<b>The agency funded attendance is 378, however due to COVID the revised funded attendance is 278. This will be the funded enrollment number until January 2022 when HHS anticipates it going back to the full enrollment.</b>						
<b>Disability Services</b>						
Students with IEP's	19					
Students with Concerns	42					
In Compliance?	No					
<p>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.</p>						

### **Board Report or February 2022:**

The CSBG team would like to report that we currently have 8 Getting Ahead classes in session. The classes are as follows: Calhoun county has 1 class; Liberty County has 1 class; Franklin county has 2 classes; Leon county has 3 classes; and Gulf county has 1 class. At this time the classes are on Module 4 (hidden Rules). The participants have stated that this material is educational as well as informative. The anticipated dates for the conclusion of these classes will be May 30, with a transition date ceremony scheduled for June 10, 2022.

We currently have 28 active Staying Participants that will be in attendance at the Mentor event scheduled for March 26 from 11:00 am to 2:00 pm. This event allows the participants to come together and discuss the progress that they have made and to connect with mentors from the community.

### **Success story:**

One of our participants that came through the Getting Ahead program was homeless and unemployed is now a full time employee with Capital Area Community Action Agency; and has obtained safe and secure housing for herself and family.

# Capital Area **Community Action** Agency

**TO:** Nina Self, COO

**FROM:** Sybil Thomas, Family Support Services Program Manager

**DATE:** March 14, 2022

**RE:** Board Report for February 2022

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## **Getting Ahead**

The CSBG team would like to report that we currently have 8 Getting Ahead classes in session. The classes are as follows: Calhoun County has 1 class; Liberty County has 1 class; Franklin county has 2 classes; Leon county has 3 classes; and Gulf county has 1 class. At this time the classes are on Module 4 (Hidden Rules). The participants have stated that this material is educational as well as informative. The anticipated dates for the conclusion of these classes will be May 30, with a transition date ceremony scheduled for June 10, 2022.

## **Staying Ahead**

We currently have 28 active Staying Participants that will be in attendance at the Mentor event scheduled for March 26 from 11:00 am to 2:00 pm. to be held at the Jack McLean Community Center. This event allows the participants to come together and discuss the progress that they have made and to connect with mentors from the community.

## **Success Story**

One of our participants that came through the Getting Ahead program was homeless and unemployed is now a full time employee with Capital Area Community Action Agency; and has obtained safe and secure housing for herself and family.



United Way of the Big Bend

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# Capital Area Community Action Agency

**MEMORANDUM**

**TO:** Tim Center, Chief Executive Officer  
**FROM:** Victoria Mathis, Emergency Services Program Manager  
**RE:** Board Update for February 2022 – *Emergency Services*  
**DATE:** March 2, 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 1<sup>st</sup> 2021 and will end September 30<sup>th</sup> 2022.*

*Low Income Home Energy Assistance Program*

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

County	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	April 2022	May 2022	June 2022	July 2022	Aug 2022	Sept 2022	County
Calhoun	13/20	18/48	46/89	23/49	20/48								120/254
Franklin	48/95	23/44	28/58	24/63	36/70								159/330
Gadsden	32/80	23/65	35/99	28/57	42/73								160/374
Gulf	20/32	12/26	18/39	11/20	14/33								75/150
Jefferson	38/67	18/39	11/21	31/64	31/64								129/255
Leon	245/604	243/631	408/985	205/531	204/470								1305/3221
Liberty	13/25	10/10	14/26	14/29	16/32								67/122
Wakulla	13/35	17/52	18/35	11/29	19/33								78/184
<b>Total</b>	<b>422/958</b>	<b>364/915</b>	<b>578/1352</b>	<b>347/842</b>	<b>382/823</b>								<b>2083/4890</b>

Additional information listed below:

Number of Single Parent's assisted.

Female	<b>234</b>
Male	<b>137</b>
Total Emergency Utility Services Assistance (from Donated Funds) = 24/42	



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# Capital Area **Community Action** Agency

## MEMORANDUM

**FROM: Terry Mutch**  
**RE: Weatherization Assistance Program**  
**DATE: March 4, 2022**

As of March 1, 2022, the weatherization program currently has 2 active grants to expend totaling \$397,457.62 for the 2021-2022 contract year. \$190,254.20 of those funds are to be expended by June 30, 2022 and the remaining \$207,203 are to be expended by September 30, 2022. The reduction in funding is due to a statewide reallocation of funds into another grant as per DEO instructions. Currently there are 5 homes in the pre-inspection process, 3 homes assigned to contractors and 3 homes currently completed.

The program continues to face production issues due to COVID-19 (client availability, supply chain issues) but continues to operate at the most efficient and safe capacity possible.

There still have been no updates since last report regarding Infrastructure Bill funding.



