

Capital Area Community Action Agency

Board of Directors Meeting
Agenda
Tuesday, May 24, 2022 – 6:00 pm
Ghazvini Center for Healthcare, 1528 Surgeons Drive, Tallahassee, FL
[Click here to join the meeting](#)

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 – March 22, 2022		2-6
ii) Executive Committee Minutes – April 26, 2022		7-10
iii) Board Member Seating: Nicole Nishimoto		
B. Financial Report	Kate Beam	
• Narrative		11-13
• Revenue & Expenditures Agency-wide		14-15
• Balance Sheet		16
• Revenue & Expenditures – major programs		17-22
• Head Start Non Federal Share Match		23
• Head Start Credit Card Activity		24-30
C. Phone/Internet Contracts	Tim	
i) Phone – Vonage		
ii) Internet Services – New Horizon Communications (NHC)		
VI. Chief Executive Officer's Report	Tim Center	31
• Head Start – COLA		33
• Organizational Standards		45
VII. Chief Operating Officer's Report	Nina Self	
• Program Updates		49
VIII. Chair's Report		
• CEO Performance Evaluation		
XI. Adjournment		

Next Board of Directors Meeting 7/26/2022 – 6:00 pm – Ghazvini Center for Healthcare Education

Next Executive Committee Meeting 6/28/2022 - 5:30 pm – Microsoft Teams Video



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



Capital Area **Community Action** Agency

Board of Directors Meeting Minutes March 22, 2022

Members in Attendance:

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

CACAA Staff:

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

The meeting was called to order at 6:10 p.m. by the Chair. A quorum was established.

Mr. Center asked that the Agenda is being amended to include the Capital Area Community Action Agency Phone System & Internet Proposal

The Chair asked members to introduce themselves. All members introduced themselves. Ms. Nicole Nishimoto, Ms. Tina Hollie, Ms. Elizabeth Hughes, are visiting the meeting as potential Board members.

The Chair 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.

ACTION ITEMS

Approval of Minutes

The Chair asked for a motion to approve the minutes of January 25, 2022. Ms. Edgar, made a motion to approve the minutes. It was seconded by Mr. Couch, and unanimously approved.

The Executive Committee Minutes of February 22, 2022, are being submitted to the Board for review.

Mr. Center reported that according to the Agency's Financial Policies & Procedures Manual any contract over \$30,000 requires Board approval. He explained that we will solicit bids for new phone system. The cost savings of the new phone system will be about \$50,000.

Board Seating

Mr. Center said Board members seatings are 3-year term limits. Mr. Jones's seat is up for renewal. Mr. Jones is the NAAACP designee for Gadsden County. The NAACP voted Mr. Jones to represent the NAACP on the Board of Directors.

The Chair asked for a motion to seat Mr. Jones on the Board. Mr. Couch made a motion to seat Mr. Jones, on the Board. Ms. Edgar seconded the motion, and it was unanimously approved.

Ms. Edgar asked Mr. Jones why would he like to continue on the Board. Mr. Jones said he would like to continue to help his community.

Phone System & Internet Proposal

Mr. Center shared the Phone System & Internet Proposal. He said that the Agency has worked with My Resource Partners for several months to build the proposal. He said that My Resource Partners is a Brokerage Firm that goes out and solicits quotes from various providers and assembly a proposal for the type of phone system we need.

The Chair asked for a motion to approve the negotiation for a new Phone System. Ms. Keel made a motion to approve the negotiation for a new Phone System. Mr. Jones seconded the motion, and it was unanimously approved.

FINANCIAL REPORTS

Mr. Keith Dean, Chief Financial Officer, presented the financial reports for the month ending January 31, 2022. He said we have completed four months of the fiscal year and, as a benchmark we would expect the year-to-date actual expenses and revenue to be around 33% of the annual budget with some Head Start expenses closes to 40%. At month end, the Year to Date Actual Revenue and expense are 29% and 27% respectively, with restricted net income of \$324,488.

Non-Federal Share (NFS) Match at January 31, 2022, is \$291,047 of the \$620,300 target.

Ms. Edgar questioned why the rent is over budget? Mr. Center shared that the owners (Franklin County office) of the building exercised the clause to terminate the lease. The Agency had to find a new office space and amend the budget.

The Chair asked for a motion to approve the January 31, 2022, financial report. Ms. Johnson made a motion to accept the financial report. It was seconded by Ms. Edgar, and unanimously approved.

CSBG ORGANIZATIONAL STANDARDS

Mr. Center shared that DEO requires the Agency to follow a series of 52 Organizational Standards under CSBG. He explained that the Agency is due to keep the Board updated annually on the progress of meeting the Strategic Plan and the Community Needs Assessment.

He explained that over the next few months the Family Support Services Department (FSSP) will assemble data for the Board and bring the Board together for a retreat. He reminded the Board that during the strategic planning the Board identified, Single mother's living in poverty.

Mr. Jones asked how is the region percentage calculated? The region percentage is calculated from a number of data sources nationally from a Community Needs Assessment. A copy of the report will be sent out to the Board.

Ms. Johnson asked does the Agency include our Getting Ahead Program in the Adult Continuing Education Program in Leon County. Most of the clients are encouraged to have their GED prior to entering into Getting Ahead. Many clients have post-secondary education or a certification.

CEO REPORT

Mr. Center presented the CEO report for January 2022. He reported that the Tallahassee Fire Department revealed some building deficiencies to improve emergencies preparedness. The Agency was asked to replace a fire rated door within thirty days.

It was discussed that a civil law suit has been filed by a former employee alleging discrimination. We are working with our insurance company for representation.

Mr. Center reported that a regular Disaster Recovery Support Grant (DRSG) meeting is being held every two-weeks. The Agency is working with Thomas Howell Ferguson Consultants who were contract by DEO to serve as program managers. The DEO Monitoring for LIHEAP, CSBG, and WAP, is scheduled for May 23-27 at the main office.

The Head Start Monitoring is April 18, 2022.

Mr. Center shared with the Board the Ms. Reshard prepares and Monthly Summary Report. He asked the Board to spend some time reviewing this report in its entirety.

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 have a signed contract from the Franklin County Head Start office. Kenneth Taite, Haggai Construction General Contractor, can begin working on the renovation of the Van Johnson Complex wing. He said that he met with County official on State Housing Initiative Partnership Program Funds (SHIP), as an incentive to creative partnerships.

Mr. Center explained that there were some concerns raised during a previous Board meeting about the accuracy of the Agency's Annual Budget that was approved and did not include the revised IDC rate.

Ms. Johnson said the budget included a \$30,000 deficit. Mr. Center explained that the funds used were from the PPP Loan to cover these types of expenses should they occur.

PROGRAM UPDATES

COO REPORT

Ms. Self presented the Summary of Programs for the month of February 28, 2022. She said 61 participants transitioned from Getting Ahead, and most of the participants moved to Staying Ahead. She gave a brief overview of the CSBG Getting Ahead Program to the new potential Board members.

It was reported that Emergency Services served 382 households during the month of February 2022. She said Disaster Recovery will end September 30, 2022. Currently, we have 54 homes in progress from Hurricane Michael. 19 families are being served with temporary shelter through our Florida Rebuild program.

Mr. Couch asked what is the status of participants in Gadsden, Jefferson, and Wakulla Counties? Ms. Self explained that we have difficulty recruiting in our rural counties.

Ms. Miller asked what are the qualifications to enter the Getting Ahead Program? Ms. Self you need to be income eligible – 200% of the poverty level.

For information about our Getting Ahead/Staying Ahead Program, please call our Leon County office at: (850) 222-2043.

Head Start has 295 students enrolled since December 2022. It was reported that COVID impacted enrollments, and the numbers have decreased.

The Getting Ahead conclusion of classes will be May 30, 2022, with a transition date ceremony scheduled for June 10, 2022. The Staying Ahead participant and Mentor Event will be held Saturday, April 9, 2022, at 2:00 PM, at Jack McLean, Community Center.

Ms. Self reported that May 30, 2022, will be the CEO Performance Evaluation, and Employment Agreement. She said that she will send the Executive Committee the timeline and the forms that were used last year. She explained that once the Executive Committee meets and signs off on the Evaluation in April, the full Board will participate in Evaluation.

Mr. Center shared with the Board that Ms. Johnson has termed her seat on the Board. There was a presentation planned after the meeting. It will be rescheduled for the May 24th Board meeting. Ms. Watson apologized for the mistake made by means of the presentation.

CHAIR'S REPORT

The Chair asked Board members to reach out to other counties to promote the Agency, and recruit new members.

The meeting adjourned at 7:43 PM.

Ms. Edgar, Secretary

Date

Capital Area Community Action Agency

Executive Committee Meeting Minutes April 26, 2022

Members in Attendance:

Quincee Messersmith, Chair
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 5:38 PM, by the Chair. A quorum was established.

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

ACTION ITEMS

Approval of Minutes

The Chair asked for a motion to approve the minutes of February 22, 2022. Ms. Edgar, made a motion to approve the minutes of February 22, 2022. It was seconded by Ms. Miller, and unanimously approved.

FINANCIAL REPORTS

Ms. Beam, Finance Director, presented the financial reports for the five months ending February 28, 2022. She said that we have completed five months of the fiscal year, and as a benchmark, expect the year-to-date actual expenses and revenue to be around 42% of the annual budget with some Head Start expenses closer to 50%. At month end, the Year to Date Actual Revenue and Expenses are 35% and 33% respectively, with a restricted net income of \$441,759.

Ms. Edgar asked the Finance Director to elaborate on the budget variances? Mr. Center explained that generally speaking the budgets are in-line.

Ms. Beam said that when the Agency wide-variances are over budget. She forecasts the line-items will come in line with the budget. If they do not, then she questions if we are not estimating properly, and do we need to plan next budget year.

The 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 Thomas Howell Ferguson has begun the audit of FY 2019-2020. In the past, the Finance Department has taken the lead on the audit. This year the Program Staff and Managers were included to see the type of information being requested from the auditors. We had a meeting with the auditor's team, to discuss the issue of the deadlines. The goal is to meet the deadline by June 30, 2022. The audit report will be submitted to the Board at the July Board meeting.

