

Capital Area Community Action Agency

Board of Directors Meeting
Agenda
Tuesday, March 25, 2025 – 6:00 pm
Via Microsoft Teams

I. Call to Order	Shanetta Keel – Chair	
II. Agenda Approval		Page
III. Sign-In/Attendance/Introductions		
IV. Action – Recommendation for Review & Approval		
A. Board Activity		
i) Board Meeting Minutes – January 28, 2025		2
ii) Executive Committee Minutes – February 25, 2025		5
B. Financial Report	Keith Dean	7
• Narrative		
• Revenue & Expenditures Agency-wide		
• Balance Sheet		
• Revenue & Expenditures – major programs		
• Head Start Non Federal Share Match		
• Head Start Credit Card Activity		
C. Audit RFP Recommendation	Keith Dean	26
D. Head Start	Tim Center	
• Enrollment Reduction		
• New Grant		
VI. Chief Executive Officer's Report	Tim Center	35
i) Organizational Standards		
ii) Update on Success on Strategic Strategies		
VIII. Chief Operating Officer's Report	Nina Self	64
• Program Updates		
VIII. Chair's Report		
IX. Adjournment		

Next Board of Directors Meeting 05/27/2025 – 6:00 pm – Microsoft Teams Video

Next Executive Committee Meeting 04/22/2025 - 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
January 28, 2025**

Members in Attendance:

Shanetta Keel, Chair
John Grant, Vice-Chair
Allen Jones
Quince Messersmith
Carmen Connor

CACAA Staff:

Tim Center
Nina Self
Keith Beam
Margaret Watson
Darrel James

Members Absent – Melissa Miller

The meeting was called to order at 6:04 p.m. by the Chair. A quorum was established.

ACTION ITEMS

Approval of Minutes

The Chair entertained a motion to approve the minutes of November 19, 2024. Mr. Jones moved approval of the minutes. Mr. Grant seconded the motion. The motion was approved unanimously.

The Executive Committee Minutes of December 9, 2024, are being presented to the Board for review.

FINANCIAL REPORTS

Mr. Dean, Chief Financial Officer, presented the financial reports for the month ending November 30, 2024. He reviewed the financial reports showing revenues, expenses, and net income. The financial report was accepted.

The Chair entertained a motion to accept the Financial Reports. Ms. Miller moved to accept the Financial Reports. Mr. Grant seconded the motion. The motion was approved unanimously.

Board Member Conversation

Mr. Center shared that the Agency met with the City of Quincy's utility department to assist residents concerns of high utility cost. Quincy residents were facing extremely high costs so they reached out for assistance. Board Members are also asked to share future community events.

CEO REPORT

The Chief Executive Officer (CEO), presented the report for the month of October 2024. The 2024-2025 Employee Open Enrollment benefit begin November 1-15, 2024. The benefit year will begin December 1, 2024.

Head Start

All Head Start Centers were closed for the Thanksgiving Holiday, November 25-29, 2024.

TKElevator will upgrade our elevator system to comply with new state regulations. The installation of required materials and equipment is expected to take place within a three-month timeframe, incorporating a new mandated safety feature for all elevators.

The Franklin Head Start Chapman building was experiencing issues with a rodent and snake problem. The County has stepped in to assist with the costs to seal holes and set traps to eliminate this problem.

We continue to seek a brick and mortar for our Jefferson County Head Start location. Ms. Edgar has been in contact with Duke to assist with the building purchase.

Head Start team participated in a grant interview with FSU and the Stranahan Foundation for Rebound and Recovery. This is an emotional support curriculum to help in the classrooms.

New Partnerships: Collaborations with Florida State University Student Center, Early Childhood Education Rebound and Recovery program, for kids to manage their emotions and reduce outbursts. We are piloting the initiative in the South City Head Start Program.

CSBG

The Agency is preparing the 2024-2025 Organizational Standards upload to the Florida Department of Commerce NewGen System. The agency is required to provide program documentation on how we assist low come residents in the community.

LIHEAP

Ms. Miller was provided instruction on how residents can apply for utility assistance. Residents can contact the main office, or go to the Agency's website and following the instruction to upload documents.

Updates

The Board was reminded that the office would be closed Wednesday November 27-29, in observance of the Thanksgiving Holiday.

COO Report

The Chief Operating Officer (COO) presented the Summary of Programs for the month of November 2024. The Agency received \$250,000 from the U.S. Department of Health and Human Services for Hurricane Helene Weather Relief Assistance, which can be used in eight counties that we serve.

Head Start

The Head Start Education team completed the first CLASS (Classroom Assessment Scoring System) evaluations for all Head Start classroom-teaching teams.

LIHEAP

We are currently advertising for an Intake Position in our LIHEAP Department. If you know anyone who may fit with the organizations culture. Please go to our website at: www.cacaainc.org

CSBG

Our CSBG team is preparing for the Getting Ahead Transition Ceremony, December 12, 2024. Please RSVP so that we have an accurate count of attendees.

WAP

We have completed 43 of 103 contracted units for eight counties. Our contractor, Gas International has completed the first four homes in the Suwannee County area, with another five in progress.

Ms. Self thanked Board members for their support and quick turnaround in completing the CEO's Performance Evaluation.

CHAIR'S REPORT

The Chair asked Board members to continue to recruit new members. She encouraged members to attend the Getting Ahead Transition - Getting Ahead is Helping People and Changing Lives.

The Chair thanked the Board for their support during the loss of her father.

The meeting adjourned at 6:25 PM.

Chair

Date

Capital Area Community Action Agency

Executive Committee Meeting Minutes February 25, 2025

Members in Attendance

Shanetta Keel, Chair
John Grant, Vice-Chair
Melissa Miller

CACAA Staff:

Tim Center
Nina Self
Keith Dean
Margaret Watson

The meeting was called to order at 5:43 p.m. by the Chair. A quorum was established.

The Chair entertained a motion to approve the agenda. Ms. Miller moved approval of the agenda. Mr. Grant seconded the motion. The motion was unanimously approved.

ACTION ITEMS

Approval of past minutes

The Board reviewed and approved the Executive Committee Minutes of December 10, 2025.

Mr. Grant moved approval of the minutes. Ms. Miller, seconded the motion. The motion was unanimously approved.

FINANCIAL REPORT

Mr. Dean, Chief Financial Officer, presented the financial reports for the month ending December 31, 2024. He reviewed the financial reports showing revenues, expenses, and net income. The financial report was accepted.

Mr. Grant moved approval of the Financial Reports. Ms. Miller seconded the motion. The motion was unanimously approved.

Expenses over budget

The Board discussed the need to capitalize certain costs, such as elevator repairs, and emphasized the importance of monitoring travel expenses to ensure adherence to the budget. They also discussed the need for increase revenue streams and the upcoming E-rate application deadline.

Mr. Center provided updates on the Head Start program in Apalachicola and ongoing renovations. The Chair emphasized the importance of strategic planning to navigate future challenges.

Board Member Conversation – what’s on your mind

Mr. Grant asked primarily what is the status of our program grants? Despite the challenges facing the organization, the Board was assured the Agency has secured funds for staff salaries.



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



CEO REPORT

Mr. Center presented the CEO Report for the month February 2025. The Board was informed that the Agency shut down for a week due to the Winter Storm.

Updates on Federal Grants and Community Action Challenges

There was discussion on the monitoring of our Program departments by the Florida Department of Commerce. The monitors decided after spending a day in the office with staff reviewing files, to shift to virtual monitoring. This has left the Agency unclear of what expectations will be expected in the next days of monitoring.

Mr. Center reminded the Board that our current auditor, Thomas Howell Ferguson has cancelled the audit contact with the Agency. He addressed the need of issuing a request for proposals for a new auditor, with Mr. Dean assisting in the process. The deadline for the RFP submissions is set for March 15th.

Addressing Uncertainty in Community Action Programs

Mr. Center stressed the importance of identifying and developing new ways to generate income for the organization, and noted the imminent E-rate application deadline, which aims to reduce Internet access costs for Head Start programs. The Agency will monitor the potential implications of Project 2025, which proposes eliminating Head Start.

Head Start 5-year Refunding grant will be extended.

The Chair expressed concern about Board’s responsibility in decision-making and questioned what information is being communicated to employees. He emphasized the importance of clear communication to avoid misunderstanding regarding staff responsibilities.

Board Chair’s Report

The chair inquired about the status of the school in Jefferson County. No updates at this time. She thanked the Agency for the opportunity to attend the Leadership Conference.

Meeting adjourned at 6:11P.M.

Secretary

Date

**Financial Statement Narrative
For the Period Ending January 31, 2025
Capital Area Community Action Agency**

As of January 31, 2025, we have completed four months of the fiscal year and we would expect the year-to-date actual expenses and revenue to be around 33% of the annual budget. At month end, the Year to Date Actual Revenue and Expenses are 31% and 31% respectively with excess of expenditures of \$1,316.

Non-Federal Share (NFS) Match at January 31, 2025 was \$394,235 of the \$1,065,245 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 2024-2025, 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 Period Ending January 31, 2025
Capital Area Community Action Agency**

Agency Wide Variances

- **Unemployment** – is over the benchmark budget but historically this is a Q1 expense. As employees reach the \$7000 threshold for SUTA, this expense falls off and should stay within budget for the year.
- **Life Insurance** – is over the budget benchmark with higher than anticipated participation and some prepaid expenses.
- **Staff Screenings** – is slightly over benchmark budget however we anticipate ending the year within the annual budget.
- **Travel In Area** – is over the benchmark budget with higher than forecasted costs. This line item is projected to go over budget by \$4000 for the year.
- **Program Supplies and Classroom Supplies**- are over benchmark budget with a number of purchases for the new year. We anticipate ending the year within the annual budget.
- **Kitchen Supplies** – are over benchmark budget with 2023.2024 expenses topping \$20K. This budget line will go over budget by \$15 K based on current expenses.
- **Copies/Printing/Copier Maintenance/Toner/Paper**- is slightly over benchmark budget however we anticipate ending the year within the annual budget.
- **Contractual Services – Health/Disabilities** – is over benchmark budget with an abundance of early year assessments.
- **General Liability and Property Insurance** – is over benchmark budget with the 25% deposit plus first month of annual insurance. Over the course of the year this line item will level off with no expenses for the last couple of months of the year.
- **Communications** – is over benchmark budget and projected to exceed budget by 50K based on current spending.
- **Repairs & Maintenance – Recurring** – is over the benchmark budget and will probably go over budget by \$50,000 based on current spending.
- **Repairs & Maintenance – Nonrecurring** – is over benchmark budget due to a recent large repair expense.
- **Equipment Maintenance** – is over budget benchmark with an addition of a large support contract however we anticipate ending the year within the annual budget.
- **Technology** – is over benchmark budget with a number of annual software expenses being paid in October.
- **Dues & Subscriptions** – are over benchmark budget with a number of these being renewed during the first part of the year.
- **Special Events**- is over benchmark budget but will be offset by an overage in Special Events revenue.
- **Equipment/Improvements (\$5000 or more)** – is over budget due to the completion of the Franklin Head start fire suppression system.

**Financial Statement Narrative
For the Period Ending January 31, 2025
Capital Area Community Action Agency**

- **Advisory/Board Member Expenses** - is slightly over benchmark budget however we **anticipate ending the year within the annual budget.**
- **Raw Food** – is over benchmark budget and is forecast to go over budget by 30K based on current expenditures.
- **Bank Service Charges** – are slightly over benchmark budget however we anticipate ending the year within the annual budget.

CSBG Variances

- **Travel In Area** – is currently over benchmark budget however we anticipate ending the year within the annual budget.
- **Offices Supplies** – is slightly over benchmark budget however we **anticipate ending the year within the annual budget.**
- **Copies/Printing / Copier Maintenance** - over benchmark budget and forecast to go over budget by \$1000.
- **Utilities** – are over the benchmark budget with higher than anticipated costs.
- **General Liability and Property Insurance** – is over benchmark budget with the 25% deposit plus first month of annual insurance. Over the course of the year this line item will level off with no expenses for the last couple of months of the year.
- **Communications** – is over benchmark budget and projected to exceed budget based on current spending.
- **Equipment Maintenance** – is over benchmark budget and will go over budget by \$2,000 based on current spending.
- **Equipment Lease** – is over benchmark budget and will go over budget by \$4,000 based on current spending.
- **Expendable Equipment** – is at budget since there are no funds budgeted for this line item.

LIHEAP Variances

- **Copies/Printing / Copier Maintenance** – is over budget with a large toner order. This line item is anticipated to go over by \$1500 for the year.
- **General Liability and Property Insurance** - is over benchmark budget with the 25% deposit plus first month of annual insurance. Over the course of the year this line item will level off with no expenses for the last couple of months of the year.
- **Equipment Maintenance** – is over budget benchmark with an addition of a large support contract however we anticipate ending the year within the annual budget.
- **Advertising** – is over budget due to employment advertising.

**Financial Statement Narrative
For the Period Ending January 31, 2025
Capital Area Community Action Agency**

WAP Variances

- **Salaries & Wages / Fringe / Indirect - are all slightly over the benchmark budget and may go over budget for the year.**
- General Liability and Property Insurance – is over budget with the payment of Pollution Insurance and the 25% deposit plus first month of annual insurance. Over the course of the year this line item will level off with no expenses for the last couple of months of the year but insurance costs are forecast to be over budget by \$7,000.
- Equipment Maintenance – is over budget benchmark with an addition of a large support contract however we anticipate ending the year within the annual budget.