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# Capital Area Community Action Agency

## MEMORANDUM

**TO:** Head Start Policy Council and Board of Directors  
**FROM:** Tim Center, CEO and Head Start Director  
**RE:** Head Start Director's Report *TC*  
**DATE:** March 16, 2022

---

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

### Staffing

Full staff but for two classrooms.

### Facilities

Franklin renovations will commence now that a lease has been executed. A new playground will go in at Franklin's location.

### 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. Registration and enrollment is now open for 2022-2023 school year.

### Federal and State Regulations

Federal Monitoring will take place using the Focus Area 1 Monitoring Protocol - <https://eclkc.ohs.acf.hhs.gov/federal-monitoring/article/fiscal-year-fy-2022-head-start-monitoring-protocols>. The monitoring elements will be reviewed by Head Start staff over a weekly review period. Preliminary work was done by staff in February in preparation.

COVID performance standards are currently enjoined at the federal court level.



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## Family and Community Engagement Manager

### Monthly Monitoring Report – February 2022

#### 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 - **32 of 33** families enrolled
  3. Louise B. Royal Head Start - **49 of 57** families enrolled
  4. Mabry Street Head Start - **63 of 64** families enrolled
  5. South City Head Start - **134 of 188** families enrolled
- **295 of 378** families were enrolled for the month of **February 2022**
  - All Head Start programs are required to return to full enrollment (**378**) for the 2021-22 school year

#### Policy Council

- 7 participants were in attendance for Policy Council

#### Volunteers

- 7 participants completed 9 hours

#### Family and Community Engagement Activities

- 2 staff meetings

#### Transportation

- The bus purchase for Franklin County remains on hold.
- No field trips for the month.
- No maintenance issues with vehicles, only cleaning

#### Children Health Requirements

Immunizations and Physical examinations	275 Immunizations 275 Physical Examinations
Established medical homes	281
Established dental homes and received dental exams	209 Dental Homes 99 Dental Exams
Hearing screenings	186
Vision screenings	244
Vision Referrals	0

- Number of Breakfast 3,969
- Number of Lunch 3,974
- Number of PM Snack 3,900
- Number of Children with Special Diets 30

### **Family and Community Engagement**

- 7 volunteers were active for February
- 9 hours of In-Kind was reported for February

### **Corrective Action and Follow Up**

- **COVID-19 Policy and Procedure:** The Head Start Management Team discuss all COVID classroom cases with the Department of Children and Families before any decision is made to close classroom with COVID cases, or to keep them open. Classroom closure days have been decreased from 14 to either 10 or 5 days depending on the situation.
- **Funded Enrollment:** Re Enrollments are underway. 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. Two classrooms have been opened at the South City location in January.
- **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. The Incredible Years Curriculum has started.

### **Strengths**

- 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 through the Hatch virtual program.

### **Areas of Concern**

- Opening of new facility in Franklin County
- Staffing issues and being able to fill all classrooms
- Losing two classrooms at the South City location next year

# Capital Area Community Action Agency

TO: Nina Self, COO

FROM: Kristin Reshard, Quality Assurance Manager

DATE: March 9, 2022

SUBJECT: February 2022 Monthly Report Summary

## **Enrollment**

We are still in the process of updating our funded enrollment in Child Plus to 378. Our funded enrollment is still showing on some reports as 321. The program's funded enrollment is 378. Our actual enrollment was ~296. Our cumulative enrollment was ~334. 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; however, in November OHS Director, Dr. Bernadine Futrell released a letter that due to COVID-19 the full enrollment requirement would be delayed. The program is striving towards full funded enrollment at 378.

## **Disability Services**

The end of the month enrollment for students with individualized education plans (IEPs) is 5% percent (19/378). We currently have 43 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 February was ~75 percent. The requirement for enrollment indicated in the HSPPS 1302.16 (b) is 85 percent. COVID-19 related absences are affecting our attendance. Once the enrollment for the closed classrooms is added back in the system this will cause the funded attendance to drop as the funded enrollment is artificially set at 304 artificially inflating this number. The actual attendance number should continue to reflect our actual attendance.

## **DCF Inspections**

The program had three DCF inspections in February 2022; however, the centers were not monitored.

## **Hatch Usage and Outcomes**

Average Hatch usage for February 2022 was under the recommended thirty minutes a week, but is increasing. We would expect Hatch usage to be ~120+ minutes per student. Center averages ranged between ~95– minutes and ~121 minutes.

Average demonstrated skill progress on pulled 02/17/2022 was 1.3 The average score reported in the January Monthly report was a .6 and our current score on 02/17/2022 was a 1.3. We are moving in the right direction.



