CSNT
Community Services of Northeast Texas, Inc.

CALL TO ASSEMBLY

Please rise.

• Pledge of Allegiance (US)	*I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all.*
• Pledge of Allegiance (Texas)	*Honor the Texas flag; I pledge allegiance to thee, Texas, one state under God, one and indivisible.*
• Community Action Promise	*Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to Helping People Help themselves and each other.*
• Our Mission	*CSNT applies all available strategies enabling Northeast Texas families to lead improved, empowered, and self-reliant lives.*
• Our Community Services Vision	*To be the leading organization in our region which empowers families to be self-reliant, educated, and healthy*
• Our Head Start Vision	*To provide a system of education and encouragement which results in school-readiness for young children and their families*
• Invocation	

Board Meeting

Tuesday, June 25, 2024 @ 12:00 Noon
Linden Administrative Office
304 East Houston Street Linden, Texas 75563
Cecelia Huff, Board Chairperson
Michelle Morehead, CCAP, NCRT, NCRI, Executive Director
If you need assistance with physical accessibility to the meeting, please call 903-756-5596 x 201

1. Call Meeting to Order

2. Establishment of a Quorum

3. Approval of Agenda 6/25/24 *

4. Approval of Minutes 4/23/24 and Bylaws committee meeting minutes 5/9/24*

5. Chairman's Comments and Recognitions

6. Training

Dynamic Duo Part I. Roles and Responsibilities presented by Michelle Morehead

7. Committee Reports and Information

A. Planning & Evaluation – Committee met on 05/15/2024
B. Personnel – No current report required at this time
C. Finance – No current report required at this time
D. Executive –This Committee meets only when necessary
E. Nominating – No current report required at this time
F. By Laws- Committee met on 05/09/2024

The Chair may make changes to committee rosters and/or develop new committees.
****Committees, other than Executive Committee, get named by the Board Chairperson**

8. Action Items

A. Seat new board member(s), if any✪

B. Approve Consent Agenda✪

1) Head Start/EHS & PIR Reports……. (OS 5.9)……..……...….Berny Harris
2) Community Services Report……..…….(OS 5.9)…….…..Shirley Allen
3) Human Resource Report……..(OS 5.9)…….…..…..Charlotte Hall
4) Service & HS Transportation Reports……... (OS 5.9) …..…….…….Bernie Yancey
5) Health Advisory Action Items
    a. Devereux Early Childhood Assessment (DECA) – Social and Emotional Screener
6) ERSEA Committee Action Items
    a. Child Plus Software – Database for Children and Staff information
    b. Parent Powered Curriculum – Parenting Curriculum
    c. Parent Family and Community Engagement Goals 2024-2025
7) Agency School Readiness Committee Action Items
    a. School Readiness Goals 2024-2025
    b. Frog Street Curriculum
    c. Head Start - Speed Dial 4 – EHS – Ages and Stages Developmental Screener
    d. Coaching Companion – CLASS and Coaching Platform

8) Strategic Planning Committee Action Items
    a. Strategic Plan including the next 5 Year Goals
9) Updates in the HS/EHS Operating Manual and Policies
    a. Nutrition
    b. Education
10) Head Start/Early Head Start Spring Data 2024
    a. Circle Assessment Spring 2024
    b. CLASS Spring 2024
    c. School Readiness Performance Data Spring 2024
    d. Parent Family and Community Engagement Data Spring 2024
    e. Program Goals Spring 2024

C. Discuss/Approve Head Start/Early Head Start 2.35 %COLA #06CH011282/05 - $109,223/NFS $27,306 – Total $136,529✪
1. Head Start ($103,161, Non-Federal Share - $25,790)
2. Early Head Start ($6,062 Non-Federal Share $1,516)

D. Discuss/Approve Head Start/Early Head Start Continuation Grant #06CH011282/06 $6,003,319 ($4,757,017, $45,638 T&TA, Non-Federal Share $1,200,664, In-Direct Cost Pool $420,680)✪

E. Discuss/Approve Governing Board By-Laws (O.S. 5.4) ✪

F. Discuss/Approve Personnel Policies and Procedures✪
1. #405 Employment Termination
2. #522 Workplace Violence Prevention
3. #705 Policy Clarification – Dress Code

G. Discuss/Approve Community Needs Assessment (O.S. 3.1 – 3.5) ✪

H. Discus/Approve Board Resolution Account Closures ✪

I. Discuss/Approve Cost Allocation Plan ✪

J. Discuss/Approve Customer Satisfaction Survey Results ✪

9. Staff Reports

A. Financial Reports -1.2.3.4.5.6.7.8.9.10…… (OS 8.7) ….....….. Shelley Mitchell

10. Executive Director's Report

11. **Discussion Items**

1. Discuss July Meeting

12. **Audience Comments**

13. **Executive Session**

The board will enter executive session pursuant to Section 551.001(1)(2)(3)(J), and Section 551.074(1)(2) of the government codes

A. Consultation between the board and its attorney in those instances in which the board seeks the Attorney's advice with respect to pending or contemplated litigation, settlement offers, and other matters where the duty of the attorney to his client requires confidentiality

B. Discussion with respect to the purchase, exchange, lease, or value or real property, negotiated contracts, and prospective gifts or donations to the organization, when such discussion, if made public, would have a detrimental effect on the negotiating position of the organization.

C. Discussion with respect to matters involving the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an officer or employee or to hear complaints or charges against such officer or employee, unless such officer or employee requests a public session.
D. Discussion with respect to any matter specifically made confidential by law or regulation. Any other exception available by state law

14. **Required Action from Executive Session**

15. **Adjourn Board Meeting**

* Requires Board Vote
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Community Services of Northeast Texas, Inc.
Board Meeting MINUTES
April 23, 2024
Linden Administrative Conference Room

Board Members Present

John Baxter, Treasurer
Representing Texana Bank, Private Sector

Cecelia Huff, Board Chair
Representing Bowie County, Poverty Sector

Judge Doug Reeder, Vice-Chair
Morris County Judge, Public Sector

Ross Hyde
Representing State Representative, Gary VanDeaver, Public Sector

Angela Thompson
Representing Bowie County, Poverty Sector

Martavius Jones - Parlimentarian
Representing Camp County, Poverty Sector

Board Members Absent

Dr. Arcolia Jenkins
Representing Creating Opportunities in Marion County, Private Sector

Harmony Roberson
Representing Cass County, Poverty Sector

Keri Winters, Secretary
Representing Linden-Kildare CISD, Private Sector

Lindsay Hergert
Representing Cass County Judge Travis Ransom, Public Sector

Sandra Wright
Representing Marion County Judge Leward Lafleur, Public Sector

CALL TO ORDER

Cecelia Huff, Board Chair called the meeting to order at 12:17 p.m.
Quorum: established 6 of 11, members present.

AGENDA

Motion:John Baxter, Treasurer, moved to accept the 4/23/2024 agenda as presented.
Second: Angela Thompson
All in favor voted aye, none opposed, the motion carried unanimously

MINUTES

Motion: Martavius Jones, Parlimentarian, moved to accept the 2/28/2024 minutes
Second: Ross Hyde
All in favor voted aye, none opposed, the motion carried unanimously

CHAIRMAN'S COMMENTS AND RECOGNITIONS

Cecelia Huff, Board Chairman werlcomed the members to meeting and gave the board members an Affirmation. She stated "I am in the Right Place at the Right Time" and thanked the members for being apart of the Governing Board.

TRAINING / PRESENTATIONS

Video – "Process: Who Says What Goes" #8 presented by Michelle Morehead was viewed by the members.

New Boston Presentation was prepared by Venus Hornuble, Campus Director/Family Service Worker. The presentation included parent engagement activities that have been completed since the beginning of school.

COMMITTEE REPORTS

A. Planning & Evaluation – No current report required at this time
B. Personnel – No current report required at this time
C. Finance – No current report required at this time
D. Executive –This Committee meets only when necessary
E. Nominating – No current report required at this time
F. By Laws- Discuss By Laws including Executive Committee Requirements

The Chair may make changes to committee rosters/develop new committees.
****Committees, other than the Executive Committee, get named by the Board Chairperson**

Action Items

A. Seat New Board Member(s)

B. Approve Consent Agenda*

1) Head Start/EHS & PIR Reports……. (OS 5.9).……...….Berny Harris
2) Community Services Report……..…….(OS 5.9)…….…..Shirley Allen
3) Human Resource Report……..(OS 5.9)…….…..…..Charlotte Hall
4) Service & HS Transportation Reports……..... (OS 5.9) …..…….…….Bernie Yancey
5) Self-Assessment Results 2024
6) Winter Progress on Head Start Goals
    a. Head Start Program Goals 2023-2024
    b. Parent, Family and Community Engagement 2023-2024
    c. School Readiness Performance Data 2023-2024
7) CSNT School Calendars 2024-2025
8) Parent Handbook 2024-2025
9) Nutrition Menus 2024-2025

Motion: Martavius Jones, Parlimentarian, made a motion to accept as presented.
Second: Doug Reeder, Vice Chairman

All items reviewed and when asked, the Board stipulated that no further discussion was needed on the consent agenda and no items were requested to be removed.
All in favor voted aye, none opposed, the motion carried unanimously

C. Discuss/Approve Policy Manual Changes
1) Mental Health Behavior Concer Procedure
2) Self-Assessment Procedures
3) iPad Policy
4) Field Trip Procedures

Bernadette Harris reviewed the changes with the members as presented.

Motion: Doug Reeder, Vice Chairman, made a motion to accept as presented
Second: Angela Thompson
All in favor voted aye, none opposed, the motion carried.

D. Discuss/Approve Board Resolution – Close Accounts
Michelle Morehead reviewed the resolution with the members.

Motion: Martavius Jones, Parlimentarian, made a motion to accept as presented.
Second: Ross Hyde
All in favor voted aye, none opposed, the motion carried unanimously

E. Discuss/Approve Disposition of Portable AC Units used during COVID Grant#06CH011282/05
Bernadette Harris reviewed the justification as presented with the members.

Motion: John Baxter, Treasurer, made a motion to accept as presented.
Second: Martavius Jones, Parlimentarian
All in favor voted aye, none opposed, the motion carried unanimously

F. Discuss/Approve IRS Form 990

Michelle Morehead reminded the members that the auditor told them that a new 990 would come before them and asked them to accept and receive the new 990 form.

Motion: Martavius Jones, Parlimentarian, made a motion to accept and recieve as presented.
Second: Angela Thompson
All in favor voted aye, none opposed, the motion carried unanimously

G. Discuss/Approve Pursuing the USDA/CACFP Contract 2024-2025

Bernadette Harris asked the members to approve to pursue the USDA/CACFP Contrat for 2024-2025 school year.

Motion: Doug Reeder, Vice Chairman, made a motion to accept as presented.
Second: John Baxter, Treasurer
All in favor voted aye, none opposed, the motion carried unanimously

H. Discuss/Approve Selection Ctireria 2024-2025

1) Head Start
2) Early Head Start

Bernadette Harris reviewed the selection criteria wth the members as presented.

Motion: John Baxter, Treasurer, made a motion to accept as presented.
Second: Martavius Jones, Parlimentarian
All in favor voted aye, none opposed, the motion carried unanimously

9. Staff Reports

A. Financial Reports -1.2.3.4.5.6.7.8.9.10…… (OS 8.7) ….....….... Shelley Mitchell

Shelley Mitchell gave the financial reports as presented.

10. Executive Director's Report

Michelle Morehead, Executive Director, stated that TDHCA completed an onsite monitoring last week. The preliminary report was as expected. She then told the members about the Bridge Builders Meeting that was held in Jefferson on March 27, 2024. There were two members that attended the meeting. It was a way for Cass and Marion county community members to come together. There will be more Bridge Builders in the other counties that the agency serves. Michelle then introduced our new Service Manager, Bernie Yancey.

11. Discussion Items

None

AUDIENCE COMMENTS

Volunteer Appreciation gifts were given to the members.

EXECUTIVE SESSION

The board will enter executive session pursuant to Section 551.001(1)(2)(3)(J), and section 551.074(1)(2) of the government code.

1. **Discuss/Approve** Changes to Policy 405 ✪

a. Consultation between the board and its attorney in those instances in which the board seeks the Attorney's advice with respect to pending or contemplated litigation, settlement offers, and other matters where the duty of the attorney to his client requires confidentiality.
b. Discussion with respect to the purchase, exchange, lease, or value or real property, negotiated contracts, and prospective gifts or donations to the organization, when such discussion, if made public, would have a detrimental effect on the negotiating position of the organization.
c. Discussion with respect to matters involving the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of an officer or employee or to hear complaints or charges against such officer or employee, unless such officer or employee requests a public session.
d. Discussion with respect to any matter specifically made confidential by law or regulation. Any other exception available by state law.

Motion to enter into Executive Session at 1:00 PM by Angela Thompson
Second: Martavius Jones, Parlimentarian

Motion to exit Executive Session at 1:40 PM by Martavius Jones
Second: Doug Reeder, Vice Chairman

REQUIRED ACTION FROM EXECUTIVE SESSION

Motion: John Baxter, Treasurer motioned to approve the action from exedcutive session
Second: Martavius Jones, Parlimentarian

ADJOURN

Motion: Martavius Jones, Parlimentarian, motioned to adjourn at 1:42 pm
Second: Angela Thompson
Hearing no descent, adjournment passed.

Approved by: _____, on _____, 2024
(Board Secretary) (Date)

Community Services of Northeast Texas, Inc
Bylaws Committee Meeting Minutes
May 9, 2024 @ 12:00pm
304 East Houston, Linden Texas 75563

Nominating Committee Members Present

John Baxter, Treasurer
Representing Texana Bank, Private Sector

Keri Winters, Secretary
Representing Linden, Private Sector

Cecelia Huff, Board Chair
Representing Bowie County, Poverty Sector

Martavius Jones - Parliamentarian
Representing Camp County, Poverty Sector

Nominating Committee Members Absent

Judge Doug Reeder, Vice-Chair
Morris County Judge, Public Sector

CALL TO ORDER

Michelle Morehead, Executive Director called to order the bylaws committee meeting at 12:08 pm.

Quorum: established 4 of 5, members present.

Action Items

3. Discuss/Approve Bylaws

Michelle Morehead presented the members with options to change the bylaws to meet TDHCA requirements. The members reviewed the suggestions and made changes accordingly. The members agreed to the updated bylaws and will present them at the next Board meeting on May 28, 2024 at the regular scheduled meeting for full board approval.

Motion: Keri Winters, Secretary made a motion to accept as presented.
Second: Cecelia Huff, Chairperson
All in favor voted aye, none opposed, the motion carried unanimously

ADJOURN

Martavius Jones moved to adjourn the Bylaws Committee meeting at 12:38 pm
Second: Keri Winters, Secretary

Approved by: _____, on _____, 2024
(Board Secretary) (Date)

DYNAMIC DUO

A Guide to Enhancing the Board & Executive Director Partnership

A Publication by:

Helping People. Changing Lives.
community Action PARTNERSHIP
AMERICA'S POVERTY FIGHTING NETWORK

In Partnership with:

CAPLAW
Community Action Program Legal Services, Inc.

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Engaged, informed and enthusiastic executive directors and board members working as a team are essential to the success of a Community Action Agency (CAA). Cultivating a positive, open and flexible relationship is an ongoing task for all board members and executive directors. Because of a CAA's unique tripartite board structure, preserving and growing such a relationship can sometimes be challenging. However, maintaining a balance of duties perpetuates good governance practices and ensures that the organization is engaged in activities that further its mission and achieve its funding source goals.

With this Guide, we analyze the board and executive director relationship including roles and responsibilities; board recruitment and development; internal and external communications; the executive director and board chair relationship; executive director transition; executive director compensation; and executive director supervision and evaluation. The Guide includes references to the applicable CSBG Organizational Standards and explains how the Standards as well as the topics discussed apply to both nonprofit and public CAAs. Throughout the Guide, we suggest actions each party can take to strengthen their working relationship and further the shared goal of creating a compliant and sustainable organization.

This Guidebook was created by the national Community Action Partnership and Community Action Program Legal Services, Inc. (CAPLAW), in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number 90ET0437. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families.

This Guidebook has been prepared for general information purposes only. The information in this Toolkit is not legal advice nor should it be relied on as such. Legal advice is dependent upon the specific circumstances of each situation.

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I. ROLES AND RESPONSIBILITIES

One key to a successful partnership is for the board and executive director to understand their shared and distinct responsibilities. Doing so will not only assist with managing expectations, but will also help ensure that each party maximizes the expertise and skills it brings to the leadership of the organization.

A. Clarifying Roles at Board and Committee Meetings

"...the board and its committees focuses on organizational oversight and developing policies that the executive director is then charged with implementing."

Generally, executive directors of nonprofit organizations do not also serve as board members but rather act as a resource for the board and its committees to ensure that each is receiving the information needed to successfully execute their duties. It is often recommended that an executive director not serve as a voting member of either the board or a board committee. Both the executive director and the board with its committees fulfill distinct roles for an organization – the board and its committees focuses on organizational oversight and developing policies that the executive director is then charged with implementing. The federal funding that a CAA receives also makes it difficult for executive directors to serve as board members. The federal CSBG Act tripartite board structure limits the number of board seats for which a CAA's executive director may be eligible to mostly the private sector. Moreover, the Head Start Act specifically prohibits board members from receiving compensation for providing services to the organization and also prohibits the organization from employing board members and their immediate family members.[1]

An executive director is usually present for meetings of the full board but not for every committee meeting and may designate other staff members with expertise about the matters being addressed to be present at some meetings. For example, the executive director may designate one or more program directors to attend program committee meetings. Alternatively, an executive director is most likely to be regularly present for executive committee meetings as that committee is typically authorized to act on behalf of the full board. The executive director may also attend certain committee meetings with other staff persons such as attending the audit and finance committee meetings with the CAA's fiscal director. In addition to designating other staff to attend committee meetings either on behalf of the executive director or with him/her, the executive director may designate a staff person to serve as a liaison for a board committee to ensure that the committee is receiving the information it needs to successfully fulfill its duties. For example, the fiscal director may not only attend the audit and finance committee meetings with the executive director, but may also act as the link between the board committee and the CAA in the intervals when the committee is not meeting.

B. Understanding Board Executive Sessions

An executive session is generally an option under a state's open meeting laws which recognizes that certain sensitive matters that arise at board meetings are best discussed in a private forum. If a CAA is subject to its state's open meeting laws, such laws usually permit boards to adjourn to an executive session, which simply means the public is excluded from that portion of the meeting. A board may also ask staff to leave the meeting. If a board is unsure whether it is subject to its state open meetings laws, it should work with an attorney in its state with expertise in government matters to determine what, if any, obligations the board may have with respect to the state's open meeting laws.

> "...the list of items that can be discussed in an executive session vary from state to state..."

For a CAA subject to state open meeting laws, the list of items that can be discussed in an executive session vary from state to state, but often include pending litigation and employment-related matters. In many instances, if the board makes a decision regarding the matter, it must take the formal action in the public portion of the meeting. Because boards are comprised of human beings, they have a tendency to like secrecy, which means that other sensitive topics — topics that are not on the permitted list of matters set forth in the law which are reserved for executive sessions—often seep into the discussions during executive sessions. As in, "As long as the door is closed, I've been meaning to raise this topic that I don't want the press to know about." Everyone present during an executive session should be sensitive to what is a permissible topic and what is not. When someone strays beyond the bounds of permissible topics, the group should immediately cut off the discussion. There may be criminal liability for violating open meeting laws or actions taken based on those discussions may be invalid.

If a CAA is not subject to its state's open meeting laws, the board may use the executive session mechanism for additional scenarios not set forth in the state's open meetings laws to exclude staff, volunteers and stakeholders from a meeting. However, calling an executive session may generate unnecessary anxiety and concern amongst such groups. The board can help alleviate any unintended reactions by being judicious about when it calls for an executive session and communicating in advance, when possible, about the need for one.

Minutes of a board meeting should indicate that the board met in executive session and usually report on the topic of discussion without providing details deemed confidential. While minutes should be maintained for executive sessions, they should be stored in a separate minute book from the minutes of the regular board meetings. If a CAA is required to comply with its state's open meeting laws, it should ensure that it is familiar with the requirements for executive session minutes. Here are a few tips for drafting and maintaining such minutes:

Establish Basis for Executive Session

If statutes or bylaws restrict what can be discussed in executive session, the minutes should state the legal basis for the executive session.

Watch Tone

Whoever drafts executive session meeting minutes should always do so with an eye toward avoiding controversy or creating potentially damaging language should the minutes become public or the subject of a discovery request from the opposing side during litigation. This is particularly true in the case of minutes for executive session meetings given the sensitive nature of the matters typically reserved for those sessions.

For tips on drafting executive session, committee and board meeting minutes, see CAPLAW's Tools for Top-Notch CAAs, Section 1: Making Board Meetings Matter; Part IV: Board Meeting Minutes.

C. Setting the Tone at the Top

The "tone at the top" is the message about ethics and integrity that organization leaders send through their words and behavior. Visible commitment by the organization's board and senior management is essential to cultivating a culture of compliance and high ethical standards. While a code of ethics and organizational policies are important, compliance is more than just having these documents in place. The board and executive director should model the principles in the organization's code of ethics and apply the code and organizational policies consistently. If board members and the executive director ignore or override the organization's policies, staff will get the message that the organization does not truly value compliance and ethical behavior. Keep in mind that modeling and reinforcing compliance and ethical behavior is a continuous, everyday process. The board, managers and supervisors must lead by example.

> "The board should evaluate the executive director, in part, on his or her success in implementing systems that promote compliance and ethical behavior…"

Although it is not involved in the day-to-day management of the CAA, the board plays a critical role in ensuring that the organization is operated ethically and in compliance with applicable laws, regulations and contract terms. The following are some important steps a CAA board can take in this regard:

Prioritize Ethics and Compliance

When hiring an executive director, the board should ask candidates and their references about the candidates' attitudes on ethics and compliance and about situations in which the candidates demonstrated leadership in these areas. The board should also conduct a background check of the chosen candidate before he or she is hired – including a criminal record check, a credit check, and a check on www.sam.gov to determine whether the candidate is excluded from participating in federal awards and contracts. The board should evaluate the existing or recently hired executive director on his or her success in implementing systems that promote compliance and ethical behavior throughout the organization and in addressing instances of non-compliance or unethical behavior. If the board receives reports that the executive director has engaged in or approved unethical or unlawful behavior, it should promptly investigate and take disciplinary action if it is warranted (with the advice of legal counsel as necessary).

Adopt (or Update) and Adhere to Policies

The board should adopt (or update) a code of ethics for the organization, as well as a whistleblower policy and a conflict of interest policy. Board members should adhere to these documents and those who do not should be removed or otherwise sanctioned for their failure to do so. To ensure that they understand these documents and what it means to comply with them, board members should receive regular training with examples of what to do and what not to do under the code of ethics and conflict of interest policy, as well as how to respond under the whistleblower policy if someone approaches them with a concern about the organization's compliance or ethical practices.

CAAs should, and in many cases are required to, have a written conflict of interest policy. **Standard 5.6 of the CSBG Organizational Standards requires nonprofit and public CAA board members to sign a conflict of interest policy (or other comparable local government document for public CAAs) within the past two years.** Some CAAs adopt two such policies – one for board members and the other for senior staff, officers and agents who are engaged in the awarding and administering of contracts. Federal grant administration rules prohibit employees, officers and agents of federal grantees from participating in the selection, award, or administration of a procurement contract paid for with federal funds if they have a real or apparent conflict of interest. A conflict of interest occurs whenever an employee, officer or agent of the organization – a member of his or her immediate family; his or her partner; or an organization that employs or is about to employ any of those identified – has a financial or other interest in the firm selected to receive the contract. The rule also prohibits the receipt of vendor gifts other than those of nominal value.[2] With a written conflict of interest policy or policies, CAA boards and senior staff will be less likely to adopt an ad hoc approach to conflicts that could result in ethically questionable and potentially illegal transactions, or reasonable and defensible transactions that lack sufficient documentation to withstand scrutiny.

For suggestions on drafting and implementing conflicts of interest policies and for sample policies, see CAPLAW's Tools for Top-Notch CAAs, Section 5: Dealing with Conflicts of Interest; listen to

a recording of CAPLAW's Roadmap for Resolving CAA Conflicts of Interest webinar; and review CAPLAW's sample conflict of interest policies – one for board members and one for senior staff.