Head Start Variances

- Staff Screenings -are over benchmark budget and anticipated to go over budget for the year due to a number of random tests.
- Travel In Area - is over budget due to increased travel required in Franklin Co. and Jefferson Co. This budget line is likely to go over budget by 5K.
- Office Supplies – are over benchmark budget but consistent with historical spending. This line item may go over budget by 5K based on current expenditures.
- Program Supplies and Classroom Supplies – are over benchmark budget primarily due beginning of the year needs.
- Contractual Services – Health/Disabilities – is over benchmark budget with an abundance of early year assessments.
- General Liability and Property Insurance – is over benchmark budget with the 25% deposit plus first month of annual insurance. Over the course of the year this line item will level off with no expenses for the last couple of months of the year.
- Repairs & Maintenance – Recurring - is over the benchmark budget and anticipated to go over budget based on current spending.
- Repairs and Maintenance –Nonrecurring – is over benchmark budget due to a large repair expense.
- **Equipment Maintenance- is over budget benchmark with an addition of a large support contract however we anticipate ending the year with a \$8,000 deficit.**
- Equipment Lease – is over the budget benchmark and is anticipated to go over budget by \$2000 based on current spending.
- Technology – is over budget with a number of annual software expenses being paid in October.

**Financial Statement Narrative
For the Period Ending January 31, 2025
Capital Area Community Action Agency**

- **Equipment / Improvements (\$5000 or more) - is over budget due to the completion of the Franklin Head start fire suppression system.**
- **Meetings & Workshops – is over the benchmark budget with a number of meetings during the first part of the year.**
- **Training and Technical Assistance – is over benchmark budget due to travel and trainings.**
- **Advertising – is over the benchmark budget with recent Indeed postings. This line item is likely to go over budget for the year.**

**Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	4,260,978	1,634,344	(2,626,634)	38%
Government Contracts - STATE	4010	5,872,675	1,333,207	(4,539,468)	23%
Government Contracts - LOCAL	4020	124,798	44,290	(80,508)	35%
Grants - Other Not-for-Profits	4100	5,198	3,411	(1,787)	66%
Grants - All Other Sources	4120	1,500	0	(1,500)	0%
Contributions	4200	2,000	24	(1,976)	1%
Contributions- Restricted	4210	29,000	25,550	(3,450)	88%
Special Events	4300	2,000	0	(2,000)	0%
Commissions-Vending/Photo	4320	0	1,187	1,187	100%
Interest Income	4950	0	353	353	100%
Fringe Pool Revenue	4960	957,280	367,567	(589,713)	38%
Indirect Pool Revenue	4970	802,789	284,367	(518,422)	35%
Other Revenue	4995	2,000	11,504	9,504	575%
Total Revenue		12,060,218	3,705,803	(8,354,415)	31%
Expenditures					
Salaries & Wages	6010	3,653,288	1,268,347	2,384,941	35%
Fringe	6110	1,056,746	367,567	689,179	35%
FICA	6120	271,200	82,875	188,325	31%
Unemployment	6130	40,000	15,913	24,087	40%
Workers Compensation	6140	42,000	11,444	30,556	27%
Health Insurance	6150	480,000	170,370	309,630	35%
Life Insurance	6160	34,800	16,691	18,109	48%
Retirement	6170	60,000	20,610	39,390	34%
Staff Screenings	6180	1,400	584	816	42%
Indirect Costs	6210	811,024	287,167	523,857	35%
Travel - In Area	6310	9,200	4,078	5,122	44%
Office Supplies	6410	17,777	6,482	11,295	36%
Program Supplies	6415	20,400	12,134	8,266	59%
Classroom Supplies	6420	25,000	13,860	11,140	55%
Kitchen Supplies	6430	10,564	7,241	3,323	69%
Medical/Dental Supplies	6440	500	119	381	24%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	26,250	11,074	15,176	42%
Postage and Delivery Expense	6600	5,540	1,102	4,438	20%
Contractual Services/Professional	6710	341,536	109,129	232,407	32%
Contractual Services - Health/Disabilities	6715	225,465	149,126	76,339	66%
Rent/Space Cost	6810	325,434	112,744	212,690	35%
Utilities	6820	105,418	40,081	65,337	38%
General Liability and Property Insurance	6830	69,505	36,357	33,148	52%
Communications	6840	98,000	42,020	55,980	43%
Repairs & Bldg Maintenance- Recurring	6850	130,166	62,324	67,842	48%
Repairs & Bldg Maintenance - Nonrecurring	6855	22,549	10,394	12,155	46%
Equipment Maintenance	6910	23,500	18,453	5,047	79%
Vehicle Expense	6920	113,582	23,675	89,907	21%
Equipment Lease	6930	12,400	4,560	7,840	37%

**Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

Technology	6940	39,434	23,839	15,595	60%
Fees, Licenses, and Permits	7010	3,659	385	3,274	11%
Dues/Subscriptions	7020	16,272	7,816	8,456	48%
Special Events	7110	3,500	2,319	1,181	66%
Client Assistance	7210	3,392,401	607,001	2,785,400	18%
Equipment/Improvements (\$5,000 or more)	7310	5,000	8,792	(3,792)	176%
Expendable Equipment	7320	13,460	1,327	12,133	10%
Meetings/Workshops	7420	12,845	2,081	10,764	16%
Training and Technical Assistance/Staff Development	7435	289,176	25,945	263,231	9%
Advisory/Board Member Expenses	7440	4,200	1,952	2,248	46%
Advertising	7450	22,539	7,625	14,914	34%
Parent Activities	7460	1,200	92	1,108	8%
Raw Food Cost	7510	252,178	110,817	141,361	44%
Legal Expenses	7530	2,500	0	2,500	0%
Interest Expense	7610	200	0	200	0%
Bank Service Charges	7630	1,480	608	872	41%
Total Expenditures		12,093,288	3,707,119	8,386,169	31%
Excess Revenue over (under) Expenditures		(33,070)	(1,316)	31,754	

**Capital Area Community Action Agency
Balance Sheet
For the Period Ending 1/31/2025**

		Current Period Balance
Assets		
Cash Operating Hancock Bank	1010	700,433
Health Insurance Imprest Account	1031	2,516
Cash Sunshine State/The First - Micro Loan	1040	66,611
Petty Cash	1050	266
FLEXIBLE SAVING ACCOUNT-HANCOCK BANK	1065	27,940
Money Market Account - Hancock Bank	1080	30,044
Accounts Receivable	1100	154,642
Grants Receivable	1150	707,184
Building	1600	245,000
Work In Progress	1630	80,556
Equipment	1650	997,257
Capital Lease	1660	1,021,369
Accumulated Depreciation - Building	1700	(99,953)
Accumulated Depreciation - Equipment	1750	(516,031)
Accumulated Amortization - Capital Lease	1760	(346,352)
Total Assets		3,071,483
Liabilities and Net Assets		
Liabilities		
Accounts Payable	2000	145,611
Accrued Expenses - Other	2010	115,721
Accrued Wages	2040	158,165
Accrued Fringe Benefits	2060	(1,995)
Accrued Flexible Savings	2061	(1,958)
Accrued FICA	2065	0
Accrued Health Insurance	2085	(13,562)
Accrued Other Health Insurance	2087	(1,804)
Accrued Life Insurance	2090	18,094
Accrued Retirement - Pre Tax	2095	1,424
Accrued Retirement - Post Tax	2096	467
Contract Advances	2100	123,853
Due to Dept of Economic Opportunity	2300	(40)
Liability- Head Start Parent Activity	2330	7,079
Notes Payable	2350	135,013
Lease Payable	2360	360,061
Lease Liability Short Term	2361	332,908
Deferred Income	2400	35,527
Total Liabilities		1,414,565
Net Assets		
Beginning Net Assets		
Unrestricted Net Assets	3000	1,333,336
Invested Property and Equipment	3020	324,898
Total Beginning Net Assets		1,658,234
Current Net Income		(1,316)
Total Net Assets		1,656,918
Total Liabilities and Net Assets		3,071,483

**Capital Area Community Action Agency
CSBG Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

	33%	Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	608,265	188,235	(420,030)	31%
Contributions- Restricted	4210	0	100	100	100%
Total Revenue		608,265	188,335	(419,930)	31%
Expenditures					
Salaries & Wages	6010	273,125	86,975	186,150	32%
Fringe	6110	79,151	25,205	53,946	32%
Staff Screenings	6180	100	0	100	0%
Indirect Costs	6210	65,841	21,333	44,508	32%
Travel - In Area	6310	1,000	436	564	44%
Office Supplies	6410	2,500	1,102	1,398	44%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	1,500	1,225	275	82%
Postage and Delivery Expense	6600	480	52	428	11%
Contractual Services/Professional	6710	1,047	0	1,047	0%
Rent/Space Cost	6810	52,152	19,813	32,339	38%
Utilities	6820	7,200	3,799	3,401	53%
General Liability and Property Insurance	6830	5,000	2,542	2,458	51%
Communications	6840	15,000	6,792	8,208	45%
Repairs & Bldg Maintenance- Recurring	6850	10,000	3,815	6,185	38%
Repairs & Bldg Maintenance - Nonrecurring	6855	5,000	0	5,000	0%
Equipment Maintenance	6910	2,500	1,861	639	74%
Vehicle Expense	6920	18,000	6,323	11,677	35%
Equipment Lease	6930	2,400	1,684	716	70%
Technology	6940	2,000	0	2,000	0%
Fees, Licenses, and Permits	7010	150	0	150	0%
Dues/Subscriptions	7020	7,255	2,292	4,963	32%
Client Assistance	7210	46,425	1,484	44,941	3%
Expendable Equipment	7320	0	385	(385)	100%
Meetings/Workshops	7420	600	0	600	0%
Training and Technical Assistance/Staff Development	7435	7,500	1,433	6,067	19%
Advertising	7450	2,339	825	1,514	35%
Total Expenditures		608,265	189,375	418,890	31%
Excess Revenue over (under) Expenditures		0	(1,040)	(1,040)	

**Capital Area Community Action Agency
LIHEAP Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

	33%	Total Budget - Original	Current Year Actual	Total Budget Variance Original	%
Revenue					
Government Contracts - STATE	4010	2,933,701	631,309	(2,302,392)	22%
Total Revenue		2,933,701	631,309	(2,302,392)	22%
Expenditures					
Salaries & Wages	6010	348,433	95,338	253,095	27%
Fringe	6110	100,976	27,629	73,347	27%
Staff Screenings	6180	200	0	200	0%
Indirect Costs	6210	83,995	23,290	60,705	28%
Travel - In Area	6310	1,000	0	1,000	0%
Office Supplies	6410	2,500	593	1,907	24%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	6,000	2,380	3,620	40%
Postage and Delivery Expense	6600	3,000	765	2,235	26%
Contractual Services/Professional	6710	9,485	0	9,485	0%
Rent/Space Cost	6810	32,472	9,959	22,513	31%
Utilities	6820	5,000	787	4,213	16%
General Liability and Property Insurance	6830	6,000	2,330	3,670	39%
Communications	6840	15,000	4,897	10,103	33%
Repairs & Bldg Maintenance- Recurring	6850	5,990	990	5,000	17%
Repairs & Bldg Maintenance - Nonrecurring	6855	4,349	0	4,349	0%
Equipment Maintenance	6910	4,000	2,094	1,906	52%
Equipment Lease	6930	3,000	369	2,631	12%
Technology	6940	3,000	0	3,000	0%
Fees, Licenses, and Permits	7010	350	0	350	0%
Client Assistance	7210	2,287,691	459,071	1,828,620	20%
Expendable Equipment	7320	1,960	0	1,960	0%
Training and Technical Assistance/Staff Development	7435	6,300	0	6,300	0%
Advertising	7450	3,000	1,874	1,126	62%
Total Expenditures		2,933,701	632,366	2,301,335	22%
Excess Revenue over (under) Expenditures		0	(1,058)	(1,058)	

**Capital Area Community Action Agency
WAP Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

	33%	Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	1,167,815	194,284	(973,531)	17%
Total Revenue		1,167,815	194,284	(973,531)	17%
Expenditures					
Salaries & Wages	6010	169,828	65,422	104,406	39%
Fringe	6110	49,217	18,959	30,258	39%
Indirect Costs	6210	40,939	16,026	24,913	39%
Travel - In Area	6310	2,500	316	2,184	13%
Office Supplies	6410	4,777	380	4,397	8%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	3,000	162	2,838	5%
Postage and Delivery Expense	6600	1,000	40	960	4%
Contractual Services/Professional	6710	10,008	0	10,008	0%
Rent/Space Cost	6810	8,180	3,103	5,077	38%
Utilities	6820	4,000	859	3,141	21%
General Liability and Property Insurance	6830	8,505	7,742	763	91%
Communications	6840	6,500	1,712	4,788	26%
Repairs & Bldg Maintenance- Recurring	6850	3,700	96	3,604	3%
Repairs & Bldg Maintenance - Nonrecurring	6855	2,700	0	2,700	0%
Equipment Maintenance	6910	2,500	1,214	1,286	49%
Vehicle Expense	6920	61,500	2,596	58,904	4%
Equipment Lease	6930	2,500	330	2,170	13%
Technology	6940	2,500	0	2,500	0%
Fees, Licenses, and Permits	7010	609	0	609	0%
Dues/Subscriptions	7020	426	0	426	0%
Client Assistance	7210	582,141	74,371	507,770	13%
Equipment/Improvements (\$5,000 or more)	7310	5,000	0	5,000	0%
Expendable Equipment	7320	10,000	1,174	8,827	12%
Training and Technical Assistance/Staff Development	7435	179,585	0	179,585	0%
Advertising	7450	6,200	190	6,010	3%
Total Expenditures		1,167,815	194,692	973,123	17%
Excess Revenue over (under) Expenditures		0	(408)	(408)	