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# Quality Counts

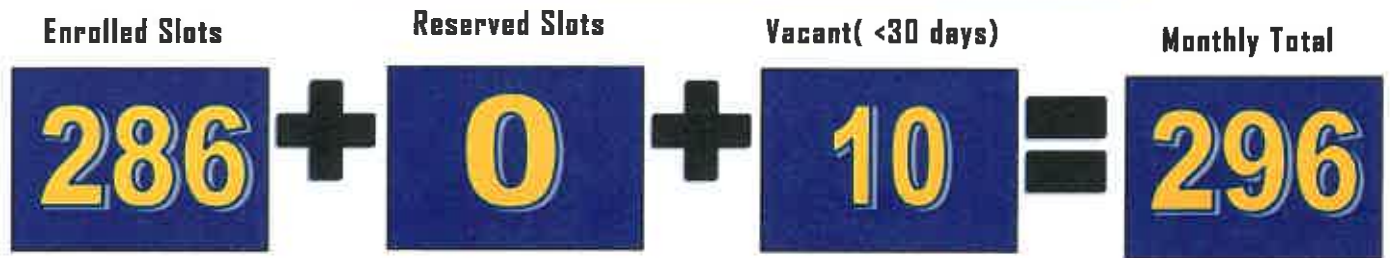
February 2022



## Vital

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

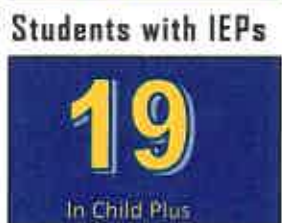
## Enrollment



Notes:

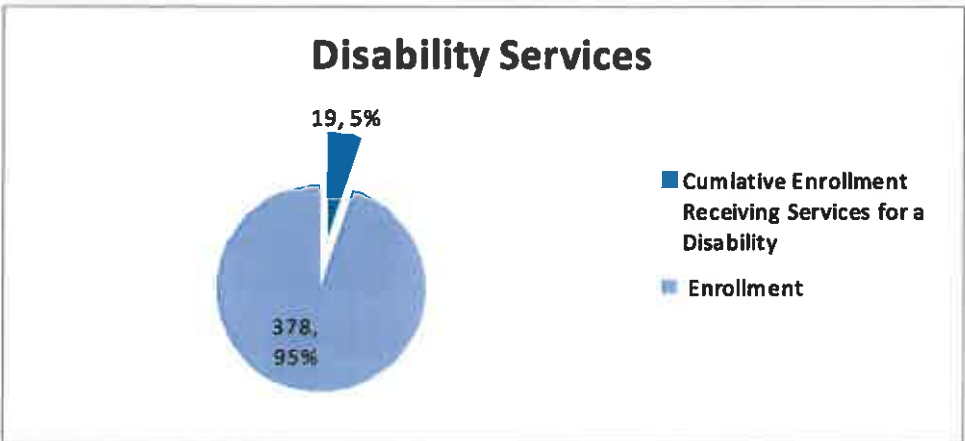
- Funded enrollment goal is traditionally 378. Due to the COVID 19 pandemic recruitment continues to be a challenge. (Reports 2001 & 2005)
- According to ACF-PI-HS-21-04 Beginning January 2022, OHS will reinstate pre-pandemic practices for tracking and monitoring enrollment. Reported enrollment in January 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