It was reported that we in the process of reviewing the Contract for Thomas Howell Ferguson. Thomas Howell Ferguson Government Consultants, will monitor the Agency May 17, 2022.

A civil law suit has been filed by a former employee alleging discrimination. We are working with our insurance company for representation. Mr. Center said there is nothing scheduled until December 2022.

Mr. Center reported that the DRSF funds have been spent. We are working with DEO to reallocate funds for Stage 3 direct client services. He said there may be some funding available from Suwannee River Economic Council.

The Getting Ahead classes are underway with the Transition Ceremony scheduled for June 9, 2022.

Mr. Center reported that the Head Start Focus Area 1 was completed last week. Head Start is proposing a summer extension program at the Louise B Royal Head Start Center for six weeks. He said we are working on staffing arrangements and a tentative budget is available. The Agency received a COLA for the Head Start staff, and will be preparing a budget to bring before the Board at the May meeting, and the Policy Council.

Head Start Transition Ceremony will be held via Zoom, May 2022. An onsite parade of cars is scheduled for the graduation ceremony.

Mr. Center reported that DEO has requested that the Agency take over the Weatherization Program from Suwannee River Economic Council for nine counties. The Agency will also lead the State Housing Initiative Partnership Program Funds (SHIP), administered by the Florida Housing Finance Corporation, to facilitate renovations, rehabilitations, and substandard housing for low-income families and may provide some reconstruction work, for low-income families purchasing a home.

Ms. Edgar asked that the Board hear more information at the next meeting about the dynamics and context and opportunities of the SHIP Program. Mr. Center said that the SHIP Partnership is a temporary responsibility for the Agency.

Ms. Messersmith asked how many other SHIP Programs do we administer? Mr. Center replied this is an expansion of business with mission aligned.

The Agency has signed a contract for the Franklin County Head Start office. Kenneth Taite, Haggai Construction General Contractor, can begin working on the renovation of the Van Johnson Complex wing.

It was reported that Ms. Reshard has taken a position with another Agency. We plan to contract with Ms. Reshard to assist with some upcoming projects including the Head Start Refunding Application.

Ms. Edgar said she is curious about how the Agency plans to meet the requirements that Ms. Reshard helped to fulfil? She also apologized for not being able to attend the Head Start Focus Area 1 Monitoring. Mr. Center explained that Ms. Reshard's vacancy presents an opportunity to be fulfilled by other staff in the Agency. He said it also allowed us to take the opportunity to look at Succession Planning.

Ms. Edgar asked that the DEO Monitoring be explained or is there a role for Board Members? Mr. Center said the DEO Monitoring was held via ZOOM, and we had a Policy Council member join the call, and there were a few staff answering questions.

The DEO Monitoring will be held May 23-27, at the main office of LIHEAP, CSBG, and WAP. DEO will be at the office for five-days reviewing files, travelling to homes that was weatherized by WAP. They will also review Board files.

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. Participated in the Florida Head Start Association Director's Affiliate Meetings and Board Meeting.

CHAIR'S REPORT

Ms. Self said we have two different functions this year for Mr. Center's Performance Evaluation. The 2021-2022 CEO Performance Evaluation that ends June 30, 2022, and the 2021-2022 CEO Contract is due to expire June 30, 2022. The timelines are different for each because of the process. She reviewed the timelines, and asked that all responses be returned by May 3, 2022.

The Performance Evaluation has been completed in the past through survey monkey. Once approved, the Chair will review with the CEO. It will then be shared with the Board. She asked the Board to provide written comments.

Ms. Self mentioned that the Board may want to include some other Best Practices in the evaluation. She suggests that once the Personnel Committee reconvenes they may want to review Executive Compensation for the CEO. She said that she would present the Performance Evaluation before the Agency Attorney Bill Krizner to review.

Meeting adjourned at 6:45 PM.

Ms. Lisa Edgar, Secretary

Date

**Financial Statement Narrative
For the 6 Months Ending March 31, 2022
Capital Area Community Action Agency**

As of March 31, 2022, we have completed six months of the fiscal year and, as a benchmark, we would expect the year-to-date actual expenses and revenue to be around 50% of the annual budget with some Head Start expenses closer to 60%. At month end, the Year to Date Actual Revenue and Expenses are 42% and 39% respectively, with a restricted net income of \$425,517.

Non-Federal Share (NFS) Match at March 31, 2022, is \$375,351 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 6 Months Ending March 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.
- Unemployment – is slightly over the benchmark budget is as always the case first quarter of the calendar year. After employees reach their thresholds usually in the first quarter or beginning of the second, only new employees are subject to this tax.
- 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.
- ***Program Supplies - is slightly over the benchmark budget with additional supplies being purchased for Covid response but should align with the Head Start percentages and fall within acceptable range for year end.***
- ***Contractual Services – Health/Disabilities – is over the benchmark budget for agency wide range but it is exclusively a Head Start program expense so lines up with the Head start school year expense range.***
- 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.
- Meetings / Workshops / Training and Staff Development – is over benchmark budget but should come in line over the next few months after working with staff on the reclassification of expenses between the different training categories.
- Miscellaneous Expenses – is an unallowable contract expense and therefore must be charged to the General Fund.
- **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.
- Office Supplies – is over budget CSBG DRSF due to the initial purchase needed and overage will be considered in the next Mod and CSBG due to awards expenses for Getting Ahead. Fiscal will work with staff to determine if those expenses should be moved to a more appropriate category.
- Communications – is slightly over benchmark budget in CSBG but should stay under budget over the remainder of the grant period.
- Repairs and Maintenance – Nonrecurring is over the benchmark budget for CSBG DRSF but should come into line over the course of the grant.
- Vehicle Expense - is over budget in CSBG 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 6 Months Ending March 31, 2022
Capital Area Community Action Agency**

- Training / Staff Development – is at budget in CSBG with no additional training expenditures being charged to this line item prior to the next Mod.

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 but should come within and acceptable range over the course of the year.
- Program Supplies – is over the budget benchmark but this is a front loaded expense and should stay within budget for the year.
- **Contractual Services – Health/Disabilities – is slightly over benchmark budget due to a large number of assessments in March. This should even out over the summer months but there is also funding available in Head Start ARPA.**
- 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.
- Registration Fees – is at budget since there is no line item for this expense in the current budget.
- Meetings / Workshops / Training and Training/Staff Development are over – is over budget due to a number of early school year opportunities. Expenses should come in line over the next few months after working with staff on the reclassification of expenses between the different training categories.
- Advertising – is over budget due to an enrollment campaign.

**Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the 6 Months Ended March 31, 2022**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	4,306,159	1,916,256	(2,389,903)	45%
Government Contracts - Federal Indirect	4005	0	1,015	1,015	100%
Government Contracts - STATE	4010	8,899,302	3,262,375	(5,636,927)	37%
Government Contracts - LOCAL	4020	108,500	82,692	(25,808)	76%
Grants - Other Not-for-Profits	4100	40,774	104,152	63,378	255%
Grants - All Other Sources	4120	7,500	65,285	57,785	870%
Contributions	4200	1,000	8,384	7,384	838%
Contributions- Restricted	4210	24,101	24,211	110	100%
Special Events	4300	2,000	2,305	305	115%
Commissions-Vending/Photo	4320	0	3,776	3,776	100%
Interest Income	4950	0	199	199	100%
Fringe Pool Revenue	4960	850,000	427,301	(422,699)	50%
Indirect Pool Revenue	4970	682,428	323,494	(358,934)	47%
Other Revenue	4995	1,000	34,967	33,967	3497%
Total Revenue		<u>14,922,764</u>	<u>6,256,412</u>	<u>(8,666,352)</u>	42%
Expenditures					
Salaries & Wages	6010	3,763,746	1,473,866	2,289,880	39%
Fringe	6110	1,114,534	427,313	687,221	38%
FICA	6120	200,000	113,245	86,755	57%
Unemployment	6130	40,000	32,537	7,463	81%
Workers Compensation	6140	40,000	24,431	15,569	61%
Health Insurance	6150	435,000	208,510	226,490	48%
Life Insurance	6160	30,000	13,126	16,874	44%
Retirement	6170	52,000	26,416	25,584	51%
Staff Screenings	6180	5,156	3,006	2,150	58%
Indirect Costs	6210	861,816	326,994	534,822	38%
Travel - In Area	6310	43,282	4,885	38,397	11%
Travel - Out of Area	6315	14,489	0	14,489	0%
Office Supplies	6410	42,333	11,478	30,855	27%
Program Supplies	6415	23,724	15,076	8,648	64%
Classroom Supplies	6420	55,810	16,331	39,479	29%
Kitchen Supplies	6430	29,889	7,467	22,422	25%
Medical/Dental Supplies	6440	1,650	0	1,650	0%
Copies/Printing/Copier	6510	33,930	13,878	20,052	41%
Postage and Delivery Expense	6600	11,968	2,316	9,652	19%
Contractual Services/Professional	6710	532,618	159,530	373,088	30%
Contractual Services – Health/Disabilities	6715	205,007	122,756	82,251	60%
Rent/Space Cost	6810	481,952	184,206	297,746	38%
Utilities	6820	162,856	53,757	109,099	33%
General Liability and Property Insurance	6830	67,991	41,074	26,917	60%
Communications	6840	119,205	48,627	70,578	41%

**Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the 6 Months Ended March 31, 2022**

Repairs & Bldg Maintenance- Recurring	6850	158,004	80,739	77,265	51%
Repairs & Bldg Maintenance -	6855	96,007	9,720	86,287	10%
Equipment Maintenance	6910	41,403	12,600	28,803	30%
Vehicle Expense	6920	101,358	46,179	55,179	46%
Equipment Lease	6930	18,368	5,562	12,806	30%
Technology	6940	57,303	27,419	29,884	48%
Fees, Licenses, and Permits	7010	6,135	1,316	4,819	21%
Dues/Subscriptions	7020	27,207	7,029	20,178	26%
Special Events	7110	3,000	0	3,000	0%
Client Assistance	7210	5,383,089	2,155,366	3,227,722	40%
Equipment (\$5,000 or more)	7310	244,561	0	244,561	0%
Expendable Equipment	7320	49,091	4,237	44,854	9%
Registration Fees	7410	15,600	405	15,195	3%
Meetings/Workshops/Training	7420	19,944	17,242	2,702	86%
Training/Staff Development	7430	1,900	1,170	730	62%
Training and Technical Assistance	7435	46,488	23,562	22,926	51%
Advisory/Board Member Expenses	7440	3,500	606	2,894	17%
Advertising	7450	49,548	6,791	42,757	14%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	217,403	96,594	120,809	44%
Miscellaneous Expenses	7520	0	113	(113)	100%
Legal Expenses	7530	8,000	1,699	6,302	21%
Interest Expense	7610	1,000	0	1,000	0%
Bank Service Charges	7630	3,700	1,722	1,978	47%
Total Expenditures		<u>14,922,764</u>	<u>5,830,895</u>	<u>9,091,868</u>	39%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>425,517</u>	<u>425,517</u>	

**Capital Area Community Action Agency
Balance Sheet
For the Month Ending March 31, 2022**

	Current Period Balance
Assets	
Cash Operating Hancock Bank	828,292
Health Insurance Imprest Account	44,549
Cash-Sunshine State/The First - Micro Loan	66,452
Petty Cash	375
Cash-Hancock-HS Parent Activity	1,057
FLEXIBLE SAVING ACCOUNT-HANCOCK BANK	22,056
Cash - Centennial Bank (Franklin County)	11,074
Money Market Account - Hancock Bank	45,020
Accounts Receivable	137,876
Grants Receivable	1,049,920
Property and Equipment Net	488,475
Total Assets	<u>2,695,147</u>
Liabilities and Net Assets	
Liabilities	
Accounts Payable	85,461
Accrued Expenses - Other	59,512
Accrued Wages	29,509
Accrued Flexible Savings	60
Accrued Fringe Benefits	1,012
Contract Advances	118,594
Due to Grantor	56,679
Contingent Liab Sunshine St Micro Unobligated	23,217
Liability- Head Start Parent Activity	7,079
Notes Payable	135,558
Deferred Income	<u>89,761</u>
Total Liabilities	606,443
Net Assets	
Beginning Net Assets	
Unrestricted Net Assets	1,338,289
Invested Property and Equipment	<u>324,898</u>
Total Beginning Net Assets	1,663,187
Current Net Income	<u>425,517</u>
Total Net Assets	<u>2,088,704</u>
Total Liabilities and Net Assets	<u>2,695,147</u>

**Capital Area Community Action Agency
CSBG - Statement of Revenues and Expenditures
From Grant Inception Through March 31, 2022**

	92%	Total Budget - Original	Current Total Budget Period Actual	Variance - Original	%
Revenue					
Government Contracts - STATE	4010	3,667,245	2,907,938	(759,307)	79%
Total Revenue		<u>3,667,245</u>	<u>2,907,938</u>	<u>(759,307)</u>	79%
Expenditures					
Salaries & Wages	6010	1,386,333	1,182,848	203,485	85%
Fringe	6110	396,340	338,272	58,068	85%
Staff Screenings	6180	3,062	1,985	1,077	65%
Indirect Costs	6210	342,662	289,251	53,411	84%
Travel - In Area	6310	50,767	22,131	28,636	44%
Travel - Out of Area	6315	27,398	5,307	22,091	19%
Office Supplies	6410	17,108	16,830	278	98%
Program Supplies	6415	0	359	(359)	100%
Copies/Printing/Copier	6510	23,324	12,971	10,352	56%
Postage and Delivery Expense	6600	6,927	2,340	4,588	34%
Contractual Services/Professional	6710	67,906	39,943	27,963	59%
Rent/Space Cost	6810	177,626	167,467	10,159	94%
Utilities	6820	25,004	16,696	8,307	67%
General Liability and Property	6830	29,010	26,085	2,925	90%
Communications	6840	67,903	67,058	846	99%
Repairs & Bldg Maintenance- Recurring	6850	26,538	15,922	10,616	60%
Equipment Maintenance	6910	20,675	15,921	4,754	77%
Vehicle Expense	6920	65,056	67,972	(2,916)	104%
Equipment Lease	6930	8,635	5,697	2,937	66%
Technology	6940	23,043	14,880	8,162	65%
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	486,759	266,982	65%
Equipment (\$5,000 or more)	7310	16,664	824	15,840	5%
Expendable Equipment	7320	25,985	23,823	2,162	92%
Registration Fees	7410	18,916	10,884	8,032	58%
Meetings/Workshops/Training	7420	20,959	22,387	(1,428)	107%
Training/Staff Development	7430	1,000	995	5	100%
Training and Technical Assistance	7435	1,745	0	1,745	0%
Advertising	7450	20,799	11,800	8,999	57%
Total Expenditures		<u>3,667,245</u>	<u>2,901,177</u>	<u>766,068</u>	79%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>6,761</u>	<u>6,761</u>	

Capital Area Community Action Agency
CSBG DRSF - Statement of Revenues and Expenditures
From Grant Inception Through March 31, 2022

		Total Budget - Original	Current Period Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	4,239,327	2,185,102	(2,054,225)	52%
Total Revenue		<u>4,239,327</u>	<u>2,185,102</u>	<u>(2,054,225)</u>	52%
Expenditures					
Salaries & Wages	6010	995,530	270,455	725,075	27%
Fringe	6110	288,503	78,378	210,125	27%
Staff Screenings	6180	1,070	696	374	65%
Indirect Costs	6210	232,821	63,302	169,519	27%
Travel - In Area	6310	26,050	6,407	19,643	25%
Travel - Out of Area	6315	8,100	0	8,100	0%
Office Supplies	6410	9,600	8,285	1,315	86%
Copies/Printing/Copier	6510	8,700	2,832	5,868	33%
Postage and Delivery Expense	6600	4,050	226	3,824	6%
Contractual Services/Professional	6710	134,000	8,638	125,362	6%
Rent/Space Cost	6810	104,986	76,812	28,174	73%
Utilities	6820	20,161	11,405	8,756	57%
General Liability and Property Insurance	6830	16,500	3,217	13,283	19%
Communications	6840	46,988	18,711	28,277	40%
Repairs & Bldg Maintenance- Recurring	6850	14,464	6,910	7,554	48%
Repairs & Bldg Maintenance - Nonrecurring	6855	450	384	66	85%
Equipment Maintenance	6910	18,880	950	17,930	5%
Vehicle Expense	6920	111,000	46,014	64,986	41%
Equipment Lease	6930	4,200	1,820	2,380	43%
Technology	6940	12,176	3,940	8,236	32%
Fees, Licenses, and Permits	7010	1,800	60	1,740	3%
Dues/Subscriptions	7020	7,080	0	7,080	0%
Client Assistance	7210	2,077,519	1,559,668	517,851	75%
Equipment (\$5,000 or more)	7310	31,484	824	30,660	3%
Expendable Equipment	7320	25,900	5,336	20,564	21%
Registration Fees	7410	4,850	0	4,850	0%
Training and Technical Assistance	7435	3,745	0	3,745	0%
Advertising	7450	28,720	9,835	18,885	34%
Total Expenditures		<u>4,239,327</u>	<u>2,185,102</u>	<u>2,054,225</u>	52%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>0</u>	<u>0</u>	

Capital Area Community Action Agency
LIHEAP - Statement of Revenues and Expenditures
From Grant Inception Through March 31, 2022

		Total Budget - Original	Current Period Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	<u>12,932,424</u>	<u>9,442,186</u>	<u>(3,490,238)</u>	73%
Total Revenue		<u>12,932,424</u>	<u>9,442,186</u>	<u>(3,490,238)</u>	73%
Expenditures					
Salaries & Wages	6010	1,485,835	1,059,310	426,525	71%
Fringe	6110	426,493	304,344	122,149	71%
Staff Screenings	6180	3,567	1,562	2,006	44%
Indirect Costs	6210	365,481	224,659	140,822	61%
Travel - In Area	6310	16,181	6,972	9,209	43%
Travel - Out of Area	6315	8,926	674	8,252	8%
Office Supplies	6410	17,500	10,682	6,818	61%
Copies/Printing/Copier	6510	25,131	16,459	8,672	65%
Postage and Delivery Expense	6600	8,086	3,196	4,890	40%
Contractual Services/Professional	6710	57,500	40,714	16,786	71%
Rent/Space Cost	6810	183,913	120,758	63,155	66%
Utilities	6820	31,265	10,504	20,761	34%
General Liability and Property Insurance	6830	21,550	17,154	4,396	80%
Communications	6840	53,895	38,354	15,541	71%
Repairs & Bldg Maintenance- Recurring	6850	24,568	11,712	12,856	48%
Equipment Maintenance	6910	15,790	8,958	6,832	57%
Vehicle Expense	6920	14,990	3,631	11,359	24%
Equipment Lease	6930	9,575	4,021	5,554	42%
Technology	6940	25,851	11,625	14,227	45%
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	7,454,190	2,618,087	74%
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	5,500	2,663	2,837	48%
Total Expenditures		<u>12,932,424</u>	<u>9,362,404</u>	<u>3,570,020</u>	72%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>79,782</u>	<u>79,782</u>	

Capital Area Community Action Agency
WAP - Statement of Revenues and Expenditures
From Grant Inception Through March 31, 2022