Additionally, **Standrd 7.7 of the CSBG Organizational Standards requires nonprofit CAA boards to approve a whistleblower policy and public CAA boards to receive a copy of an existing local government whistleblower policy at the time of orientation.** For more information about whistleblower policies see Section I.E. Managing Employee Grievances, Employment Actions and Whistleblower Claims of this Guide.

Adopt and Monitor Compliance and Ethics Program

The board should adopt a resolution:

- Stating that the CAA is committed to the highest ethical standards and to complying with all applicable legal requirements;
- Outlining a program to ensure compliance with laws and ethical practices; and
- Delegating responsibility for the program's implementation to specific committees and individuals.

This resolution should be communicated to staff, volunteers and clients. The board may choose to designate a board committee (such as the audit committee) to oversee the compliance and ethics program.

Communicate the Importance of Compliance and Ethics

The board and senior management should communicate the CAA's commitment to compliance and ethical behavior through various means, such as memos, emails, newsletters, the CAA's internal website, meetings, and trainings. Both the executive director and board chair should sign written communications to staff, volunteers and clients about the organization's commitment to compliance and high ethical standards and its compliance and ethics program. In addition, the board chair, along with the executive director, should periodically address organization-wide meetings and emphasize the importance of compliance and adherence to ethical standards. If it is not practical to hold organization-wide meetings (for example, because the staff size is too large), the CAA may consider distributing a video of the board chair and executive director discussing these topics.

Take Action on Reports of Ethical or Compliance Concerns

It is the board's responsibility to take action on ethical or compliance concerns reported to it. Rather than burying their heads in the sand upon receiving such reports, board members must take affirmative steps to notify the appropriate board committee and the full board and to ensure that the concerns are investigated and addressed.

For more information about practical steps CAA boards and management can take to ensure that their organizations operate effectively and in compliance with the many requirements that apply to them, read CAPLAW's Exemplary Legal Practices and Policies Guidebook.

D. Managing Risk and Compliance

It is important for CAAs to have procedures and policies in place that help mitigate risks and ensure compliance. **Standard 4.6** of the CSBG Organizational Standards requires nonprofit CAAs to ensure that "an organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board." Standard 4.6 requires of public CAAs that "[t]he department complies with its local government's risk assessment policies and procedures." Generally, the board of a nonprofit CAA would either designate a board committee to oversee the conducting of an organizational risk assessment or ensure that the executive director is working with his/her staff to conduct the assessment. The board would receive the results from the assessment and determine what actions the organization needs to take, if any, to further mitigate risks and ensure compliance. The national Community Action Partnership, in collaboration with the Nonprofit Risk Management Center, created a risk management assessment tool and sample policies specific to CAAs which may be accessed via the Nonprofit Risk Management Center Affiliate icon on the Partnership website. The resources also include risk management webinars and the option to receive answers to your organization's specific risk questions.

"The board would receive the results from the assessment and determine what actions the organization needs to take, if any, to further mitigate risk..."

E. Managing Employee Grievances, Employment Actions, and Whistleblower Claims

When formulating a staff grievance policy including policies addressing employment actions, CAAs should be careful about involving board members in an employee complaint and/or employment action. Doing so may result in the board micromanaging the organization when its focus should be on governance and oversight. Moreover, employment laws are complex and ever-changing and few board members are likely to have experience in navigating and working with those laws in relation to employee complaints and employment actions such as terminations. CAPLAW generally recommends that the board delegate the authority to handle employee actions and complaints to the executive director who will then work with his/her staff (and employment counsel, as

necessary) in doing so. The board will be involved in overseeing the development of the policies and procedures that will govern the employee complaints and/or employment actions.

A distinction is often made between employee grievances and reports of illegal or unethical activities (such as fraud or misuse of funds or property). The latter type of complaint will typically be made pursuant to the organization's whistleblower policy which is intended to capture complaints of suspected fraudulent or dishonest use of or misuse of organizational resources or property by staff, board members, consultants, volunteers or clients. Often times in a whistleblower policy, there will be the option to report complaints to the executive director, board committee or board chair; however, this option is usually limited to when a person finds it difficult to report a concern to another designated member of the management team, such as a compliance officer, fiscal director, or human resources director. For more information on board involvement in employee grievances and employment actions, we recommend two Blue Avocado articles on this subject, Should Staff Contact with the Board Be Restricted? and The Nonprofit Board's Role in HR. For more information about whistleblower claims and policies see CAPLAW's Sample Whistleblower Policies and webinars.

Employees with grievances may try to contact individual board members. The board should have a policy in place that educates the board on who fields these kinds of complaints (e.g., board chair) and the best way for a contacted board member to respond to them. CAPLAW recommends that a CAA limit its organization's personnel policies to current employees because once an employee has been terminated, there are legal avenues available if he or she believes a termination was illegal.

F. Overseeing and Managing the CAA's Financial Well-Being

Every regular board meeting should include a review of the CAA's financial statements. **Standard 8.7** of the CSBG Organizational Standards for private CAAs requires the board to receive "financial reports at each regular meeting that include the following: 1. [o]rganization-wide report on revenue and expenditures that compares budget to actual, categorized by program; and 2. [b]alance sheet/statement of financial position." For public CAAs, the Standard requires the tripartite board/advisory body to receive "financial reports at each regular meeting, for those program(s) the body advises, as allowed by local government procedure." Section 4. Getting the Most Out of Your Financial Statements of CAPLAW's Tools for Top Notch CAAs not only includes a discussion of the different financial statements a board reviews (including those required by the Standards) but also recommends a five-step approach to a regular review of such financial statements and explains topics that would be discussed as part of the review.

"The executive director is responsible for ensuring that the board receives the information it needs to maintain the financial viability of the organization."

The executive director is responsible for ensuring that the board receives the information it needs to maintain the financial viability of the organization. The executive director will usually designate the fiscal director as the staff person who works with the finance committee to prepare monthly interim financial statements to be used as a tool to monitor the CAA's financial health. The finance committee should work with the fiscal director and executive director, as necessary, to ensure that financial statements are up-to-date and comprehensive and that the reporting shows both

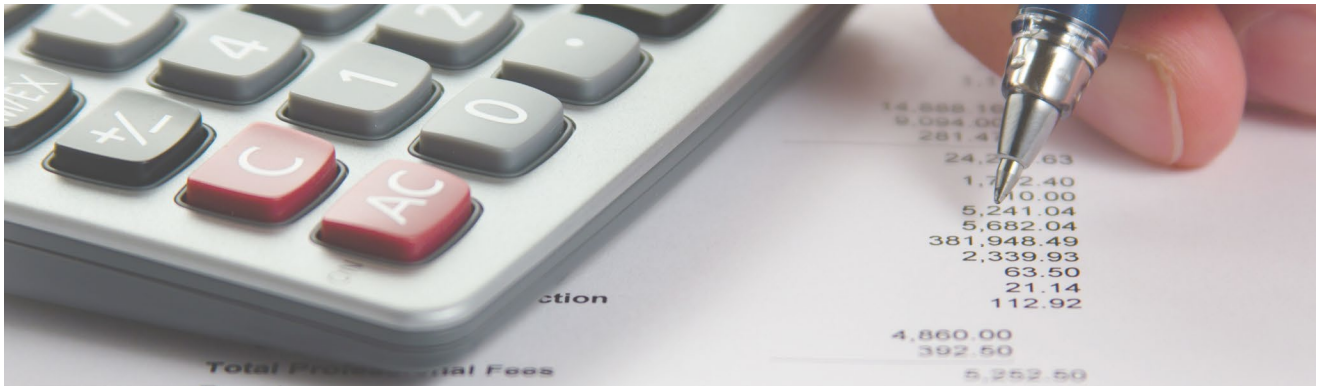
budgeted and actual revenue and expenses. For more information about the executive director's role in the fiscal leadership of the organization, read the Fiscal Fundamentals for Executive Directors toolkit developed by the national Community Action Partnership in partnership with WIPFLi.

The executive director, fiscal director and the finance committee will work together to identify ways to present what can often be complex financial information so that all board members can understand the information presented, receive an accurate view of the organization's current and projected future financial standing, ask questions about the CAA's financial well-being, and use the information to make strategic decisions. One option for doing so is to develop financial dashboards. A dashboard is typically a brief snapshot of the entire organization at a fixed point in time – like a car dashboard that gives an instant update on many important factors (speed, gas left in the tank, engine temperature, etc.). An organizational dashboard is similar: it gives important information to decision makers such as executives and boards in a quick-read way. The purpose of a dashboard is to easily and visually raise strategic questions which, when answered, would lead to more informed decisions. Thus, they should be comprehensive, but not so detailed as to hinder high-level, strategic questions and should include explanations of the metrics used to provide the data summaries that make-up the snapshot. For information on creating an effective dashboard – one that distills data to key measures and makes meaningful comparisons to benchmarks and goals – listen to CAPLAW's webinar Constructing a Community Action Agency Dashboard.

G. Creating the Annual Budget

The annual operating budget is a comprehensive financial plan that projects all income and all expenses that are expected to be received or incurred within a CAA's fiscal year. **Standard 8.9** of the CSBG Organizational Standards requires for private CAAs that the board "annually approves an organization-wide budget" and for public CAAs that the "tripartite board/advisory body has input as allowed by local governmental procedure into the CSBG budget process."

The annual budget fulfills two key functions: planning and authorization. As a planning tool initiated by management, the budget functions as a comprehensive plan to obtain and use resources to fulfill the CAA's mission and meet all contractual and legal obligations. Board approval of the annual operating budget authorizes management to proceed with implementation of the plan. Board approval also provides evidence that board members are fulfilling their responsibilities to direct the use of resources to fulfill the CAA's mission and ensure compliance with legal obligations. In



addition to the key planning and authorization functions, the annual operating budget functions as an important internal control when it is used as a point of comparison with actual financial results achieved, facilitating identification of errors or irregularities and needed corrections. Section 3. Creating the Annual Operating Budget of CAPLAW's Tools for Top-Notch CAAs walks through how a CAA creates an annual budget and the roles that the board and the CAA's executive management each play in doing so.

H. Authorizing Expenditure of Funds and Execution of Transactions

The board will work with the executive director to develop a policy that establishes who has the authority to financially and contractually bind the organization, i.e., sign checks; order a wire transfer; sign contracts such as leases, loan, vendor or grant agreements. The finance committee of the board will often work with the executive director and finance director to ensure that the policies establish a framework of internal controls to safeguard funds and minimize the risk of fraud, waste and abuse. The policy, which is adopted by board resolution, usually details the authorized signatories for the organization and what type of transactions will be subject to the policy, including threshold amounts. The types of contracts and thresholds will vary according to the size and type of CAA. A CAA's bylaws will either specify who is authorized to sign checks and contracts or state that the board will specify by a resolution who is authorized to sign them.

I. Establishing Roles Around the Audit

A single or program-specific audit is required if a CAA expends $750,000 or more in federal funds during the CAA's fiscal year. If a CAA's spending falls below this threshold, it is exempt from the federal audit requirements but must make its records available for review or audit by federal awarding agency officials, a pass-through entity, and the General Accounting Office.[3] **Standards 8.1 through 8.5** of the CSBG Organizational Standards requires of private CAAs that:

- The organization's annual audit (or audited financial statements) is completed by a Certified Public Accountant on time in accordance with federal grant laws and/or state audit threshold requirements;
- All findings from the prior year's annual audit have been assessed by the organization and addressed where the board deems it appropriate;
- The organization's auditor presents the audit to the board;
- The board formally receives and accepts the audit; and
- The organization has solicited bids for its audit within the past 5 years.

The same Standards also exist for public CAAs with the exceptions that local government procedures must be followed including with respect to the audit bid process and the tripartite board/advisory board is notified of the audit and audit findings but is not required to approve it.

Generally, an audit is designed to confirm that the assertions underlying the CAA's financial statements are correct. In its oversight role, a nonprofit CAA's board is charged with retaining an auditor, reviewing the audit and reports, and assessing actions to be taken pursuant to audit findings. Conversely, the executive director works with his or her financial staff to prepare the CAA's financial statements for the audit. For more information about the executive director's role in preparing for an audit versus the board's responsibilities with respect to forming an audit committee, selecting the auditor and reviewing the audit and management letter, see Section 2. Improving a CAA's Financial Capacity in CAPLAW's Tools for Top-Notch CAAs toolkit. The national Community Action Partnership also offers board members the guide Audit Essentials: What Every Board Needs to Know which walks through the terms and processes of an audit report and how to read financial statements.

"Generally, an audit is designed to confirm that the assertions underlying the CAA's financial statements are correct."

J. Preparing for and Responding to Monitoring

Monitoring preparation is an ongoing task that begins when funding is initially received. The degree of involvement by the board and staff in preparing for a monitoring will be influenced by the amount of funding the CAA receives and the funding source requirements. Generally, the board will create one or more committees to help oversee compliance with different funding source requirements. The executive director should obtain, as soon as possible, the monitoring tool, if one exists, and review it and the funding contract with the board committee and identify senior management such as the fiscal director and program director(s) that will be facilitating and managing the program(s). The executive director should designate a member of the senior management team, most likely a program director, who will develop and facilitate the program(s) associated with the funding and manage compliance with funding source requirements. The monitoring tool and funding source requirements should be used by the executive director and senior staff as a guide in the development of internal procedures and processes that will govern the use of the funds received.

For funding sources with more involved and extensive monitoring procedures, an executive director should work with senior management and a board committee to prepare responses to monitoring questions and locate information that monitors may want to review. For such reviews, a CAA may

consider placing information in binders so that it is easily accessible and well-organized. If the funding source interviews board members as part of the review process, the executive director and board members may consider conducting mock interviews with each other to ensure that the board is well-informed and able to offer concise and direct answers to a monitor's inquiries. The executive director should also ensure that the board is regularly receiving financial and program reports from management.

With respect to CSBG funds, since the Organizational Standards will be impacting the monitoring conducted by a state CSBG office, the following tools and resources developed by the national Community Action Partnership and available on its website may be used by a board committee and the executive director along with senior management to assess a CAA's level of compliance with the Standards:

- *Self-Assessment Tool – Nonprofit CAAs*
- *Self-Assessment Tool – Public CAAs*
- *Organizational Standards and Community Action Boards*
- *YouTube videos for Boards*
- *Schedule of Actions for Boards*
- *CSBG Organizational Standards Technical Assistance Guides and Webinars (one for each of the nine categories)*

Once the monitoring is completed, board members, and/or a board committee, along with the executive director, should review the monitoring report and formulate an approach for responding to it. The executive director with the help of senior staff will facilitate the corrective actions, if any need to be taken. The board should ensure that either a board committee or the executive director via a senior staff person is charged with managing report deadlines and regularly communicating with the funding source regarding the CAA's response to the report. For more information about the CSBG monitoring process, see Monitoring Map for CAAs: A Guide for Navigating the Monitoring Review Process developed by the national Community Action Partnership in collaboration with CAPLAW.

K. Generating Funds

A key responsibility of the board is to ensure that the organization is financially sustainable. Because many CAAs rely heavily on federal and state funding which is restricted (i.e., may only be used for grant purposes) and often subject to political whims, it is important that boards focus on ways to continually bring in unrestricted as well as restricted funds. Financial sustainability discussions are a crucial piece in a board's strategic planning process. **Standards 6.1 through 6.5** of the CSBG Organizational Standards for both nonprofit and public CAAs focus on an organization's strategic plan and require, among other tasks, that it be approved by the board within the past five years and reviewed at least

annually by the board in relation to progress updates. The national Community Action Partnership offers a few CAA-specific strategic planning resources on its website including:

- *Strategic Planning: The Basic Elements of Developing an Organizational Strategic Plan* webinar and
- *Are We Results Oriented?* guide and webinar.

Boards will often form a committee referred to as a fundraising, resource development or sustainability committee to spearhead the organization's revenue-generating efforts. This committee will work via the executive director with senior staff charged with managing the organization's fundraising and resource development activities. Generally, the committee and the executive director will develop a plan for obtaining additional funds which may include soliciting donations from individuals and corporations; engaging in activities such as special events, poverty simulations or social enterprises; and applying for operational as well as programmatic grants from foundations.

The committee, working with the full board, will be instrumental in identifying potential fundraising prospects and accompanying staff on key visits with funders. Board members may also assist with thanking donors, when appropriate. Another important action board members can take is to financially contribute to the organization. Some foundations require that every board member donate money to the organization – even if it is just $1 – to receive foundation support. Lastly, always being an advocate for the organization – regularly sharing with peers and the general public the value the CAA adds to the community – is a way to stimulate support that may lead to financial gains for the organization. A few informative and instructive resources and articles about a board's and the executive director's roles in fundraising include:

- Getting to 100% Board Giving article by Jan Masaoka of Blue Avocado;
- Grassroots Institute for Fundraising Training website which includes both free and paid fundraising resources focused on promoting the connection between fundraising, social justice and movement-building; and
- Articles about fundraising for both boards and executive directors on the Guidestar website, which not only provides information about tax-exempt nonprofit organizations but also about the issues facing these organizations.

II. BOARD COMPOSITION AND DEVELOPMENT

For both public and nonprofit CAAs, the federal CSBG Act dictates much of the board's composition and selection of its members. A nonprofit CAA board selects its own members subject to the democratically selected low-income representatives that comprise one-third of the board's composition. Members of a public CAA board are either selected by the local governing officials (i.e., city council, county commissioners) pursuant to recommendations by the board or by the board if the authority to do so is delegated to it by the local governing officials. Either way, the selection of public CAA board members is also subject to the democratic selection process for the low-income representatives. Even though board composition and development is a responsibility of the board, both public and nonprofit CAA boards will often solicit the executive director's assistance in identifying and educating new board members. While an executive director will not vote in the actual election of board members, he/she offers invaluable operational insights and perspectives for the board that can help guide its process and growth.

A. Understanding Board Composition Requirements

The tripartite board requirement remains a hallmark of Community Action. Like its predecessor, the Economic Opportunity Act, the federal CSBG Act generally requires that each CAA have a tripartite board made up of three sectors – representatives of the low-income people being served, elected or appointed public officials, and other major groups and interests in the community. The purpose of this requirement is to obtain input from each of the sectors on community needs, resources and program effectiveness. Federal Office of Community Services Information Memorandum 82 provides further federal guidance on tripartite boards. Although neither states nor CAAs are bound by this guidance, they may find it helpful in understanding the composition, role and responsibilities of the tripartite board. These issues are often also addressed in state CSBG or Community Action laws and regulations, which must be consistent with federal and state law.

"Other sources of law governing CAA tripartite boards vary depending on whether a CAA is a nonprofit corporation or a government entity."

Other sources of law governing CAA tripartite boards vary depending on whether a CAA is a nonprofit corporation or a government entity. A nonprofit CAA's board is governed by the nonprofit corporation law in its state, while a public CAA's tripartite board is governed by whatever authority the local governing body (such as a city council or board of county commissioners) may have delegated to it through a local ordinance or other official act. CAPLAW has created self-training tools for both nonprofit and public CAAs to provide boards of each with the guidance and information they need to teach themselves about the federal CSBG Act tripartite board composition and selection requirements. The tools consists of questions, quizzes, exercises and resources that the board is instructed to work through with the help of a board member facilitator.

Other grant programs may impose board requirements. For example, the boards of CAAs with Head Start programs are subject to the Head Start Act's requirements on composition, responsibilities and conflicts of interest. Additionally, the board of a CAA that operates a community health center or intends to qualify as a Community Housing Development Organization (CHDO) under the U.S. Department of Housing and Urban Development (HUD) rules must meet additional composition requirements.

B. Facilitating Strategic Board Recruitment

Recruiting effective and committed board members requires a proactive, ongoing process of searching for those who have the time, talent, and willingness to help achieve the CAA's mission. A board should continually refer to its bylaws and other board policies that set forth board recruitment requirements and procedures to ensure that it maintains compliance with its governing documents. Effective board recruitment involves minimizing vacancies and ensuring compliance with board composition requirements.

Establishing a board governance committee that is regularly and actively engaged in board recruitment is one way to help minimize vacancies and facilitate a more targeted approach to recruitment. A governance committee typically oversees the selection process, researches and recommends candidates, and facilitates and maintains board self-assessments. The committee may engage the executive director as well as senior staff via the executive director to help identify potential board members, i.e., such as current and former clients; other social service providers; etc. Such committees are typically set forth in a CAA's bylaws and may also provide for the "care and feeding" of the board, i.e., identifying and coordinating the training and education of board members.

"A board matrix is another way for the board to track its current needs and identify the characteristics it is seeking in future members."

Understanding your CAA's leadership needs is an important initial step in the recruitment process. By doing so, the board strengthens its ability to strategically seek out those who have attributes, skills, abilities, and background to fill those needs. Conducting individual and group assessments of the board will help the board track its current characteristics and identify the attributes the board needs to look for in future candidates. Sample assessment tools are available on CAPLAW's website. A board matrix is another way for the board to track its current needs and identify the characteristics it is seeking in future members. When using a matrix, it is important that other factors, in addition to those identified by the matrix, be considered in board selection to ensure that the board attracts and retains members who can actually do what the board needs. Meeting certain criteria does not always equate to actually accomplishing goals.

A board may chose to form an advisory board populated with potential board members as a way to groom prospective members and minimize vacancies. If an advisory board will be used to fill vacancies, the board must ensure that the advisory board members are chosen through the selection procedures set forth in the CAA's bylaws. For example, if an advisory board member

is to fill low-income representative sector seats, the advisory board member must have been democratically selected to serve on the board pursuant to the procedures established by the board.

The board, or governance committee, and the executive director will often work together to create a board recruitment packet with information that will help candidates understand the organization as well as board responsibilities and expectations. Board recruitment packets may include an overview of the organization's programs, an annual report, a summary of board committees and a board member job description. The packet should also include a board application. Asking candidates to complete an application will help the CAA maintain compliance with recruitment requirements and policies as well as expose conflicts of interest that may prevent any board member from serving. For example, if a nonprofit CAA imposes a residency requirement for all board members in its bylaws, then a board application should ask prospective board members if they meet the requirement. Also, if a CAA receives Head Start funds, the application may ask if any of prospective board member's immediate family members work for the CAA to ensure compliance with the Head Start requirement prohibiting board members and their immediate family from being employed by a Head Start grantee. Moreover, it is a good idea for the application to ask if a board member has been debarred or suspended from working on federal grants. A sample CAA board application is available on CAPLAW's website.

C. Orienting and Training New Board Members

> "...the board plays the lead role for orienting and training board members, but executive directors also play a vital support role in partnering with the board to educate and assimilate new members."

As with recruitment, the board plays the lead role for orienting and training board members, but executive directors also play a vital support role in partnering with the board to educate and assimilate new members. The executive director and his/her staff are responsible for, and are most familiar with, the day-to-day management of the organization and its programs. They are often in the best position to provide materials and information on the history of the organization and goals and outcomes of its current programs and services; an overview of operational policies and procedures; a review of the organization's funding sources and financial condition; and an explanation of organizational structure.

Standard 5.7 of the CSBG Organizational Standards requires both nonprofit and public CAA boards to establish a process to provide structured orientation for board members within six months of members being seated on the board. Topics to consider including in board member orientation are:

- Overview of the roles and responsibilities of board members;
- Structure and purpose of board meetings;
- Fiduciary duties of nonprofit board members;
- Expectations of board membership and list of upcoming, scheduled board meetings;

- Overview of the organization – the mission, the programs, the funding received, key staff, the latest strategic plan, results of the organization's last community needs assessment, etc.;
- Tripartite board requirement and any other specific board composition requirements;
- Standing and current ad hoc board committees;
- Bylaws with a brief discussion of the main provisions (quorum, voting thresholds, removal, alternates, vacancies, etc.);
- Articles of incorporation for nonprofit CAAs and local ordinances/rules, if any exist, governing public CAAs;
- All applicable board policies and procedures, including, among others, the conflict of interest policy, whistleblower policy, and low-income board member democratic selection procedures; and
- Brief bios of board members and senior staff.

We recommend reviewing Section 1: Making Board Meetings Matter from CAPLAW's Tools for Top-Notch CAAs for more information on the different topics often addressed in board orientation.