**YES**

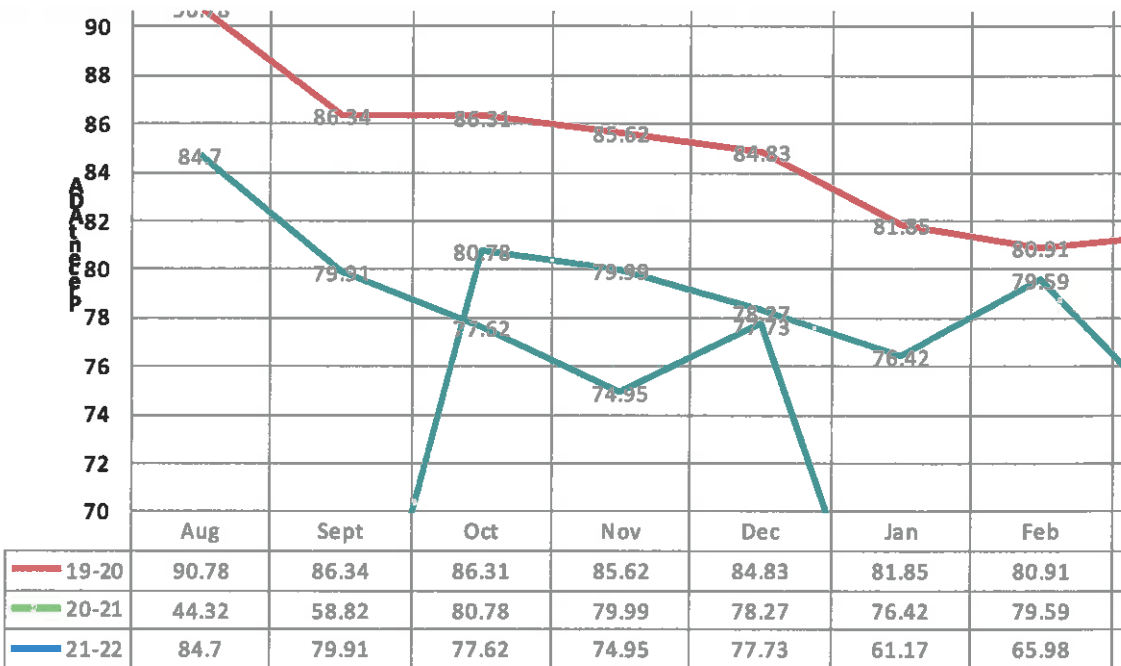
## Funded Attendance

**65.98**

## Actual Attendance

**74.50**

\*Funded enrollment in CP adjusted to 321



**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 March 9, 2022 beginning @ 1355 hours for February 1-28, 2022)

# Department of Children & Families Violations

**Inspections This Month**



**Violations This Month**



**Cumulative 21-22 Violations**



(DCF Inspection Reports)

## Inspection Results January 2022:

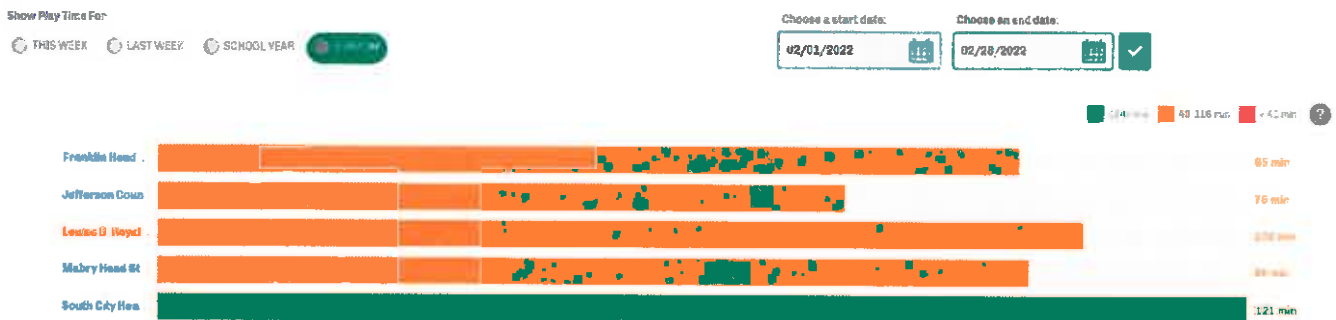
- Franklin County Head Start –02/23/2022– no violations
- Jefferson County Head Start– No inspection
- Louise B. Royal Head Start– No inspection.
- South City Head Start– 02/22/2022-no violations
- Mabry Street Family Enrichment Center – 02/17/2022-no violations



# Hatch Usage and Outcomes

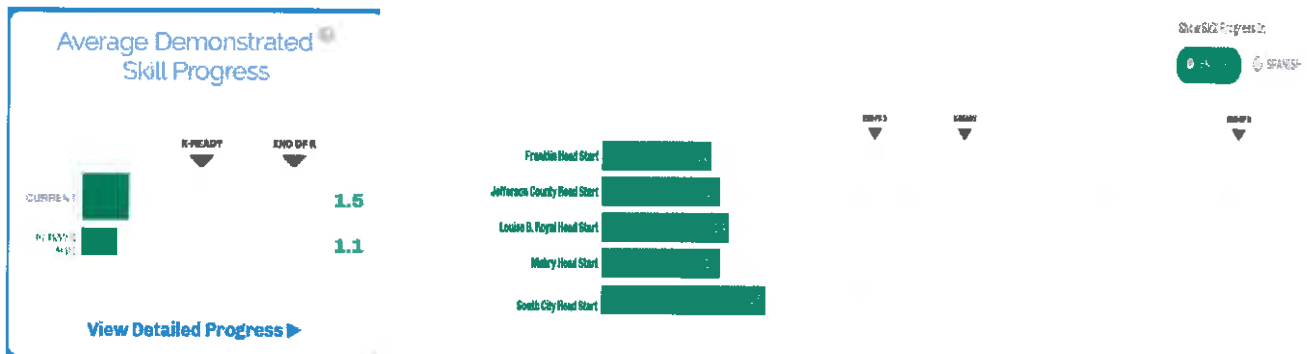
A national study of preschool and pre-kindergarten children conducted by the Center for Educational Measurement and Evaluation UNC Charlotte found that when Hatch was used with fidelity for 30 minutes a week/120 minutes a month over a six month period children demonstrated 2 developmental levels of growth across all domains. In effort to support continuous quality improvement (CQI) at the center and program level the program will track Hatch implementation to fidelity and outcomes for the remaining 5 months of the 2021-2022 program year.