		Total	Current	Total	
	90%	Budget -	Period	Budget	
		Original	Actual	Variance -	
				Original	%
Revenue					
Government Contracts - STATE	4010	2,914,205	1,309,385	(1,604,820)	45%
Other Revenue	4995	<u>0</u>	<u>27,160</u>	<u>27,160</u>	100%
Total Revenue		<u>2,914,205</u>	<u>1,336,545</u>	<u>(1,577,660)</u>	46%
Expenditures					
Salaries & Wages	6010	442,805	344,329	98,476	78%
Fringe	6110	126,848	98,994	27,854	78%
Staff Screenings	6180	200	0	200	0%
Indirect Costs	6210	110,907	84,013	26,894	76%
Travel - In Area	6310	19,839	11,666	8,172	59%
Office Supplies	6410	5,233	4,136	1,097	79%
Copies/Printing/Copier	6510	2,036	2,138	(101)	105%
Postage and Delivery Expense	6600	1,289	696	592	54%
Contractual Services/Professional	6710	25,660	6,628	19,033	26%
Rent/Space Cost	6810	28,487	20,261	8,226	71%
Utilities	6820	6,147	4,155	1,992	68%
General Liability and Property	6830	55,102	31,843	23,259	58%
Communications	6840	14,491	11,168	3,323	77%
Repairs & Bldg Maintenance- Recurring	6850	9,677	3,619	6,058	37%
Equipment Maintenance	6910	4,481	3,542	940	79%
Vehicle Expense	6920	26,000	21,252	4,748	82%
Equipment Lease	6930	1,936	1,624	311	84%
Technology	6940	1,204	531	673	44%
Fees, Licenses, and Permits	7010	1,431	1,089	342	76%
Dues/Subscriptions	7020	16,022	6,175	9,847	39%
Client Assistance	7210	1,933,815	617,905	1,315,910	32%
Equipment (\$5,000 or more)	7310	2,285	1,180	1,105	52%
Expendable Equipment	7320	10,902	6,129	4,773	56%
Registration Fees	7410	8,702	2,476	6,226	28%
Meetings/Workshops/Training	7420	48,374	16,910	31,464	35%
Advertising	7450	<u>10,331</u>	<u>1,076</u>	<u>9,255</u>	10%
Total Expenditures		<u>2,914,205</u>	<u>1,303,535</u>	<u>1,610,670</u>	45%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>33,010</u>	<u>33,010</u>	

**Capital Area Community Action Agency
Head Start - Statement of Revenues and Expenditures
For the Six Months Ended March 31, 2022**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	3,740,116	1,703,248	(2,036,868)	46%
Total Revenue		<u>3,740,116</u>	<u>1,703,248</u>	<u>(2,036,868)</u>	46%
Expenditures					
Salaries & Wages	6010	1,799,540	804,620	994,920	45%
Fringe	6110	521,507	233,367	288,140	45%
Staff Screenings	6180	2,500	1,818	682	73%
Indirect Costs	6210	437,053	187,999	249,054	43%
Travel - In Area	6310	2,000	869	1,131	43%
Office Supplies	6410	9,000	2,336	6,664	26%
Program Supplies	6415	16,000	13,102	2,898	82%
Classroom Supplies	6420	42,500	15,161	27,339	36%
Kitchen Supplies	6430	7,000	6	6,994	0%
Medical/Dental Supplies	6440	500	0	500	0%
Copies/Printing/Copier	6510	10,000	4,464	5,536	45%
Postage and Delivery Expense	6600	1,500	832	668	55%
Contractual Services/Professional	6710	15,000	4,935	10,065	33%
Contractual Services - Health/Disabilities	6715	163,170	107,919	55,251	66%
Rent/Space Cost	6810	218,629	97,782	120,847	45%
Utilities	6820	107,000	43,914	63,086	41%
General Liability and Property Insurance	6830	20,000	12,336	7,664	62%
Communications	6840	42,000	24,021	17,979	57%
Repairs & Bldg Maintenance- Recurring	6850	85,000	68,156	16,844	80%
Repairs & Bldg Maintenance - Nonrecurring	6855	39,519	9,720	29,799	25%
Equipment Maintenance	6910	18,000	8,758	9,242	49%
Vehicle Expense	6920	25,000	10,219	14,781	41%
Equipment Lease	6930	7,500	2,492	5,008	33%
Technology	6940	31,000	17,559	13,441	57%
Fees, Licenses, and Permits	7010	2,000	463	1,537	23%
Dues/Subscriptions	7020	5,000	2,310	2,690	46%
Special Events	7110	1,000	0	1,000	0%
Expendable Equipment	7320	10,000	0	10,000	0%
Registration Fees	7410	0	27	(27)	100%
Meetings/Workshops/Training	7420	500	1,028	(528)	206%
Training/Staff Development	7430	1,500	770	730	51%
Training and Technical Assistance	7435	40,998	23,452	17,546	57%
Advisory/Board Member Expenses	7440	2,500	0	2,500	0%
Advertising	7450	2,500	2,697	(197)	108%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	52,000	116	51,884	0%
Total Expenditures		<u>3,740,116</u>	<u>1,703,248</u>	<u>2,036,868</u>	46%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>0</u>	<u>0</u>	

**Capital Area Community Action Agency
Head Start ARPA - Statement of Revenues and Expenditures
From Grant Inception Through March 31, 2022**

		Total Budget - Original	Current Period Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	<u>452,277</u>	<u>34,895</u>	<u>(417,382)</u>	8%
Total Revenue		<u>452,277</u>	<u>34,895</u>	<u>(417,382)</u>	8%
Expenditures					
Salaries & Wages	6010	87,247	22,908	64,339	26%
Fringe	6110	25,284	6,639	18,645	26%
Indirect Costs	6210	21,190	5,348	15,842	25%
Medical/Dental Supplies	6440	1,000	0	1,000	0%
Contractual Services/Professional	6710	89,115	0	89,115	0%
Contractual Services – Health/Disabilities	6715	20,000	0	20,000	0%
Repairs & Bldg Maintenance- Recurring	6850	30,000	0	30,000	0%
Repairs & Bldg Maintenance - Nonrecurring	6855	10,000	0	10,000	0%
Equipment (\$5,000 or more)	7310	153,441	0	153,441	0%
Expendable Equipment	7320	10,000	0	10,000	0%
Advertising	7450	<u>5,000</u>	<u>0</u>	<u>5,000</u>	0%
Total Expenditures		<u>452,277</u>	<u>34,895</u>	<u>417,382</u>	8%
Excess Revenue over (under) Expenditures		<u>0</u>	<u>0</u>	<u>0</u>	

**Capital Area Community Action Agency, Inc.
Head Start NFS Match Requirements
For the Month Ending March 31, 2022**

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		32,866			
Grants - Other Not for Profits		8,059			
In-Kind Revenue		202,795			
VPK/SR		131,631			
	620,300	375,351	61%	244,949	39%

March 2022 Head Start CC Expenses

Vendor ID	Fund Code	GL Code	Activity Code	Effective Date	Expenses	Transaction Description
HANCOCK CC	1064	6180	252	3/28/2022	44.66	#5810, VENITA TREADWELL, VISA, 3/28/2022, BK SCRN, ROBERTS
HANCOCK CC	1064	6180	256	3/28/2022	44.66	#5810, VENITA TREADWELL, VISA, 3/28/2022. BK SCRN, ROBERTSON
HANCOCK CC	1064	6415	258	3/28/2022	33.28	#0419, KRISTIN JACKSON RESHARD, VISA, 3/28/2022, PRG SUPP
HANCOCK CC	1064	6420	252	3/28/2022	26.17	#5810, VENITA TREADWELL, VISA, 3/28/2022, CLSRM SUPPLIES
HANCOCK CC	1064	6920	255	3/28/2022	48.00	#4466, DARREL JAMES, VISA, 3/28/2022, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/28/2022	50.01	#4466, DARREL JAMES, VISA, 3/28/2022, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/28/2022	55.01	#4466, DARREL JAMES, VISA, 3/28/2022, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/28/2022	56.01	#4466, DARREL JAMES, VISA, 3/28/2022, GAS HS VEHICLE
HANCOCK CC	1064	6920	255	3/28/2022	53.78	#5810, VENITA TREADWELL, VISA, 3/28/2022, GAS, HS
HANCOCK CC	1064	7420	255	3/28/2022	199.90	#4466, DARREL JAMES, VISA, 3/28/2022, ZOOM
HANCOCK CC	1064	7435	255	3/28/2022	304.00	#6700, TIM CENTER, VISA, 3/28/2022, FHSA, KIMBERLY SMITH
HANCOCK CC	1064	7435	255	3/28/2022	304.00	#6700, TIM CENTER, VISA, 3/28/2022, FHSA, NICHELE ROLLE
HANCOCK CC	1064	7435	255	3/28/2022	46.75	#6700, TIM CENTER, VISA, 3/28/2022, GAS, FHSA
HANCOCK CC	1064	7435	255	3/28/2022	176.00	#6700, TIM CENTER, VISA, 3/28/2022, FHSA, TIM CENTER
HANCOCK CC	1064	7435	255	3/28/2022	23.44	#8165, NICHELE RICHARDS ROLLE, VISA, 3/28/2022, TRAINING
HANCOCK CC	1064	7435	255	3/28/2022	45.00	#8165, NICHELE RICHARDS ROLLE, VISA, 3/28/2022, TRAINING
HANCOCK CC	1064	7450	256	3/28/2022	291.91	#7366, NINA SINGLETON SELF, VISA, 3/28/2022, INDEED
Total					1,802.58	



**HANCOCK
WHITNEY**

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

*bc
4/4/22*

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

00140JAA - 004124 - 0001 - 0001 - 2



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

**N0004124

MEMO STATEMENT

Account Number

Statement Date

03-28-22

STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit visasavingsedge.com.