D. Addressing Problematic or Ineffective Board Members

It is not unusual for boards to struggle with difficult board members – for example, board members who never attend meetings, those who aggressively promote their own views without regard to others' input, or those who create divisive factions on the board. CAA boards are particularly susceptible to tensions among board members because of the variety of individuals selected from various sectors of the community pursuant to the federal CSBG Act's tripartite board composition requirements. When a board becomes fractured such that business of the board cannot be conducted as usual, the board should consider working with the executive director to locate an independent, third party consultant who can help identify the root of the problem(s) and potentially mediate a solution. In addition to bringing in an outsider, the inclusion of the following provisions in a CAA's bylaws may help the board manage difficult board member scenarios:

Board member terms

Board terms are an easy way to help manage how long someone serves as a board member. A term is the number of years that a board member serves on the board before he or she must be reelected or democratically selected to serve for another term. For nonprofit CAAs, if the bylaws are silent as to term length, state nonprofit corporate law will often specify a default term length of one year. The local ordinances governing public CAAs, if any exist, may include default terms lengths for public CAA board members. Additionally, a state's CSBG laws may impose term length requirements that apply to both nonprofit and public CAA board members. For example, some states require that the public sector board members be appointed annually to the board while low-income and community representative board members may have multiple-year terms. Three-years is a common length chosen by organizations for a board member term.

Board member term limits

Term limits restrict the number of consecutive terms a board member may serve and can offer another, more routine way of managing board membership. For instance, the bylaws may state that board members may serve two, five-year terms before they must step down from the board. Term limits are generally not required for CAA boards; thus, some CAAs have chosen to adopt them while other CAAs have not. State nonprofit corporate laws do not usually set term limits for board members of nonprofit corporations. Moreover, local ordinances do not typically require them for public CAA boards. However, state CSBG laws may impose term limits for board members from each of the three sectors of the tripartite board or just certain sectors.

The advantages of term limits include: insuring a variety of perspectives on the board; helping an organization expand its base of contacts for fundraising and other purposes; educating a larger sector of the community about the organization and its programs; preventing a concentration of power among a small group of long-time leaders; and providing a diplomatic means of getting difficult or ineffective board members off the board. On the other hand, the disadvantages include: the loss of board members with specific expertise regarding the organization's programs; the loss of institutional memory; and the difficulty of regularly identifying and recruiting new board members.

Removal of board members

Removal provisions in bylaws enables the board to manage particularly disruptive board members pursuant to established procedures. For nonprofit CAAs, most states' nonprofit corporate laws include provisions around removal and may require specific language to be included in the bylaws for certain types of removal to occur automatically, such as removal for failure to attend meetings. State nonprofit corporate laws may also impose on nonprofit CAAs other parameters for removal of directors. For example, in some states, a board member may only be

removed by a super-majority of the board (for example, a majority of the board members in office, rather than a majority of board members at a meeting at which a quorum is present). Even when not required by state law, many organizations require that removal be approved by a super-majority of the board. This helps temper the use of removal of directors for political or personal reasons, and allows removal to be used only in extreme and justified circumstances. A public CAA board should check its local ordinances to determine what, if any, parameters may exist with regards to board member removal.

One issue to consider with removal provisions is whether to require removal to be "for cause" or to permit removal "without cause." Allowing removal without cause can diminish internal discord regarding the removal and help avert possible claims of character defamation since no potentially negative allegations regarding the individual are necessary. On the other hand, a removal without cause provision could be used for political purposes or could result in those with dissenting views not voicing their opinions at board meetings, thereby reducing debate among board members. If the removal of a director is contemplated and it is anticipated that the person may challenge the removal, legal counsel should be consulted.

Resignation of board members

Enabling a board member to resign, as opposed to being removed, is a less aggressive and more congenial way to manage difficult board member scenarios. A state's nonprofit corporate laws may include parameters governing resignation provisions in a nonprofit CAA's bylaws. Public CAA's should, again, check local ordinances to determine if they include any such parameters.

For sample bylaws provisions specific to CAAs, consider ordering CAPLAW's Bylaws Toolkit.

III. FLOW OF INFORMATION AND COMMUNICATIONS

An effective organization is one in which the executive director is providing the board with the information it needs to meet its responsibilities and proper channels of communications between the board, staff, stakeholders and general public have been established and are followed consistently.

A. Receiving Regular Reports

"The executive director should provide reports to the full board at its regular meetings and, as needed, between regular meetings..."

The executive director should provide reports to the full board at its regular meetings and, as needed, between regular meetings either to the full board or to one or more board committees. In general, the reports will allow the executive director to share current issues, potential problems, achievements and upcoming events. They also provide an opportunity for the executive director to focus the board's attention on critical issues facing the organization, such as an anticipated cash flow issue due to delay in reimbursement from state funding sources, or an opportunity to initiate a new program or earned income venture, or to purchase or renovate a building. **Standards 5.9 and 8.7 of the CSBG Organizational Standards for nonprofit and public CAAs require boards to receive programmatic and financial (revenue/expenditure with budget to actual comparisons, balance sheet) reports at each regular board meeting.** The executive director will work with senior staff and board committees to help generate the reports and present them to the full board.

B. Requesting Information about Employees

It is not generally appropriate for individual board members to request or receive personal employment information about a specific employee such as the employee's salary, fringe benefits, background check, evaluation results, or leave requests. Rather, the board oversees information and policies that apply to employees generally such as personnel policies, wage comparability studies and organization-wide salary scales. In some cases, the board may authorize a committee to consider and make a recommendation to the full board about such issues. In certain cases, the committee may need to have access to personal employee data, for example, if it is reviewing staff salaries to ensure that staff are being paid within the salary ranges for their positions. Board members should only be given access to such information as part of their authorized board duties and have a fiduciary duty to keep that information confidential. Such information should be shared with other board members only on a need to know basis in connection with official board business. Some types of sensitive employee information, such as health or financial information, may be protected by various confidentiality or privacy laws and would not generally be available to board members.

C. Communicating with Staff

Since the executive director is the only employee who reports directly to the board and is authorized by the board to hire, fire and manage other staff, board members should generally communicate with other staff about organizational business through the executive director. When an individual board member circumvents the executive director by contacting a staff member directly rather than communicating through the executive director or other established channels of communication, such action often diminishes the executive director's authority and strains the executive director/board relationship.

"...board members should generally communicate with other staff about organizational business through the executive director."

Implementing a board/staff communication policy is one way to educate all board members about the proper communication process and can serve as a point of reference if confusion arises. The policy should reinforce that the executive director is the one employee who reports directly to the board and that board members should speak directly with individual staff members only when authorized by the board or the executive director. The policy would outline the limited situations when it would be appropriate for board members to consult directly with staff. Examples of such situations would include: (1) board members communicating with an administrative staff person (sometimes referred to as a board liaison) who coordinates the logistics of board and committee meetings; (2) board committee members communicating with staff liaisons (for example, finance committee members communicating with the finance director) about committee business; or (3) personnel committee members communicating with staff to gather input for the executive director's evaluation if the board's evaluation process includes obtaining such input. Such a policy on board-staff communication is intended to prevent the board from micro-managing the staff and circumventing the executive director's role in supervising the organization's staff.

A complaint of suspected or potential fraud, misuse of resources or property, or discrimination or harassment involving the executive director would be reported to the board or a designated board committee in accordance with the organization's whistleblower policy. Procedures detailing the process for reporting such claims should be included in that policy. For more information about whistleblower policies see Section I.E. Managing Employee Grievances, Employment Actions and Whistleblower Claims of this Toolkit.

D. Communicating with Stakeholders and the General Public

The board should work with the executive director to establish a communication policy or plan for disseminating information to stakeholders and the general public. The policy/plan would not only apply to publicizing successful programs and organizational achievements but would also address ways to respond to negative publicity and press requests. Generally, such policies and plans designate either the board chair or the executive director as the one who communicates on behalf of the organization with regard to organization-wide matters whereas a senior staff person is often designated to facilitate daily/routine communications such as blog updates or press releases about new programs. The Colorado Nonprofit Association offers multiple resources and toolkits for developing general, crisis and social media communication policies and plans. Also, the Nonprofit Risk Management Center offers a Q&A specifically addressing crisis communications.

IV. EXECUTIVE DIRECTOR AND BOARD CHAIR RELATIONSHIP

The board chair and executive director work closely together to ensure that all board members and senior management are receiving the information they need to execute their respective responsibilities.

A. Establishing the Roles and Responsibilities

The responsibilities of the board chair often include:

- Working with the executive director (and executive committee, if applicable) to establish the agenda for the board meetings;
- Acting as the liaison between the executive director and the full board;
- Serving as the spokesperson for the full board (if so authorized by the board);
- Convening and conducting regular board meetings and ensuring a quorum is established;
- Moderating and facilitating board discussions to encourage varying points of view; and
- Helping to organize and lead new member orientations (with the executive director and governance committee).

The specific positions, titles and duties of an organization's officers, including the board chair, should be set forth in the CAA's bylaws. For nonprofit CAAs, the majority of state nonprofit corporate laws require officers of a nonprofit board to include a president, secretary, and treasurer, in addition to any other position that the board may wish to designate. A board president is often referred to by a CAA as the board chair. If state nonprofit corporate laws require a president, but a CAA has a board chair, the CAA should specify in its bylaws that the board chair serves as the president for purposes of the state's corporate laws. The board chair, along with the other officers, is elected by the board. Officers typically serve for an annual term but the bylaws may specify a longer term. For public CAAs, a local ordinance, if one exists, that establishes the authority of the tripartite board and its bylaws will govern the designation and selection of officers of the board.

B. Cultivating a Partnership

The chair may work with the executive director to help him/her navigate and achieve the goals and objectives established for the executive director by the full board or a board committee. The chair often serves as a sounding board for the concerns of the executive director. When the executive director is under stress or experiencing some difficulty in communicating with board members,

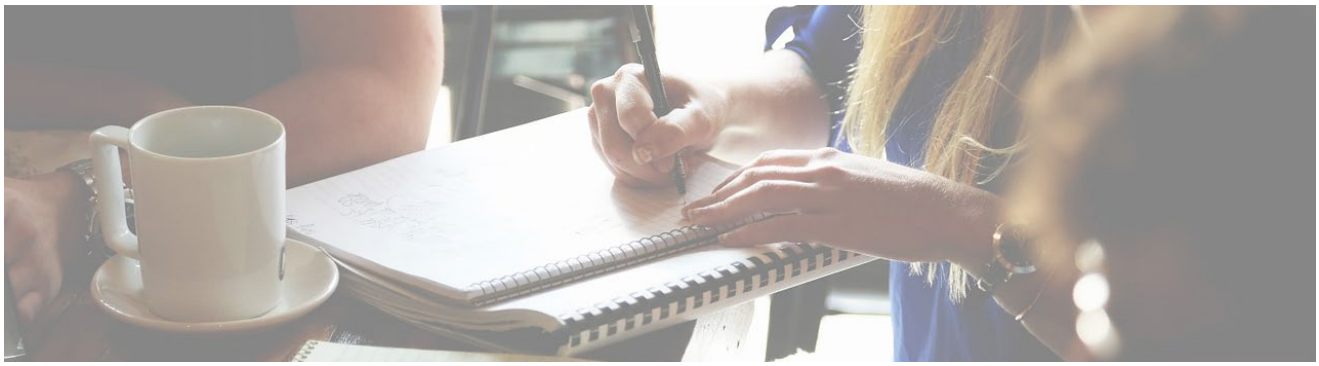
the chair can provide a unique perspective as a leader representing the whole organization. The chair often understands the motivations and styles of the board members and can provide suggestions for working with them. The executive director will ensure that the board chair has all the information he/she needs to enable board members to fulfill their responsibilities of making reasonable, informed decisions on behalf of the organization and acting in the best interest of the organization.

C. Developing a Board Meeting Agenda

> "Board meetings should give precedence to topics and discussions that relate to a board's main responsibilities..."

Meeting agendas should be drafted with care by the board chair (or executive committee) in consultation with the executive director, with an eye to involving the board in decision-making on critical issues and providing information the board needs to make informed decisions. Board meetings should give precedence to topics and discussions that relate to a board's main responsibilities which generally include: (1) mission and programs; (2) governance and organizational policies; (3) financial matters; (4) risk management; and (5) executive hiring, compensation and performance. While the board may not discuss each of these matters at every meeting, one or all of these topics will often appear on the agenda. Some items – such as the date, time and location of the meeting; roll call/quorum determination; review and approval of the prior meeting's minutes; and a report on the CAA's financial condition – will generally be on every regular meeting agenda.

If the CAA is subject to its state's open meeting law, it may be required to include certain items on its board meeting agendas. However, this does not mean that the agenda for every meeting must be the same. Instead, the agenda should emphasize issues facing the organization that are particularly essential for the board to be aware of or to decide – such as whether to purchase a new facility rather than lease, how to respond to monitoring findings, or what action to take in light of a proposal to cut certain federal funding. In each of these cases, staff may provide the board with short, concise memos with sufficient information to enable board members to ask questions, have an informed discussion, request additional information, and, where necessary, make a decision that will help the CAA fulfill its mission. In fact, some boards include the CAA's mission statement on the agenda to help the board evaluate the impact of its decisions on the mission. For more information about ways to improve your meeting agendas see the following articles from the nonprofit magazine Blue Avocado: *And Now for a Different Type of Board Agenda* and *Three Instant Improvements for Board Agendas and Accountability*.

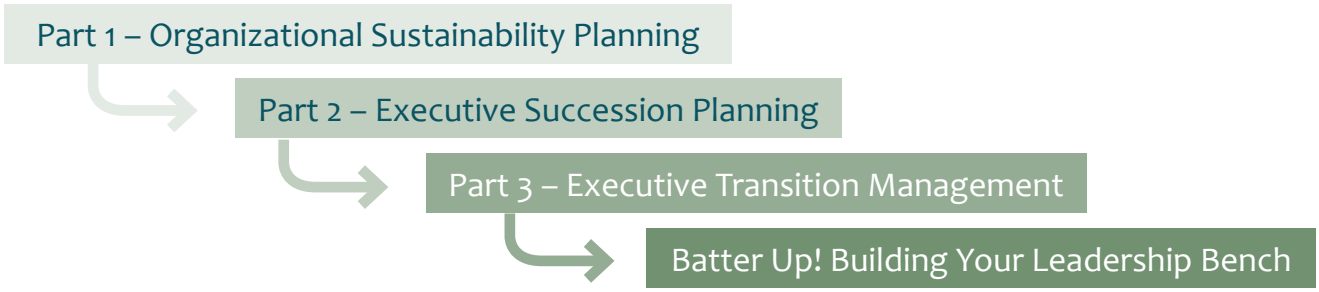


V. EXECUTIVE TRANSITIONS

Managing an executive transition is one of the biggest responsibilities a board may be called on to fulfill. Because CAA board members are from diverse backgrounds with a mix of expertise and experiences, it is essential that the board invest in educating all of its members about the executive transition process including the legal implications of the employment actions that are involved. Even for public CAA boards which may not be authorized to hire or fire an executive director, the board will still be involved in the process via recommendations it makes to the local governing body regarding the performance of the executive director and the needs of the CSBG program.

A. Ensuring a Succession Plan is in Place

Succession planning is key to the future sustainability of organizational leadership. **Standard 4.5** of the CSBG Organizational Standards specifically requires nonprofit CAAs to have in place a written succession plan, approved by the board, for the executive director position. The plan must contain procedures for covering an emergency/unplanned departure and a short-term absence of three months or less, as well as the process for filling a permanent vacancy. Even though a public CAA board must adhere to its local government's policies around interim appoints and filling of vacancies, the board should consider conveying to the local governing body the type of leader it believes is needed to effectively manage the CSBG funds and/or programs. The national Community Action Partnership has the following executive transition resources available on its website, which include information about developing or updating a succession plan and managing a transition from one executive director to the next:



B. Managing a Voluntary Departure

In many cases, a transition will be caused by the executive director's voluntary retirement or departure to take another position. However, there may be some cases where the board and executive director can no longer work productively together. Ideally, an executive director who is not working out will agree to leave of his or her own volition and without acrimony. This type of

voluntary departure is advantageous to both the executive director and the organization, allowing the executive to pursue new opportunities and both parties to avoid negative publicity. The board may wish to offer some form of severance pay to encourage the executive director to resign and to receive from him/her a release of future employment law claims against the organization.

Severance pay is generally defined as a payment in addition to regular salary and wages made to employees whose employment is being terminated. Under the Uniform Guidance, severance pay is an allowable cost (i.e., federal funds may be used to pay for it) if it is either required by: (1) law, (2) an employment agreement, (3) an established policy that constitutes, in effect, an implied agreement on the organization's part, or (4) the circumstances of the particular employment.[4] An employment agreement may specify the kind and amount of severance to be paid in the event of a termination. The agreement may also specify what the executive will do in exchange for that severance, such as agree to a release of future claims against the employer.

The Department of Health and Human Services (HHS) issued multiple administrative decisions prior to the enactment of the Uniform Guidance that offer some insight into how severance pay provisions have been interpreted/applied pursuant to the Office of Management and Budget circulars. The following are some main takeaways from those decisions:

- "Circumstances of the particular employment" criterion has been interpreted to apply only where a severance payment is made in exchange for some benefit to the grantee from the employee's departure; [5]
- Severance pay was allowed where the grantee might be harmed if an incompetent executive director were to remain in that position for a full term; and[6]
- Organizations that want to make severance payments to employees leaving voluntarily should plan ahead and adopt a policy that permits them to do so or enter into an agreement with the employee (preferably at the beginning of his/her employment) that spells out any severance payments to be made upon the employee's departure.[7]

It is important to note that the analysis that led to the administrative decisions is based somewhat on the facts and circumstance of the particular scenario at issue. Lastly, even if severance payments are not deemed an allowable cost, the board might still consider paying for them with unrestricted funds in exchange for a release of claims relating to the departure.

C. Navigating an Involuntary Departure

If the board is considering terminating an executive director, the board should ensure it follows the organization's procedures and policies to mitigate potential liability in relation to the termination. Steps a board may take in this regard include:

Form a board committee to investigate

Consider forming a board committee or working with an outside party to assess or investigate the reasons triggering board concerns about the executive director's performance. The committee or outside party will typically meet with the executive director as soon as possible to inform him/her of the concerns or allegations raised, ask for the executive director's perspective on the allegations or concerns and explain the process for assessing or investigating the situation.

Consider placing the executive director on leave

While conducting an investigation of allegations against the executive director, it may be necessary to place the executive director on short-term leave. If leave will be paid, care should be taken to avoid paying the executive director from any federal grant funds, since he/she will not be performing work benefiting any federal grants while on leave. If considering unpaid leave, it is advisable to consult with an employment law attorney familiar with the federal Fair Labor Standards Act and your state's employment laws to ensure that the unpaid time would not result in an impermissible deduction from the executive director's compensation.

Seek advice from an employment law attorney

With any potential termination an organization must be careful to avoid violating any anti-discrimination laws or the terms of an employment agreement (if one exists). An attorney can help the organization navigate the legal requirements and identify the best possible resolution of issues while minimizing the risk of future claims by the departing executive director. The attorney's negotiation skills may also be useful in discussing a severance package with the departing executive director, if one will be offered.

Communicate the decision with grace and care

Any public announcement of the executive director's departure should come only from a person or persons authorized to speak on the board's behalf. Staff, volunteers, the community, and stakeholders such as funding sources may require some reassurance that the board has a succession plan in place and is preparing for the next stage in the transition to a new executive.

D. Protecting against Employment Claims

Before investigating any alleged misconduct or performance difficulty with an executive director, a board committee should determine if the organization has in place the following insurance policies and also be familiar with them:

Directors & Officer ("D & O") Policy

This policy protects board members and officers from actions resulting from actual or alleged erroneous decisions made in the course of their duties. The decisions are often referred to as wrongful acts and may involve a failure to provide services, a mismanagement of assets, and employment-related issues. Some policies include the cost of defending a claim but only up to a certain limit. Board members should be familiar with what types of claims are covered, particularly in the employment area and what constitutes a wrongful employment act under the policy.

Employment Practices Liability Policy

This policy covers wrongful acts arising from employment actions that usually involve actual or alleged claims of a wrongful termination, discrimination, sexual harassment, and retaliation. The board should understand the limits of this policy as well as how it operates with respect to the D&O policy. The organization's insurance broker should be able to explain what the policy covers, i.e., costs of legal defense, certain employment acts, etc.

E. Considering an Interim Executive Director

Several reasons exist as to why an organization may consider hiring an interim executive director. Employing one enables the board to thoroughly plan and assess what kind of leader the organization needs and wants. If the current executive director leaves the organization prior to the completion of the hiring process, the interim can handle the day-to-day management of the organization. An interim position may be filled internally by an existing staff member or externally by an individual willing to step in as acting executive director until a permanent person can be hired. An external interim executive director may be effective if your organization is struggling with its current staff, finances or programs; if major board or other changes need to be made; or if there

is not general agreement about the type of leader the organization needs. For more information about using an interim executive director, see the resource, Interim Executive Directors: The Power in the Middle by CompassPoint and the article, Interim Leadership: Looking Beyond the Executive Director by The Bridgespan Group.

F. Determining if an Employment Agreement is a Good Idea

In most states an employee is considered "at will" which means he/she can be terminated at any time by his/her employer with or without cause. An employment agreement will break that "at will" status. However, organizations sometimes prefer entering into agreements with new executive directors because doing so helps to attract talented candidates. Some additional pros and cons to consider with regards to using an employment agreement include:

Pros	Cons
Establishes commitment to hire the candidate	Terminating, even for cause, may be difficult and expensive
Provides continuity and stability	Enforceability is uncertain since a specific performance judgment (i.e., requiring the executive director to stay) is unlikely
Minimizes risk with respect to termination package and exit strategy	Flexibility is limited if needs of the organization change
Clearly ties compensation to specific performance goals	Making a change such as renegotiations may be time consuming
Protects assets and reputations	May create a perception problem if separation is due to unfavorable circumstances and executive director is receiving a beneficial termination package
Lays out expectations, compensation and benefits	Will incur legal fees to draft and potentially terminate agreement

Because employment agreements are legally binding contracts governed by state laws, a CAA should work with an attorney with both employment and tax law expertise who is licensed in its state to draft the terms of the agreement.

VI. EXECUTIVE DIRECTOR COMPENSATION

Another important responsibility of a board is setting the compensation it pays to the executive director. For nonprofit CAAs, all of which are tax-exempt organizations, the Internal Revenue Services (IRS) oversees compensation paid to executive directors and enforces rules to ensure that the compensation is not excessive. Public CAAs must comply with the local laws and local government policies that govern compensation paid to the department employees who manage the CSBG program and, under **Standard 7.6, public CAA boards should have access to information about the CSBG program head's compensation pursuant to the local government procedures.** For both nonprofit and public CAAs, funding source requirements may dictate how federal grants funds may be used for salaries including compliance with salary caps.

A. Understanding IRS Compensation Requirements

"The IRS rules impose taxes on transactions where an individual with substantial influence over an organization receives an excessive economic benefit from the organization."

The Internal Revenue Service (IRS) requirements around executive director compensation are in place to prevent a tax-exempt organization, like a nonprofit CAA, from giving an executive director what may be viewed as excessive compensation. The IRS rules impose taxes on transactions where an individual with substantial influence over an organization receives an excessive economic benefit from the organization. All voting board members, and key officials such as the president, chief financial officer or fiscal director, chief operating officer, executive director or other persons with such responsibilities are considered to be individuals who exercise substantial influence over the organization under these IRS rules, which are referred to as "intermediate sanctions" or "excess benefit" rules.

The IRS rules require that compensation paid to officers and key executives of a tax-exempt organization be reasonable. If the compensation is not reasonable, the IRS will invoke "intermediate sanctions" requiring the individual who received excessive compensation to return the unreasonable portion to the organization and to pay a penalty tax to the IRS. In addition, board members who approved the compensation knowing that it was excessive may also owe penalty taxes. However, the tax law presumes that compensation is reasonable if:

- Before making its decision, the board obtained and relied on appropriate data regarding wage comparability in setting the compensation,
- The board approved the compensation in advance and those on the board who voted on the compensation were free of conflicts of interest related to the transaction, and

- The board adequately and timely documented the basis for its decision on the compensation package and decision process in writing at the time it makes its decision.