## Ignite Program Usage



Average Hatch usage for 02/1/2022– 02/28/2022 was under the recommended thirty minutes a week at all centers except South City. We would expect Hatch usage to be ~120+ minutes per student. Students at South City also have the highest child outcomes. Center averages ranged between ~95-~121 up from ~28- minutes and ~74 minutes last month.

## Ignite Program Outcomes



Average demonstrated skill progress on pulled 03/09/2022 was 1.5. We would hope Hatch demonstrated progress for this period was between 2.1 and 3.5. Actual demonstrated progress was 1.2-1.8. A number of factors can influence students ability to demonstrate progress. From a CQI perspective we would like the current score to be higher than the score from the previous 30 days. The average score reported in the average score captured by Hatch 30 days ago was a 1.1 and our current score on 03/09/2022 was a 1.5. We are moving in the right direction.

# Annual Report

Capital Area  
**Community Action**  
Agency  
**HEAD START PROGRAM**

20  
21



# Agency Overview...

Capital Area Community Action Agency, Inc. (Capital Area), is a social service agency. Our Mission is to provide a comprehensive, seamless system of services and resources to reduce the detrimental effects of poverty, empower low-income citizens with skills and motivation to become self-sufficient and improve the overall quality of their lives, and our community.

Capital Area has four primary programs: Low-Income Home Emergency Assistance Program (LIHEAP), Family Self-Sufficiency (Getting Ahead/Staying Ahead), Weatherization, and Head Start. Head Start is an early childhood development program that serves low-income three and four-year-old children and their families. The purpose of the Head Start program is to promote school readiness by enhancing the social and cognitive development of children through offering educational, health, nutritional, social, and other services to enrolled children and their families. This report will share the Head Start outcomes for the 2020-2021 school year.



# Program Overview

---

The 2020-2021 school year began six months into the COVID-19 pandemic. Due to the uncertainty that surrounded the pandemic temporary changes to our program design were needed. The changes focused on prioritizing the health and safety of students and staff. Some of the changes that were implemented included:

- Reducing classroom enrollments to accommodate 54 sq ft of space per child to allow for social distancing within the classrooms
- Providing each child their own school supply box to reduce sharing materials
- Disinfecting shared materials with disinfectant wands and Zonos after hours
- Serving pre-plated meals to students
- Providing tooth brushing kits for home use, so students could practice tooth brushing skills at home
- Encouraging students and staff to only interact with individuals in their classroom while at school
- Reducing outside visitors
- Encouraging parents to engage with their centers virtually