TRANSACTION DETAILS

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-04	03-03	24431082062088287842458	4784	SUNPASS*ACC87738891.888-885-5852 FL	M90.00
03-04	03-02	24816052062548248142906	5542	SHELL OIL 57529811907 TALLAHASSEE FL	M48.07
03-07	03-03	24316052063548938825755	5542	SHELL OIL 57549701916 OOOEE FL	M48.75 <i>MS</i>
03-07	03-04	24164052064378012839262	5542	EXXONMOBIL 48082046 CARRABELLE FL	M48.24
03-07	03-03	24843002063038021549874	3692	DOUBLETREE ORLANDO ORLANDO FL	M198.88 <i>MS</i>
				1868322 ARRIVAL: 03-02-22	
03-07	03-04	24843002064038021562874	3692	DOUBLETREE ORLANDO ORLANDO FL	M304.00 <i>MS</i>
				1868619 ARRIVAL: 03-02-22	
03-07	03-04	24843002064038021562882	3692	DOUBLETREE ORLANDO ORLANDO FL	M304.00 <i>MS</i>
				1868821 ARRIVAL: 03-02-22	
03-11	03-09	24431052069838003813172	5542	MURPHY EXPRESS 8702 SANTA ROSA BE FL	M58.97
03-14	03-10	24239002070900018518887	9399	TALLAHASSEE CHAMBER OF CO 850-2248116 FL	M695.00
03-17	03-16	7494300207503800000989	3692	DOUBLETREE ORLANDO ORLANDO FL	M20.83 <i>MS</i>
03-17	03-16	24843002075700699828447	5734	ADOBE ACROPRO SUBS 408-588-8000 CA	M14.99
03-21	03-20	24882162079100167617435	8942	AMAZON.COM*IN2PN8OK2 AMZN.COM/BILL WA	M28.70
03-21	03-19	24013392079002166073450	5812	VILLAGE INN - PARK TALLAHASSEE FL	M74.11
03-21	03-19	24011342078000041705724	4814	ZOOM.US 888-799-9666 WWW.ZOOM.US CA	M299.90
03-21	03-17	24388942077630100479424	8299	FLORIDA ASSOCIATION FO 850-2244774 FL	M850.00
03-22	03-21	2468218208010063333453	5968	GAN*1568TALLHDEMOCIRC 888-426-0491 IN	M75.71
03-24	03-23	24430992068400908086945	4816	DNH*GODADDY.COM HTTPS://WWW.G AZ	M143.88

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-28-22	[REDACTED]	
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 3,211.95
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS 20.63
		STATEMENT TOTAL 3,191.32
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 22,000.00



**HANCOCK
WHITNEY**

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

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



MEMO STATEMENT

Account Number
[REDACTED]

Statement Date

03-28-22

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

** 0000001

STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit visasavingsedge.com.

TRANSACTION DETAILS

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-09	03-07	24892182067100272817015	5542	GATE 1194 Q80 TALLAHASSEE FL	M53.78 ✓
03-10	03-09	24445002069400177877381	5411	WM SUPERCENTER #4520 TALLAHASSEE FL	M26.17 ✓
03-11	03-10	24431062070400679005148	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41 ✓
03-11	03-10	24431062070400679005161	9399	AHCA *SERVICE FEE BILLERPAYMENT FL	M1.41 ✓
03-11	03-10	24431062069400556008992	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25 ✓
03-11	03-10	24431062069400556009032	9399	AGENCY FOR HEALTHCARE AD BILLERPAYMENT FL	M43.25 ✓

STATEMENT DATE 03-28-22	ACCOUNT NUMBER [REDACTED]	ACCOUNT SUMMARY
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 169.27
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 169.27
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 4,000.00



**HANCOCK
WHITNEY**

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

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



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

** 0000001

MEMO STATEMENT

Account Number

Statement Date

03-28-22

STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit visasavingsedge.com.

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-07	03-04	24943002084038021562882	3882	DOUBLETREE ORLANDO ORLANDO FL 1688614 ARRIVAL:03-02-22	M23.44 ✓
03-07	03-04	24164052064378009793874	5542	EXXONMOBIL 97559199 ORLANDO FL	M45.00 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-28-22	[REDACTED]	
<p>CUSTOMER SERVICE CALL</p> <p>Toll Free 1-800-448-8812</p>		NEW PURCHASES AND OTHER CHARGES 68.44
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 68.44
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,500.00



**HANCOCK
WHITNEY**

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

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



00000000 - 014637 - 0001 - 0001 - 2

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

** 0000001

MEMO STATEMENT

Account Number

Statement Date

03-28-22

STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit visasavingsedge.com.

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-07	03-04	24275472063956301089658	5211	GULF COAST LUMBER & SUPPL MONTICELLO FL	M33.28

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-28-22	[REDACTED]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 33.28
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 33.28
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,000.00



**HANCOCK
WHITNEY**

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

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



00000000 - 011748 - 0001 - 0001 - 2

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

** 0000001

MEMO STATEMENT

Account Number

Statement Date

03-28-22

STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit viasavingsedge.com.

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-01	02-28	24137462060001435493785	5912	CVS/PHARMACY #01258 TALLAHASSEE FL	M411.90 ✓
03-02	03-01	24692162060100813824785	5969	INDEED 203-564-2400 CT	M291.91 ✓
03-09	03-07	24013392067000838855365	5812	RED PIRATE FAMILY GRILL & 850-6701090 FL	M36.06 ✓
03-23	03-22	24137462082001442045420	5411	PUBLIX #1051 TALLAHASSEE FL	M45.04 ✓
03-25	03-23	24427332083710028743025	5814	CHICK-FIL-A #04442 TALLAHASSEE FL	M83.07 ✓

Head Staff

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-28-22	[REDACTED]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 867.98
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 867.98
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 10,000.00



HANCOCK WHITNEY

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

Visa BusinessCard
Statement of Account
Issued by Hancock Whitney Bank

MEMO STATEMENT

Account Number

Statement Date

03-28-22

0014DIAA-005674-0001-0001 - 2



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

**N0005674

STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit visasavingsedge.com.

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
03-04	03-02	24892182062100191835949	5542	GATE 1194 Q80 TALLAHASSEE FL	M48.00
03-08	03-07	24011842066000018507206	4814	ZOOM.US 888-799-9888 WWW.ZOOM.US CA	M199.90
03-09	03-08	24892182067100492814184	5812	SQ TAZIKIS MEDITERRANEAN TALLAHASSEE FL	M80.00
03-10	03-08	24892182068100108648130	5542	GATE 1194 Q80 TALLAHASSEE FL	M55.01
03-14	03-11	24892182071100507909800	5542	GATE 1194 Q80 TALLAHASSEE FL	M50.01
03-21	03-20	24184072079060144718928	3405	ENTERPRISE RENT-A-CAR TALLAHASSEE FL	M126.15
03-28	03-27	24430992088083933465883	4784	ERAC TOLL 851184187 877-880-1258 FL	M18.54
03-28	03-25	24892182085100859041038	5542	GATE 1194 Q80 TALLAHASSEE FL	M58.01

Personal

*yc
4/16/22*

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
03-28-22	[REDACTED]	
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 631.82
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 631.82
		TOTAL IN-DISPUTE .00
		CREDIT LIMIT 5,000.00

Capital Area Community Action Agency

CHIEF EXECUTIVE OFFICER REPORT MAY 2022

Administrative

- Thomas Howell Ferguson is completing the audit of FY 2019-2020.
- Litigation Status: A civil suit has been filed by former employee alleging discrimination. Working with our insurance company for representation. This is an ongoing case that is scheduled for December.

Impact: Better benefits for staff. Better fiscal accountability.

Programmatic

- Disaster Recovery Support Grant – On-site monitoring from Thomas Howell Ferguson was completed the week of May 16. Working with DEO to reallocate funds for Stage 3 direct client services and secure Taylor County DRSF funds. We have 50 families on the waiting list and have requested supplemental funding.
- Head Start Focus Area 1 Monitoring completed and report included in this Board packet. No findings.
- Continue with monthly Head Start management calls with Region IV HHS Office Specialist.
- Getting Ahead classes are underway with Transition Ceremony scheduled for June 10 at the Capital City Country Club.
- DEO Monitoring scheduled for May 23-27 at the main office of LIHEAP, CSBG, and WAP.
- DEO has requested that Capital Area take over the Weatherization Assistance Program from the Suwanee River Economic Council. They gave up their contract. They serve ten counties east of our region. Awaiting the transfer for the interim. We will evaluate bidding for the grant.
- Head Start is proposing a summer extension program at the Royal Head Start Center or six weeks. Staffing has been arranged and recruitment is taking place now.
- Franklin County requested a proposal to administer the State Housing Initiatives Partnership (SHIP) which could help leverage Weatherization Assistance Program services in that county. We presented to the County Commission Tuesday, May 17. If awarded we would take the \$350,000 program effective July 1.

Impact: Redesigning entitlement programs toward more independency services.



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



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

- 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 6th Street Recreation Center while renovations are completed.

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

Out of Office

- June 3 – PTO – St. Augustine
- June 22-24 – Leadership Florida Conference Orlando



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

April 20, 2022

Grant No. 04CH011648

Dear Head Start Grant Recipient:

The Consolidated Appropriations Act, 2022, contains an increase for Head Start of approximately \$289 million over the Fiscal Year (FY) 2021 level. This includes a cost-of-living adjustment (COLA) of \$234 million and a \$52 million Quality Improvement investment. The COLA supports a 2.28 percent adjustment above FY 2021 funding levels to increase the pay scales of Head Start and Early Head Start staff, including vacant positions, fringe benefits, and to offset higher operating costs. Quality Improvement funds are allocated proportionately based on federal funded enrollment levels, with additional adjustments given to smaller grant recipients to allow for a meaningful investment, as permitted by the Act.

The following table reflects the COLA and Quality Improvement increases available for FY 2022.

Funding Type	Head Start
Cost-of-Living Adjustment (COLA)	\$84,340
Quality Improvement (QI)	\$19,672
Total Funding	\$104,012

Please note, these permanent increases are effective at the start of the FY 2022 budget period and are retroactive if this period has already commenced. Allocations are subject to adjustment if changes are made to annual funding/enrollment levels. Applicable to recipients operating both a Head Start and Early Head Start program, allocations for each funding type by program must be budgeted accordingly in application submissions.

Application Submission Requirements

The supplemental application is due **June 1, 2022** and must be submitted in the [Head Start Enterprise System \(HSES\)](#). To apply, please select the **Financials** tab, **Grant Application** tab, **Fiscal Year 2022**, and add the **'Supplement – COLA and Quality Improvement'** amendment type. No other application type for these funds will be accepted. For additional information on the allowable uses of COLA and Quality Improvement funding, refer to Program Instruction ACF-PI-HS-22-02.