**Capital Area Community Action Agency
WAP Suwanee Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

	33%	<u>Total Budget - Original</u>	<u>Current Year Actual</u>	<u>Total Budget Variance - Original</u>	<u>%</u>
Revenue					
Government Contracts - STATE	4010	258,306	33,799	(224,507)	13%
Total Revenue		258,306	33,799	(224,507)	13%
Expenditures					
Salaries & Wages	6010	17,794	6,065	11,729	34%
Fringe	6110	5,157	1,758	3,399	34%
Indirect Costs	6210	4,289	1,487	2,802	35%
Travel - In Area	6310	500	0	500	0%
Office Supplies	6410	500	0	500	0%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	750	0	750	0%
Postage and Delivery Expense	6600	300	0	300	0%
Contractual Services/Professional	6710	5,000	0	5,000	0%
Communications	6840	500	0	500	0%
Repairs & Bldg Maintenance- Recurring	6850	1,476	0	1,476	0%
Vehicle Expense	6920	1,082	0	1,082	0%
Client Assistance	7210	184,165	24,490	159,675	13%
Expendable Equipment	7320	1,000	0	1,000	0%
Training and Technical Assistance/Staff	7435	30,793	0	30,793	0%
Advertising	7450	5,000	0	5,000	0%
Total Expenditures		258,306	33,799	224,507	13%
Excess Revenue over (under) Expenditures		0	0	0	

**Capital Area Community Action Agency
Head Start Statement of Revenues and Expenditures
For the Four Months Ending 1/31/2025**

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	4,260,978	1,634,344	(2,626,634)	38%
Other Revenue	4995	0	1,500	1,500	100%
Total Revenue		4,260,978	1,635,844	(2,625,134)	38%
Expenditures					
Salaries & Wages	6010	2,211,970	770,971	1,440,999	35%
Fringe	6110	641,029	223,427	417,602	35%
Staff Screenings	6180	1,000	584	416	58%
Indirect Costs	6210	533,225	189,197	344,028	35%
Travel - In Area	6310	4,000	3,253	747	81%
Office Supplies	6410	5,000	3,865	1,135	77%
Program Supplies	6415	18,000	11,983	6,017	67%
Classroom Supplies	6420	24,000	13,844	10,156	58%
Kitchen Supplies	6430	564	0	564	0%
Medical/Dental Supplies	6440	500	119	381	24%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	10,000	4,032	5,968	40%
Postage and Delivery Expense	6600	460	152	308	33%
Contractual Services/Professional	6710	10,000	399	9,601	4%
Contractual Services - Health/Disabilities	6715	157,808	124,924	32,884	79%
Rent/Space Cost	6810	211,270	73,912	137,358	35%
Utilities	6820	84,718	32,991	51,727	39%
General Liability and Property Insurance	6830	20,000	10,410	9,590	52%
Communications	6840	55,000	26,171	28,829	48%
Repairs & Bldg Maintenance- Recurring	6850	109,000	57,226	51,774	53%
Repairs & Bldg Maintenance - Nonrecurring	6855	10,000	10,394	(394)	104%
Equipment Maintenance	6910	12,000	10,266	1,734	86%
Vehicle Expense	6920	30,000	13,494	16,506	45%
Equipment Lease	6930	3,000	1,594	1,406	53%
Technology	6940	26,934	17,224	9,710	64%
Fees, Licenses, and Permits	7010	550	52	498	10%
Dues/Subscriptions	7020	5,091	1,205	3,887	24%
Special Events	7110	1,500	324	1,176	22%
Equipment/Improvements (\$5,000 or more)	7310	0	8,792	(8,792)	100%
Expendable Equipment	7320	0	(1,000)	1,000	0%
Meetings/Workshops	7420	2,010	1,105	905	55%
Training and Technical Assistance/Staff Development	7435	40,998	20,538	20,460	50%
Advisory/Board Member Expenses	7440	500	136	364	27%
Advertising	7450	5,000	4,167	833	83%
Parent Activities	7460	1,200	92	1,108	8%
Raw Food Cost	7510	24,651	0	24,651	0%
Total Expenditures		4,260,978	1,635,844	2,625,134	38%
Excess Revenue over (under) Expenditures		0	0	0	

Capital Area Community Action Agency, Inc.
Head Start NFS Match Requirements
For the Month Ending January 31, 2025

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		32,158			
Grants - Other Not for Profits		101			
In-Kind Revenue		247,781			
VPK/SR		114,195			
	1,065,245	394,235	37%	671,010	63%

HDST CC Expenses Jan 2025

Vendor ID	Fund Code	GL Code	Activity Code	Effective Date	Expenses	Transaction Description	Session ID
HANCOCK CC	1064	6310	255	1/27/2025	40.00	VISAS FEBRUARY 2025 DARREL JAMES #1596 FUEL	AP250202-VISAS
HANCOCK CC	1064	6310	255	1/27/2025	45.00	VISAS FEBRUARY 2025 DARREL JAMES #1596 FUEL	AP250202-VISAS
HANCOCK CC	1064	6310	255	1/27/2025	49.00	VISAS FEBRUARY 2025 DARREL JAMES #1596 FUEL	AP250202-VISAS
HANCOCK CC	1064	6310	255	1/27/2025	52.01	VISAS FEBRUARY 2025 DARREL JAMES #1596 FUEL	AP250202-VISAS
HANCOCK CC	1064	6410	255	1/27/2025	4.12	VISAS FEBRUARY 2025 DARREL JAMES #1596 MASKS	AP250202-VISAS
HANCOCK CC	1064	6850	251	1/27/2025	113.35	VISAS FEBRUARY 2025 DARREL JAMES #1596 CEILING TILE	AP250202-VISAS
HANCOCK CC	1064	6850	251	1/27/2025	52.62	VISAS FEBRUARY 2025 DARREL JAMES #1596 MAINTENANCE	AP250202-VISAS
HANCOCK CC	1064	6940	255	1/27/2025	79.99	VISAS FEBRUARY 2025 DARREL JAMES #1596 ASK GPT	AP250202-VISAS
HANCOCK CC	1064	7010	255	1/27/2025	2.40	VISAS FEBRUARY 2025 DARREL JAMES #1596 TRANSACTION FEE	AP250202-VISAS
HANCOCK CC	1064	7420	255	1/27/2025	219.90	VISAS FEBRUARY 2025 DARREL JAMES #1596 ZOOM	AP250202-VISAS
HANCOCK CC	1064	7435	255	1/27/2025	342.84	VISAS FEBRUARY 2025 DARREL JAMES #1596 CONFERENCE	AP250202-VISAS
HANCOCK CC	1064	6420	255	1/27/2025	39.37	VISAS FEBRUARY 2025 FATIMA ALEXANDER #3248 BLANKET	AP250202-VISAS
HANCOCK CC	1064	6420	252	1/27/2025	6.72	VISAS FEBRUARY 2025 VENITA TREADWELL #5810 WALMART	AP250202-VISAS
HANCOCK CC	1064	6850	250	1/27/2025	153.62	VISAS FEBRUARY 2025 VENITA TREADWELL #5810 GRAINGER	AP250202-VISAS
HANCOCK CC	1064	7450	000	1/16/2025	313.49	VISAS INDEED NINA SELF - #3535 INDEED	AP250103-VISAS
HANCOCK CC	1064	7450	255	1/27/2025	1,969.12	VISAS FEBRUARY 2025 NINA SELF #3535 INDEED	AP250202-VISAS
HANCOCK CC	1064	6420	255	1/16/2025	9.99	VISA BOOK-FOA #3248	AP250103-VISAS
HANCOCK CC	1064	6420	255	1/16/2025	23.46	VISA BOOK-FOA #3248	AP250103-VISAS
HANCOCK CC	1064	6420	255	1/16/2025	25.46	VISA BOOKS-FOA #3248	AP250103-VISAS
HANCOCK CC	1064	6420	255	1/16/2025	71.91	VISA CANVAS-FOA #3248	AP250103-VISAS
LOWES	1064	6850	250	1/8/2025	(7.13)	#82130109106598, HEAD START, AUGUST 2024	APV240902
LOWES	1064	6850	251	1/31/2025	63.28	FRANKLIN COUNTY HEAD START TRASH CAN A/C #	AP250202
LOWES	1064	6850	251	1/8/2025	(152.38)	#82130109106598, HEAD START, AUGUST 2024	APV240902
Total					3,518.14		



**HANCOCK
WHITNEY**

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

MEMO STATEMENT

Account Number

Statement Date

01-27-25

Issued by Hancock Whitney Bank

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

** 0000001

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.

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-03	01-02	74609055003500002433373	0000	INT'L TRANSACTION FEE	M2.40 ✓
01-03	01-02	74609055003500002433373	5734	A-PLAYERSTECH LIMASSOL	M79.99 ✓
01-06	01-03	24015145004045072292326	5542	GATE #1194 TALLAHASSEE FL	M45.00 ✓
01-07	01-06	24011345006000076640515	4814	ZOOM.COM 888-799-9666 WWW.ZOOM.US CA	M219.90 ✓
01-08	01-07	24755425008150082931289	3592	OMNI HOTELS 404-6590000 GA 15605341 ARRIVAL:01-07-25	M342.84 ✓
01-10	01-09	24431065010128357487114	5251	ACE HDWE APALACHICOLA FL	M52.62 ✓
01-13	01-10	24015145011046549222152	5542	GATE #1194 TALLAHASSEE FL	M40.00 ✓
01-13	01-10	24431065011128980491078	5251	ACE HDWE APALACHICOLA FL	M113.35 ✓
01-17	01-16	24137465017001538600107	5912	CVS/PHARMACY #07958 TALLAHASSEE FL	M4.12 ✓
01-20	01-17	24015145018048041256840	5542	GATE #1194 TALLAHASSEE FL	M49.00 ✓
01-27	01-24	24015145025049491229146	5542	GATE #1194 TALLAHASSEE FL	M52.01 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-25		
<p>CUSTOMER SERVICE CALL</p> <p>Toll Free 1-800-448-8812</p>		NEW PURCHASES AND OTHER CHARGES 1,001.23
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 1,001.23
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 5,000.00



**HANCOCK
WHITNEY**

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

MEMO STATEMENT

Account Number



Statement Date

01-27-25

Issued by Hancock Whitney Bank

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

** 000001

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
01-08	01-07	24692165007108896935077	5942	AMAZON MKTPL*Z51J23OW2 AMZN.COM/BILL WA	M39.37

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-25		
CUSTOMER SERVICE CALL		NEW PURCHASES AND OTHER CHARGES 39.37
Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 39.37
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 2,000.00



HANCOCK WHITNEY

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

MEMO STATEMENT

Account Number



Statement Date

01-27-25

Issued by Hancock Whitney Bank

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

** 0000001

STATEMENT MESSAGE
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.

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
12-30	12-27	24793384362000508934024	7311	INDEED US124-02384312 800-4625842 TX	M501.51 ✓
01-03	01-02	24793385002000910367022	7311	INDEED US125-00103287 800-4625842 TX	M274.82 ✓
01-13	01-12	24793385012001005408028	7311	INDEED US125-00253013 800-4625842 TX	M500.64 ✓
01-13	01-11	24793385011001106795025	7311	INDEED US125-00244489 800-4625842 TX	M506.98 ✓
01-15	01-14	24793385014001305345025	7311	INDEED US125-00267740 800-4625842 TX	M505.53 ✓
01-16	01-15	24793385015001105644022	7311	INDEED US125-00282946 800-4625842 TX	M504.64 ✓

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-25		
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW PURCHASES AND OTHER CHARGES 2,794.12
		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 2,794.12
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 10,000.00



**HANCOCK
WHITNEY**

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

MEMO STATEMENT

Account Number

████████████████████

Statement Date

01-27-25

Issued by Hancock Whitney Bank

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

** 0000001

STATEMENT MESSAGE
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.

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
01-06	01-03	24455015003141007557264	5411	WAL-MART #4520 TALLAHASSEE FL	M6.72
01-07	01-06	24137465007001366948331	5411	PUBLIX #1051 TALLAHASSEE FL	M357.33
01-13	01-10	24755425011730113744606	5085	GRAINGER 800-4724643 IL	M165.14

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY
01-27-25	████████████████████	NEW PURCHASES AND OTHER CHARGES 529.19
CUSTOMER SERVICE CALL Toll Free 1-800-448-8812		NEW CASH ADVANCES .00
		CREDITS .00
		STATEMENT TOTAL 529.19
		TOTAL IN DISPUTE .00
		CREDIT LIMIT 4,000.00

Dear Potential Auditor:

Capital Area Community Action Agency is accepting proposals from CPA firms to provide audit and tax services for our organization for the fiscal year ending September 30, 2024, 2025 & 2026. A description of our organization, the services needed, and other pertinent information follows.

Capital Area Community Action Agency (CACAA) Overview

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

CACAA has more than 114 staff with offices in each of the eight counties served from Jefferson to Gulf. The Agency offered assistance to more than 20,000 residents in 2022. Most of the funding for these programs originates from federal government agencies. CACAA received and maintains the 501(c)3 designation from the IRS.

For an overview of CACAA, or to learn more about our programs, please visit our website at www.cacaainc.org.

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

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

Scope of the Audit

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

The examination shall be sufficient in scope so as to render an opinion on the fairness of the representations contained in the balance sheets and related statements of revenue and expenditures, and changes in net assets.