Once these factors are met, a presumption of reasonableness is established and the IRS has the burden to rebut it. Even if the process outlined above is not followed, the compensation will not automatically be considered unreasonable or an "excess benefit transaction," but the burden shifts to the organization to prove the reasonableness of it if the IRS challenges it.

The following are some tips for establishing the presumption that the executive director's compensation is reasonable:

Use a Board Committee

A committee of the board (such as the executive committee or the personnel committee) usually undertakes the responsibility to ensure that the proper compensation analysis is conducted, such as researching comparables, to show that salary ranges and compensations are reasonable.

Assure Board Independence

Any board members who have a conflict of interest with respect to the transaction should recuse themselves from discussions and voting on the matter.

Link Pay to Performance

Compensation levels and any bonuses should be linked to performance. Establishing compensation goes hand in hand with evaluating performance and setting goals. While cost-of-living increases and possible incentive compensation under a written plan are permissible, boards should avoid increasing compensation levels based on non-performance related factors such as seniority. CAPLAW recommends caution when considering awarding bonuses and incentive compensation because IRS rules that apply to written plans for such compensation are complex and many organizations have had costs associated with such compensation disallowed under federal grant rules for either not having a plan or failing to follow their plan.

Rely on Meaningful Comparables

The IRS expects to see that nonprofits use organizations for comparison that are similar to the organization relying on the comparables. To be considered comparable, an organization should conduct similar programs, be relatively equal in size, and have a similar workforce. Most likely a board committee will analyze all the data, note the differences and prepare a report for the full board explaining why those differences may or may not be relevant.

Document the Process

In setting the executive director's compensation, the board should rely on a clearly-defined deliberative process that is documented. The board must adequately document the basis for its determination concurrently with making that determination. For a decision by the board to be documented adequately, the minutes must note:

- The terms of the compensation arrangement that was approved and the date it was approved,
- The board members who were present during deliberations about the compensation arrangement that was approved and those who voted on it,
- The comparability data obtained and relied upon by the board and how the data was obtained, and
- Any actions taken regarding the compensation arrangement by anyone who is a member of the board but who had a conflict of interest as to the transaction.

For further information about the IRS excess benefit rule that applies to executive compensation, see Section 30. Taxes on Excess Benefit Transactions of the IRS's Exempt Organizations Tax Manual.

The board will also need to consider IRS rules that prohibit highly compensated employees from receiving more generous fringe benefits than other employees as well as those governing incentive compensation when deciding if the organization will be able to provide an executive director with certain fringe benefits such as a deferred compensation plan or bonus. The board (possibly through a committee, such as the executive, finance or personnel committee) should work with an attorney or accountant to ensure compliance with IRS rules governing these and other possible fringe benefits.

Lastly, the IRS requires tax-exempt organizations to report compensation of certain employees on its Form 900. Typically the CAA's finance director will work with the executive director, outside tax preparer (if applicable), and the board finance committee to ensure that applicable sections of the Form 990 are properly completed. Visit the IRS website for Charities and Non-Profits to view the current year's Form 990 and Instructions, which address reporting of compensation to key employees. In addition, IRS Publication 4221-PC titled *A Compliance Guide for 501(c)(3) Public Charities* provides information about a tax-exempt organization's reporting requirements.

B. Recognizing Funding Source Compensation Requirements

When setting the executive director's compensation, the board should be aware of the requirements that apply to the federal funds that may be used to pay the compensation. Some of the more notable requirements include:

The applicable federal appropriations acts which often imposes salary caps for an applicable year. For example, in 2015 the Consolidated and Further Continuing Appropriations Act specified that no funds appropriated by the Department of Health and Human Services shall be used to pay the salary of an individual in excess of Executive Level II (in 2015, that level was $183,300).[8]

The Uniform Guidance which generally requires that total compensation paid to individual employees must be reasonable for the services rendered and conforms to the established written policies of the organization. Compensation is deemed reasonable to the extent it is either consistent with pay for similar work in the entity's other activities or comparable to that paid for similar work in the labor market of the entity.[9] Also, fringe benefits such as leave, retirement plans and incentive compensation are generally allowable under the Uniform Guidance as long as certain factors are in place.[10] The board (or board committee) should work with an attorney or accountant to ensure compliance with the Uniform Guidance rules when setting the executive director's compensation.

CSBG Organizational Standards of which **Standard 7.6 requires nonprofit CAA boards to review and approve the executive director's compensation within every calendar year and public CAA boards to have access to information about the department head's compensation pursuant to the local government procedures.**

The Head Start Act and guidance which limits the compensation of Head Start staff whose salaries are paid principally with Head Start funds, i.e., paid at least 50% from Head Start funds. The Act precludes the use of any federal funds to pay any part of the compensation of a Head Start employee principally paid with Head Start funds if that employee's total compensation exceeds the rate payable for federal Executive Level II. Compensation includes "salaries, bonuses, periodic payments, severance pay, the value of any vacation time, the value of a compensatory or paid leave benefit not [explicitly] excluded, and the fair market value of any employee perquisite or benefit not [explicitly] excluded." Explicitly excluded is "any Head Start agency expenditure for a health, medical, life insurance, disability, retirement or any other employee welfare or pension benefit."[11] Moreover, the Head Start Act requires grantees to ensure that compensation paid under the program is comparable to what those performing similar services in the same area are paid or does not exceed what the individual was being paid for performing the same services at his/her most recent prior place of employment.[12] For more information about Head Start wage requirements see the resources available on the Head Start website.

VII. EXECUTIVE DIRECTOR SUPERVISION AND EVALUATION

Boards of nonprofit CAAs are tasked with the ongoing responsibility of supervising and evaluating the executive director. Even though public CAA boards may not have the authority to be directly involved with the supervision and evaluation of the executive director, the board should provide the local governing body with recommendations regarding the impact, or lack thereof, that the department head overseeing the CSBG program has had on the success of the program.

A. Setting Check-in Meetings with the Board Chair

> "In a smoothly running organization, the executive director and the board chair are in regular communication..."

In a smoothly running organization, the executive director and the board chair are in regular communication and will often meet or schedule regular calls to discuss new or ongoing concerns. Meeting regularly establishes an opportunity for the board chair to let the executive director know what the executive director is doing well and provide appreciation for his or her daily efforts on behalf of the organization. At the same time, it is a way to spot problems between evaluations, before they become critical. Both parties will find check-ins most rewarding and helpful if comments and questions are constructive and not defensive. The chair's feedback would be informed not only by his or her own perspective but also by the thoughts or issues raised by conversations with other board members.

B. Providing Assistance to the Executive Director

Being an executive director of any organization is a tremendously complex job with many pressures and expectations. If the executive director has been struggling with specific problems such as time management, lack of expertise, or feeling overwhelmed, the board should work with the executive director to help him/her obtain the needed assistance. For most boards, the board chair will be the one to discuss such issues with the executive director and then work with either the full board or a board committee to identify possible solutions such as training in specific subjects, finding an external mentor or considering executive coaching.

C. Signing the Executive Director's Timesheet

Federal grant rules do not require the executive director to have someone sign his or her time record. The Uniform Guidance no longer requires a specific type of documentation – such as a personnel activities report (PAR) – to track time spent on different funding sources. Rather, non-federal entities' records must meet standards that are intended to ensure that each funding source is only bearing the appropriate cost for an employee's compensation. However, a CAA may choose

to continue using PARs which appear to be an acceptable way to meet the standards set forth in the Uniform Guidance.[13]

Under the prior federal cost principles (i.e., OMB Circular A-122 for nonprofits and A-87 for state, local and tribal governments), either the employee or a supervisor with firsthand knowledge of how the employee spent his or her time would sign the employee's PAR to verify that it is an accurate reflection of that employee's time. Generally, in most CAAs, the executive director will be involved in multiple activities associated with a variety of funding sources and there will be no other employee or board member that will have first-hand knowledge of how he or she spends his or her time on a daily basis. Thus, if a CAA continues to use PARs, the executive director will be in the best position to sign his or her PAR and verify that it accurately reflects the way he or she spent time furthering the purposes of different federal grants.

Additionally, a board ensures that an executive director is spending his or her time furthering the purposes of federal grants in a number of ways including requesting organizational reports from the executive director at board meetings, asking the executive director about goals and programs and delving more deeply into how an executive director spends his or time if tasks are not being accomplished or completed. The board of directors may analyze an executive director's time further when the board conducts an annual review of the executive director's performance.

D. Reviewing the Executive Director

The executive director is central to the success (or failure) of an organization. One of the board's most critical roles is to perform an annual, written evaluation of the executive director. This evaluation will document both achievements and shortcomings so that the executive director's performance can be improved to benefit the entire organization as well as his/her own personal growth. **Standard 7.4** of the CSBG Organizational Standards recommends for nonprofit CAAs that the board conduct a performance appraisal of the executive director within each calendar year and for public CAAs that the department follows local government procedures for performance appraisals of the department head.

The evaluation of the executive director actually begins when the board and the executive director agree upon goals and objectives for the coming year. Tying these goals to the strategic plan of the organization is a good way to structure a meaningful performance review for the executive director.

The evaluation process often helps align and clarify goals and expectations of the executive director and provides firm support for executive compensation decisions.

Below are some general guidelines for evaluating the executive director; however, it is important to note that the size and complexity of the board and the organization will dictate what procedures and tools are appropriate for the evaluation:

Start with a board committee

The committee could be either a subgroup of the executive, governance or compensation committee (if applicable) or perhaps an ad hoc committee that will handle the logistics, research and written documentation.

Decide on an evaluation tool and the criteria for the review

Many types of evaluation tools are available which range from a checklist of skills and abilities that enable others to "rate" the executive director to more open-ended tools that allow for individual comments. The executive director should also complete a self-assessment of achievements and address areas of concern. After the tool is selected, the executive director and the committee should meet to review the process and the tool.

Gather input from a variety of sources

Include board and staff members, and key partners of the CAA (consider clients, volunteers, donors, community members, etc.) as part of the evaluation. Obtaining input from non-board members may be difficult without anonymity so a board may consider using online surveys that protect confidentiality.

Set up a face-to-face evaluation meeting

When all of the data and comments have been collected and discussed by the evaluation committee, it may be best for either the board chair, or the chair and one other committee member, to meet with the executive director to discuss both the board's evaluation and the executive director's self-assessment. Such a meeting would typically cover the executive director's achievements, the areas where he/she might need improvement, and the planned goals for the executive director to focus on in the coming year. It is also a good opportunity to discuss professional development goals for the executive director. If compensation is discussed, the committee should keep a record of that discussion.

Create a written review and summary

Documentation is important because it serves as point of reference for the board and executive director with respect to those areas where the executive director has been successful as well as those where he/she can improve performance. Moreover, if done properly, documentation serves to protect the organization from future employment liability claims.

VIII. CONCLUSION

The board and executive director relationship will always be a "work-in-progress" that is constantly evolving in hopefully healthy and sustainable ways. While this Guide addresses points about board and executive director relationships that are unique to CAAs, many applicable resources exists to help boards and executive directors nurture and grow their working relationships. A few other websites and resources that CAA boards and executive directors may find particularly helpful include:

- BoardSource
- Bridgespan
- The Invisible Yellow Line: Clarifying Nonprofit Board and Staff Roles
  by Jean Block

As always, we encourage CAA boards and executive directors to continue contacting CAPLAW and the national Community Action Partnership with governance questions and concerns. Both organizations serve as national training and technical service providers for CAAs with the goal of helping CAAs maintain compliance and develop in innovative and financially viable ways.

ENDNOTES

[1] 45 C.F.R. § 75.327(c).

[2] 45 C.F.R. § 75.327(c); 2 C.F.R. § 200.318(c).

[3] 45 C.F.R. § 75.501; 2 C.F.R. § 200.501.

[4] 45 C.F.R. § 75.431(i); 2 C.F.R. § 200.431(i).

[5] South Central Florida Health Systems Council, Inc., DAB No. 488 (1983); see also Alcoholism Center for Women, DAB No. 222 (1981) and Health Systems Agency of Western New York, DAB No. 221 (1981).

[6] Alcoholism Center for Women, DAB No. 222 (1981); South Central Florida Health Systems Council, Inc., DAB No. 488 (1983).

[7] Alcoholism Center for Women, DAB No. 222; South Central Florida Health Systems Council, DAB No. 488.

[8] Consolidated and Further Continuing Appropriations Act 2015, 113 P.L. 235; 113 H.R. 83, Division G, Title II, Sec. 203.

[9] 45 C.F.R. § 75.430(b); 2 C.F.R. § 200.430(b).

[10] 45 C.F.R. § 75.431; 2 C.F.R. § 200.431.

[11] 42 U.S.C. § 9848 (b); ACF-PI-HS-06-01 Office of Head Start Policy clarifications on Hiring of key staff and Board approval of refunding proposals and Quality Improvement Plans (QIPS).

[12] 42 U.S.C. § 9848(a).

[13] 45 C.F.R. § 75.430 (i); 2 C.F.R. § 200.430(i).

CSNT Head Start Director's Report PY05/FY24

June Report/May Data

How Are We Doing?

HEAD START Attendance - May 2024

- ✓ 454 Actual Enrollment (Under/Over -11 Student(s)) – Funded **465**
- ✓ **10.3%** Disability Students – **10%** Target
- ✓ **87%** Average Daily Attendance

HEAD START NFS/Indirect Costs/Admin Expenses Rate

- ✓ **$844,603** NFS Collected – **$1,107,557** NFS Needed
- ✓ **$70,897** Indirect Costs Collected
- ✓ **8%** Admin Expense Rate

HEAD START CACFP Meals/Reimbursements

- ✓ **$10,577** Reimbursed This Month **- $67,781** Reimbursed This Year
- ✓ **17** days of Service **– 3,887** Meals Served

Listen with Curosity
Speak with Honesty
Act with Integrity

HEAD START Quality Assurance

- ✓ **185** Files Reviewed/**31** Classrooms Observed/**0** Route Observed
- ✓ **0** Incomes Verified/**48** Interviews/**25** Community Contacts
- ✓ **Self-Assessment** – 4 Findings/4 Corrections/0 Remaining
- ✓ **Annual Detailed Monitoring** – **7** Findings/**5** Corrections/**0** Remaining

ANNOUNCEMENTS:

Preparing for Summer Break – Preparing for New School Year
Submitting New Five Year Grant Project Period Grant Application

CSNT Early Head Start Director's Report PY05/FY24

June Report/May Data

How Are We Doing?

EARLY HEAD START Attendance - May 2024

- ✓ 16 Actual Enrollment (Under/Over - 0 Student(s)) – Funded 16
- ✓ **18.8%** Disability Students – **10%** Target
- ✓ **73%** Average Daily Attendance (HS Summer Break)

EARLY HEAD START NFS/Indirect Costs/Admin Expenses Rate

- ✓ **$1,939** NFS Collected - **$53,578** NFS Needed
- ✓ **$3,687** Indirect Costs Collected
- ✓ **12%** Admin Expense Rate

HEAD START CACFP Meals/Reimbursements

- ✓ **$1,986** Reimbursed This Month **$10,298** Reimbursed This Year
- ✓ **17** days of Service **– 727** Meals Served

Listen with Curosity
Speak with Honesty
Act with Integrity

HEAD START Quality Assurance

- ✓ **9** Files Reviewed/**10** Classrooms Observed
- ✓ **0** Incomes Verified/**1** Interviews/**5** Community Contacts
- ✓ **Self-Assessment** – 4 Findings/4 Corrections/0 Remaining
- ✓ **Annual Detailed Monitoring** – **7** Findings/**5** Corrections/**0** Remaining

ANNOUNCEMENTS:

Preparing for Summer Break – Preparing for New School Year
Submitting New Five Year Grant Project Period Grant Application

COMMUNITY SERVICES DIVISION

MAY 2024

Coming Soon!

BIG CHANGES:

Congratulations to Amy Perales on her well-deserved promotion to CEAP Coordinator. Amy brings a wealth and knowledge and experience to the program. We are so proud of you, Amy!

THE STORY TIMELINE:

THE AGENCY RECENTLY POSTED AN OPENING FOR THE COMMUNITY SERVICES DIRECTOR POSITION. WE ARE SO HAPPY THAT SHIRLEY ALLEN HAS AGREED TO REMAIN WITH THE AGENCY TEMPORARILY TO SEE THE CSBG REENTRY GRANT THROUGH.

CSBG TOPS

WE HAVE 30 PARTICIPANTS ENROLLED IN THE TOPS PROGRAM!

VSN

WE ARE WRAPPING UP VSN FOR THE CURRENT CYCLE. UPCOMING CHANGES WILL FOLLOW.

REENTRY PILOT PROGRAM

OUR REENTRY COORDINATOR AND CASE MANAGER ARE GEARING UP FOR A BUSY SUMMER PARTNERING WITH SPECIFIC AGENCIES AND RECRUITING ELIGIBLE CLIENTS. WE ARE EXCITED ABOUT THIS OPPORTUNITY!

HR Report for June 2024

Headcount

100

New Hires

TA for Hughes Springs

TA for Daingerfield

Terms

1 Sub

1 It Coordinator

Vacancies

LT in New Boston

TA in New Boston

LT EHS in Hughes Springs

Subs

PL Hours – 799.5

LWOP Hours – 383.75

Sub Hours – 265.0

Savings – $4275.04

Interview Stats 2024

Number of Interviews Schedule – 18 (total of person scheduled 40)

Number of Applicants to Show up – 29 (14 scheduled interviews 0 applicants showed)

Number to No show – 17

Number to decline position or ghost us after the interview -- 7

Service Department Report
MAY 2024

Service Department

Department makeup
- 4 full time employees
- 0 temporary employees
- 0 Head Start employees under temporary supervision.

Head Start Transportation

Cost per child to transport:

Transportation Costs:

	Children	Staff	Children	Staff	
Vehicle Maintenance cost (Campus)				YTD =	
Vehicle Maintenance cost (Buses)				YTD =	
Vehicle Maintenance cost (Exec. Office)				YTD =	
Vehicle fuel cost (Gas Campus)			366.50	YTD =	2,697.31
Vehicle fuel cost (Exec. Office)			678.01	YTD =	6599.40
Vehicle fuel cost (BUS CAMPUS)			31.21	YTD =	1510.81
Vehicle insurance cost (Buses)				YTD =	
Vehicle driver cost buses				YTD =	
Total transportation cost:			1,075.72		
Total number transported:			132		

Monthly Vehicle Cost Summary

May-24

By Program

	Fuel	Repairs	
TBRA	29.05	-	
CSBG	152.55	158.13	
CEAP	-	-	
VSN	31.50	-	
			371.23

By Location

	Fuel	Repairs	
Jefferson	31.50	13.95	
Linden	29.05	71.28	
Linden Shop	119.90	13.95	
Daingerfield	32.65	58.95	
	-	-	
			371.23

By Vehicle

#	Fuel	Repairs	Total	Location
801	119.90	-	119.90	Linden Shop
844	-	13.95	13.95	Linden
888	-	1.53	1.53	Linden
881	-	13.95	13.95	Linden
882	29.05	13.95	43.00	Linden
883	-	13.95	13.95	Linden Shop
884	-	13.95	13.95	Linden
885	32.65	58.95	91.60	Daingerfield
886	31.50	13.95	45.45	Jefferson
887	-	13.95	13.95	Linden
838	-	-	-	Linden
			371.23	

Justification
Head Start Health Advisory
Social Emotional Screeners
Grant #06CH011282/06

Date	Description
5/28/2024	CSNT Head Start Health Advisory Committee discussed and approved the following social/emotional screener for the new Five-Year Grant Project Period:

Social/Emotional Screener

Devereux Early Childhood Social/Emotional Screener – This will be a new social/emotional screener for the program. It was approved by the Health Advisory Committee. When looking at different screeners, the Devereux Screener was selected due to the easy implementation process. It is a one-page screener that allows the teacher and the parent to discuss all aspects of the child's social/emotional well-being. Staff will have to be trained on implementing the new screener, but the implementation is so easy for parents and teachers that it will be worth the time to train staff and parents. This social/emotional screener will be used with Head Start and Early Head Start Programs.

The screener listed above was approved by the Health Advisory Committee

Justification
Head Start ERSEA Committee
Parent Engagement Curriculum
Database System
Grant #06CH011282/06

Date	Description
5/28/2024	CSNT Head Start ERSEA Committee discussed and approved the following Parent Engagement Curriculum for the new Five-Year Grant Project Period:

Parent Engagement Curriculum

Parent Powered Parent Engagement Curriculum – This will be a new Parent Engagement Curriculum for the program. It was approved by the ERSEA Committee. When looking at different Parent Engagement Curriculums, the Parent Powered Curriculum was selected due to the easy implementation process. It is an electronic curriculum that uses texts and social media to engage parents. It notifies parents of quick and easy activities that they can implement with their children. The activities are age-appropriate activities that assist the parent in building on their child's skills. Example – use the word fit in rhyming sequences. "Fit", "hit", "sit". It asks the parents to make-up rhymes with their children during the week. Staff will have to be trained on implementing the new parent engagement curriculum, but the new curriculum will enable more parents to spend time with their child building on skills that the child is learning in the classroom. This curriculum will be used for Head Start and the Early Head Start Programs.

Child Information Database System

Child Plus Database System - No change from last year. The ERSEA Committee approved for the program to continue using this database system. The costs associated with changing as well as the loss of important data for the past 12 years played a role in the decision. Child Plus is able to provide the program what it needs to track child and parent data as well as training and monitoring data. This system will be used for the Head Start and Early Head Start Programs.

The database system and parent curriculum listed above was approved by the ERSEA Committee

Parent, Family, and Community Engagement Framework
School Readiness Goals 2024-2025

1. Goal: Parents will ensure that all children are healthy.

Objective: 85% of all students will complete health requirements.

Action Steps:

1. Compliance on initial physicals
2. Compliance on initial dentals
3. Compliance on six-month dentals
4. Compliance on annual physicals
5. Compliance on lead
6. Compliance on hemoglobin

2. Goal: Parents will increase family engagement skills.

Objective: 80% of Parents will participate in Family Engagement Activities.

Action Steps:

1. Parent Engagement Events
2. Participation in Read Across America
3. Parent Powered Parenting Curriculum Participation

3. Goal: Parents will be prepared for transition into kindergarten.

Objective: 80% of parents will complete activities that will ensure their child is ready to transition to ISD campus.

Action Steps:

1. Parent participation in Home Visits
2. Parent participation in Parent Teacher Conferences.
3. Completion of home activities**.**

4. Goal: Parent and Staff will participate in Mental Wellness activities.

Objective: 90% of parents and staff will participate in mental wellness activities.

Action Steps:

1. Participation in quarterly staff wellness activity.
2. Parents will participate in Parent Powered Parenting Curriculum
3. Participation in staff wellness training

Community Services of Northeast Texas
School Readiness Goals
2024 - 2025

Approaches to Learning

Goal: Children will follow classroom rules and routines with increasing independence.
Early Learning Outcomes Framework: Approaches to Learning Domain: Goal Infant/Toddler-ATL-2; Goal Preschool-ATL-2 thru Goal P-ATL-8.
Texas Pre- Kindergarten Guidelines: Social and Emotional Domain: Goal I.A.4.

Objective: 90% of the children will meet or exceed expectations demonstrating following classroom rules and routines with increasing independence.

Implementation Strategies

- Staff will establish classroom rules beginning the first day of classroom instruction.
- Staff will model/ demonstrate classroom rules and routines.
- Staff will give children opportunities to demonstrate knowledge and understanding of rules and routines.

Cognitive Mathematics Development

Goal: Children will develop sense of number and quantity.

Early Learning Outcomes Framework: Mathematics Development Domain: Goal Infant/Toddler- IT-C-8; Goal Preschool-Math-1 thru Goal P- Math-5
Texas Pre- Kindergarten Guidelines: Mathematics Domain: Goal V.A.1. – Goal V.A.8.

Objective: *40% of Infants/Toddlers will meet or exceed expectations in sense of number and quantity.*
50% of the 3-year-old children will meet or exceed expectations in sense of number and quantity.
. 60% of the 4-year-old children will meet or exceed expectations in sense of number and quantity.