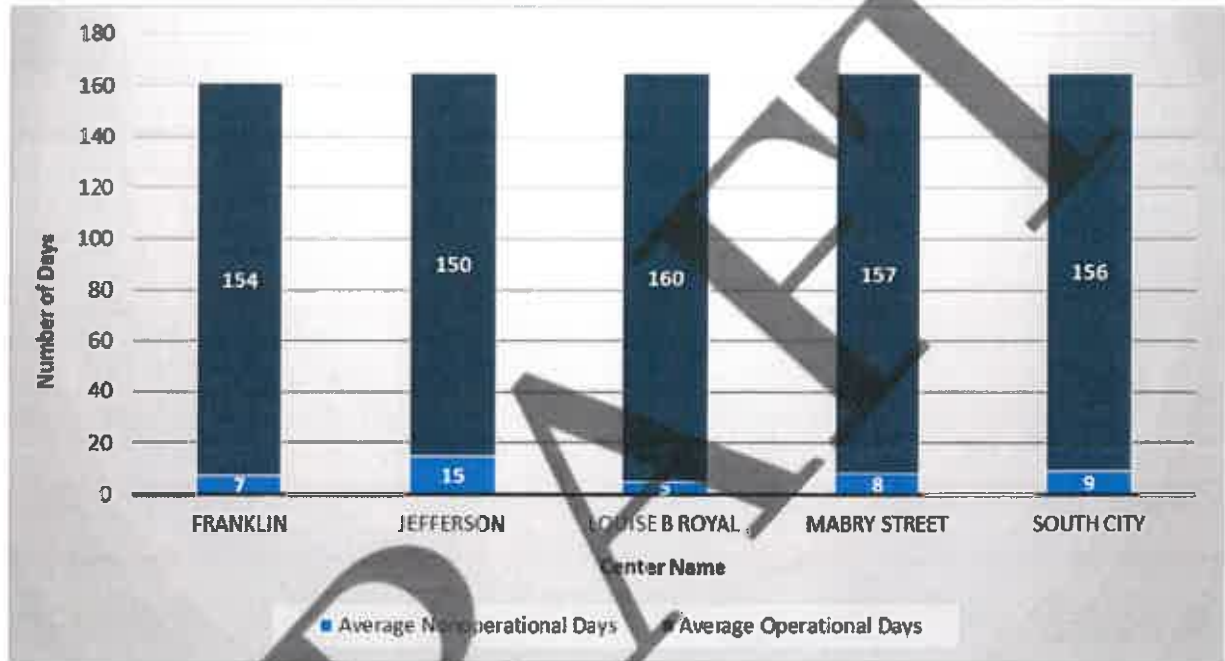
# Enrollment

Capital Area Head Start had pandemic-related challenges that impacted enrollment and attendance during the 2020-2021 School Year. More than 80 Head Start staff administered the Head Start program to 224 students from 263 families. The usual funded enrollment for Capital Area is 378. During 2020-2021, the program operated at about 57% of funded capacity. Traditionally, Capital Area Head Start reaches full-funded enrollment, but due to social distancing requirements and parent apprehension about returning to in-person education, full-funded enrollment was not reached. To boost enrollment numbers, Capital Area served students from families with income between 100-130% of the federal poverty level (FPL). Students with incomes between 100-130% of FPL made up 1% of enrollment.



# Attendance

## Operational vs Nonoperational Days by Center



During 2020-2021, the program planned for 161 operational days. Due to cases of COVID-19 in the centers, the number of actual operational days varied by the center. COVID-19 did not impact the number of operational vs non-operational days much because of the precautions taken.

# Medical Services



Over the last 5 years, 39% of children were up-to-date on a schedule of age-appropriate preventive and primary health care, according to the relevant state's Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) schedule for well child care. The number of students who are up-to-date on the Florida EPSDT schedule has not reached above 50% since 2016-2017. The majority of children enrolled in the Head Start program struggle with getting their hematocrit and hemoglobin results. The COVID-19 pandemic compounded the problem. As a result of the pandemic the Women, Infants, and Children (WIC) program stopped screening students in-house and now refers recipients back to their primary care physicians. The program will investigate barriers and solutions for families struggling to obtain their hematocrit and hemoglobin scores during the 2021-2022 program year.

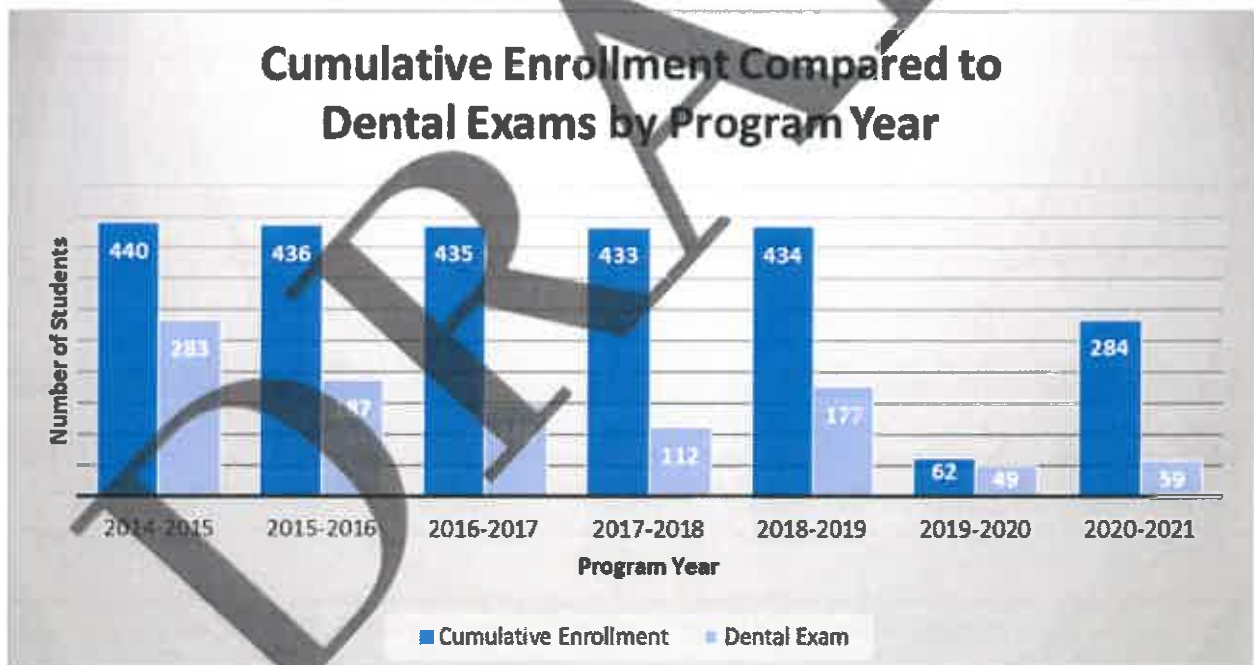
**Cumulative Enrollment Compared to Comprehensive Medical Exam According to EPSDT by Program Year**