Content of 'Supplement – COLA and Quality Improvement' Application

Applications must include separate project narratives and detailed budget justifications for each funding type, COLA and Quality Improvement, and by program, Head Start and/or Early Head Start. Each narrative must use 12-point font, and not exceed 10 pages. All narratives, budget justifications, and other supporting documentation must be uploaded into respective folders within the **Documents** tab of the application.

For COLA, the following must be demonstrated:

- A permanent increase of no less than the required 2.28 percent adjustment to the pay scale for each Head Start/Early Head Start position, including current employees and unfilled vacancies subject to the provisions of Sections 653 and 640(j) of the Head Start Act;

- A rationale and supporting documentation detailing agency policies and procedures if a position is receiving less than the required COLA percentage or differential COLA increases;
- The provision of a no less than 2.28 percent increase to all delegate agencies and partners or justification if less than the required percentage or differential increases are provided to delegate agencies and partners;
- Written confirmation that increases will be applied retroactively to the start of the FY 2022 budget period with a description of how funds will be distributed to affected employees, if applicable;
- The planned uses for any portion of the COLA funds to offset higher operating costs, once the 2.28 percent increase is provided to all staff, delegates and partners.

For Quality Improvement, the following must be demonstrated:

- Investments are consistent with Sec. 640(a)(5) of the Act (except programs are not bound by the requirements that at least 50 percent of the funds be used for staff compensation or that no more than 10 percent of funds be used on transportation. For more information on allowable activities as outlined in the Act, please see Attachment A);
- Investments made in Quality Improvement should be ongoing; description and written confirmation that funds will be used for ongoing purposes consistent with Section 640(a)(5) of the Act;
- If funds are used for staff wages, written confirmation that increases will be applied retroactively to the start of the FY 2022 budget period with a description of how funds will be distributed to all affected employees.
- If funds are used for one-time activities in the FY 2022 budget period, describe plans for how the funds will be allocated in the subsequent budget period.

Recipients are strongly encouraged to commit to sustained quality improvement investments, such as further increasing wages of Head Start/Early Head Start educational staff. However, grant recipients have the flexibility to use these funds to support the greatest local needs, consistent with Section 640(a)(5) of the Act.

Application's Budget Tab Requirements

The data entered on the Budget tab within the application populates the SF-424A. Grantees are required to include funds for both COLA and Quality Improvement, and within the appropriate program, Head Start or Early Head Start.

Non-Federal Match

The budget and detailed budget justification must include each source of non-federal match, including estimated amount per source and the valuation methodology. Flexibilities continue for waiver requests of the non-federal match requirement through the public health emergency due to the COVID-19 pandemic. If a non-federal match waiver is being request, a value of \$0 must be entered in Section C of the SF-424A of the application. No additional justification is required, and the issuance of a notice of award constitutes approval of the request.

Supporting Documents

Signed statements of the Governing Body and Policy Council Chairs along with Governing Body and Policy Council minutes documenting each group's participation in the development and approval of the application must be provided. Through the public health emergency, at a minimum a statement confirming approval by Governing Body and Policy Council members available for contact will be accepted.

The application must be submitted on behalf of the Authorizing Official registered in the HSES. **Incomplete applications will not be processed.**

Please ensure the application contains all of the required information. If you have any questions or need assistance, please contact Deirdre Mitchell, Head Start Program Specialist, at 404-562-2858 or deirdre.mitchell@acf.hhs.gov or Pattie Jones, Grants Management Specialist, at 404-562-2397 or pattie.Jones@acf.hhs.gov.

Program Improvement (One-Time) Requests

Grant recipients encountering program improvement needs that cannot be supported by the agency budget are invited to apply for one-time funding. This funding must be applied for separately through the appropriate amendment in HSES. Program Improvement requests are prioritized and subject to funding availability. For questions regarding program improvement needs and requests, please contact the regional office.

For technical assistance in preparing the application, please contact the HSES Help Desk at help@hsesinfo.org or 1-866-771-4737.

Sincerely,
The Office of Head Start

Attachment A

Allowable Uses of Quality Improvement Funds as Specified in the Head Start Act

1. To improve the compensation (including benefits) of educational personnel, family service workers, and child counselors, as described in Sections [644\(a\)](#) and [653](#) of the Head Start Act, in the manner determined by the Head Start agencies (including Early Head Start agencies) involved, to support the following —
 - ensure that compensation is adequate to attract and retain qualified staff for the programs involved in order to enhance program quality;
 - improve staff qualifications and assist with the implementation of career development programs for staff that support ongoing improvement of their skills and expertise; and
 - provide education and professional development to enable teachers to be fully competent to meet the professional standards established under [Sec. 648A\(a\)\(1\)](#) of the Act, including—
 - providing assistance to complete postsecondary course work;
 - improving the qualifications and skills of educational personnel to become certified and licensed as bilingual education teachers, or as teachers of English as a second language; and
 - improving the qualifications and skills of educational personnel to teach and provide services to children with disabilities
2. To support staff training, child counseling, and other services necessary to address the challenges of children from immigrant, refugee, and asylee families; homeless children; children in foster care; children with limited English proficiency; children of migrant or seasonal farmworker families; children from families in crisis; children referred to Head Start programs (including Early Head Start programs) by child welfare agencies; and children who are exposed to chronic violence or substance abuse.
3. To ensure that the physical environments of Head Start programs are conducive to providing effective program services to children and families, and are accessible to children with disabilities and other individuals with disabilities.

4. To employ additional qualified classroom staff to reduce the child-to-teacher ratio in the classroom and additional qualified family service workers to reduce the family-to-staff ratio for those workers.
5. To ensure that Head Start programs have qualified staff that promote the language skills and literacy growth of children and that provide children with a variety of skills that have been identified, through scientifically based reading research, as predictive of later reading achievement.
6. To increase hours of program operation, including the following —
 - conversion of part-day programs to full-working day programs; and
 - increasing the number of weeks of operation in a calendar year.
7. To improve community wide strategic planning and needs assessments for Head Start programs and collaboration efforts for such programs, including outreach to children described in no. 2 above.
8. To transport children in Head Start programs safely.
9. To improve the compensation and benefits of staff of Head Start agencies, in order to improve the quality of Head Start programs.

HEAD START COLA ALLOCATION WORKPLAN
10/1/21 - 9/30/22

	A	B	C	D	E
1		Wages	Fringe 28.98%	Indirect 18.10%	Total
2	COLA Retro Increase: 10/1/21 - 5/13/22	\$ 27,091.06	\$ 7,850.99	\$ 6,324.51	\$ 41,266.56
3	Projected COLA Wage Increase: 5/14/22 - 9/30/22	\$ 12,388.15	\$ 3,590.09	\$ 2,892.06	\$ 18,870.30
4	TOTAL COLA	\$ 39,479.21	\$ 11,441.08	\$ 9,216.57	\$ 60,136.86
5					
6	Increase Minimum Wage to \$13.00*				
7	Increase 5/14/22 - 9/30/22	\$ 4,466.33	\$ 1,294.34	\$ 1,042.68	\$ 6,803.35
8					
9	Other Wage Increases**				
10	Increase 5/14/22 - 9/30/22	\$ 10,765.84	\$ 3,119.94	\$ 2,513.33	\$ 16,399.11
11					
12	Other Expenses				
13	Increase in Franklin HS Rent June - Sept				\$ 2,392.00
14	New Leon Facility (3 Classrooms) estimated \$3,500 per month (July - Sept)				\$ 10,500.00
15	Repair & Maintenance for New Franklin Center				\$ 7,780.68
16					
17	TOTAL EXPENSES				\$ 104,012.00
18					
19	Total COLA Allocation				\$ 104,012.00
20					
21	Difference:				\$ (0.00)
22					
23					
24	*Following a voter-approved ballot referendum in November 2020, Florida will reach a \$15 minimum wage by September 30, 2026. Our current agency minimum wage is \$12.00. Recommended that we increase the minimum wage by \$1.00 per year until we reach the required \$15.00. That will put us ahead of the deadline for we will accomplish that by 9/30/2024.				
25					
26	**Pay increase for staff that didn't receive one when the Teachers salaries were increased at the beginning of the school year. This includes the Center Directors, Education Coordinators and Head Start Management and Administrative staff. Increase effective 5/14/2022. (5%)				



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 eclkc.ohs.acf.hhs.gov

Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mr. Quincee Messersmith

Capital Area Community Action Agency, Inc.

309 Office Plz

Tallahassee, FL 32301 - 2729

From: Responsible HHS Official

Date: 05/16/2022

Dr. Bernadine Futrell

Director, Office of Head Start

From April 18, 2022 to April 22, 2022, the Administration for Children and Families (ACF) conducted a Focus Area One (FA1) monitoring review of the Capital Area Community Action Agency, Inc. Head Start program. This report contains information about the recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, *Improving Head Start for School Readiness Act of 2007*.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. The FA1 review allows the OHS to understand how programs are progressing in providing services in the 5-year grant cycle. The report includes the performance measures used to understand recipient progress towards program goals. You can use this report to identify where your program was able to describe progress toward implementing program services that promote quality outcomes for children and families. Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

DISTRIBUTION OF THE REPORT

Copies of this report will be distributed to the following:

Mr. Desmond Clayton, Acting Regional Program Manager

Mr. Tim Center, Chief Executive Officer/Executive Director

Mr. Tim Center, Head Start Director

Glossary of Terms

Opportunity for Continuous Improvement (OCI)	An OCI is identified when the recipient is determined compliant in an area, however, through intentional, continuous improvement strategies, the agency has the opportunity to enhance overall program quality.
Area of Concern (AOC)	An area for which the agency needs to improve performance. These issues should be discussed with the recipient's Regional Office of Head Start for possible technical assistance.
Area of Noncompliance (ANC)	An area for which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more areas of performance. This status requires a written timeline of correction and possible technical assistance or guidance from the recipient's program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
Deficiency	<p>As defined in the Head Start Act, the term "deficiency" means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none"> (i) a threat to the health, safety, or civil rights of children or staff; (ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations; (iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management; (iv) the misuse of funds received under this subchapter; (v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or (vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified; <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>



Program Design and Management

Program Design

The recipient's program design and structure takes into account community strengths and needs.