Reports Required

The auditor shall prepare:

1. **Comprehensive Annual Financial Report: General purpose financial statements, combining statements, and individual statements; supplementary schedules consistent with prior years**
 - One (1) preliminary draft
 - One (1) master unbound set
2. **Single Audit Report: Report according to the compliance requirements applicable to major federal contracts and/or grants.**
 - One (1) preliminary draft
 - One (1) master unbound set
3. **Management Letter to the Board of Directors: Purpose of letter will be to make known recommendations of the auditor which, if implemented, would in the auditor’s opinion, increase efficiency and improve internal accounting control. All comments and recommendations shall be discussed with, and a draft of the letter provided to the Executive Director, prior to issuance.**
 - One (1) master unbound set
4. **Form 990: Return of Organization Exempt From Income Tax**
 - One (1) copy ready for mailing
 - One (1) master unbound copy

Key Personnel

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

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

Relationship with Current CPA Service Provider

In the last decade Lannigan and Associates, Carr Riggs and Thomas Howell Ferguson have provided these services. There have been no disagreements on accounting matters with the current CPA firm.

Auditor Prerequisites

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

Response to Request

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

1. Detail your firm's experience in providing auditing and tax services to companies in the not-for-profit sector, as well as associations of a comparable size to CACAA.
2. Provide information on whether you provide services to any related industry associations or groups.
3. Discuss the firm's independence with respect to CACAA.
4. Discuss commitments you will make to staff continuity, including your staff turnover experience in the last three years.
5. Identify the partner, manager, and in-charge accountant who will be assigned to our job if you are successful in your bid, and provide resumes.
6. Describe how your firm will approach the audit of the organization, including the firm's use of technology in the audit. Describe your audit planning process, and what areas, if any, of the audit that you think will require special attention and how you will handle these matters. Provide a tentative schedule for performing key phases of the audit and the amount of time required to accomplish these phases.
7. Present your fee proposal for the 2024 audit, and provide for efficiencies for years 2025 and 2026(if awarded), with whatever guarantees can be

given regarding decreases in the fee schedule for the subsequent years. Include information on your policy regarding billing out of pocket expenses. If you anticipate billing extra for such expenses, please include an estimate of such expense for each year.

8. Furnish standard billing rates for classes of professional personnel for 2022 and your commitment regarding billing rate increases for the 2023 thru 2025 work.
9. If you are selected, please describe your plans to transition the work from the predecessor firm. Is your firm willing to absorb any "start up" costs associated with this transition?
10. Provide three references for other, similarly sized clients of the partner and of the manager that will be assigned to our organization. Reference information should include organization name and full address, the contact name, position within the organization, telephone number and email address..
11. Provide a summary of the tasks to be performed by CACAA staff with respect to preparation of summaries, search for documents, and any other tasks necessary to expedite completion.
12. Describe how and why your firm is different from other firms being considered, and why our selection of your firm as our independent auditor is the best decision we can make.
13. Include a copy of your firm's most recent peer review report, the related letter of comments, and the firm's response to the letter of comments.

Evaluation of Proposals

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

Requests for additional information, visits to our site, review of prior financial statements and tax returns, or appointments with any of the above may be coordinated through Keith Dean, CPA. If you choose to respond to this request, please send all related correspondence to Keith Dean, CPA, at our address or provide in a PDF format to keith.dean@cacaainc.org

Sincerely,

Tim Center, Esq.
Executive Director

Attachments:
Most recent audited financial statement
Form 990

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	12/15/2025	
MARCH	4.3	The Organization will complete, date and have Community Action Plan signed by the Certified ROMA trainer or trainer on staff.	On going	12/15/2025	
	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	N/A	
	4.6	An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.	Every 2-years	N/A	Complete
	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	Complete

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	Complete
	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	Complete
	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	Complete
	5.9	The organization's governing board receives programmatic reports at each regular board meeting.	Maintain	N/A	Complete
	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	N/A	Complete
	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	Complete
MAY					
	7.4	The governing board conducts a performance appraisal of the CEO/Executive Director within each calendar year.	Annually		
	7.5	The governing board reviews and approves CEO/Executive Director compensation within every calendar year.	Annually		
	7.6	The organization has a policy in place for regular written evaluation of employees by their supervisors.	Maintain		
	7.8	All staff participates in a new employee orientation within 60 days of hire.	Ongoing		
	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		

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
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		
	8.9	The governing board annually approves an organization-wide budget.	Annually		

Board Meeting Month	Org. Std. #	Description	Freq.	Board Agenda	Upload
	8.10	The governing board formally receives and accepts the fiscal policies that have been reviewed by staff, with changes to reflect the approval of the policies by the board.	Maintain		
	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		

Capital Area Community Action Agency

CHIEF EXECUTIVE OFFICER REPORT MARCH 2025

Administrative

- The elevator renovation is complete with new fire protection and meeting all Florida codes.
- Staff Survey reveals opportunities for coaching and organizational support.
- Evaluating Single Audit Act bids for the annual audit. Recommendations due soon.

Impact: Better benefits for staff. Better fiscal accountability.

Programmatic

- FloridaCommerce fiscal monitoring of LIHEAP, CSBG, and Weatherization is New Federal Administration rules have updated some forms regularly submitted. We continue to monitor impact and policy changes.
- Head Start –Franklin County – just completed Spring Break and Coastal Wildlife continue their efforts to monitor and empty traps.
- Monthly Head Start management calls have resumed with Region IV HHS Office Program Specialist Ebony Cray. She has been very helpful with advice on a couple of process changes including an Enrollment Reduction being considered and filing a new Grant Application.
- Still working on Jefferson Head Start Center replacement options. We are in touch with Duke Energy and HHS.
- Crisis staff completed a training on a new online Case Management system going live in April by Florida Commerce. The new intake solution is an effort to modify the application process and offer some risk mitigation to the agency.

Impact: Redesigning entitlement programs toward more independent services.

Communications and Outreach

- Maintain regular meeting schedule with Jim McShane, CareerSource Capital Region. I serve on the CareerSource Capital Region Board.
- Participated in FACA Board of Directors and Executive Committee Meetings.
- Participate in Florida Head Start Association Directors meetings.

Impact: Developing the infrastructure necessary to support the Agency mission

Resource Development

- Working on Duke Energy for Community Investment (building)

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

Out of Office

May 15-16, 19-23 - PTO



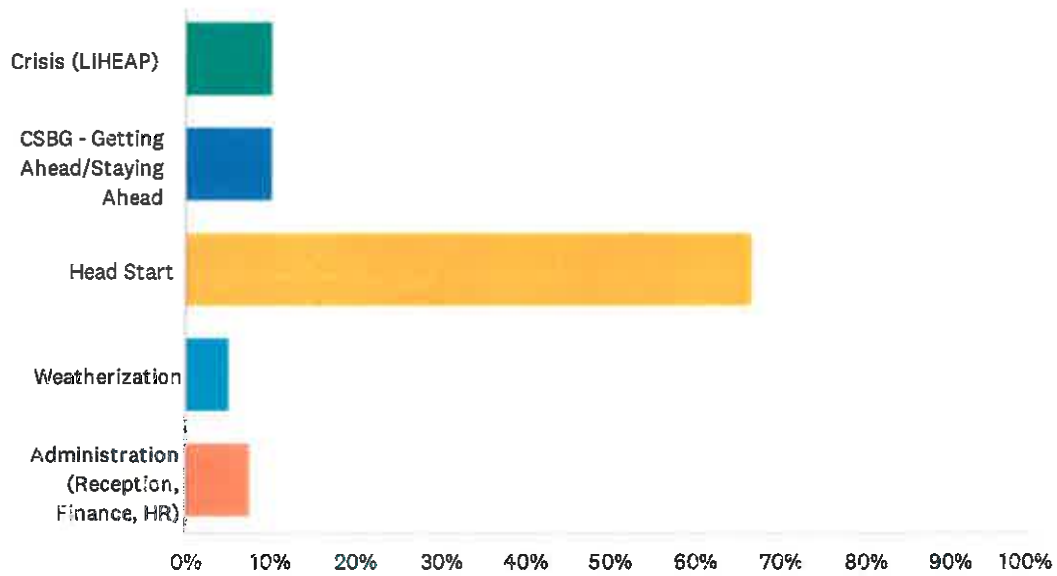
309 Office Plaza Drive • Tallahassee, Florida • 32301 • 850.222.2043
www.CapitalAreaCommunityActionAgency.org



Tell us how we're doing and how we can do it better.

Q1 In what department of Capital Area do you work?

Answered: 39 Skipped: 0



ANSWER CHOICES

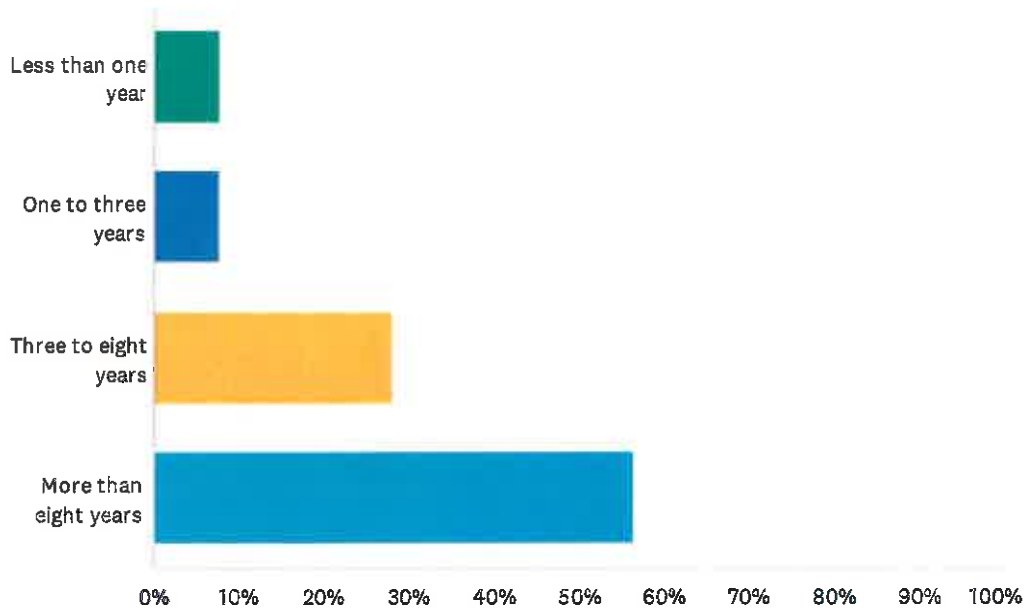
RESPONSES

Crisis (LIHEAP)	10.26%	4
CSBG - Getting Ahead/Staying Ahead	10.26%	4
Head Start	66.67%	26
Weatherization	5.13%	2
Administration (Reception, Finance, HR)	7.69%	3
TOTAL		39

Tell us how we're doing and how we can do it better.

Q2 How long have you worked for Capital Area?

Answered: 39 Skipped: 0



ANSWER CHOICES

Less than one year
One to three years
Three to eight years
More than eight years

RESPONSES

7.69% 3
7.69% 3
28.21% 11
56.41% 22

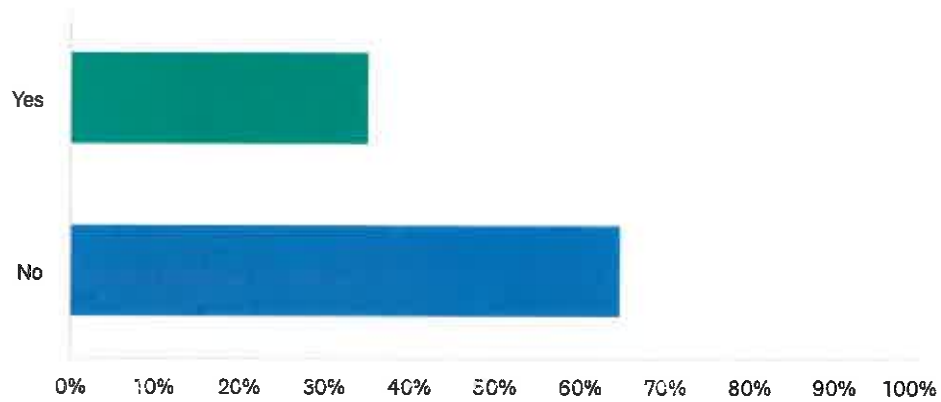
TOTAL

39

Tell us how we're doing and how we can do it better.

Q3 Do you supervise staff in your role at Capital Area? (e.g., Center Director, Program Manager, Assistant Program Manager, Senior Management)

Answered: 37 Skipped: 2



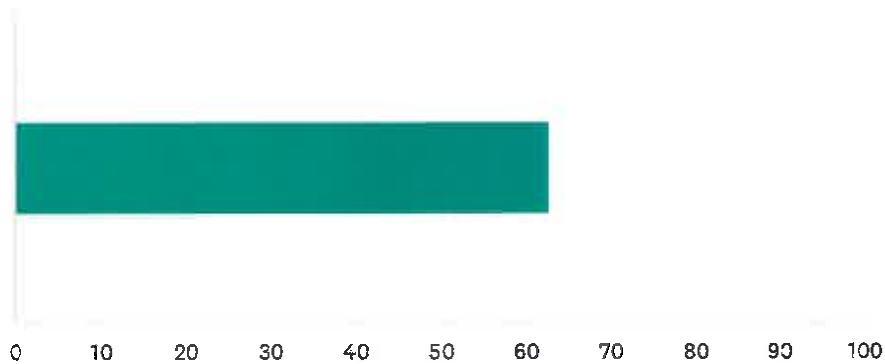
ANSWER CHOICES

RESPONSES

Yes	35.14%	13
No	64.86%	24
TOTAL		37

Q4 Based on your overall experience on a scale of 0 (worst) - 10 (best), how likely are you to recommend Capital Area to others to receive services?