# Dental Services



Dental program data shows that between 2014-2021, the program had challenges with assisting children with receiving a professional dental exam. Data indicates that the program never reached above 79% of all children who have completed a professional dental examination during the program year. On average over the last 5 years, only 33% of completed a professional dental examination during the program year and despite the program's efforts to link families with a dental home providing dental cleaning onsite and referral back to a dental office. Trying to find and overcome barriers to dental exams will be a focus area in 2021-2022.





# Student Outcomes

The Head Start Early Learning Outcomes Framework: Ages Birth to Five (HSELOF) presents five broad areas of early learning, referred to as central domains. The framework is designed to show the continuum of learning for infants, toddlers, and preschoolers. The HSELOF is grounded in comprehensive research around what young children should know and be able to do during their early years.

Capital Area HSELOF outcomes are based on an aggregation of teachers' anecdotal notes entered into Teaching Strategies Gold (TSG) and formative assessment data provided by Ignite by Hatch. By the end of the 2019-2020 school year, teachers reported observing the following outcomes:

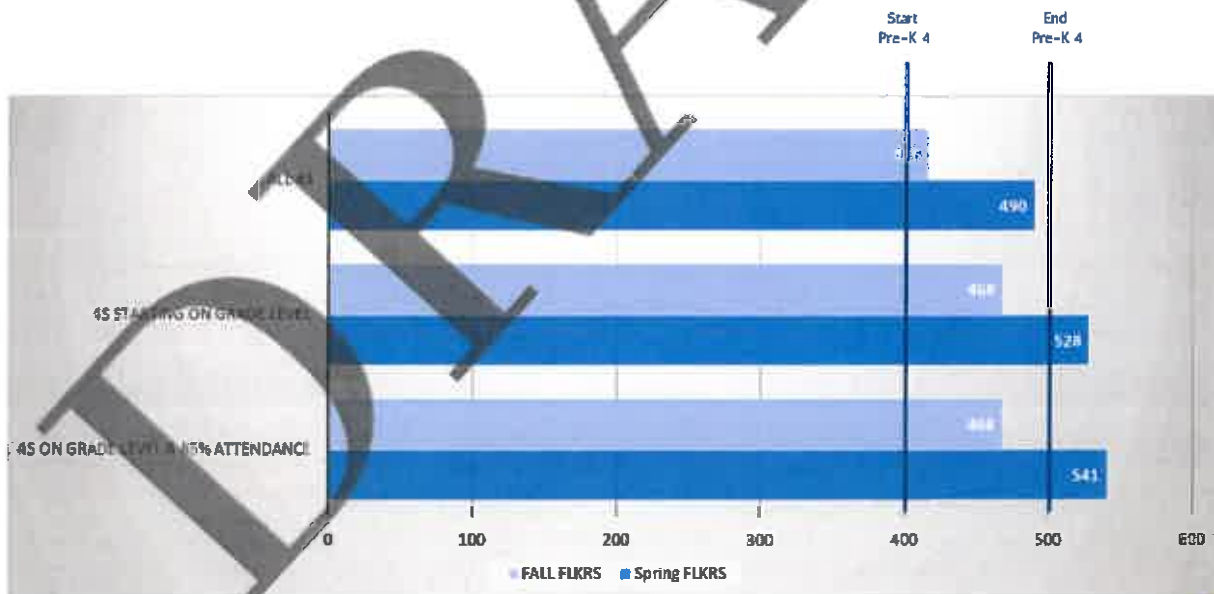
- Approximately, 85% of children learned to successfully navigate learning experiences by developing the ability to self-regulate in a variety of situations.
- Approximately, 78% of children developed reasoning, memory, problem-solving, and thinking skills to connect experiences and organize their world.
- Approximately, 87% of children learned and developed both receptive and expressive language skills to build a strong emergent literacy foundation to promote school readiness.
- Approximately, 86% of children increased gross motor skills, fine motor skills, and could use self-care skills to fully function and explore in their environment.
- Approximately, 88% of children gained a sense of identity and belonging through social interactions and positive emotional connections in order to experience personal success.



# School Readiness Outcomes Continued...

When Florida began using Renaissance Star Early Literacy® in 2017, the program went from exceeding the minimum readiness rates to being considered a low-performing provider. The team realized we needed a plan, to ensure we were providing quality service and able to demonstrate measurable growth. In order to quantify students' progress, in 2019 we added Renaissance Star Early Literacy and in 2020 we also began using Ignite by Hatch to comprehensively assess students. Renaissance is the Florida Kindergarten Readiness Screener (FLKRS). Four-year-old students are assessed 2-3 times a year with Renaissance. Renaissance is a summative assessment however, the two other assessments help students and teachers. The goal score is 500.