Community Services of Northeast Texas
School Readiness Goals
2024 - 2025

Implementation Strategies

- Staff will utilize a variety of materials for children to count.
- Staff model counting out loud by starting with 1 and counting throughout the day.
- Staff will use language to refer to quantity. (number of words, or signs to identify small amounts, or using other words referring to quantity, such as little, too much or a lot).
- Staff will look at individual child data to drive small group instruction and use CIRCLE activities for math concept skills.
-

Language and Literacy

Language and Literacy Goal: Children will identify letters and make connections between letters, sounds and print.
Early Learning Outcomes Framework: Language and Communication Domain: Goal Infants/Toddlers-LC-7 thru IT-LC-11; Goal Preschool-LIT 1 thru P-LIT 3.
Texas Pre- Kindergarten Guidelines: Phonological Awareness: Goal II.I. B.1 thru III. B. 8. Alphabet Knowledge: III. C.1 thru III. C. 3.

Objective: 45% of the infants/toddler's children will identify letters and make connections between letters, sounds and print.
45% of the 3-year-old children will identify letters and make connections between letters, sounds and print.
60% of the 4-year-old children will identify letters and make connections between letters, sounds and print.

Implementation Strategies

- Staff will look at individual child data to drive small group instruction and use CIRCLE activities for language and literacy.
- Staff utilizes the letter wall with advanced vocabulary for theme units.
- Staff give children opportunities to play with words and sounds in songs.
- Staff will sing songs and recite nursery rhymes

Community Services of Northeast Texas
School Readiness Goals
2024 - 2025

Perceptual, Motor, and Physical Development

Goal: Children will demonstrate control of large and small muscles for movement, coordination, and balance.
Early Learning Outcomes Framework: Perceptual, Motor, and Physical Development Domain: Goal Infants/Toddlers-PMP 3; Goal Preschool-PMP 1
Texas Pre- Kindergarten Guidelines: Physical Development Domain: Goal IX.A.2.

Objective: 100% of Infants/Toddlers will coordinate movement and action with a purpose.
100% of the 3-year-old children will meet or exceed expectations demonstrating control, movement, coordination, and balance of large and small muscles.
100% of the 4-year-old children will meet or exceed expectations demonstrating control, movement, coordination, and balance of large and small muscles.

Implementation Strategies

- Staff uses a variety of gross motor activities in the classroom.
- Staff will utilize *I Am Moving, I Am Learning*.
- Staff will spend time engaged in gross motor play in the classroom, gym and outdoors to gain gross motor manipulative skills.
- Staff will guide children on the process of how to open and close hands (e.g., by using clothes pins, stress balls and/or tongs leading to cutting with scissors).

Social and Emotional Development

Goal: Children will demonstrate interact with peers, cooperating and solving social problems.
Early Learning Outcomes Framework: Social and Emotional Development Domain: Goal Infants/Toddlers-SE-4
Goal Preschool-SE 3

Community Services of Northeast Texas
School Readiness Goals
2024 - 2025

Texas Pre- Kindergarten Guidelines: Social and Emotional Development Domain: Goal I.B 1.c

Objective: *70% of Infants/Toddlers will show increasing interest in interacting with other children.*
80% of the 3-year-old children will meet or exceed expectations in demonstrating self- regulating skills with occasional reminders or assistance from the teacher.
90% of the 4-year-old children will meet or exceed expectations in demonstrating self- regulating skills with occasional reminders or assistance from the teacher.

Implementation Strategies

- Staff plans activities with the children that promote connection and self-control, including Conscious Discipline Strategies (Example: Feeling buddies, I Love You Rituals, Shubert Books).
- Staff establishes consistent and developmentally appropriate classroom routines and rules with children input.

Parent Goal

Goal: Families will work with child/children to complete weekly Home Activities.
Early Learning Outcomes Framework: Social and Emotional Development Domain: Goal Infants/Toddlers-SE-1; Goal Preschool-SE 1
Texas Pre- Kindergarten Guidelines: Social and Emotional Development Domain: Goal I.C.3.

Objective: 80% of all parents will work with their child/children to complete Home Activities.

Implementation Strategies

- Staff will send Activities home on Tuesday and Thursday of each week.
- Parents will sign how many minutes spent with child.
- Parents will sign Home Activities Form indicating activity has been completed.

Justification
Head Start Education
Curriculum, Assessments, Coaching/Mentoring Tool, & Developmental Screeners
Grant #06CH011282/06

Date	Description
5/28/2024	CSNT Head Start School Readiness Committee discussed and approved the following curriculums, assessments, and developmental screeners for the new Five-Year Grant Project Period:

Education Curriculum

Frog Street Pre-K - No change from last year. This is a State Adopted Curriculum as well as a Head Start research-based curriculum. When comparing the costs associated with changing curriculums as well as this curriculum being available for infants through Pre-K, this was the best option for the program. The Curriculum Director is also a Trainer-of-Trainers for this curriculum and this assists with the fidelity of the curriculum.

Frog Street Threes - No change from last year. See the statement above.

Frog Street Toddlers - No change from last year. See the statement above.

Frog Street Infants - No change from last year. See the statement above.

Developmental Screeners

Dial 4 – Speed Dial – No change from last year. Staff have been trained on implementing this screener, so there will be not costs associated with training staff on a new implementing a new screener. This screener is electronic and the teachers will now be able to screen their students and get their results immediately. Data can be tracked by program, classroom, and student. This developmental screener will be used for Head Start only.

Ages & Stages (ASQ 3rd Edition) – No change from last year. Staff have been trained on implementing this screener for EHS students, so there will be no costs associated with training staff on a implementing a new screener. This developmental screener will be used for Early Head Start only.

Student Assessments

CLi Engage Pre-K Circle Assessment - No change from last year. Staff have been trained on implementing this screener, so there will be not costs associated with training staff

on a new implementing a new screener. This screener is developed by the State of Texas and covers all of the Head Start Early Learning Outcomes Framework as well as the State guidelines. There is no cost to the program for using this assessment. It is also the assessment that is used by the Partnership School Districts.

CLi Engage Three's Circle Assessment - No change from last year. See statement above.

CLi Engage Developmental Milestones Assessment - No change from last year. See statement above.

Coaching/Mentoring Tool – Professional Development Suites

Coaching Companion – The new professional development tool for classroom staff will be the Coaching companion. This Professional Development Tool for classroom staff can be used for mentoring and/or coaching. The videos that are part of the learning suites will be used to strengthen best practices it the classrooms and will be used for CLASS mentoring. This new tool is developed by the Office of Head Start and is provided through ECKLC at no cost to the program. This tool will be used with Head Start and Early Head Start Programs.

All of the curriculums/screeners/assessments/Coaching-Mentoring Tools listed above were approved by the School Readiness Committee

Action Plan

Program Goal: GOAL ONE: Strengthen Comprehensive Health Services for Head Start children and their families

Objective No. 1: There will be a 10% increase in parents obtaining the health requirements for their children.

Expected Outcome(s): Parents will ensure that all children are healthy. 75% of parents will obtain all health requirement in year one, 78% in year two, 81% in year three, 83% in year four and 85% in year five.

Expected Challenges(s): Obtaining documents from doctor and dental offices

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) Family Services will stress at orientation/enrollment the importance of completing the EPDST requirements on their child's yearly physical.	Family Service Staff	Yearly	None
2) Family Service Staff will build a stronger relationship with local doctor's offices.	Family Service Staff/Health Coordinator/ Family Service Coordinator	Yearly	None

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Coordinate with community resources to provide dental clinics.	Health Coordinator	Yearly	None
4) Utilize electronic messaging system to communicate with parents on upcoming dental and health events due.	Family Service Workers/Heath Coordinator/Family Service Coordinator	monthly	$500
5) Train Family Service Staff on the importance of communicating with local doctor and dental offices.	Family Service Administrator/Health Coordinator	yearly	$1,500

Action Plan

Program Goal: GOAL ONE: Strengthen Comprehensive Health Services for Head Start children and their families

Objective No. 2 : There will be a 5% increase in parents/staff will participate in wellness activities for their children/self

Expected Outcome(s): Parents/Staff will ensure prioritize mental wellness 70% parents/staff will participate in wellness activities in year one, 75% in year two, 80% in year three, 85% in year four and 90% in year five.

Expected Challenges(s): Parents/staff lack of interest in participation

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) Family Services will stress at orientation/enrollment the importance of participation in wellness activities	Family Service Staff	Yearly	None
2) Provide wellness activities at parent meetings and staff meetings	Family Service Administrator/Head Start Director/Human Resources Director/Head Start Program Manager	Monthly	$1000

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Mental Wellness Activities quarterly for staff	Human Resources Director/Agency Wellness Committee	Yearly	$2,000
4) Provide coffee/bar at sites	Agency Wellness Committee	Monthly	$2000
5) Provide space for staff to take a break	Agency Wellness Committee/CSNT Leadership	Monthly	$2000

Action Plan

Program Goal: GOAL TWO: Provide Comprehensive School Readiness Services

Objective No. 1: There will be a 15% increase in Head Start children's alphabet knowledge.

Expected Outcome(s): Children will identify letters and make connections between letters, sounds and print. 60% of children will make connections in year one, 63% in year two, 66% in year three, 69% in year four and 72% in year five.

Expected Challenges(s): Teachers individualizing according to the data in the child assessment system.

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) Classroom staff will analyze individual child data to drive small group instruction and use CIRCLE activities for language and literacy.	Education Team Campus Directors Lead Teachers	Ongoing	None
2) Classroom staff will utilize the Frog Street curriculum Morning Message for students to have exposure for letter knowledge activities.	Education Team Campus Directors Lead Teachers	Ongoing	None

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Teachers will attend Annual Training to strengthen knowledge in phonological awareness strategies.	Education Team Campus Director Lead Teacher	Annually	$500.00
4)			
5)			

Action Plan

Program Goal: GOAL TWO: Provide Comprehensive School Readiness Services

Objective No. 2 : There will be a 15% increase in Early Head Start children's alphabet knowledge.

Expected Outcome(s): Children will identify letters and make connections between letters, sounds and print. 60% of children will make connections in year one, 63% in year two, 66% in year three, 66% in year four and 70% in year five.

Expected Challenges(s): Teachers individualizing according to the data in the child assessment system.

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) Classroom staff will analyze individual child data to drive small group instruction and use CIRCLE activities for language and literacy.	Education Team Campus Directors Lead Teachers	Ongoing	None
2) Classroom staff will utilize Frog Street Curriculum letter knowledge activities throughout the day.	Education Team Campus Directors Lead Teachers	Ongoing	None

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Teachers will attend Annual Training to strengthen knowledge in phonological awareness strategies.	Education Team Campus Director Lead Teacher	Annually	$500.00
4)			
5)			

Action Plan

Program Goal: GOAL TWO: Provide Comprehensive School Readiness Services

Objective No. 3: There will be a 15% increase in children's sequence counting.

Expected Outcome(s): Children will sequence count to 50. 75% of children will sequence count to 50 in year one, 78% in year two, 81% in year three, 84% in year four and 90% in year five.

Expected Challenges(s): Teachers individualizing according to the data in the child assessment system.

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) Classroom staff will analyze individual child data to drive small group instruction and use CIRCLE activities to develop math concepts.	Education Team Campus Director Teaching Staff	Ongoing	None
2) Classroom staff will utilize a variety of materials for children to count.	Education Team Campus Director Teaching Staff	Ongoing	$5,000

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Classroom staff will model counting out loud by starting with 1 and counting throughout the day to reach 50.	Education Team Campus Director Teaching Staff	Ongoing	None
4) Classroom staff will use technology in classroom to reinforce counting.	Education Team Campus Director Teaching Staff	Ongoing	$25,000
5)			

Action Plan

Program Goal: GOAL TWO: Provide Comprehensive School Readiness Services

Objective No. 4 : Head Start will strive for Quality Threshold of 6 in ES and CO and a 3 in IS; EBS, ESL, RC - 6

Expected Outcome(s): Teachers will implement best practices. ES and CO will maintain a score of 6 and a 3 in IS over five years. EBS, ESL and RC will maintain a 6 score.

Expected Challenges(s): Staff turnover, Teacher motivation, understanding the CLASS concepts

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) CLASS Overview Training for all new classroom staff.	Education Specialist	Annually	None
2) Campus Directors will observe classrooms once a month using the CLASS Observation Tool.	Campus Directors/ Education Team	Monthly	$125.00 for recertification for each Campus Director

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Individualize with classroom staff who fall below the Quality Threshold.	EducationTeam Campus Directors	Monthly	None
4) Train teaching staff on the Classroom Organization Domain for improvement.	Education Team	Annually	$5,000.00
5) Training for Classroom Staff-Lead Teachers, Teacher Assistants, Campus Directors, Head Start Management Staff from the Coaching Companion Platform.	Education Team	Annually	$3,250

Action Plan

Program Goal: GOAL THREE: Increase Parent Involvement in the Head Start Pogram

Objective No. 1 : There will be a 20% increase in parent participation in family engagement activities.

Expected Outcome(s): Parents will be involved in their children's education. 65% of parents will participate in year one, 70% in year two, 75% in year three, 80% in year four and 85% in year five.

Expected Challenges(s): Parents willingness to participate, Parents work schedules

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
1) Head Start parents will participate in Parent Engagement Activities.	Family Service Workers	Yearly	$5,000
2) Parents will be provided yearly budget training presented by local banks and credit unions.	Family Service Workers	Yearly	None

Action Plan *(Cont'd)*

Action/Strategy	Person(s) Responsible	Timeline	Financial Supports
3) Family Service Staff will work with parents to schedule Parent Meetings during times when they can attend and will provide training based on the parents needs/wants.	Family Service Workers	Yearly	$2,025
4) Provide a web based parenting curriculum to track engagement.	Family Service Administrator/Family Service Workers	Yearly	$2,000
5) Look for new ways to provide parent trainings such as web-based, texting applications, live videos, facebook groups, and a user friendly website.	Family Service Admininistrator	ongoing	$5,000

Justification
Head Start Nutrition Operating Manual
Grant #06CH011282/05

Date	Description
5/28/2024	CSNT Head Start is adding the following to the Nutrition Operating Manual. The additional wording comes from the Nutrition Contracts with School District Partners.

Additional Wording Added:

Meal Time Section:

2. Children are encouraged to taste all foods but not forced to eat anything. Teachers model appropriate family style behaviors, including tasting all foods. Teacher's plates have to look like the student's plates; they receive the full-balanced meal to be eaten with the children. No more than two teaching staff should eat with the children. Teaching staff are not allowed to eat the meal at a later time.

Meal Service Section:

n. Family style meals will be observed with teaching staff eating the same meal as the children. (No more than two teaching staff should eat with the children).

The additional wording in yellow is found in the Nutrition Contract and has been added to the Nutrition Operating Manual.

Justification
Head Start Education Operating Manual
Grant #06CH011282/05

Date	Description
5/28/2024	CSNT Head Start is updating the Professional Development Assessment (Classroom Assessment Scoring System) section found in the Education Operating Manual. The update will include the following:

Update:

1. The CLASS Specialist Title has been changed to Education Specialist

2. Added the following wording for **video observations** – "These observations can be scored in-person or videoed and scored at a later date. After videos are used for scoring and mentoring, they will be deleted. No videos will be kept longer than one school year unless otherwise authorized."

3. The wording "Teachstone Platform" was changed to "Child Plus Database System."

4. Added the following wording "Coaching Companion Videos" to the information guiding Professional Development.

The wording in yellow is found in the Education Operating Manual.

Community Services of Northeast Texas, Inc. Head Start

CIRCLE Assessment – Wave 3 2023-2024

This data reflects demographic information on the students who participated in this assessment session.

Total Students Participating:	434

Students Age

Three Year Old : 49%	Four Year Old: 51%

Race

White: 28%	Black/African American: 55%	Hispanic: 7%
Multiracial: 10%	Not Specified: 0%	

Language*

English: 93%	Spanish 7%	Unknown: 0%

Disabilities

Yes: 10%	No: 90%

CSNT Head Start – CIRCLE Assessment

On-Track Comparison Data 2023-2024

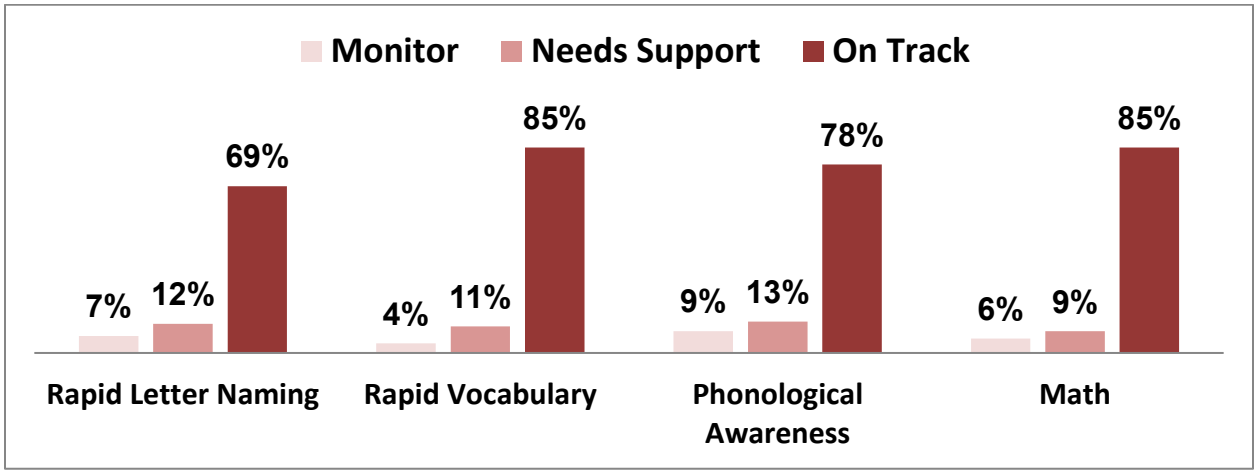
	Wave 1	Wave 2	Wave 3
Rapid Letter Naming	32%	53%	69%
Rapid Vocabulary	68%	84%	85%
Phonological Awareness	75%	74%	78%
Math	82%	81%	85%
Science	84%	87%	87%
Social Studies	84%	88%	85%
Social Emotional	93%	88%	85%
Approaches to Learning	86%	88%	88%
Physical Development	88%	80%	82%
Listening	16%	29%	40%
Words In a Sentence	18%	34%	47%
Patterns	85%	84%	88%
Total Students Tested	456	451	434

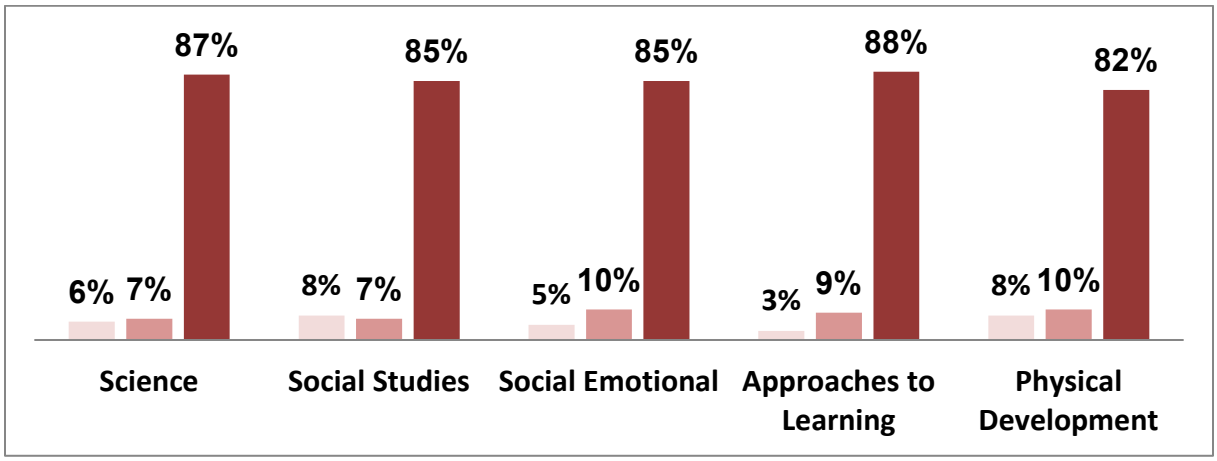
Listening, Words in a Sentence and Patterns are Optional areas

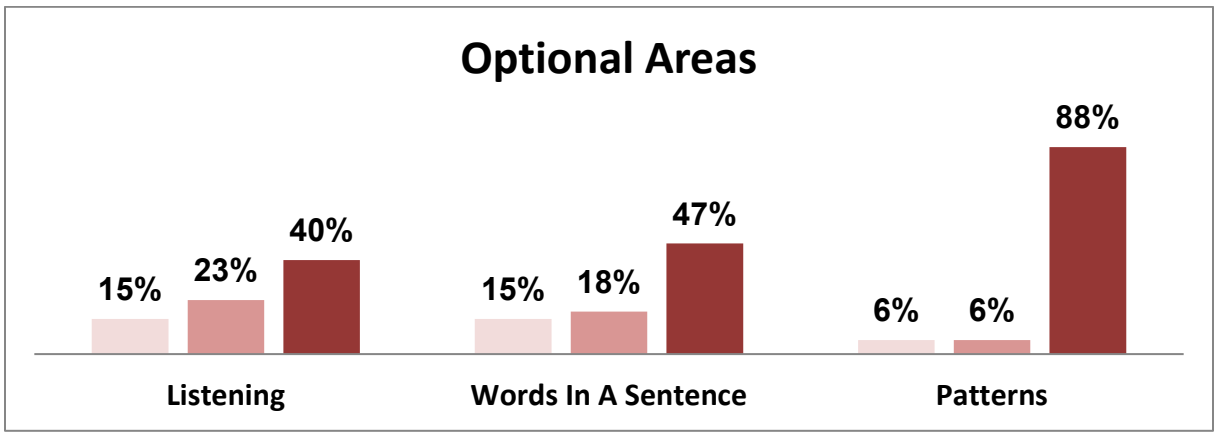
CSNT Head Start

CIRCLE Assessment 2023-2024

Wave 3 Program Report







*Out of Range: The child is not within the specified age range or there is no established threshold at this time.

Percentage for the Out-of-Range areas is Rapid Letter naming 12%, Listening 22%, and Words in a Sentence 20%.

CSNT Head Start – CIRCLE Assessment

Wave 3 Age Comparison Data 2023-2024

	3-Year-Old	4-Year-Old
Rapid Letter Naming	64%	75%
Rapid Vocabulary	92%	78%
Phonological Awareness	82%	75%
Math	88%	81%
Science	88%	85%
Social Studies	85%	86%
Social Emotional	90%	78%
Approaches to Learning	94%	81%
Physical Development	83%	79%
Listening	28%	54%
Words in a Sentence	31%	64%
Patterns	88%	87%
Total Students Tested	214	220

Percentage based on "On Target"

Listening, Words in a Sentence and Patterns are Optional areas.