Answered: 39 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
		63	2,442
			39

Total Respondents: 39

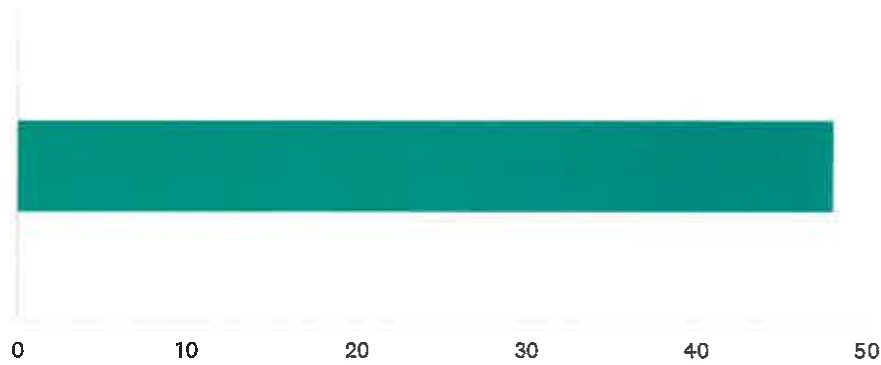
#	DATE
1	3/20/2025 1:18 PM
2	3/20/2025 12:40 PM
3	3/19/2025 4:43 PM
4	3/19/2025 3:12 PM
5	3/19/2025 12:19 PM
6	3/19/2025 10:50 AM
7	3/19/2025 4:21 AM
8	3/18/2025 9:07 PM
9	3/18/2025 5:22 PM
10	3/18/2025 2:57 PM
11	3/18/2025 10:22 AM
12	3/17/2025 1:02 PM
13	3/11/2025 4:08 PM
14	3/11/2025 10:08 AM
15	3/10/2025 7:55 PM
16	3/10/2025 4:10 PM
17	3/10/2025 2:48 PM
18	3/10/2025 10:03 AM

Tell us how we're doing and how we can do it better.

19	9	3/10/2025 9:58 AM
20	95	3/10/2025 9:55 AM
21	6	3/10/2025 9:24 AM
22	27	3/10/2025 9:12 AM
23	100	3/7/2025 11:25 AM
24	80	3/7/2025 10:08 AM
25	75	3/7/2025 9:13 AM
26	100	3/7/2025 7:15 AM
27	95	3/6/2025 3:37 PM
28	9	3/6/2025 3:23 PM
29	84	3/6/2025 2:54 PM
30	8	3/6/2025 2:53 PM
31	8	3/6/2025 2:36 PM
32	10	3/6/2025 2:13 PM
33	99	3/6/2025 2:09 PM
34	100	3/6/2025 1:51 PM
35	100	3/6/2025 1:49 PM
36	100	3/6/2025 1:49 PM
37	99	3/6/2025 1:42 PM
38	50	3/6/2025 1:24 PM
39	3	3/6/2025 1:20 PM

Q5 Based on your overall experience on a scale of 0 (worst) - 10 (best), how likely are you to recommend Capital Area to others for employment?

Answered: 38 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
		48	38

Total Respondents: 38

#	AVERAGE NUMBER	DATE
1	8	3/20/2025 1:18 PM
2	8	3/20/2025 12:40 PM
3	90	3/19/2025 4:43 PM
4	0	3/19/2025 3:12 PM
5	94	3/19/2025 12:19 PM
6	90	3/19/2025 10:50 AM
7	75	3/19/2025 4:21 AM
8	50	3/18/2025 9:07 PM
9	8	3/18/2025 5:22 PM
10	100	3/18/2025 10:22 AM
11	94	3/17/2025 1:02 PM
12	7	3/11/2025 4:08 PM
13	10	3/11/2025 10:08 AM
14	5	3/10/2025 7:55 PM
15	100	3/10/2025 4:10 PM
16	20	3/10/2025 2:48 PM
17	50	3/10/2025 10:03 AM
18	7	3/10/2025 9:58 AM
19	95	3/10/2025 9:55 AM

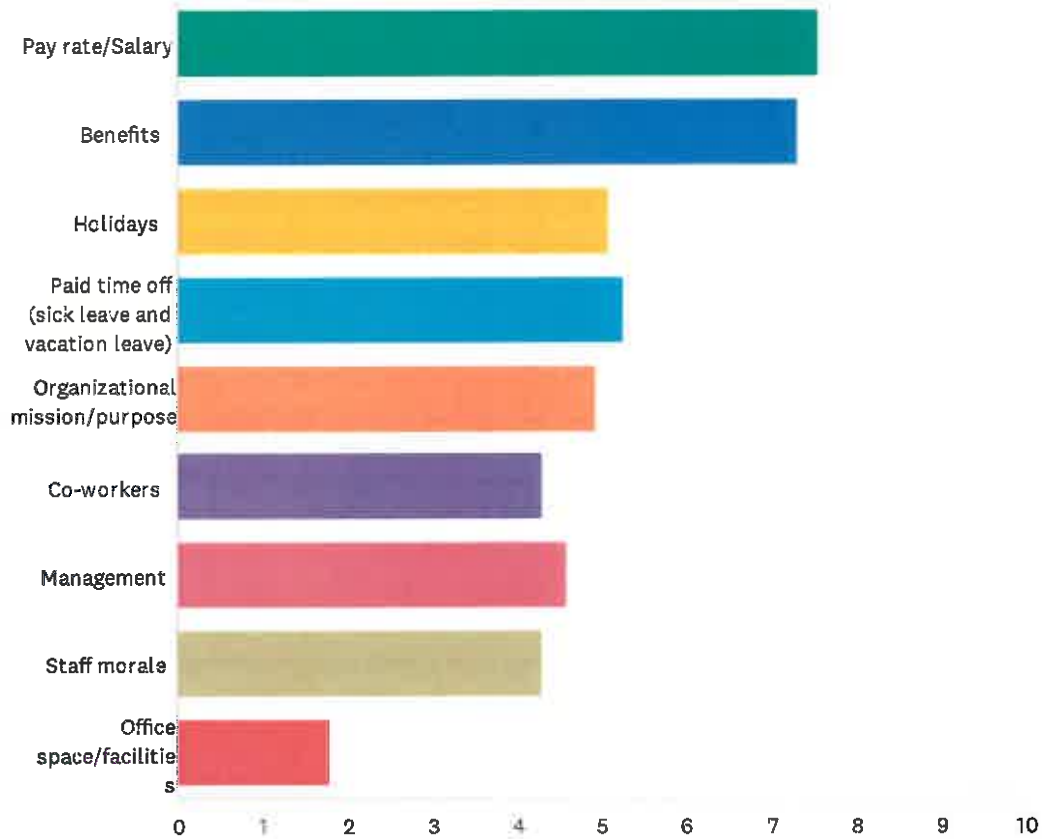
Tell us how we're doing and how we can do it better.

20	5	3/10/2025 9:24 AM
21	6	3/10/2025 9:12 AM
22	95	3/7/2025 11:25 AM
23	70	3/7/2025 10:08 AM
24	50	3/7/2025 9:13 AM
25	100	3/7/2025 7:15 AM
26	76	3/6/2025 3:37 PM
27	7	3/6/2025 3:23 PM
28	91	3/6/2025 2:54 PM
29	2	3/6/2025 2:53 PM
30	50	3/6/2025 2:36 PM
31	8	3/6/2025 2:13 PM
32	51	3/6/2025 2:09 PM
33	8	3/6/2025 1:51 PM
34	100	3/6/2025 1:49 PM
35	48	3/6/2025 1:49 PM
36	98	3/6/2025 1:42 PM
37	50	3/6/2025 1:24 PM
38	3	3/6/2025 1:20 PM

Tell us how we're doing and how we can do it better.

Q6 Please rank the factors you consider important for creating a positive work environment?

Answered: 38 Skipped: 1



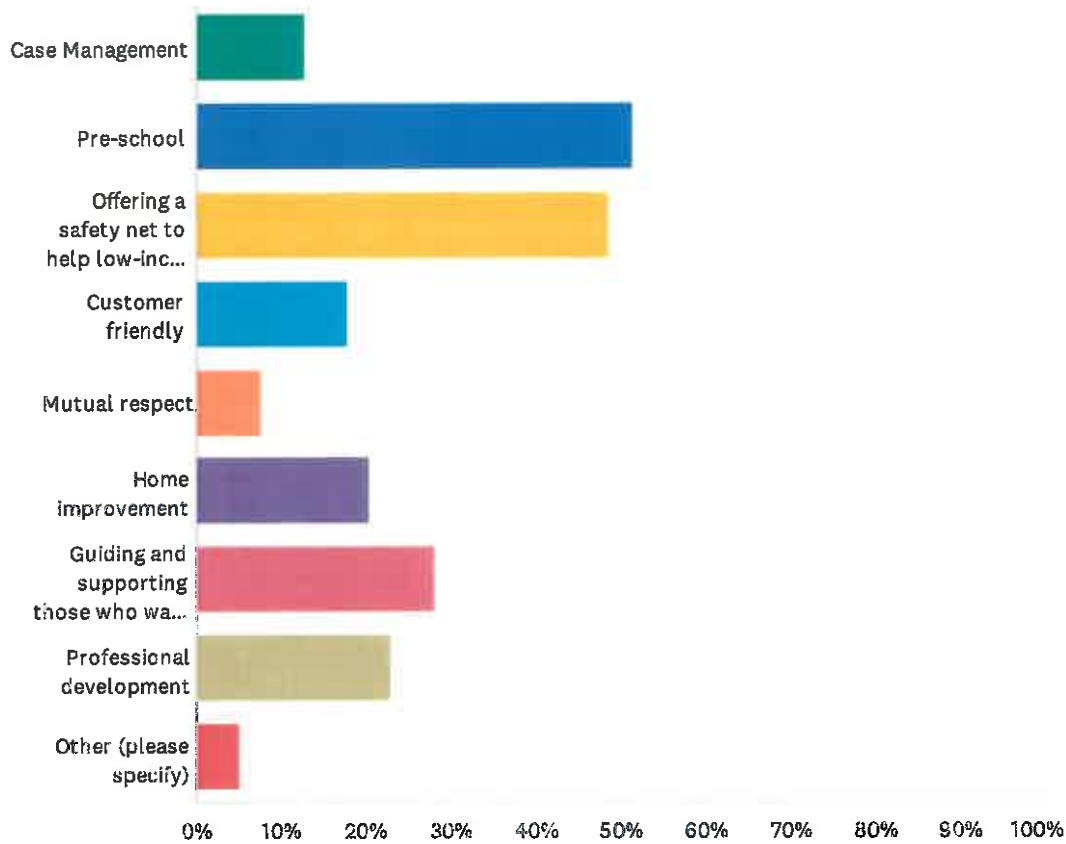
Tell us how we're doing and how we can do it better.

	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Pay rate/Salary	50.00% 19	15.79% 6	10.53% 4	10.53% 4	2.63% 1	0.00% 0	7.89% 3	0.00% 0	2.63% 1	38	7.50
Benefits	15.79% 6	44.74% 17	13.16% 5	7.89% 3	15.79% 6	2.63% 1	0.00% 0	0.00% 0	0.00% 0	38	7.26
Holidays	7.89% 3	0.00% 0	39.47% 15	7.89% 3	5.26% 2	2.63% 1	15.79% 6	7.89% 3	13.16% 5	38	5.00
Paid time off (sick leave and vacation leave)	0.00% 0	13.16% 5	5.26% 2	34.21% 13	21.05% 8	7.89% 3	2.63% 1	15.79% 6	0.00% 0	38	5.26
Organizational mission/purpose	7.89% 3	7.89% 3	5.26% 2	10.53% 4	28.95% 11	13.16% 5	13.16% 5	7.89% 3	5.26% 2	38	4.92
Co-workers	2.63% 1	2.63% 1	2.63% 1	13.16% 5	15.79% 6	31.58% 12	18.42% 7	13.16% 5	0.00% 0	38	4.26
Management	13.16% 5	7.89% 3	7.89% 3	7.89% 3	2.63% 1	13.16% 5	18.42% 7	23.68% 9	5.26% 2	38	4.58
Staff morale	2.63% 1	7.89% 3	15.79% 6	5.26% 2	5.26% 2	21.05% 8	13.16% 5	21.05% 8	7.89% 3	38	4.26
Office space/facilities	0.00% 0	0.00% 0	0.00% 0	2.63% 1	2.63% 1	7.89% 3	10.53% 4	10.53% 4	65.79% 25	38	1.79

Tell us how we're doing and how we can do it better.

Q7 In what work does Capital Area excel?

Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES	
Case Management	12.82%	5
Pre-school	51.28%	20
Offering a safety net to help low-income families	48.72%	19
Customer friendly	17.95%	7
Mutual respect	7.69%	3
Home improvement	20.51%	8
Guiding and supporting those who want to change their lives for the better	28.21%	11
Professional development	23.08%	9
Other (please specify)	5.13%	2
Total Respondents: 39		

#	OTHER (PLEASE SPECIFY)	DATE
1	Helping others in a fix	3/6/2025 2:53 PM

Tell us how we're doing and how we can do it better.

2

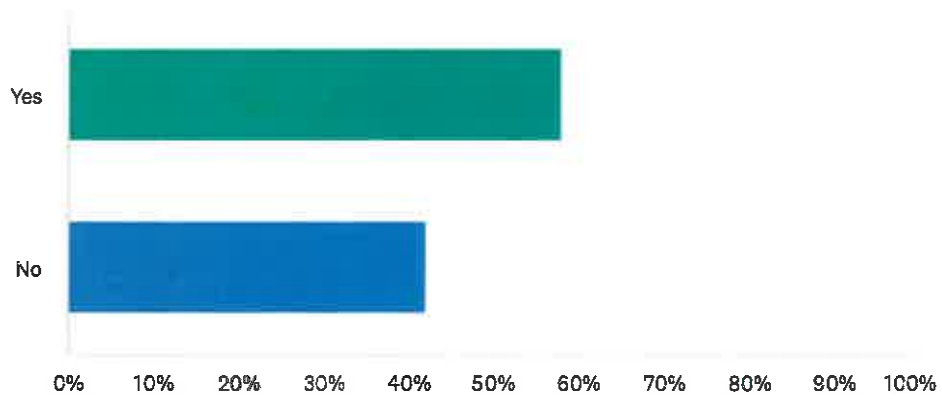
education

3/6/2025 1:24 PM

Tell us how we're doing and how we can do it better.