## 2020-2021 Fall to Spring FLKRS Scores



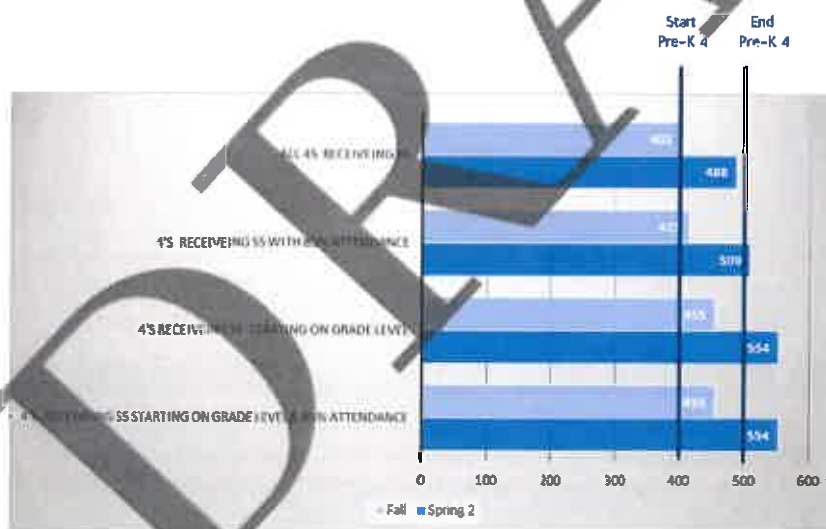
The 2020-2021 scores collected by an independent observer revealed that on average students who attend the Capital Area Head Start program exceed the 50 points standard growth percentage set by test developers. Further, students that show the most growth start on grade level and attend 85% of the time.

# School Readiness Outcomes for Students Receiving Special Services

Four-year-old students that receive special services are assessed 2-3 times a year with Renaissance, just like their peers. Although assessing students receiving special services can be challenging, it is important to provide detailed information so appropriate decisions may be made to continue to foster the child's growth and development despite any identified concern.

The 2020-2021 scores collected by an independent observer revealed that on average students who attend the Capital Area Head Start program and received a special service showed on average an 85 point growth from Fall to Spring.

## Students Receiving Special Services Fall to Spring FLKRS Scores

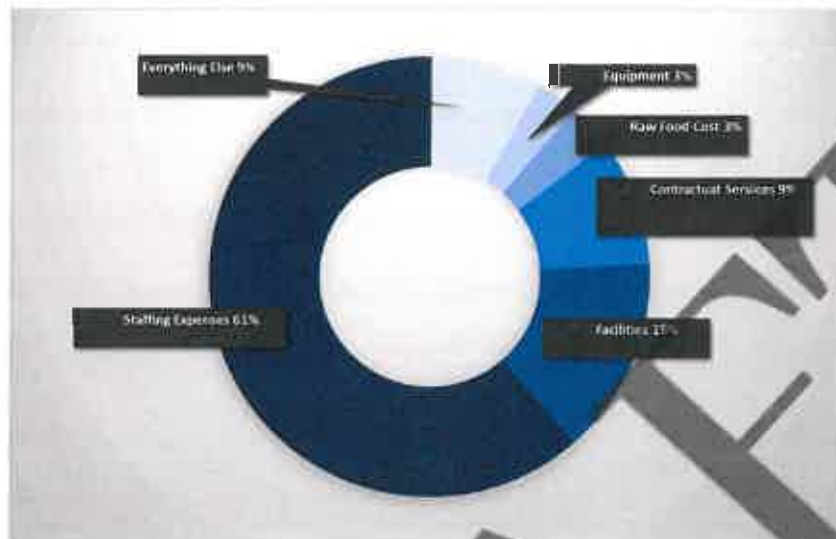


Further, on average students who received special service and started on grade level performed better than students in the general Head Start population. It should be noted that 100% of the students in the special service population who started on grade level attend at least 85% of the time. It is likely that students receiving special services' high attendance levels combined with extra services contributed to their high scores.

# Financial Review

During the 2021-2022 Fiscal year the Capital Area Community Action Agency Head Start program received funds from the office of Head Start, the Community Human Service Partnership in collaboration with Leon County, the Division of Early Learning (School Readiness & VPK), and the US Department of Agriculture's Child Care Food Program. Total funding from all sources during the 2021-2022 year was ~\$4,174,111. Capital Area's top expenditures are in staffing expenses, facilities, and contractual services.

## Top 5 Head Start Expense Categories in 2020-2021



## Total Amount of Public and Private Funds Received