Program Management

The recipient has an approach for providing effective management and oversight of all program areas and fiduciary responsibilities.

Program Governance

The recipient maintains a formal structure for program governance that includes a governing body, a policy council (or policy committee for delegates), and parent committees.

Program Design and Management Summary

Capital Area Community Action Agency, Inc. provides Head Start services in Leon, Franklin, and Jefferson Counties in the Florida panhandle. The recipient receives funding to serve 378 children with Head Start center-based services. The recipient's service area includes a mix of racially and ethnically diverse communities in urban and rural settings.

The recipient had a system to collect, analyze, and use data to inform program improvement. Center staff, the management team, and the governing bodies regularly reviewed content area data and child outcomes to pinpoint the root causes of issues and address them effectively. When receiving schools reported that Head Start children were not entering kindergarten ready for school, the policy council and management team guided improvements in curriculum fidelity and literacy skill development. Further, when health outcomes showed children did not have insurance or medical homes, the management team identified the cause as incorrect data entry and increased training for new staff.

Capital Area Community Action Agency, Inc. also monitored family outcomes data. These data showed that families seeking help with employment were not always receiving an appropriate referral. In response, the management team ensured staff members were trained to connect families to community resources that specialized in employment and training services. When the recipient implemented a new family engagement tool, staff analyzed its impact by looking at the relationship between time spent using the tool and child outcomes. After each improvement effort, the management team continued to monitor data and make adjustments as needed. The recipient's system of gathering and analyzing data across all program areas created a foundation for quality service delivery.



Designing Quality Education and Child Development Program Services

Alignment with School Readiness

The recipient's approach to school readiness aligns with the expectations of receiving schools, the Head Start Early Learning Outcomes Framework (HSELOF), and state early learning standards.

Effective and Intentional Teaching Practices

The recipient has strategies to ensure teaching practices promote progress toward school readiness.

Supporting Teachers in Promoting School Readiness

The recipient has an approach for ensuring teachers are prepared to implement the curriculum and support children's progress toward school readiness.

Home-based Program Services

Not Applicable.

Education and Child Development Services Summary

Capital Area Community Action Agency, Inc. supported teachers through tailored professional development. The curriculum coordinator used a variety of educational resources to train teachers on using literacy, social-emotional, and instructional curricula. The program also trained education staff to assess children's progress and individualize activities based on child outcomes. Teachers learned to analyze data by sub-group, such as children with disabilities, attendance rates, and parent engagement levels. Education supervisors and coaches used classroom observations, a curriculum fidelity tool, and a review of lesson plans and goals to monitor teachers' progress. The education supervisors and coaches then individualized professional development opportunities according to need and ability. A strengths-based coaching system helped teachers who required more intensive support. The recipient's individualized, data-driven professional development approach supported teachers in providing education services to children.



Designing Quality Health Program Services

Child Health Status and Care

The recipient has an approach for ensuring the delivery of high-quality health services.

Safety Practices

The recipient implements a process for monitoring and maintaining healthy and safe environments and ensuring all staff have complete background checks.

Health Services Summary

Capital Area Community Action Agency, Inc. used data, policy council input, and expert advice to improve the delivery of health services. When program data showed children were not obtaining dental and lead screenings within the required time frame, the program sought information from parents and providers on barriers to medical and dental care access and the capacity of providers in the service area. Staff designed a survey and incorporated feedback from the Health Services Advisory Committee. The survey asked parents about barriers to accessing medical and dental care; the Women, Infants, and Children program; and mental health care. The program asked providers about services to children, Medicaid acceptance, and lab services. With policy council input, staff translated the survey into Spanish, which increased the return rate in Franklin County and showed that many Hispanic families needed better access to oral and mental health care. Survey results have just been completed in April 2022, and the management team planned to review the data and design strategies in response. The program's exploration of data and its support from the policy council improved health services.



Designing Quality Family and Community Engagement Services

Family Well-being

The recipient has an approach for collaborating with families to support family well-being.

Strengthening Parenting and Parent-Child Supports

The recipient has an approach for providing services that strengthen parenting skills.

Family and Community Engagement Services Summary

Capital Area Community Action Agency, Inc. supported families in strengthening their parenting skills and interacting with their children during learning activities. The program offered a research-based curriculum in English and Spanish, with the goals of helping parents understand their role, reduce stress, and be confident in supporting children's learning. Pre-surveys and post-surveys indicated parents felt greater bonds with their children, practiced better communication, and experienced fewer behavior issues at home. The program further developed the home-school connection using the parent engagement features of the literacy skills curriculum. Families accessed activities to do with children at home that aligned with classroom learning and school readiness goals. Data collected showed a positive correlation between minutes spent on activities at home and 13 measures of early literacy. To assist families with accessing this tool, the program helped parents secure free internet and discounted prices on devices. Capital Area Community Action Agency, Inc. analyzed data to evaluate the effectiveness of the tools it used and provided many ways for parents to develop parenting skills and engage with their children's education.



Developing Effective Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) Strategies and Fiscal Infrastructure

Eligibility, Recruitment, Selection, Enrollment, and Attendance

The recipient enrolls children or expectant mothers who are categorically eligible or who meet defined income-eligibility requirements.

Fiscal Infrastructure, Capacity, and Responsiveness

The recipient's fiscal staff have the qualifications needed to provide oversight of the grant.

The recipient has a budget development and revision process that includes stakeholders and appropriate approvals, and ensures continuous alignment with program design, goals, and objectives.

ERSEA and Fiscal Summary

Capital Area Community Action Agency, Inc. monitored community trends to ensure that it met the needs of at-risk families. An ERSEA committee comprised of family advocates, community representatives, parents, and a policy council member regularly reviewed the selection criteria and proposed changes to the policy council. Homeless children were a priority for enrollment as internal and community data showed rising numbers of homeless families due to people moving to the area from nearby communities devastated by severe weather events. There were 11 homeless families enrolled, which was 3 times the number in 2015. To support these families, program staff attended meetings at a local family shelter, worked with the local education agency's homeless advocate to enroll younger siblings, and attended the area Early Head Start selection committee meetings to share information. When a homeless family wanted to enroll, the program accommodated them immediately and helped to locate documents if the family did not have them readily available. Capital Area Community Action Agency, Inc.'s close monitoring of community trends and collaboration with partners improved its ability to enroll vulnerable families.

Capital Area Community Action Agency, Inc.'s finance and management teams collaborated to ensure the budget supported program goals. Annually, the finance director and program managers worked together to create the budget and allocate funds to support the upcoming year's goals. When the program needed to expand marketing to increase enrollment, the finance director helped identify budget categories that could be reduced without impacting services and augmented the marketing budget, leading to higher enrollment. The finance team ensured the program spent all funds by making staff aware of categories running under budget throughout the year. The policy council and the governing board engaged in conversations about finance and budgeting, with standing agenda time and reports that highlighted key items during meetings. A policy council member noted the program was transparent in its communication and financial reports, and the report graphics were clear and easy to follow. The recipient's communication and collaboration helped the program achieve its goals.

----- End of Report -----

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	
	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	
MARCH	4.4	The governing board will receive annual updates on success on strategies included in the Community Action Plan. The department managers provide updated reports every other month for review to the Chief Operating Officer to share with the governing board.	Annually	3/24/2022 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	
MAY					
	7.4	The governing board conducts a performance appraisal of the CEO/Executive Director within each calendar year.	Annually	5/24/2022 Needs Board Approval	
	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		
JUNE	8.1	The organization's annual audit (or audited financial statements) is completed by a Certified Public Accountant within the allotted timeframe of 1 year.	Annually		
JULY	8.2	All findings from the prior year's annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate and board minutes will reflect the review of the audit.	Annually		
	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		
SEPTEMBER	8.6	The IRS Form 990 is completed annually and made available to the governing board for review.	Annually		
	8.7	The governing board receives financial reports at each regular meeting that include the following: 1. Organization-wide report on revenue and expenditures that compares budget to actual, categorized by program; and 2. Balance sheet/statement of financial position and copies of the financial report will be provided.	Monthly		
	8.8	All required filings and payments related to payroll withholdings are completed on time.	Bi-weekly		

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		
November 2022		SUBMIT			

Capital Area **Community Action** Agency

TO: Nina Self, COO

FROM: Sybil Thomas, Family Support Services Program Manager

DATE: May 16, 2022

RE: Board Report for April 2022

Getting Ahead

The CSBG team would like to report that we currently have 8 Getting Ahead classes in session. The classes are now winding down and contemplating the transition into Staying Ahead. A transition ceremony has been scheduled for June 10, 2022. These individuals are preparing to become Staying Ahead participants.

Staying Ahead

We currently have 35 active Staying Participants from all counties with an additional 37 participants that will be transitioning into the Staying Ahead Program. The next Mentor event is scheduled for July 16 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. This event is scheduled for Leon County participants with separate mentor events to be held for the counties of Calhoun, Franklin & Gulf.

Success Story

One of our participants a single mother that came through the Getting Ahead program was homeless and unemployed is now a full time employee with Goodwill Industries, Inc. and has been able to obtain stable housing based on her income for herself and family. This participant is also attending school to obtain her GED.



United Way of the Big Bend

309 Office Plaza Drive • Tallahassee, Florida • 32301 • 850.222.2043
www.CapitalAreaCommunityAction.org



Capital Area Community Action Agency

MEMORANDUM

TO: TIM CENTER, CEO

FROM: Nina Self, COO and DRSF Program Manager

DATE: May 13, 2022

RE: Board Report

The funding for the Disaster Relief Supplemental Funding (DRSF) Program ends on 9/30/2022. With just a few more months in the program, the team has assisted 161 households with either home repair; temporary shelter, and other needs to assist them in having their housing restored since Hurricane Michael. We also have a wait list of 50 households with estimated repairs totaling \$495,000. Once we complete payments for work-in-process, we will have exhausted all of our direct client assistance funds for Phase 3 of the program. We have submitted a request to DEO for additional funding to assist the households on the wait list. We are awaiting a response.