Q8 Is Capital Area a positive workplace?

Answered: 38 Skipped: 1



ANSWER CHOICES

ANSWER CHOICES	RESPONSES	
Yes	57.89%	22
No	42.11%	16
TOTAL		38

Q9 How do you perceive morale in the agency?

Answered: 32 Skipped: 7

#	RESPONSES	DATE
1	Average	3/20/2025 1:18 PM
2	Good	3/20/2025 12:40 PM
3	Good	3/19/2025 4:43 PM
4	Horrible	3/19/2025 3:12 PM
5	Mid-level to low	3/19/2025 4:21 AM
6	Trainings	3/18/2025 5:22 PM
7	Being open honest and wanting to help others	3/17/2025 1:02 PM
8	Okay	3/11/2025 4:08 PM
9	Being proactive when dealing with staff and their roles in the agency	3/11/2025 10:08 AM
10	The morale could be better, some people need to have better attitudes and communication	3/10/2025 7:55 PM
11	Moderate	3/10/2025 4:10 PM
12	low	3/10/2025 2:48 PM
13	Mutual attitude, satisfaction, and emotional outlook of employees within CACAA organization, surrounding factors like spirit, enthusiasm, and dedication to the agency's goals.	3/10/2025 10:03 AM
14	Low	3/10/2025 9:58 AM
15	Productivity-When an employee is happy and motivated, it makes them willing to work harder.	3/10/2025 9:55 AM
16	Okay	3/10/2025 9:24 AM
17	toxic	3/10/2025 9:12 AM
18	mid-range	3/7/2025 11:25 AM
19	It depends on what day it is and who you ask	3/7/2025 10:08 AM
20	Low. Lots of separation.	3/7/2025 9:13 AM
21	Very High	3/7/2025 7:15 AM
22	Good	3/6/2025 3:37 PM
23	low	3/6/2025 3:23 PM
24	fair	3/6/2025 2:54 PM
25	Low at times	3/6/2025 2:53 PM
26	Low is some departments.	3/6/2025 2:36 PM
27	+we have a lot of turnover in this agency which would lead one to believe that the moral in the agency is preventing us form attracting people who are more dedicated.	3/6/2025 2:13 PM
28	Very low	3/6/2025 2:09 PM
29	Okay	3/6/2025 1:51 PM
30	Our morale is good. We have several departments who try to work together for a common goal	3/6/2025 1:42 PM
31	training	3/6/2025 1:24 PM

Tell us how we're doing and how we can do it better.

32

Very low

3/6/2025 1:20 PM

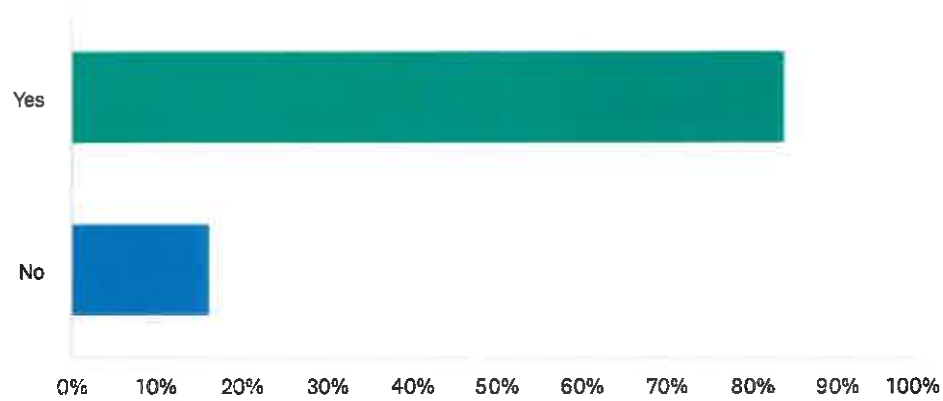
Q10 How do you perceive morale in your department?

Answered: 31 Skipped: 8

#	RESPONSES	DATE
1	Great	3/20/2025 12:40 PM
2	Good	3/19/2025 4:43 PM
3	Could be better	3/19/2025 3:12 PM
4	Good	3/19/2025 4:21 AM
5	Supervisor	3/18/2025 5:22 PM
6	At a medium level	3/18/2025 2:57 PM
7	Friendly respectful and open minded	3/17/2025 1:02 PM
8	At first great, then you learn	3/11/2025 4:08 PM
9	The morale could be better. People need to work on their attitudes	3/10/2025 7:55 PM
10	Moderate	3/10/2025 4:10 PM
11	average	3/10/2025 2:48 PM
12	Team development, taking time to care (Being visible, ensuring the team feels empowered, having fun, paying attention, and recognition.	3/10/2025 10:03 AM
13	Low	3/10/2025 9:58 AM
14	Leadership-Feeling supported, will encourage them to grow and contribute to the company's success	3/10/2025 9:55 AM
15	Okay	3/10/2025 9:24 AM
16	50/50	3/10/2025 9:12 AM
17	mid-high	3/7/2025 11:25 AM
18	Inconsistent	3/7/2025 10:08 AM
19	Low.	3/7/2025 9:13 AM
20	Moderate	3/7/2025 7:15 AM
21	Great	3/6/2025 3:37 PM
22	mediocre	3/6/2025 3:23 PM
23	poor	3/6/2025 2:54 PM
24	Low	3/6/2025 2:53 PM
25	Great	3/6/2025 2:36 PM
26	I think that the moral in my department is average.	3/6/2025 2:13 PM
27	Good	3/6/2025 2:09 PM
28	Okay	3/6/2025 1:51 PM
29	We work together as a team, with respect	3/6/2025 1:42 PM
30	team support	3/6/2025 1:24 PM
31	low	3/6/2025 1:20 PM

Q11 Do you feel supported by your supervisor?

Answered: 37 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	83.78%	31
No	16.22%	6
TOTAL		37

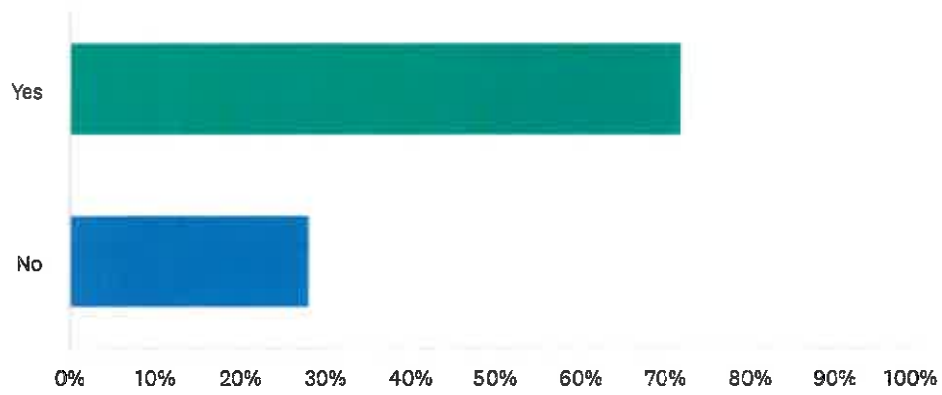
Q12 How does your supervisor support you?

Answered: 31 Skipped: 8

#	RESPONSES	DATE
1	Provides Training and assistance when needed	3/20/2025 1:18 PM
2	She assist where ever she is need it.	3/20/2025 12:40 PM
3	Communication	3/19/2025 4:43 PM
4	Continuous positive motivation	3/19/2025 3:12 PM
5	Management advice, shows confidence/support in work being done, encourages team	3/19/2025 4:21 AM
6	Don't	3/18/2025 9:07 PM
7	Trainings	3/18/2025 5:22 PM
8	Through words of encouragement	3/18/2025 2:57 PM
9	Sometimes I feel like she could do more	3/17/2025 1:02 PM
10	My supervisor sometimes backs us with our decision making	3/11/2025 4:08 PM
11	Very supportive, it is more than just work, it's like a family.	3/11/2025 10:08 AM
12	She tries to help in any way she can, but I personally thinks she can do better	3/10/2025 7:55 PM
13	Open Door Policy	3/10/2025 4:10 PM
14	By offering assistance and sometimes supporting ideas that the team may have	3/10/2025 9:58 AM
15	By providing feedback, communicate and a listening ear	3/10/2025 9:55 AM
16	?	3/10/2025 9:12 AM
17	open door policy, respects my opinions, clearly states projects and deadlines	3/7/2025 11:25 AM
18	Provides opportunities to do new things	3/7/2025 10:08 AM
19	She works with my schedule and is understanding when my children are sick or out of school.	3/7/2025 9:13 AM
20	In every thing	3/7/2025 7:15 AM
21	Ensuring that our concerns and needs are met	3/6/2025 3:37 PM
22	Offering assistance	3/6/2025 3:23 PM
23	Trainings	3/6/2025 2:54 PM
24	Does the best she is allowed to do	3/6/2025 2:53 PM
25	My supervisor is very easy to talk to when I have any issues and I don't have to worry about hearing it again.	3/6/2025 2:36 PM
26	My supervisor is always there to help me with any issues that I may have and to take the time to teach me the correct way to complete any projects that I assigned. o	3/6/2025 2:13 PM
27	Listening ear to my concerns	3/6/2025 2:09 PM
28	clients sometimes complain and she relaizes the importance of having our backs.	3/6/2025 1:51 PM
29	Makes sure I have what I need to be productive. Asks me how am I doing	3/6/2025 1:42 PM
30	providing training, meetings and one on one	3/6/2025 1:24 PM
31	NA	3/6/2025 1:20 PM

Q13 Do you feel valued as an employee of Capital Area?

Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	71.79%	28
No	28.21%	11
TOTAL		39

Q14 What kind of support do you need to achieve your goals?

Answered: 33 Skipped: 6

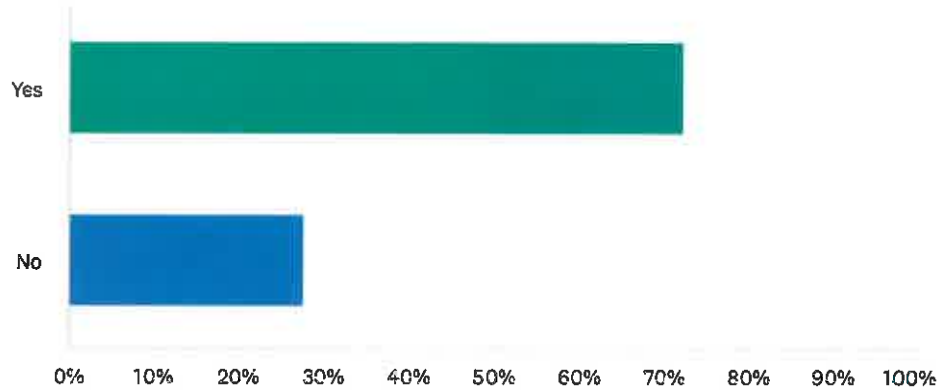
#	RESPONSES	DATE
1	Training (Face to Face)	3/20/2025 1:18 PM
2	Give information to help support the children needs	3/20/2025 12:40 PM
3	Communication, Direction, and Feedback	3/19/2025 4:43 PM
4	Leadership, Respect, Compassion, Understanding, Support, Knowledge and Transparentness.	3/19/2025 3:12 PM
5	Managerial guidance as needed Continuity as a team Effective communication between management and staff	3/19/2025 4:21 AM
6	Money all theses years working here all teacher get the same pay NOT RIGHT AT ALL! OVER 10 or 15 years someone get hired get the same pay can't even buy a home our kids just coming out high make more money than us and yall wonder why people quit!	3/18/2025 9:07 PM
7	Funds	3/18/2025 5:22 PM
8	I would love the recognition rather than being ridiculed.	3/17/2025 1:02 PM
9	Encouragement that your not stuck and not ever get promoted unless you are a relative or a close friend of the hiring individuals.	3/11/2025 4:08 PM
10	I have a lot of support from my supervisor.	3/11/2025 10:08 AM
11	The support of the main office, for them to know that we (as in the teachers) are only human and we are doing our best. Stop nitpicking and drilling us.	3/10/2025 7:55 PM
12	Open communication, Active listening	3/10/2025 4:10 PM
13	less barriers created for clients to receive services	3/10/2025 2:48 PM
14	Coaching and modeling.	3/10/2025 10:03 AM
15	Buy in from management and the team	3/10/2025 9:58 AM
16	To trust in my judgement Being available for questions and concerns Clear expectations for guideness in your work performance	3/10/2025 9:55 AM
17	chain of command needs to be a foundation! quit putting the blame on others. take ownership of what you don't know. there is No training within agency	3/10/2025 9:12 AM
18	the same continued support	3/7/2025 11:25 AM
19	Develop staff to understand the mission and find where they fit into it	3/7/2025 10:08 AM
20	More hands on training	3/7/2025 9:13 AM
21	Team Support	3/7/2025 7:15 AM
22	Proper outer wear	3/6/2025 3:37 PM
23	Encouragement and financial	3/6/2025 3:23 PM
24	Work 11 months instead of 10	3/6/2025 2:54 PM
25	Better salary based on education and years at CACAS	3/6/2025 2:53 PM
26	None that I know of.	3/6/2025 2:36 PM
27	I feel as though I am lucky to have great support from my supervisor.	3/6/2025 2:13 PM
28	To achieve my goals, would be for me to be in position where my thoughts and ideas are valued.	3/6/2025 2:09 PM

Tell us how we're doing and how we can do it better.