CSNT Head Start – CIRCLE Assessment

Wave 3 Race Comparison Data 2023-2024

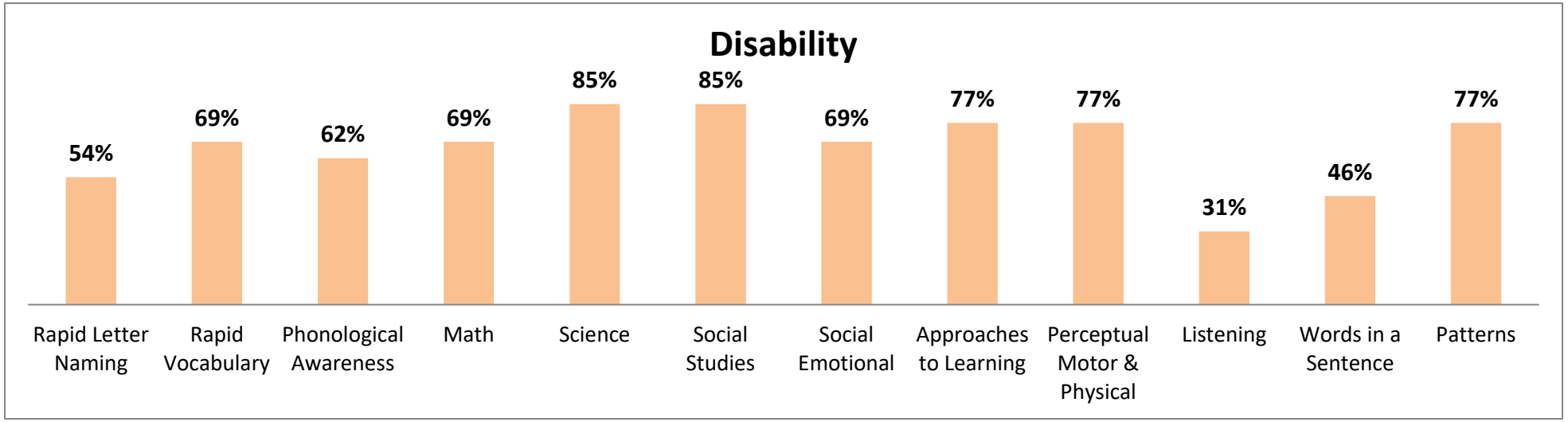
	White	Black / African American	Hispanic	Multiracial
Rapid Letter Naming	51%	77%	58%	63%
Rapid Vocabulary	82%	85%	71%	80%
Phonological Awareness	71%	78%	79%	80%
Math	75%	91%	83%	89%
Science	89%	90%	96%	98%
Social Studies	89%	90%	83%	80%
Social Emotional	82%	76%	96%	98%
Approaches to Learning	84%	86%	92%	96%
Physical Development	91%	83%	71%	87%
Listening	44%	49%	21%	30%
Words in a Sentence	48%	67%	46%	48%
Patterns	78%	92%	92%	89%
Total Students Tested	**121**	**239**	**29**	**45**

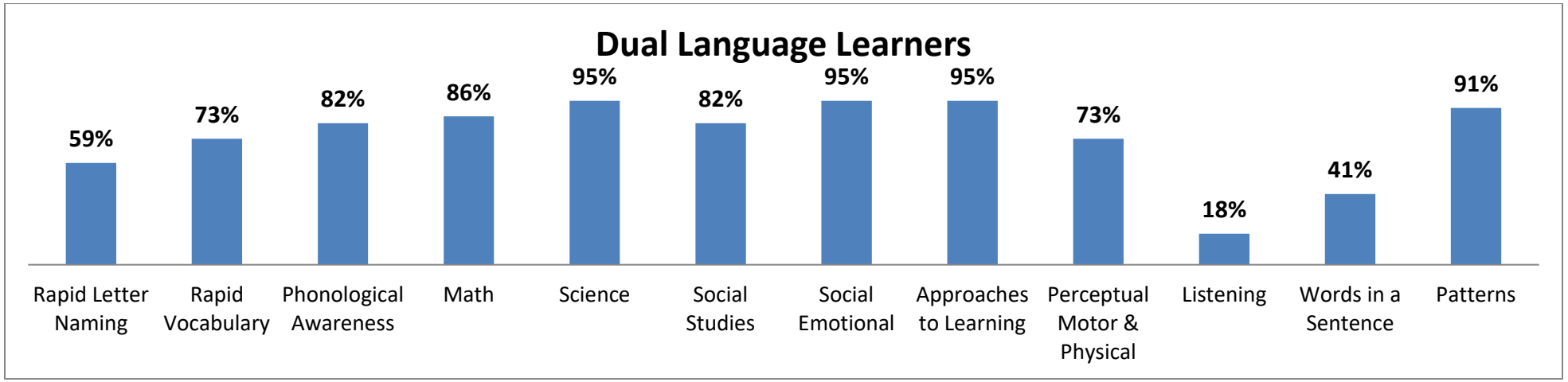
Percentage based on "On Target"

Listening, Words in a Sentence and Patterns are Optional areas.

CSNT Head Start – CIRCLE Assessment

Wave 3 2023-2024





Percentage based on "On Target"

Community Services of Northeast Texas, Inc.

Early Head Start CIRCLE Assessment 2023-2024 **Wave 3**

This data reflects demographic information on the students who participated in this assessment session.

Total Students Participating:	**0 – Infants**
No Infants Data for Wave 3	**12-18 Months**

Gender

Male:	**0%**	**Female:**	**0%**

Race

White: **0%**	**Black/African American:** **0%**	**Hispanic:** **0%**
Multiracial: **0%**	**Not Specified:** **0%**	

Language

English: **0%**	**Spanish** **0%**	**Unknown:** **0%**

Disabilities

Yes: 0%	**No: 0%**

Community Services of Northeast Texas, Inc.

Early Head Start CIRCLE Assessment 2023-2024 **Wave 3**

This data reflects demographic information on the students who participated in this assessment session.

Total Students Participating:	**2 – Toddlers** **18- 24 Months**

Gender

Male: 50%	**Female:** 50%

Race

White: 50%	**Black/African American:** 50%	**Hispanic:** 0%
Multiracial: 0%	**Not Specified:** 0%	

Language

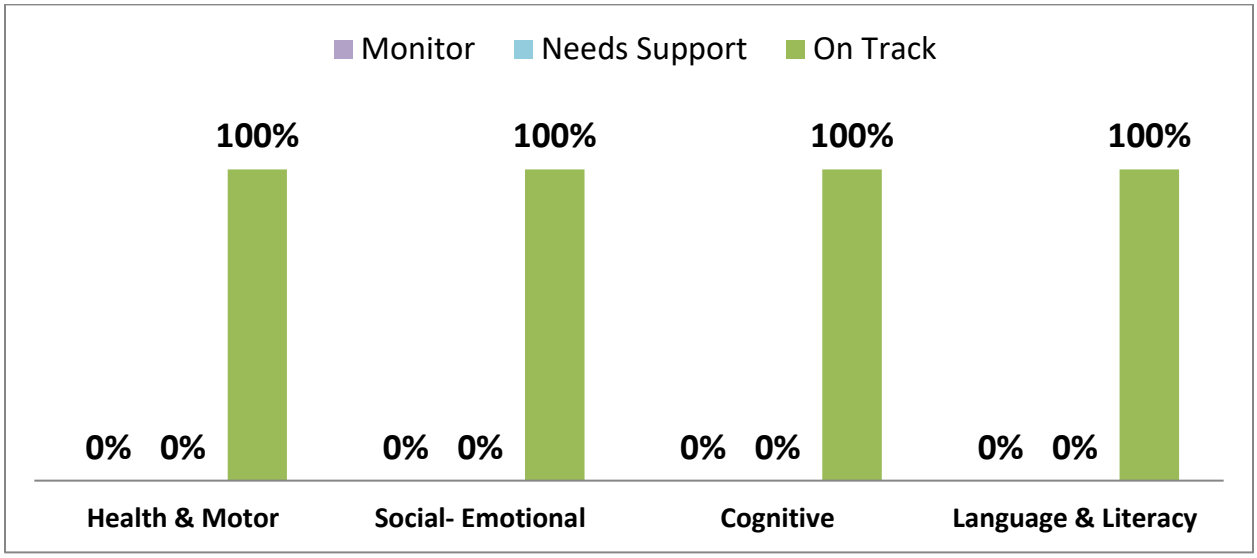
English: 100%	**Spanish** 0%	**Unknown:** 0%

Disabilities

Yes: 0%	**No:** 100%

CSNT Early Head Start – CIRCLE Assessment 2023-2024

Wave 3 - Toddlers



No Disability Data for Toddlers

No Dual Language Learners

Race	White	Black / African American	Hispanic	Multiracial
Health & Motor	100%	100%	0%	0%
Social - Emotional	100%	100%	0%	0%
Cognitive	100%	100%	0%	0%
Language & Literacy	100%	100%	0%	0%
Total Students Tested	1	1	0	0

Percentage based on "On Target" for Race

Community Services of Northeast Texas, Inc.

Early Head Start CIRCLE Assessment 2023-2024 **Wave 3**

This data reflects demographic information on the students who participated in this assessment session.

Total Students Participating:	**14– Pre-School Entry** **2-3 Years**

Gender

Male:	**57%**	**Female:**	**43%**

Race

White: **21%**	**Black/African American:** **58%**	**Hispanic:** **14%**
Multiracial: **7%**	**Not Specified:** **0%**	

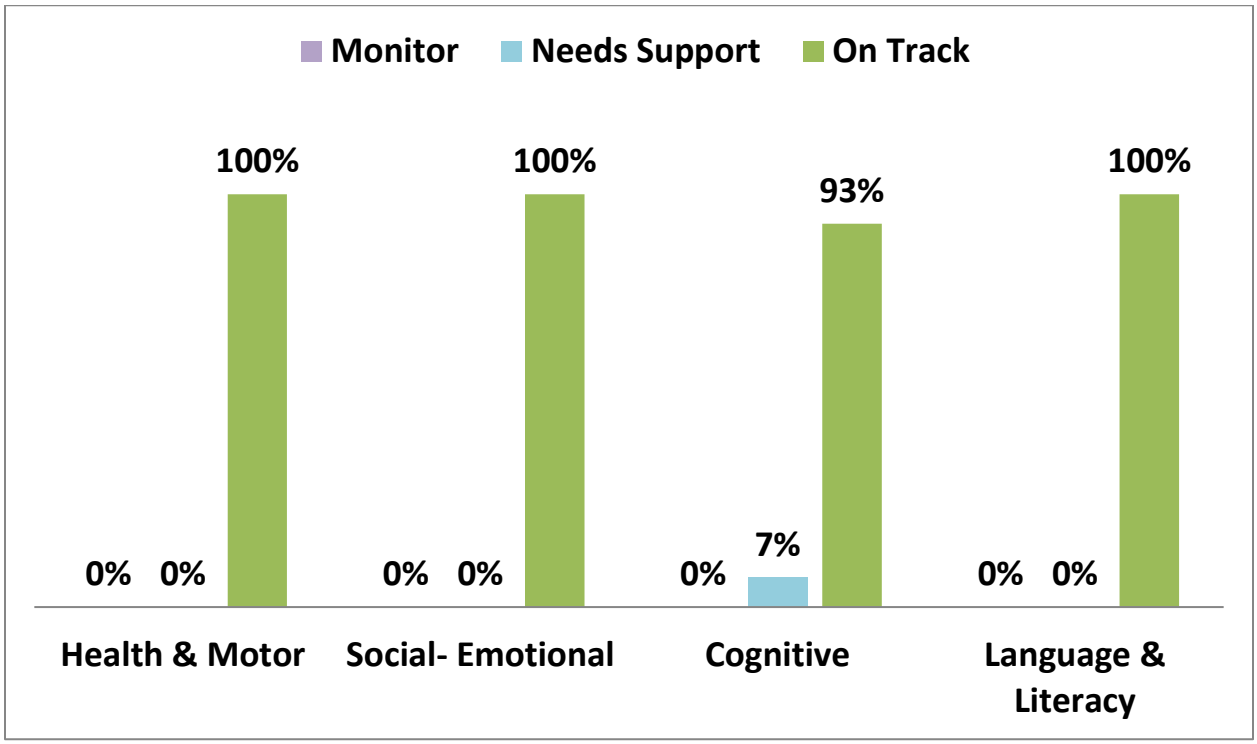
Language

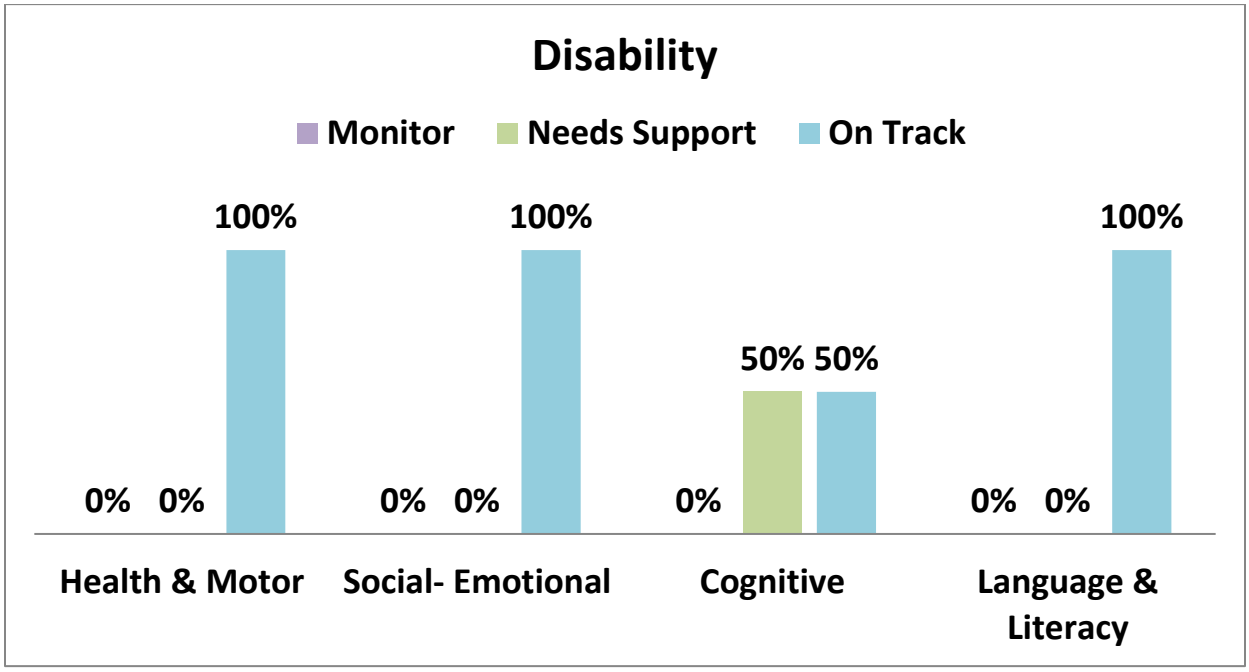
English: **86%**	**Spanish** **14%**	**Unknown:** **0%**

Disabilities

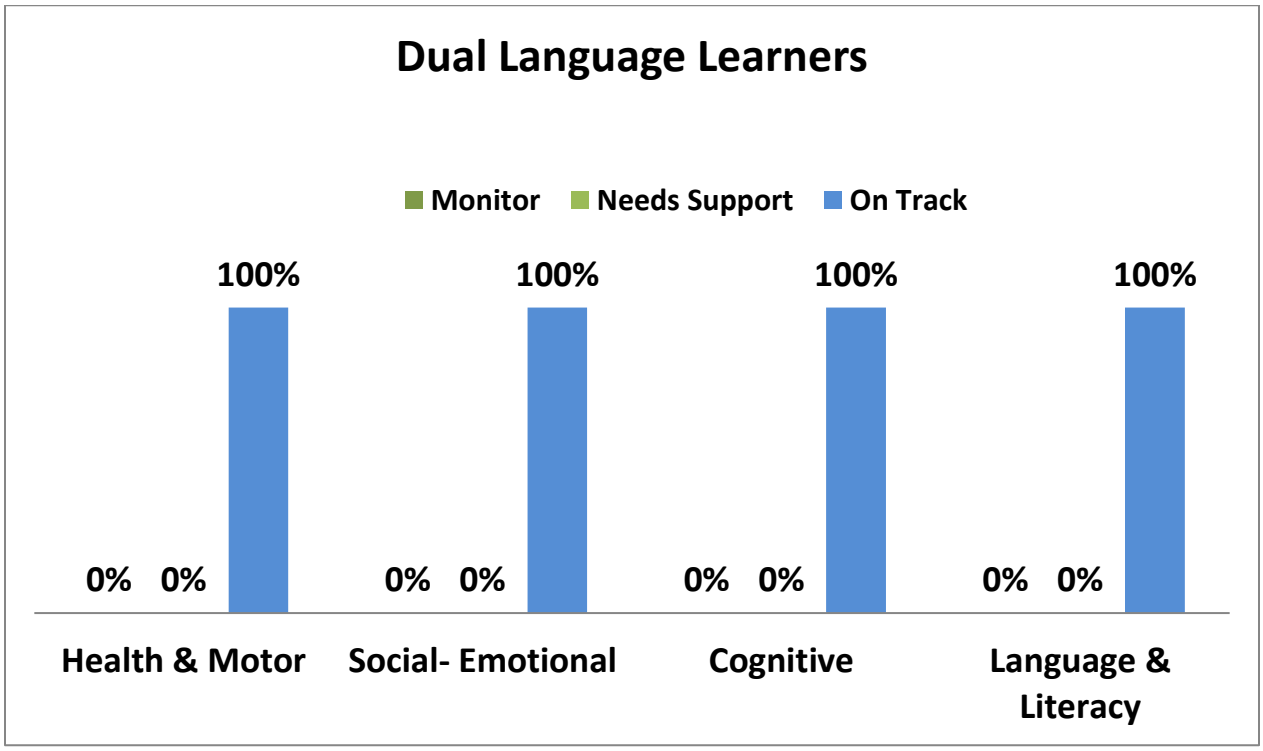
Yes: 14%	**No: 86%**

CSNT Early Head Start – CIRCLE Assessment 2023-2024
Wave 3 – Pre School Entry





CSNT Early Head Start – CIRCLE Assessment 2023-2024
Wave 3 – Pre School Entry



Race	White	Black / African American	Hispanic	Multiracial
Health & Motor	100%	100%	100%	100%
Social - Emotional	100%	100%	100%	100%
Cognitive	100%	88%	100%	100%
Language & Literacy	100%	100%	100%	100%
Total Students Tested	3	8	2	1

Percentage based on "On Target" for Race

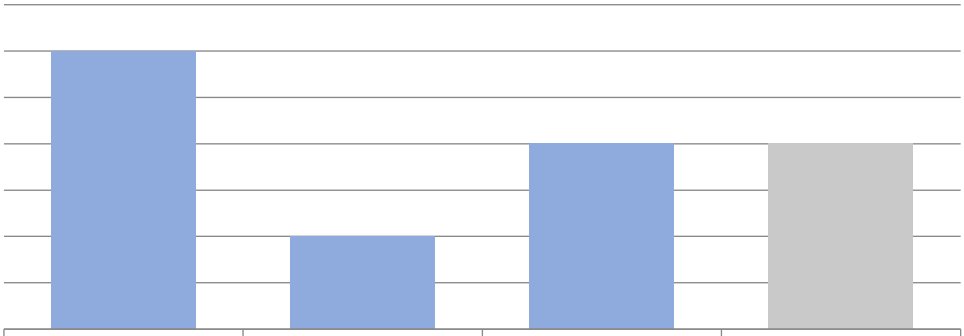
CSNT Head Start

School Readiness Performance Data Report

Head Start

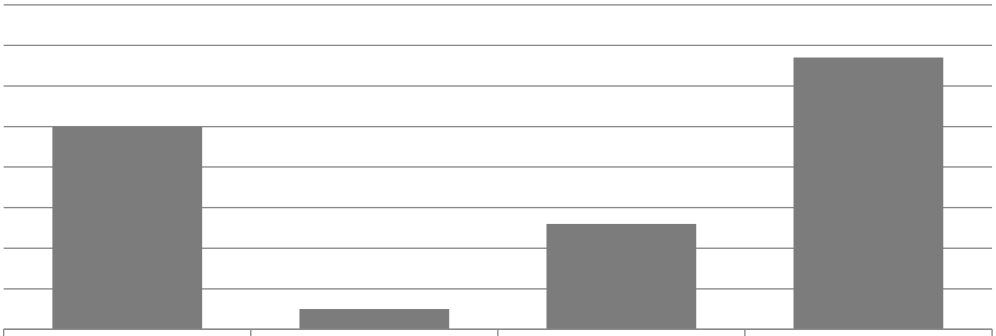
2023-2024

Approaches to Learning
Goal: Children will demonstrate initiative and independence.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
3&4 year olds	90%	86%	88%	88%

Cognition: Mathematics Development
Goal: Children will know number names and the count sequence.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
3 year olds	50%	5%	26%	67%

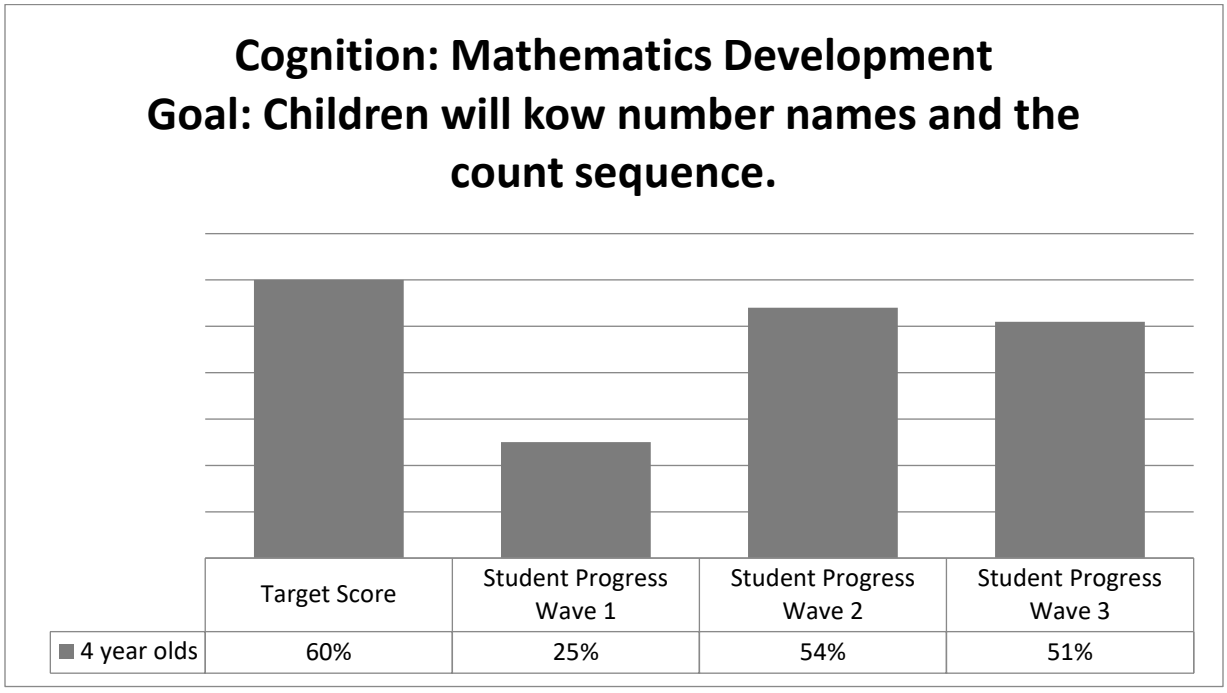
Percentages are based on actual data from Frog Street/Circle Assessment.

CSNT Head Start

School Readiness Performance Data Report

Head Start

2023-2024



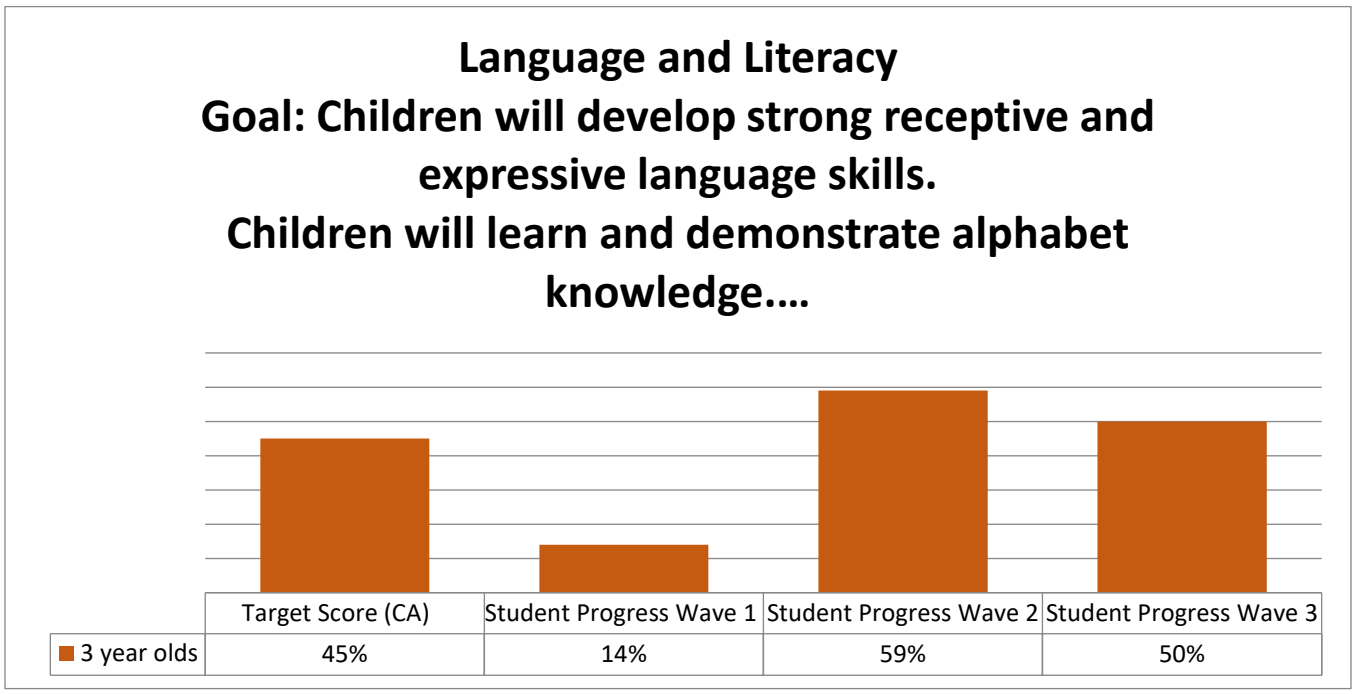
Percentages are based on actual data from Frog Street/Circle Assessment.