The following is the current case status report:

COUNTY	ACTIVE CLIENTS	WAIT LIST	CLOSED CASES		TOTAL CASES
			PHASE 2	PHASE 3	
Gadsden/Leon/Wakulla	6	17	12	24	59
Calhoun/Liberty	2	12	5	28	47
Franklin/Gulf	17	21	6	50	94
Temporary Shelter	<u>11</u>	<u>0</u>	<u>4</u>	<u>18</u>	<u>33</u>
TOTAL	36	50	23	102	211



United Way of the Big Bend

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



Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Victoria Mathis, Emergency Services Program Manager
RE: Board Update for April 2022 – *Emergency Services*
DATE: May 3, 2022

National Performance Indicator

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential By Strengthening Family and Other Supportive Environments. This report started October 1st 2021 and will end September 30th 2022.

Low Income Home Energy Assistance Program

Below is the total unduplicated number of households/individuals served for April 2022.

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
<i>Calhoun</i>	13/20	18/48	46/89	23/49	20/48	50/86	29/47						199/387
<i>Franklin</i>	48/95	23/44	28/58	24/63	36/70	26/58	19/39						204/427
<i>Gadsden</i>	32/80	23/65	35/99	28/57	42/73	52/85	23/76						235/535
<i>Gulf</i>	20/32	12/26	18/39	11/20	14/33	24/54	9/18						108/222
<i>Jefferson</i>	38/67	18/39	11/21	31/64	31/64	63/123	27/48						219/426
<i>Leon</i>	245/604	243/631	408/985	205/531	204/470	242/559	280/756						1827/4536
<i>Liberty</i>	13/25	10/10	14/26	14/29	16/32	12/16	6/11						85/149
<i>Wakulla</i>	13/35	17/52	18/35	11/29	19/33	15/32	7/14						100/230
Total	422/958	364/915	578/1352	347/842	382/823	484/1013	400/1009						2977/6912

Additional information listed below:

Number of Single Parents assisted.

Female	436
Male	222
Total Emergency Utility Services Assistance (from Donated Funds) = 5/11	
\$300 Supplemental Credit Assistance = 511/1124	



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



Capital Area **Community Action** Agency

MEMORANDUM

FROM: Terry Mutch
RE: Weatherization Assistance Program
DATE: May 9, 2022

As of May 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 9 homes in the pre-inspection process, 4 homes assigned to contractors and 5 homes currently completed.

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

Although no official numbers have been given regarding the Infrastructure Bill for sub-grantees, The Department of Economic Opportunity has projected the State's allocation will be just over \$90 million. More information will be provided when available.

We have also been asked to temporarily provide weatherization services to the 10 county territory previously serviced by Suwanee River Economic Council. We will be providing weatherization services to the area for the next 8 months until the Department of Economic Opportunity can formally bid out the area for a permanent replacement. More details to follow soon.



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



Capital Area **Community Action** Agency

MEMORANDUM

TO: Head Start Policy Council and Board of Directors
FROM: Tim Center, CEO and Head Start Director
RE: Head Start Director's Report
DATE: May 17, 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 one classroom. We are still under enrolled with only 294 students out 378 slots available.

Facilities

Franklin renovations will begin June 1. Playground equipment is ready for installation.

Curriculum

HATCH *Ignite* activity continues to increase with 30-minutes a week the goal.

Enrollment

Registration and enrollment is now open for 2022-2023 school year. New school year calendars have been released and need Policy Council approval..

Federal and State Regulations

Federal Monitoring for Focus Area 1 is complete. A Cost of Living Adjustment (COLA) has been granted for 2.28% - \$84,340 and a Quality Improvement recurring funding for \$19,672 has been awarded. All Head Start staff will be brought up to \$15 as a minimum wage and others will receive a COLA salary increase.

A summer childcare program at Royal is now being filled. This is not summer Head Start. This should help increase school-readiness scores for the Fall. A minimum of 45 students will be needed for the program to succeed.



United Way of the Big Bend

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



Family and Community Engagement Manager

Monthly Monitoring Report – April 2022

Program Status

- Total number of enrollments for the **2021-22** school year:
 1. Franklin County Head Start - **18 of 36** families enrolled
 2. Jefferson County Head Start - **33 of 33** families enrolled
 3. Louise B. Royal Head Start - **51 of 57** families enrolled
 4. Mabry Street Head Start - **64 of 64** families enrolled
 5. South City Head Start - **130 of 188** families enrolled
- **296 of 378** families were enrolled for the month of **April 2022**
 - All Head Start programs were required to return to full enrollment (**378**) for the 2021-22 school year by January 2022, but due to the continued Pandemic this rule was relaxed

Policy Council

- 7 participants were in attendance for Policy Council

Volunteers

- 7 participants completed 10 volunteer hours

Family and Community Engagement Activities

- 2 staff meeting, Policy Council, Parent Meeting, and 4 Incredible Years classes

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	273 Immunizations 270 Physical Examinations
Established medical homes	313
Established dental homes and received dental exams	231 Dental Homes 81 Dental Exams
Hearing screenings	168
Vision screenings	237
Vision Referrals	0

- Number of Breakfast 4,470
- Number of Lunch 4,471
- Number of PM Snack 4,383
- Number of Children with Special Diets 30

Family and Community Engagement

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

Corrective Action and Follow Up

- **Head Start:** Focus Area One Monitoring Review was completed on the program.
- **COVID-19 Policy and Procedure:** Classroom closure days have been decreased from 14 to either 10 or 5 days depending on the situation. There were no classroom closures due to COVID-19 during the month of April. Masks are still worn inside all classrooms.
- **Funded Enrollment:** Re-Enrollments are underway. No new students, unless extreme circumstances are presented, will not be enrolled into the program after April 15. Recruitment has begun for the 2022-2023 school year, and management has also begun to search for new sites in the community to address the loss of two classrooms at our South City location for the upcoming school year. The Leadership team met with the administration of Governor Charter's Academy about the possibility of obtaining space at their school.
- **Extended Day:** School Readiness and VPK continue at all of our Leon sites. Management has also addressed the possibility of providing a summer program at the Louise B. Royal location.
- **Family Engagement:** Parent meetings, Policy Council, and Incredible Years continue to keep parents engaged with the Head Start program. An application for another CHSP grant has been applied for through the City of Tallahassee to increase family engagement opportunities.
- **Child Plus:** The program has begun to train with Child Plus professional, Ken Barker, to increase the program's productivity with the program. An on-line application for parents is being created.
- **Health:** In order to increase the knowledge and health service to our parents, we have an intern assisting the program. The survey to assist the program in knowing the most important services desired by the families we serve has been completed.

Strengths

- Addition of Intern to assist with Health services to the families we serve
- Child Plus training contract for entire staff
- Program makes use of Zoom and ChildPlus to keep families engaged with the program
- Family & Community Engagement Manager and Parent Engagement Coordinator attended Family Development Credential training
- No classrooms were closed due to COVID-19 for the month

Areas of Concern

- Changing of the Southside community and its effect on South City location
- Finding a new location in Leon County to replace two classrooms that will close at the South City location after this school year
- 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

2021-22 Accomplishments

Chief Executive Officer Assessment

The following is an overview of various accomplishments over the past year.

Strategic Vision and Leadership

- Leadership Roles
 - CareerSource Florida – Strategic Planning Committee, Board of Directors
 - Florida Association for Community Action- Vice Chair, Treasurer, Executive Committee
 - Florida Head Start Association – By-Laws Committee, Board of Directors
 - United Partners for Human Services – Advocacy Committee, Board of Directors
- Community Outreach
 - Leadership Tallahassee – Social Services Day Committee and Speaker
 - TCC 32304 Summit with President Jim Murdaugh
 - Prosperity Leon - Tallahassee Chamber of Commerce Annual Community Conference
 - Member – Forward Leon (Early Childhood Education), Leon County School District
 - Participation with Whole Child Leon and CareerSource Capital Region
 - National Poverty Conference – aha! Process presenter with ECHO
 - Florida Solar Energy Center Board meeting presenter at webinar forum
 - City of Midway Economic Development Visioning Charrette – Participant

Development

- Overall Budget has grown to over \$15 million
- CSBG Disaster Recovery Supplemental Funds - \$4.2 million Stage 3
- Head Start ARPA - \$452,000
- Head Start COLA - \$84,340
- United Way of the Big Bend funding for *Getting Ahead* - \$42,000
- Community Human Services Partnership grant for Head Start - \$55,000
- Payroll Protection Program forgiven - \$730,000
- Received Glick Properties grant of \$10,000

Strengthening Infrastructure and Operations

- Implemented an effective COVID-19 response that protected staff and clients
- Head Start Center Directors – leadership and management of Centers
- Successful Head Start Focus Area 1 Monitoring
- Eastpoint Wildfire Disaster Recovery effort closing out
- Clean audit

- Continue streamlining regular management of program and Head Start management teams
- Continue to promote internal cross-program interaction with Utility Assistance at Head Start and Getting Ahead for Head Start families
- Personnel file review is clean and credentials maintained
- Updated and renegotiated several contracts with vendors bringing them up-to-date – including a new phone system resulting in savings and fewer bills
- Implemented a new payroll processing service
- Successfully executed hybrid in-person/online Board meetings

Program Development

- Kindergarten Readiness scores improved through coaching plan to focus on curriculum implementation in Head Start.
- Decentralizing the Head Start program to empower Center Directors to operate their Centers more efficiently.
- Maintained an online crisis application process and migrated to a statewide online data collection system for services in LIHEAP, CSBG, and WAP.
- Increase by nearly 10 fold the parent participation in monthly Head Start parent meetings per Center.