29	Recognize when you are behind and not keep piling more work to the point you are stressed	3/6/2025 1:51 PM
30	Money	3/6/2025 1:49 PM
31	Teamwork	3/6/2025 1:42 PM
32	none at this time	3/6/2025 1:24 PM
33	Better communication with management. On the job training to do our jobs effectively.	3/6/2025 1:20 PM

Q15 Do you regularly meet as part of a team or Department to evaluate goals, performance, and strategies?

Answered: 36 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	72.22%	26
No	27.78%	10
Total Respondents: 36		

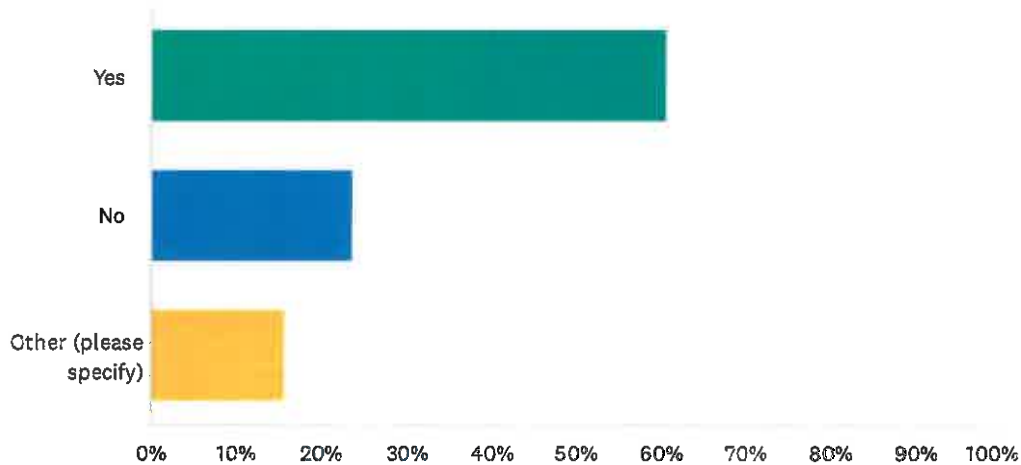
#	ARE THESE MEETINGS EFFECTIVE AND HELP IMPROVE CLIENT SERVICES, STAFF MORALE, AND AGENCY PERFORMANCE?	DATE
1	Sometimes	3/20/2025 1:18 PM
2	yes	3/20/2025 12:40 PM
3	Yes	3/19/2025 4:43 PM
4	No	3/19/2025 3:12 PM
5	Yes	3/19/2025 4:21 AM
6	Yes	3/18/2025 5:22 PM
7	No	3/17/2025 1:02 PM
8	Always rushed not enough time spent	3/11/2025 4:08 PM
9	yes	3/11/2025 10:08 AM
10	No	3/10/2025 7:55 PM
11	yes	3/10/2025 4:10 PM
12	some	3/10/2025 2:48 PM
13	I would say so. If staff is paying attention and dedicated.	3/10/2025 10:03 AM
14	Yes	3/10/2025 9:55 AM
15	yes	3/7/2025 11:25 AM
16	Somewhat	3/7/2025 10:08 AM
17	Yes	3/7/2025 9:13 AM

Tell us how we're doing and how we can do it better.

18	Yes	3/7/2025 7:15 AM
19	Yes	3/6/2025 3:37 PM
20	Sometimes	3/6/2025 3:23 PM
21	yes	3/6/2025 2:54 PM
22	Yes	3/6/2025 2:36 PM
23	Yes	3/6/2025 2:13 PM
24	Meetings are effective for improving current	3/6/2025 2:09 PM
25	Yes	3/6/2025 1:49 PM
26	Yes	3/6/2025 1:42 PM
27	yes	3/6/2025 1:24 PM
28	NA	3/6/2025 1:20 PM

Q16 Do you know and understand the strategic plan and goals of Capital Area?

Answered: 38 Skipped: 1



ANSWER CHOICES

ANSWER CHOICES	RESPONSES	
Yes	60.53%	23
No	23.68%	9
Other (please specify)	15.79%	6
TOTAL		38

#	OTHER (PLEASE SPECIFY)	DATE
1	Not Really	3/19/2025 3:12 PM
2	Each specific department has plans and goals	3/19/2025 4:21 AM
3	Some	3/18/2025 5:22 PM
4	To serve as many folks as we can to ensure they have utilities for improvised homes.	3/11/2025 4:08 PM
5	I attended one strategic planning meeting, and not sure what the putcome was.	3/10/2025 10:03 AM
6	sometimes I do and sometimes I do not	3/7/2025 11:25 AM

Q17 Please share any comments, observations, or suggestions on about your work experience, Capital Area's service to clients, and how you think we can improve as an organization?

Answered: 26 Skipped: 13

#	RESPONSES	DATE
1	Hold Management Team accountable for the task that they are suppose to complete. Time Management/Accountability	3/20/2025 1:18 PM
2	N/A	3/20/2025 12:40 PM
3	More focus and cortinuous training on improving customer service must be provided.	3/19/2025 4:43 PM
4	My work experience has been very difficult. I have been ostracized and targeted by things that were not relevant to my job or me doing my job. My work experience and knowledge has been highly overlooked and not valued. I feel that the agency's Head did not take into consideration the agency's employees best interests before making the independent decision to fill the HR position. There have been many times that employees have been coerced into saying things that were not true. I feel that this position needs to be reassessed to better provide the agency's employees with the overall HR expertise. The agency is currently operating in a complete tyranny of the moment. I feel like the agency could do a lot better in the community if it had more acceptive instead of deceptive. There is currently not adequate office space for employees that work in the main building. The building has issues due to the age and a new location is needed. I think that we could improve as an organization by allowing the people that have the expertise in certain areas to implement and make change. Stop allowing negative inputs of other's outside of a person's department or manager to be the controlling factor about someone. Be more kinder, supportive and encouraging. Stop being a monster to employees and treat them as the human beings that are. Displaying profanity and short tempers to your staff isn't professional or being a good person. Learn what is that your managers do to be effective for the agency and their departments. Learn to accept criticisms as constructive criticisms and not dislikes.	3/19/2025 3:12 PM
5	Put years into a job, don't make enough money for a home! You all need to pay people for the years they put in this job. You all need to give people real bouses REWARD for coming to work every day, turn in paperwork on time. It's so embarrassing that people at chicken plants make more money than me, with a degree and work for the government something is seriously wrong then tell not to get a second job cause you all want us to work VPK for free come on we are here trying to live with what yall pay us. We all know ELC PAY GOOD !	3/18/2025 9:07 PM
6	None st this time	3/18/2025 5:22 PM
7	I feel that if we work as a team rather than against each other it would be much better.....	3/17/2025 1:02 PM
8	I always feel you are able to have a better attitude if with clients, if you aren't constantly talked to condescending by management	3/11/2025 4:08 PM
9	Honestly, the organization needs reliable people, especially Head Start. It is hard for the teachers to get things done when others are always calling out of work. It's tiresome	3/10/2025 7:55 PM
10	Celebrate Milestones and Achievements, More Team Building Activities, Staff Mental Wellness	3/10/2025 4:10 PM
11	Toxic workplace behavior (Poor communication, high turnover, gossiping & back stabbing, unresolved conflict)	3/10/2025 10:03 AM
12	Number 11 should have had a sometimes response. Overall Community Action works to meet the need of its clients and staff, but we need to work on our presentation, beginning with the look of our home office.	3/10/2025 9:58 AM
13	My work experience at Capital Area is great. One of the things that I see that is lacking is communication. Serving Head Start clients are a plus. Family Advocates are actually housed	3/10/2025 9:55 AM

Tell us how we're doing and how we can do it better.

at the site and have easy access to meeting and listening to questions and concerns from families. The only problem I see with Capital Area, the clients are having a hard time getting in to talk to someone and tend to dial any extension to get the appropriate person they are looking for.

- | | | |
|----|--|-------------------|
| 14 | no one wants to be honest because of retaliation. you get to the point of just doing your job keeping quiet and sticking to yourself hate coming in and waiting to leave. | 3/10/2025 9:12 AM |
| 15 | Staff shortages have created some stress. I see more tension and exhaustion amongst staff. Agency may need to host a luncheon or something to show appreciation to staff for "hanging in there." | 3/7/2025 11:25 AM |
| 16 | Recruit stronger board members who actually participate and are active in their community. Involve all staff in development and update of strategic plan. | 3/7/2025 10:08 AM |
| 17 | Each department needs to work better as a team for entire agency. There is too much separation, cliques and favoritism. Unity is not there. | 3/7/2025 9:13 AM |
| 18 | My work experience has been somewhat positive, the service to clients could be improved but the service is not totally bad, the organization can be improved by improving the security of locations, improved facilities, especially the main office, and by offering incentives to employees who excel. | 3/6/2025 3:23 PM |
| 19 | Some of the questions need to be answered in two parts. I feel that every department in different stages of service. Some client services need a little work. | 3/6/2025 2:36 PM |
| 20 | I think there needs to be more communication between the departments. We may have different responsibilities, but I feel everyone could benefit by knowing what each department is responsible for and the knowing the employees in the different departments. | 3/6/2025 2:13 PM |
| 21 | Capital Area offers it employees a work life-balance which is important for morale. Lastly, Management needs to be held accountable for engaging and enabling retaliation against employees. | 3/6/2025 2:09 PM |
| 22 | Promotional opportunities are limited unless you are kin or have friends. Also, the determining factor of approval should not be just one person making decisions, should be the same across the platform. | 3/6/2025 1:51 PM |
| 23 | Na | 3/6/2025 1:49 PM |
| 24 | Capital Area is a great agency in supporting the needs of our community. It can improve if we didn't have to worry each year if we will receive the funds to assist our customers. | 3/6/2025 1:42 PM |
| 25 | working together as a team even through theres different programs for the workplace | 3/6/2025 1:24 PM |
| 26 | Service request for clients take too long and the client's request is overlooked. | 3/6/2025 1:20 PM |

Head start department responses

Case Management

3

Customer friendly

2

Guiding and supporting those who want to change their lives for the better

8

Home improvement

6

Mutual respect

1

Offering a safety net to help low-income families

10

Other

4

Pre-school

14

Professional development

7

No

4

Other

17

Yes

20

Response count

[Show](#)
[Less](#)

Csbg department responses

No



Other



Pre-school



Customer friendly



Offering a safety net to help low-income families



Case Management



Mutual respect



Guiding and supporting those who want to change their lives for the better



Yes



Home improvement



Response count

[Show](#)
[Less](#)

Crisis department responses

Offering a safety net to help low-income families



Other



Yes



No



Case Management



Pre-school



Customer friendly



Mutual respect



Home improvement



Guiding and supporting those who want to change their lives for the better



Professional development



Response count

[Show](#)
[Less](#)

Capital Area Community Action Agency

MEMORANDUM

TO: TIM CENTER, CEO

FROM: Nina Self, COO

DATE: March 12, 2025

RE: COO Report for March 2025 Board Meeting

The following are highlights of current issues the COO is addressing:

- FloridaCommerce will terminate the contractual agreement with SHAH for data management for the LIHEAP program on 3/31/2025. The Promise Case Management System will replace SHAH effective April 1, 2025. This upgraded system is designed to save time, improve efficiency, and standardize processes for LIHEAP across the state, making it easier for Community Action Agencies to serve Floridians more effectively. Emergency Services staff will attend an all-day training session to learn to use the new system. We are working with SHAH to ensure all data stored in the system is accessible to us so it can be migrated into the new system. The CSBG and WAP programs will continue to use SHAH through April 30, 2025 while FloridaCommerce confirms a database replacement for those programs.
- The CSBG organizational standards provide a standard foundation of organizational capacity for all CSBG eligible entities across the United States. The Federal Office of Community Services provides direction to States and eligible entities regarding the establishment of the CSBG organizational standards. FloridaCommerce's assessment plan includes a requirement that all agencies complete and submit to FloridaCommerce documentation showing compliance with the CSBG organizational standards. FloridaCommerce staff then review each agency's submission and verify the documentation. Once FloridaCommerce's review is complete, they issue a report stating all standards have been met or either a Technical Assistance Plan or a Quality Improvement Plan is needed. We received notification that for the FFY 2025 Organizational Standards submission year, our agency has met all the standards as required for the assessment year.
- At present, the U.S. Department of Energy is not permitting states to access the Weatherization Program Infrastructure (WXIP2) funds allocated for FY24/25. This includes the Infrastructure grants for our regular eight-county area and the ten counties for the Suwannee region. We received notice on February 28 that the State encountered a delay with the U.S. Department of Energy approving our draw requests on the WXIP2 grant. In the interim, we must pay all invoices for weatherization expenses from the regular Weatherization grant. It is unclear at this time if this issue will be resolved before the fiscal year ends. Jasmin Waye our new FloridaCommerce WAP



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



Program Manager has been conducting calls with each WAP agency to determine what our current pending invoices are for the remainder of our state fiscal year that ends 6/30/2025. We have provided the information as they work to analyze potential solutions to assist the WAP network through the remainder of the state fiscal year on the current pipeline of WAP projects.