CSNT Head Start

School Readiness Performance Data Report

Head Start

2023-2024



Percentages are based on actual data from Frog Street/Circle Assessment.

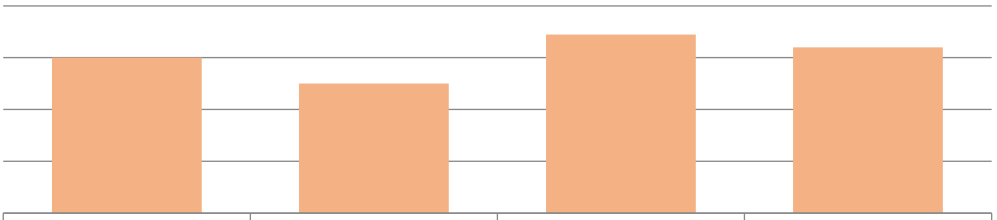
CSNT Head Start

School Readiness Performance Data Report

Head Start

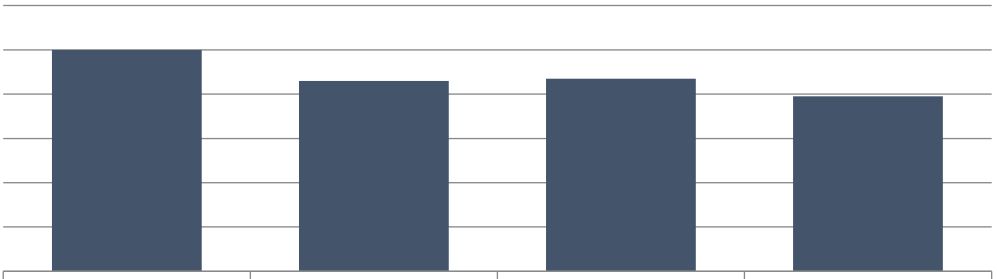
2023-2024

Language and Literacy
Goal: Children will develop strong receptive and expressive language skills.
Children will learn and demonstrate alphabet knowledge.



	Target Score (CA)	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
4 year olds	60%	50%	69%	64%

Perceptual, Motor, and Physical Development
Goal: Children will demonstrate control of large and small muscles for movement, coordination and balance.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
3 year olds	100%	86%	87%	79%

Percentages are based on actual data from Frog Street/Circle Assessment.

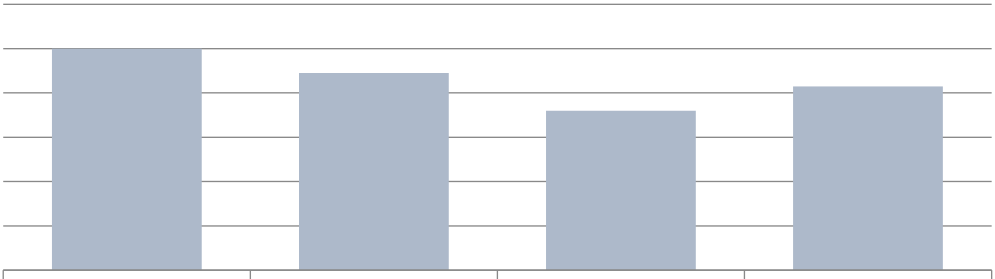
CSNT Head Start

School Readiness Performance Data Report

Head Start

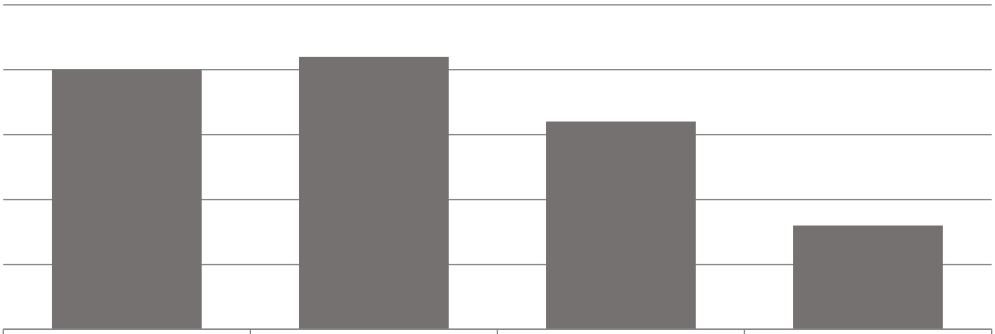
2023-2024

Perceptual, Motor, and Physical Development
Goal: Children will control of large and small muscles for movement, coordination and balance.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
4 year olds	100%	89%	72%	83%

Social and Emotional Development
Goal: Children will demonstrate interact with peers, cooperating and solving problems.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
3 year olds	90%	91%	86%	78%

Percentages are based on actual data from Frog Street/Circle Assessment.

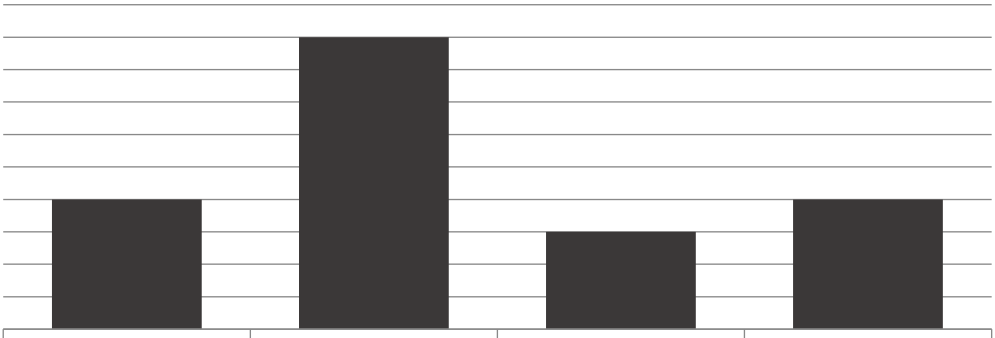
CSNT Head Start

School Readiness Performance Data Report

Head Start

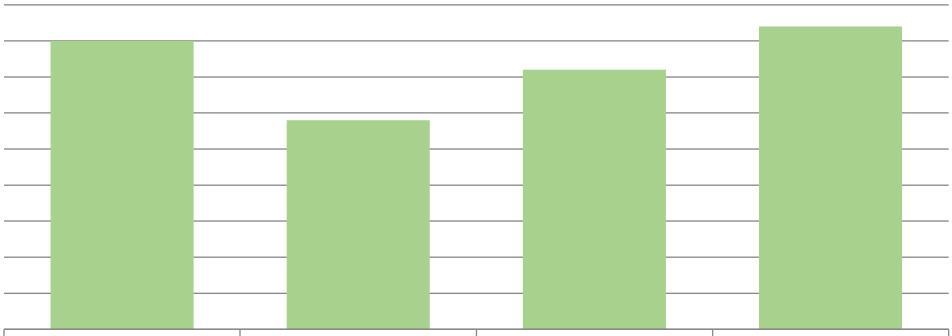
2023-2024

Social and Emotional Development
Goal: Children will demonstrate interact with peers, cooperating and solving social problems.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
4 year olds	90%	95%	89%	90%

Parent Goal
Goal: Families will work with child/children to complete weekly Home Activities.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
3 & 4 year olds	80%	58%	72%	84%

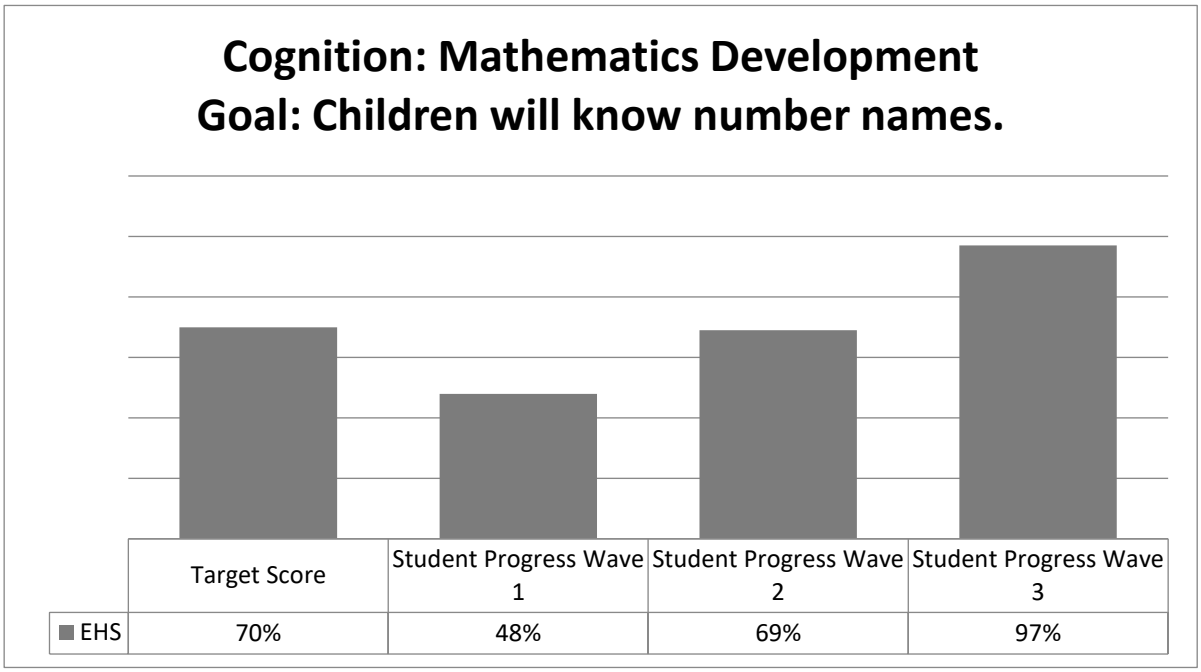
Percentages are based on actual data from Frog Street/Circle Assessment.

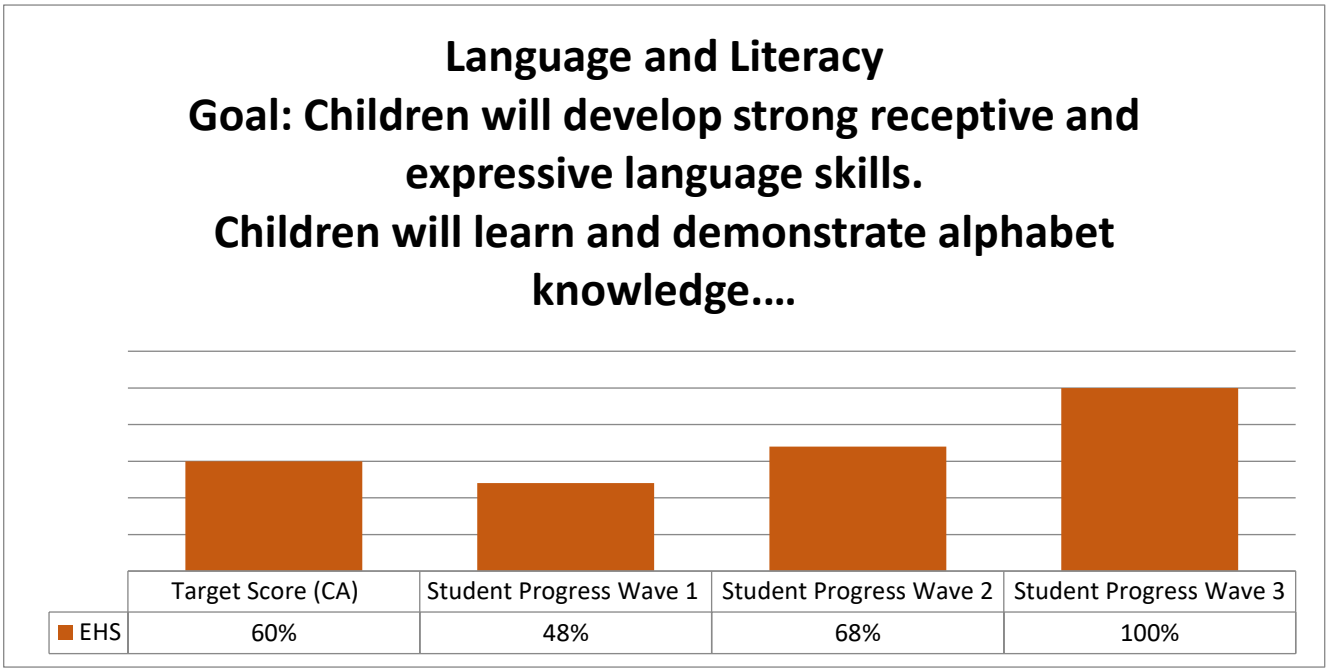
CSNT Head Start

School Readiness Performance Data Report

Early Head Start

2023-2024





Percentages are based on actual data from Frog Street/Circle Assessment.

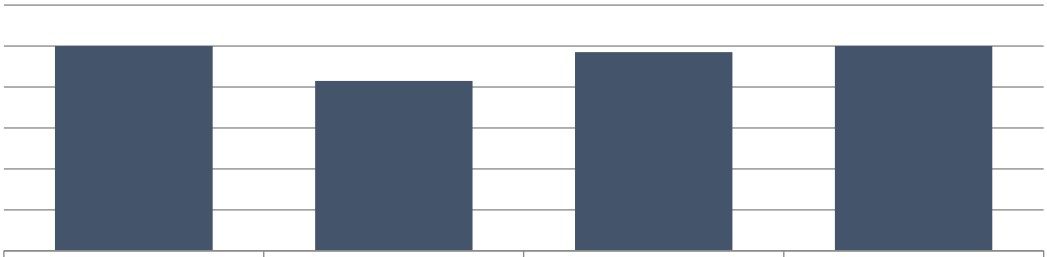
CSNT Head Start

School Readiness Performance Data Report

Early Head Start

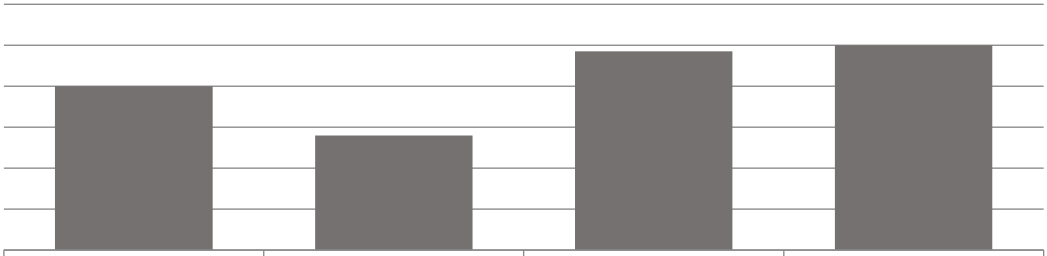
2023-2024

Perceptual, Motor, and Physical Development
Goal: Children will demonstrate control of large and small muscles for movement, coordination and balance.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
EHS	100%	83%	97%	100%

Social and Emotional Development
Goal: Children will demonstrate interact with peers, cooperating and solving social problems.



	Target Score	Student Progress Wave 1	Student Progress Wave 2	Student Progress Wave 3
EHS	80%	56%	97%	100%

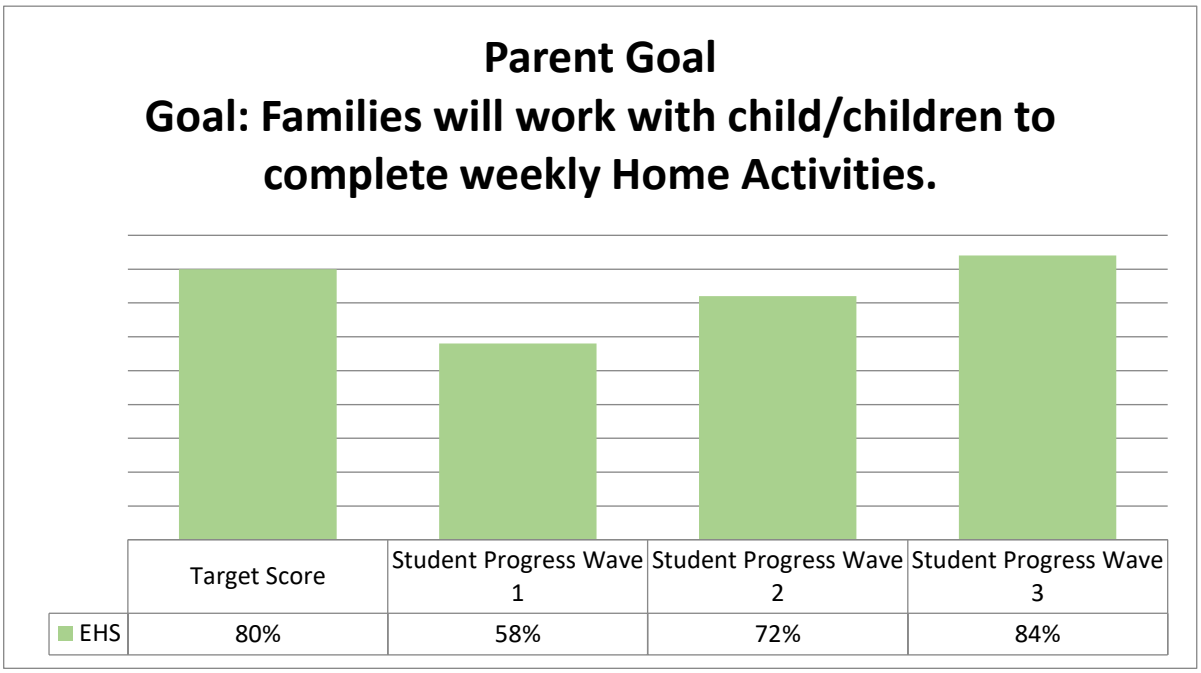
Percentages are based on actual data from Frog Street/Circle Assessment.

CSNT Head Start

School Readiness Performance Data Report

Early Head Start

2023-2024



Percentages are based on actual data from Frog Street/Circle Assessment.

Parent, Family, and Community Engagement Framework
School Readiness Goals 2023-2024

1. Goal: Parents will ensure that all children are healthy.

Objective: 85% of all students will complete health requirements. **70%**

Action Steps:

1. 87% compliance of all EPTSD physical requirements. **77%**
2. 92% Compliance on initial physicals.**87%**
3. 85% Compliance on all six month dentals. **48%**
4. 85% compliance on lead and hemoglobin. **66%**

2. Goal: Parents will increase family engagement skills.

Objective: 80% of Parents will participate in Family Engagement Activities. **62%**

Action Steps:

1. 40% Parent Meeting Attendance **33%**
2. 75% participation in Read Across America. – **100%**
3. 80% Ready Rosie Parent Participation-**51%**

3. Goal: Parents will be prepared for transition into Kindergarten.

Objective: 80% of parents will complete activities that will ensure their child is ready to transition to ISD campus. **84%**

Action Steps:

1. 85% parent participation in Home Visits and Parent Teacher Conferences. **99%**
2. 80% completion of home activities**. 72%**
3. 80% participation at the end of the year transition meeting. **80%**

4. Goal: Parent and Staff will participate in Mental Wellness activities.

Objective: 90% of parents and staff will participate in mental wellness activities. **78%**

Action Steps:

1. 50% participation in quarterly staff wellness activity. **35%**
2. 80% of parents will receive a quarterly Health/Wellness Newsletter. **100%**
3. 90% participation in staff wellness training. **100%**

CSNT Head Start 2023-2024 Program Goals Progress Report

Program Goal 1: Strengthen comprehensive Health Services within the program.					
Year Five Objective One Outcome: 87% of parents will obtain (EPDST) health requirements for their children					
Fall Progress	71%	Winter Progress	81%	Spring Progress	77%
Program Goal 1 Challenges: Parents understanding the importance of completing health steps					

Program Goal 1: Strengthen comprehensive Health Services within the program.					
Year Five Objective Two Outcome: 90% of parents/staff will participate in wellness activities					
Fall Progress	77%	Winter Progress	68%	Spring Progress	78%
Program Goal 1 Challenges: Parents/staff feeling connected to the activities offered					

Program Goal 2: Provide Comprehensive School Readiness					
Year Five Objective One Outcome: 70% of Head Start children will name upper and lowercase letters					
Fall Progress	32%	Winter Progress	64%	Spring Progress	69%
Program Goal 2 Challenges: Teachers individualizing according to the data in the child assessment system					

Program Goal 2: Provide Comprehensive School Readiness					
Year Five Objective Two Outcome: 75% of children will sequence count to 50					
Fall Progress	15%	Winter Progress	40%	Spring Progress	54%
Program Goal 2 Challenges: Teachers individualizing according to the data in the child assessment system					

Program Goal 2: Provide Comprehensive School Readiness.					
Year Five Objective Three Outcome: Head Start- 6 (Quality Score) in CLASS Emotional Support (ES) And Classroom Organization (CO) and 3 (Quality Score) increase in Instructional Support (IS) Early Head Start – Emotional & Behavior score of 6 and Engaged Learning score of 6 and Responsive Caregiving score of 6					
Fall Progress	ES 6.09 CO 5.61 IS 4.55 EB 6.1 EL 5.67 RC 6.07	Winter Progress	ES 6.31 CO 5.44 IS 4.08 EB N/A EL N/A RC 5.25	Spring Progress	ES 6.33 CO 6.11 IS 5.34 EB 6.4 EL 6 RC 6.44
Program Goal 2 Challenges: Staff turnover, Teacher motivation, lack of understanding concepts					

Program Goal 2: Provide Comprehensive School Readiness					
Year Five Objective Four Outcome: 85% of Early Head Start children will demonstrate interactions with their peers					
Fall Progress	56%	Winter Progress	97%	Spring Progress	100%
Program Goal 2 Challenges: Teachers individualizing according to the data in the child assessment system					

Program Goal 3: Increase Parent Involvement in the Head Start Program					
Year Five Objective One Outcome: 70% of parents will be involved in their child's education					
Fall Progress	56%	Winter Progress	62%	Spring Progress	84%
Program Goal 3 Challenges: Parent's ability to participate in activities due to other commitments such as work or family responsibilities					

CSNT CLASS Program Scores-Head Start Spring 2023 Vs. Spring 2024

Pre-K-CLASS Averages

5/22/2024
11:32 AM

Community Services Of Northeast Tex
5630 - Pre-K CLASS® Average Score Charts
Observation Periods: Spring 2024, Spring 2023