- The topic for the monthly Program Managers meeting was **“Leadership”**. I told the team that we are not just managers and supervisors, but we are leaders, and the best way to lead is by example. I shared a white paper written by Jeff Gibbard, founder of the *Superhero Institute*, a coaching-certification program that specializes in showing you how to unleash human potential in service of making the world a safer, kinder and more equitable place. I reflected on a response written to me on the performance evaluation of a manager on my team that said, “Thanks for your leadership, and your help of molding me into a leader.” That comment not only made me shed a tear, but it also confirms what we as managers should strive to do every day...develop our team into leaders. The five aspects of leadership Gibbard outlined were:
 1. Find out what you are signaling to your team by how you show up.
 2. Look at your results, and look at your team’s energy...do you need to improve how you set goals and set the tone? Are you getting what you want?
 3. Try to continually improve your communication skills.
 4. See if you need to change how you run meetings.
 5. After giving someone feedback, invite them to give you feedback on how it went.

- The Family Support Services Department is going through a transition period. Since January, we lost two of our senior Case Managers, and three team members have been with us less than a year. During the FloridaCommerce monitoring process we noticed that there are some areas that need attention, so we are taking time to retool, retrain and refresh what we do for the program. We will be doing file maintenance, learning a new case management system, training on the Results Oriented Management and Accountability (ROMA) case management workflow that is the recognized training tool for the CSBG program, and brushing up on our Getting Ahead facilitation skills. We will also increase our community outreach efforts to reach new sponsors and program participants, especially in the rural counties. We look forward to a stronger and more efficient program when we complete this process. We have been offering Getting Ahead for over 10 years, with almost 400 participants from fall 2020 through fall 2024. We look forward to continue “Helping People and Changing Lives” through the Family Support Services program.

Please see the following reports for more insight on individual department activities.

Coming Events:

Tuesday, April 15, 2025	Children's Day at the Capitol
May 19 – 22, 2025	National Head Start Association Conference & Expo Columbus, Ohio
May 23, 2025	Last Day of School for all counties – HAPPY SUMMER
May 26, 2025	MEMORIAL DAY – OFFICE CLOSED
July 15 – 16, 2025	United Partners for Human Services (UPHS) 2025 Annual Conference for Nonprofit Management & Leadership FSU Student Union
August 25 – 29, 2025	National Community Action Partnership (NCAP) 2025 Annual Convention Detroit, Michigan
October 28 – 20, 2025	Florida Head Start Assoc. Annual Conference & Expo Orlando, Florida

**Capital Area Community Action Agency, Inc.
COO Summary of Programs
For the Month Ended 2/28/2025**

PROGRAMS:	Getting Ahead	Staying Ahead	Emergency Services	
	County	Current Class	Active Participants	# Households Served*
Calhoun	0	6	35	13.26%
Franklin	0	6	30	11.36%
Gadsden	0	0	28	10.61%
Gulf	0	2	9	3.41%
Jefferson	0	0	9	3.41%
Leon	16	4	136	51.52%
Liberty	0	1	11	4.17%
Wakulla	0	1	6	2.27%
TOTALS	16	20	264	100.00%

HEAD START 2024 - 2025 Registrations # of Students Registered @ 2/28/2025	Franklin	Jefferson	Mabry	Renaissance	Royal	South City	Total
# of Students Registered @ 2/28/2025	17	33	66	50	57	148	371
# of Vacancies over 30 days	0	0	0	0	0	0	0
Funded Enrollment	17	40	66	50	57	148	378
Center Enrollment %	100.00%	82.50%	100.00%	100.00%	100.00%	100.00%	98.15%

<u>Disability Services</u>	
Students with IEP's	34
IEP's Pending	15
In Compliance? (38)	On track

<u>Average Daily Attendance (ADA)</u>		
Required %	85%	
% for February 2025	81%	
Requirement not met due to flu season absences.		

**Capital Area Community Action Agency, Inc.
COO Summary of Programs
For the Month Ended 2/28/2025**

Weatherization at-a-Glance

County	2023 - 2025 WAP Contracted Units				
	Projected	Pre-Inspected	In Progress	Completed	
Calhoun	7	6	4	1	
Franklin	3	3	2	0	
Gadsden	17	25	3	12	
Gulf	3	5	1	4	
Jefferson	3	7	2	4	
Leon	62	57	4	28	
Liberty	1	2	1	0	
Wakulla	7	4	1	0	
TOTALS	103	109	18	49	47.57%

NOTE: WAP Contracts are 7/1/23 - 9/30/25

FY 2023 - 2024 Suwannee River Counties

County	2023 - 2024 Suwannee River Contract Units			
	Projected	Pre-Inspected	In Progress	Completed
Bradford	4	2	0	1
Columbia	11	5	2	5
Dixie	4	2	3	1
Gilchrist	2	0	0	0
Hamilton	4	2	1	1
Lafayette	1	0	0	0
Madison	5	5	4	0
Suwannee	5	4	0	1
Taylor	5	0	0	0
Union	2	1	0	0
Total	43	21	10	9

Capital Area Community Action Agency Family Support Services Monthly Report March 12, 2025

- On Feb. 17, staff spoke at Parent's Night at the Eastpoint site director of United Methodist Church's The Nest in Carrabelle, to recruit for Getting Ahead and to discuss other Community Action Agency resources.
- On March 7 and March 10, staff attended the virtual Getting Ahead in a Just Getting-By World Certified Facilitator's training. Staff successfully completed training and is now certified to teach the class.
- On March 12, staff will attend the Big Bend After Re-Entry Coalition meeting in Tallahassee at the RISE Center.
- The National Community Action Partnership (NCAP) Annual Convention will take place from Aug. 27 – 29, 2025, in Detroit, MI.
- Two Leon County Staying Ahead clients have submitted job applications and are under consideration for employment opportunities with the area Head Start program.
- We are currently recruiting for a new case manager for Family Support Services in Franklin County. We are working with area non-profits for assistance.

Outcomes

- A Leon Spring 2024 Getting Ahead graduate and a current Staying Ahead participant bought a new 2025 Hyundai SUV last week. She has overcome many health challenges this year. She works as an Uber driver and is working towards obtaining her business license to re-establish her cooking business. She is also implementing time management and budgeting skills (tools she learned from Getting Ahead) to stay ahead with her bills and goals.
- A Wakulla County Staying Ahead client wrote thank you note to staff for assisting her. Earlier this year, she took part in a Cozy Coat Drive and community blood donation. "I do appreciate you and your staff working so diligently with me and others. An awesome program."

Capital Area Community Action Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Victoria Mathis, Emergency Services Program Manager
RE: Board Update for February 2025 – *Emergency Services*
DATE: March 11, 2025

National Performance Indicator

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential By Strengthening Family and Other Supportive Environments. This report started October 1, 2024 and will end September 30, 2025.

Low Income Home Energy Assistance Program

Below is the total unduplicated number of households/individuals served for February 2025.

County	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	April 2025	May 2025	June 2025	July 2025	Aug 2025	Sept 2025	County
<i>Calhoun</i>	20/41	16/27	10/24	21/45	35/59								102/196
<i>Franklin</i>	17/39	16/32	8/12	20/50	30/42								91/175
<i>Gadsden</i>	13/36	6/22	5/16	16/33	28/55								68/162
<i>Gulf</i>	16/40	4/4	5/13	6/8	9/12								40/77
<i>Jefferson</i>	10/23	3/11	0/0	13/27	9/18								35/79
<i>Leon</i>	181/516	130/391	59/154	124/315	136/318								630/1694
<i>Liberty</i>	8/20	5/15	1/1	1/30	11/19								43/85
<i>Wakulla</i>	8/17	8/19	0/0	14/35	6/20								36/91
Total	273/732	188/521	88/220	232/543	264/543								1045/2559

Additional information listed below:

Number of Single Parents assisted.

Female	160
Male	102

Total Emergency Services Utility Assistance (from Donated Funds) = 34 / 55



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



Capital Area Community Action Agency

MEM

FROM: Terry Mutch

RE: Weatherization Assistance Program

DATE: March 5, 2025

As of March 1, 2025, 109 homes were pre-inspected. Of the 109 homes, 63 homes were released to contractors, with 48 homes being completed and 10 homes currently in progress. 2 homes are on hold due to client issues (illness, personal). 18 homes were deferred. The remaining homes are being processed for contractor release.

The Agency has secured contracts with Gast International LLC and Resipro to provide weatherization inspection and contractor services for the territory previously service by Suwannee River Economic Council. To date, 21 homes have been pre-inspected and released to the contractor and 9 have been completed and 6 are in progress. 6 homes have been deferred.

Weatherization CACAA – All Funding Sources (As of March 1, 2025)

County	2023-24 Contract Units Projected*	2023-2024 Contract Units Pre-inspected	2023-2024 Contract Units In progress	2023-24 Contract Units Completed
Calhoun	7	6	4	1
Franklin	3	3	2	0
Gadsden	18	25	3	12
Gulf	3	5	1	4
Jefferson	3	7	2	4
Leon	62	57	4	28
Liberty	1	2	1	0
Wakulla	7	4	1	0
Total	103	109	18	49



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



Weatherization SREC – All Funding Sources (As of March 1, 2025)

County	2023-24 Contract Units Projected*	2023-2024 Contract Units Pre-inspected	2023-2024 Contract Units In progress	2023-24 Contract Units Completed
Bradford	4	2	0	1
Columbia	11	5	2	5
Dixie	4	2	3	1
Gilchrist	2	0	0	0
Hamilton	4	2	1	1
Lafayette	1	0	0	0
Madison	5	5	4	0
Suwannee	5	4	0	1
Taylor	5	0	0	0
Union	2	1	0	0
Total	43	21	10	9

Capital Area **Community Action** Agency

MEMORANDUM

TO: Head Start Policy Council and Board of Directors
FROM: Darrel James, Head Start Director
RE: Head Start Director's Report
DATE: March 12, 2025

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

Staffing

The program's current staffing needs are four Assistant Teachers, 2 Family Advocates, and one Food Service Worker. Job announcements have gone out, interviews have been conducted, and some background screens are awaiting completion to fill some of these positions.

A Center Director has been promoted to a Family Advocate position and will begin work in the position after Spring Break. There are plans to promote a lead teacher into the role of Center Director to fill that void, and another Lead Teacher position will have to be filled once this promotion takes place.

Staff received more training from the Training and Technical Assistance (T/TA) training team from Head Start during the month of February.

Facilities

Franklin County Head Start continues to ensure the facility is free of rodents. The Head Start Center has been cleared of the complaint of rodents sent in to the Department of Children and Families. Coastal Wildlife Removal continues to monitor the building for rodents.

In Jefferson County, we are still awaiting a decision from Duke Energy on assuming their building as our new Head Start site. Jefferson County is moving to gift us the land that we currently lease from the county.

All facilities in Leon County is of good standing, but we continue to look for a facility in order to decrease the number of children we serve at our South City location. Our priority is to relocate the outside classrooms rooms, so children will have a safer environment.

The Head Start Team continues to search for buildings in our service areas, particularly the south side of Tallahassee, to find an alternative location for half of the South City students.



United Way of the Big Bend

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



Curriculum

Training and Technical Assistance was conducted in February with a focus on Practice Based Coaching. The one-day training with the T/TA network served as a refresher course on the procedures and monitoring in the area of coaching our teaching staff. All data received from this project will help make informed decisions that will foster continuous quality improvements to our program. CLASS observations will begin mid-April for the third period observations.

Enrollment

Enrollment for the month of February 2025:

- Franklin County Head Start - **17 of 17** families enrolled
- Head Start @ Renaissance Academy - **50 of 50** families enrolled
- Jefferson County Head Start - **33 of 40** families enrolled
- Louise B. Royal Head Start - **57 of 57** families enrolled
- Mabry Street Head Start - **66 of 66** families enrolled
- South City Head Start - **148 of 148** families enrolled

371 of 378 (98%) families were enrolled in Head Start for the month of February for the **2024 – 2025 School Year**.

The Average Daily Attendance (ADA) for the month of February was 81% of the required 85%. The decline in the Average Daily Attendance was largely attributed to seasonal illnesses, including flu, hand, feet and mouth disease. Sporadic attendance patterns for some children contributed to the low ADA as well. Franklin County Head Start (86%) and Louise B. Royal Head Start (86%) were the only two centers to meet the required ADA.

We are currently in good standing with meeting the requirement of enrolling at least 10% of our students with a disability, as required by the Office of Head Start. Currently we have 34 students with an Individual Education Plan (IEP), and another 15 students with a pending IEP. We need 38 enrolled students with an IEP to meet our goal.

Health

We are meeting the requirements of our students having up to date immunizations, and physicals, and screenings.

In January we fed 5,456 breakfasts, 5,586 lunches, and 5,518 snacks. We continue to do well with ensuring our students are fed nutritional meals.

Federal and State Regulations

The Department of Children and Families inspected Louise B. Royal, South City, and Jefferson during the month of February, and all of these centers were in compliance with no violations.

Capital Area
Community Action
Agency

MEMORANDUM

TO: Tim Center, Chief Executive Officer
FROM: Margaret Watson, Human Resources Manager
RE: Summary Report for Human Resources Department
DATE: March 12, 2025

Summary Report for the Human Resources Department for the month February 2025.

- In the process of updating the Agency's Employee Policies and Procedures Handbook.
- Annual Performance Evaluations are completed by staff.
- Working on Krizner Audit – April 30, 2025.
- Maintain regularly scheduled Big Bend SHRM monthly meetings.
- Continue Human Resources trainings.

New Hires:

Darilyn Adegbayi – LIHEAP Intake Specialist
Latanya Solomon – LIHEAP Intake Specialist
Tawana Rollins – Teacher Assistant LBR

Promotions:

Drucilla Poitier promoted to Family Advocate

Current Vacancies:

Head Start Center Director – Renaissance Academy
Head Start Teacher - Royal
Head Start Teacher Assistant – South City
Head Start Cook (PT) – South City
Head Start Teacher; (1) Teacher Assistant (1) – Franklin
Family Services Case Manager – Franklin (1)



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