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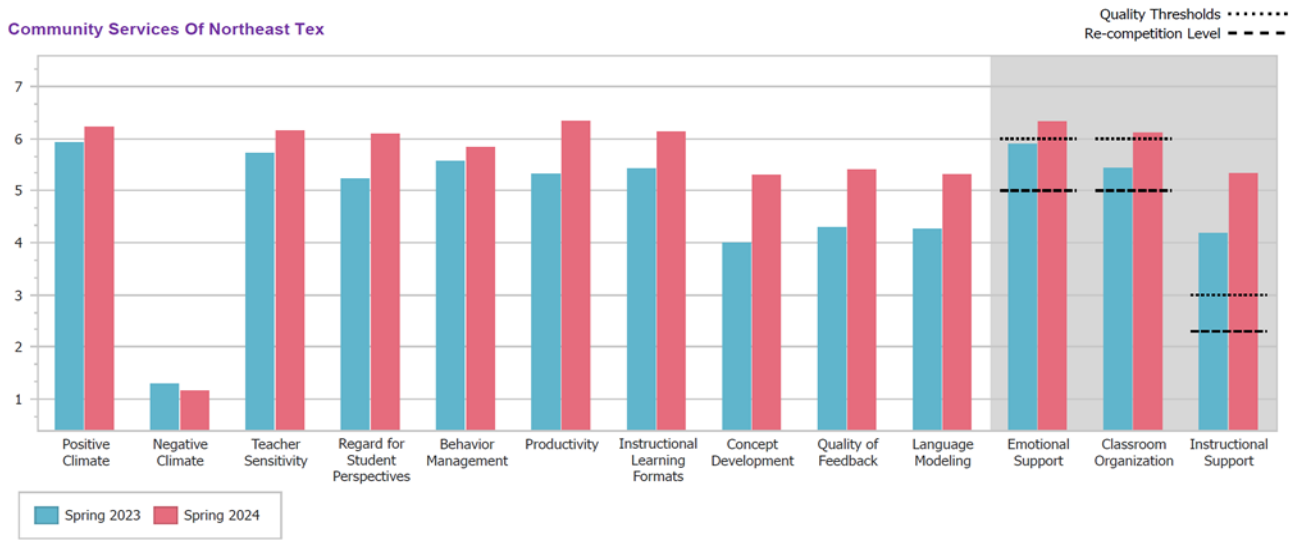


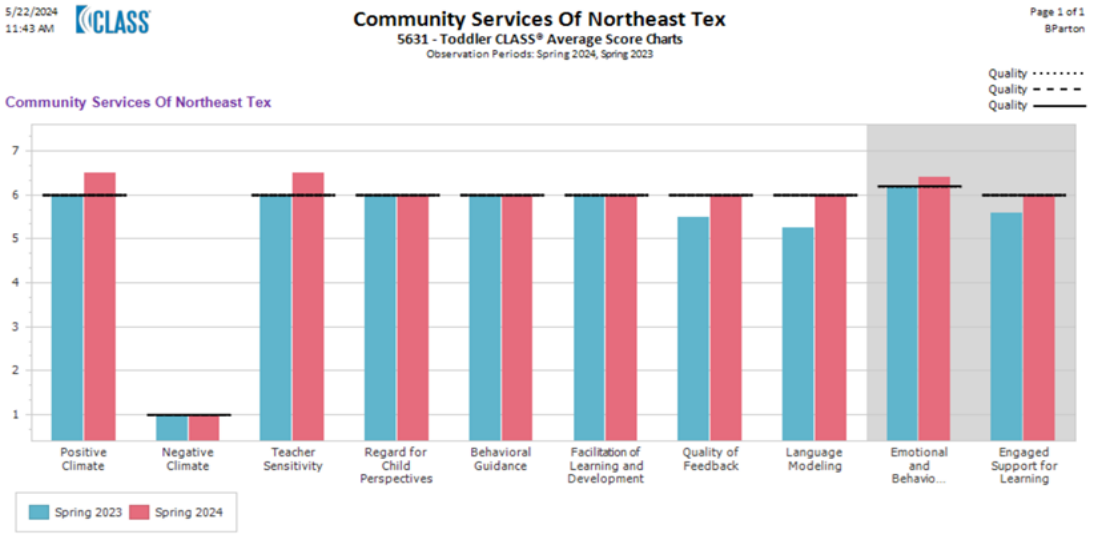
	PC	NC	TS	RSP	BM	PD	ILF	CD	QF	LM	ES	CO	IS
Spring 2023	5.93	1.3	5.73	5.23	5.57	5.33	5.43	4	4.3	4.27	5.9	5.44	4.19
Spring 2024	6.23	1.16	6.16	6.09	5.84	6.34	6.14	5.3	5.41	5.32	6.33	6.11	5.34

Competitive Thresholds	Quality Thresholds	CSNT CLASS Scores Spring 2023	CSNT CLASS Scores Spring 2024
Emotional Support-5	Emotional Support-6	Emotional Support-5.9	Emotional Support 6.33
Classroom Organization-5	Classroom Organization-6	Classroom Organization-5.44	Classroom Organization 6.11
Instructional Support-2.3	Instructional Support-3	Instructional Support-4.19	Instructional Support 5.34

*Spring 2024-Out of the 22 classrooms, we had 1 Teaching Assistant taking on the duties of the Lead Teacher.

CSNT CLASS Program Scores Spring 2023 Vs. Spring 2024

Early Head Start Averages-Toddlers



	PC	NC	TS	RCP	BG	FLD	QF	LM	EBS	ESL
Spring 2023	6	1	6	6	6	6	5.5	5.25	6.2	5.59
Spring 2024	6.5	1	6.5	6	6	6	6	6	6.4	6

Quality Thresholds	CSNT CLASS Scores Spring 2023	CSNT CLASS Scores Spring 2024
Emotional and Behavioral Support 6.00	Emotional and Behavioral Support 6.20	Emotional and Behavioral Support 6.40
Engaged Support for Learning 6.00	Engaged Support for Learning 5.59	Engaged Support for Learning 6.00

*Spring 2024-We had 1 new teacher in the classroom that was not observed.

CSNT CLASS Program Scores Spring 2023 Vs. Spring 2024

Early Head Start Averages-Infants

5/22/2024
11:46 AM

Community Services Of Northeast Tex

5632 - Infant CLASS® Average Score Charts

Observation Periods: Spring 2024, Spring 2023

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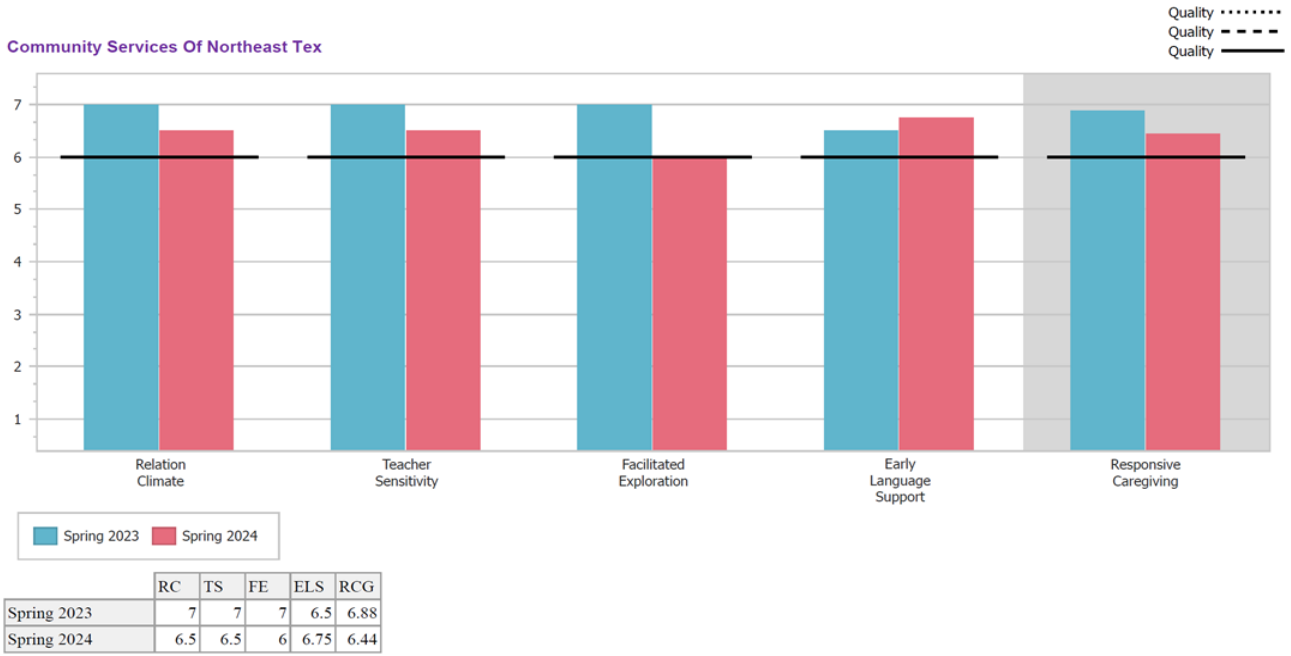
BParton



	RC	TS	FE	ELS	RCG
Spring 2023	7	7	7	6.5	6.88
Spring 2024	6.5	6.5	6	6.75	6.44

Quality Thresholds	CSNT CLASS Scores Spring 2023	CSNT CLASS Scores Spring 2024
Responsive Caregiving 6.00	Responsive Caregiving 6.88	Responsive Caregiving 6.44

Justification
Head Start/Early Head Start
2.35% COLA Increase
Grantee 06CH011282/05

Date	Description
5/28/2024	CSNT Head Start is requesting approval to accept the Head Start FY2024 COLA ($103,161) & Early Head Start COLA ($6,062) Total COLA = $109,223

Funding Base Rate Increases Rounded

The starting hourly rate for all HS/EHS positions, whether filled or unfilled, listed on the Base Salary Scale were increased by at least 2.35%.

All HS/EHS employees are receiving a 2.3% COLA Increase in their pay

Justification
Head Start/Early Head Start
Five Year Project Period Baseline Grant
#06CH011282/06

Date	Description
5/28/2024	CSNT Head Start is requesting approval to submit the Baseline Grant Application for Head Start/Early Head Start for a total of $6,003,319. $4,757,017 Program Expenditures $ 45,638 Training and Technical Assistance $1,200,664 NFS $6,003,319 Total Budget Amount $ 420,680 – Indirect Cost Pool

Budget Line Items by Program

Budget Category	**Head Start Budget Amount**	**Early Head Start Budget Amount**	**Total Budget Amount**
Personnel	$2,280,847	$147,390	$2,428,237
Fringe	$660,077	$42,655	$702,732
Travel (4120)	$10,000	$2,190	$12,190
Equipment	$10,000	$0	$10,000
Supplies	$210,000	$17,850	$227,850
Contractual	$291,066	$0	$291,066
Facilities/ Construction	$0	$0	$0
Other (4120)	$29,750	$2,867	$32,617
Other (4122)	$644,073	$32,379	$676,452
Indirect Costs	$396,943	$23,737	$420,680
	HS	**EHS**	**TOTAL**
Expenditures	**$4,493,006**	**$264,011**	**$4,757,017**
Total (T&TA)	**$40,381**	**$5,257**	**$45,638**
NFS	**$1,133,347**	**$67,317**	**$1,200,664**
Total Budget	**$5,666,734**	**$336,585**	**$6,003,319**

Approving purchase of (1) Sunshade Awning – Hughes Springs HS

Board of Directors
By-Laws

Community Services of Northeast Texas, Inc.

Revisions:

Jan 24, 2012 • Oct 5, 2016 • Jan 22, 2019 • May 26, 2020

June 27, 2023 • August 29, 2023• May 28, 2024

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ARTICLE I – NAME

Section 1.

The name of this corporation shall be the Community Services of Northeast Texas, Inc., (hereinafter "Community Services") a non-profit corporation incorporated under the laws of the State of Texas and recognized by the Texas Department of Housing and Community Affairs (hereinafter "TDHCA") as the proper body to carry out the purposes and functions set out in these by- laws.

Section 2.

The offices of Community Services shall be at such place or places in the City of Linden, Texas, as may from time to time be designated by resolution. Until otherwise provided by resolution, the central office of Community Services shall be at 123 Kaufman, Linden, Texas 75563.

ARTICLE II – PURPOSE

The purpose of this corporation shall be to implement and to carry out the provisions of the Economic Opportunity Act of 1964, including all amendments to said Acts, to administer the programs funded by Congress, and to seek projects eligible for assistance from other public and private sources. To achieve these purposes the corporation will work with the poor sector, the public sector and the private sector to seek out, identify and bring together community programs, resources and capital to alleviate and/or eliminate the causes of poverty including providing decent housing. The Corporation shall be operated exclusively for such purposes, and no part of its net earnings shall inure to the benefit of, or be distributable to, its Directors, Officers or any private persons.

ARTICLE III – BOARD STRUCTURE (Texas Administrative Code (TAC) RULE 6.210

Section 1.

(a) Eligible Entities that are Private Nonprofit Organizations shall administer the CSBG program through a tripartite board that fully participates in the development, planning, implementation, and evaluation of the program to serve low-income communities. Records must be retained for all seated board members in relation to their elections to the board for the longer of the board member's term on the Board, or the federal record retention period. Some of the members of the board shall be selected by the Private Nonprofit

Organization, and others through a democratic process; the board shall be composed so as to assure that the requirements of the CSBG Act are followed and are composed as:

(1) One-third of the members of the board shall be elected public officials, holding office on the date of the selection, or their representatives. In the event that there are not enough elected public officials reasonably available and willing to serve on the board, the entity may select appointive public officials to serve on the board. The public officials selected to serve on the board may each choose one permanent representative or designate an alternate to serve on the board. Appointive public officials or their representatives or alternates may be counted in meeting the 1/3 requirement.

(2) Not fewer than 1/3 of the members are persons chosen in accordance with the Eligible Entity's Board-approved written democratic selection procedures adequate to assure that these members are representative of low-income individuals and families in the neighborhood served; and each representative of low-income individuals and families selected to represent a specific neighborhood within a community resides in the neighborhood represented by the member.

(3) The remainder are members of business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community served.

Section 2.

As per Sec.676B (PUBLIC LAW 105-285), private nonprofit entities have the responsibility for selection and composition of the Board as described above.

ARTICLE IV – MEMBERSHIP BODY

This corporation/agency, Community Services, shall have no stockholding members but shall have organizational members as herein provided.

ARTICLE V - COMPOSITION OF THE BOARD

Section 1.

Board Size – The Board shall consist of at least nine (9) but not more than twenty-one (21) members. As long as the composition remains in compliance with Article III, Section 1, the number of board members can be ever-changing. The number of members shall remain divisible by three (3).

Section 2.

Public Officials

Per TAC 6.210, One-third of the members of the board shall be elected public officials, holding office on the date of the selection, or their representatives. In the event that there are not enough elected public officials reasonably available and willing to serve on the board, the entity may select appointive public officials to serve on the board. The public officials selected to serve on the board may each choose one permanent representative or designate an alternate to serve on the board. Appointive public officials or their representatives or alternates may be counted in meeting the 1/3 requirement.

Section 3.

Low Income Representatives

Per TAC 6.210, Not fewer than 1/3 of the members are persons chosen in accordance with the Eligible Entity's Board-approved written democratic selection procedures adequate to assure that these members are representative of low-income individuals and families in the neighborhood served; and each representative of low-income individuals and families selected to represent a specific neighborhood within a community resides in the neighborhood represented by the member.

An essential objective of community action is participation by low-income individuals in the programs which affect their lives; therefore, the CSBG Act and its amendments require representation of low-income individuals on Boards or state-specified governing bodies. Low-income representatives need not themselves be poor, but they must be selected in a manner that ensures that they truly represent low-income individuals. Low-income representatives will be selected through either of the following democratic procedures.

(a) Directly through democratic election.

(b) Indirectly through selection by a community organization composed predominantly of and representing people with low-incomes. The community organization will elect the representative following democratic election procedures.

Section 4.

Representatives of Private Groups And Interests

Community Services shall select persons representing the private sector to serve on the Board or it may select private sector organizations from which representatives of the private sector would be chosen to serve on the Board. Law enforcement representatives are included in this group. Qualifying Private Groups or Interests shall meet the following requirements as set forth for private organizations:

1. Must have a governing Board and/or Executive Committee, which is responsible for policy decisions.

2. Must have a written set of By-Laws.

3. Must have elected officers consisting of at least a Chairman, Vice- Chairman, Secretary and Treasurer.

4. Must have at least four (4) quarterly meetings of the governing body per calendar year.

5. Must have an official membership list.

6. Must keep permanent regular minutes of meetings indicating official decisions and actions of the organizations.

Section 5.

All private and public agencies with representation on the Board shall appoint or reappoint their representatives pursuant to these By-Laws at the annual meeting.

Section 6.

Members of the Board will meet the requirements and regulations set forth by the programs implemented through the Agency.

405 Employment Termination

Effective Date: 9/1/2003
Revision Date: ~~12/28/16~~ 5/28/2024

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

* Resignation - voluntary employment termination initiated by an employee.
* Discharge - involuntary employment termination initiated by the organization.

Community Services of Northeast Texas, Inc. (CSNT) will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to CSNT, or return of CSNT-owned property. Suggestions, complaints, and questions can also be voiced. Employees will receive their final pay in accordance with applicable state law.

The Governing Board of Directors approves the employment termination of the Executive Director, Head Start Director, Human Resources Director, Finance Director and any other person in an equivalent position with the Agency *[Pursuant to the Office of Head Start On-Site Review Protocol 642(e)(iv)(IX)]*. The Governing Board of Directors actively participates with input and approval of the Personnel Policies and Procedures. Annually the Personnel Policies and Procedures are brought before the Governing Board for discussion and approval. Minutes of meetings support the Executive Session discussions and approvals of employment terminations of said key staff by the Governing Board of Directors.

Supervisors will make a recommendation for termination to the Executive Director. A 909 Task Plan Form will be completed for performance issues before termination unless immediate termination is necessary.
The sole and ultimate responsibility and authority for the termination of staff employment lies with the Executive Director, subject to additional approvals by the Governing Board of Directors and Policy Council for the Head Start Director, Human Resources Director, Finance Director or any other person in an equivalent position with the Agency or ratifications as prescribed by law.

Policy Council provides input and approves Personnel Policies and Procedures *[Pursuant to Head Start Performance Standard 1301.3(a)]*. Minutes of meetings support discussion, approval and training on such policies. Policy Council members annually review and approve the agency's procedures concerning employment. Policy Council additionally approves decisions to terminate employment, as the final step of the involuntary termination process, within the Head Start program *[Pursuant to Head Start Performance Standard 1301.3(c)(1]*. Minutes of meetings support the Executive Session discussions regarding personnel matters, required approvals and training on such policies. This procedure is in compliance with respect to the inclusion of Policy Council in the policy-making process as it pertains to the involuntary employment termination of persons paid primarily with Head Start funds.

Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid (refer to Policy 380). Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

In the best interest of CSNT, the Executive Director reserves the right to ban any terminating employee from any and/or all properties occupied by CSNT. If the decision is made to restrict access to this terminating employee, a written notice will be delivered to said terminating employee.

522 Workplace Violence Prevention

Effective Date: 9/1/2003
Revision Date: ~~9/1/2003~~ 5/28/2024

Community Services is committed to preventing workplace violence and to maintaining a safe work environment. Given the increasing violence in society in general, Community Services has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of Community Services. ***Clients, vendors or other member of the public are also expected to treat employees with courtesy and respect at all times.***

Conduct that threatens, intimidates, or coerces another employee, a customer, or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to the proper authorities and your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by customers, ***clients***, vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported to the proper authorities and a supervisor as soon as possible. Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede or see what is happening.

Community Services will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical. In order to maintain workplace safety and the integrity of its investigation, Community Services may suspend employees, either with or without pay, pending investigation.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

Community Services encourages employees to bring their disputes or differences with other employees to the attention of their supervisors or the Executive Director before the situation escalates into potential violence. Community Services is eager to assist in the resolution of employee disputes, and will not discipline employees for raising such concerns.

PUBLICATION	CSNT
5001	Revised
	5/28/2023

Originally Issued: October 20, 2008

POLICY CLARIFICATION

Policy 705 restricts employees from displaying vulgar or political tattoos or certain body art during work hours or at Community Services ' functions.

There is no prohibition of an employee having tattoos or body piercings, but in the workplace there is a limitation as to what may be visible.

Tattoos - Tattoos do not require defining at this time except to say that both permanent and temporary tattoos are covered by this policy.

Body art - Body art, with respect to body piercing, is defined as follows:

- pierced earrings are allowed
  Guidelines:
  + no more than two pair of earrings should be worn at the same time
  + earrings should not dangle more than 1 and ½ inches from the piercing
- ear cuffs are not allowed
- clip-on earrings are not allowed in food-preparation areas
- ~~no other facial piercing is allowed to be visible~~ only one stud is allowed in the nose, but no nose rings.
- no other body piercing is allowed to be visible

Body art, with respect to jewelry, is defined as follows:

- necklaces, bracelets, rings, wristwatches, ankle bracelets are allowed
  Guidelines:
  + no more than two necklaces should be worn
  + necklaces should not be long enough to create a hazard
  + rings should be limited to a total of three, with no more than two on one hand (nestled wedding sets count as one ring)
  + rings should be close-fitting enough as to not cause a hazardous situation
  + kitchen staff must follow health code rules regarding rings in the kitchen
  + bracelets should not be of the dangling kind and should be close-fitting (no charm bracelets in classrooms or during food service or preparation)
  + wristwatches should be close-fitting enough as to not cause a hazard
  + ankle bracelets should be close-fitting enough as to not cause a hazard
  + bracelets which connect to rings via chain or other connection are not allowed

Scrubs - Scrubs may be worn by kitchen staff, custodian staff, or maintenance staff, but may not be worn by Lead Teachers, Teacher Assistants, or other personnel who primarily work in classrooms.

Jeans - Jeans may be worn as long as a clean marked top or nice unmarked shirt is worn with them. Slightly distressed jeans are allowed onlv if there are no holes where skin is visible . (On Fridays, jeans may be worn; a marked top is not required) A marked top is defined as an acceptable shirt with screen printing or embroidery that displays one of the following:

+ CSNT logo + Head Start logo + Community Action Partnership logo

Jeans may not be worn on home visits or during ARD meetings. Professional attire should be worn during meetings with the general community outside the center, but jeans and a marked top can be worn during informal meetings in certain situations, especially when such meetings are brief, occur during the work day, and do not place the employee in the position of presenting the agency's initial first impression to a new vendor , contractor, partner, or co munity leader.

Maintenance staff may wear jeans in the normal course of their work day. While not required, it is suggested that a marked shirt be worn with jeans. The preferred shirt is a denim or maintenance shirt with a CSNT logo and a pocket. This type of shirt provides the safest work environment.

Maintenance staff, meal delivery drivers, and any employees involved in outdoor labor such as mowing or facilities maintenance are allowed to wear a ball cap. The preferred cap is the CSNT ball cap.

Leggings/tights - Leggings/tights can only be worn with a top that is long enough to completely cover your abdomen and rear. Tops that have long backs and short front are a/so not appropriate with leggings/spandex tights.

Shirts - Shirts must cover the employee's midriff at all times. This should not require any further clarification, and there are no exceptions. Low-cut or inappropriate shirts are not allowed at any time.

Shorts - Shorts may not be worn at any time. The test for shorts is whether or not an employee's knees are visible . The employee's knees should be covered at all times. Capri pants that completely extend beyond the knee are allowed.

Shoes - Close-toed shoes are required in centers with kitchens. The logic behind this requirement is to protect the employee's feet against injury should something be dropped or spilled. Shoes with webbing or netting do not meet this requirement.

When in a kitchen, an employee must wear shoes that have closed toes and a closed heel. This is to keep the shoe from slipping off the foot. A heel strap does not meet this requirement.

Hair nets - Hair nets must be worn in kitchens and must completely envelope all hair.

Gloves - Gloves must be worn when handling food, and must be changed when moving from food preparation to food service. Also, employees must follow health codes with respect to glove usage.

After-hours wearing of marked clothing - Employees are encouraged to wear marked clothing during their off-duty hours. It is important to remember, however, that policies require all CSNT employees to maintain a positive image in the community. An employee's conduct while wearing CSNT markings is a reflection on the agency and should always be positive in nature.

Community Assessment 2024

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1. Executive Summary

Community Services of Northeast Texas, Inc. (CSNT) has conducted a Community Assessment for the 12 county, 6,546.30 square mile service area including Bowie, Camp, Cass, Delta, Franklin, Hopkins, Lamar, Marion, Morris, Rains, Red River and Titus counties. The results of the assessment seem to be trending back to pre-pandemic trends. The need that rose to the top over the last three years is employment/job training. Other needs identified include higher education, healthcare, transportation and affordable housing. It is likely that these needs could have risen to the top as a result of the end of the pandemic. Families are spending more time attempting to make ends meet. When surveyed, a main concern for individuals was budgeting so they could make it to the next paycheck.

2. Introduction

(narrative or the organization and community background and profile)

a. Background- CNA is a federal requirement (USHHS IM 49 and IM 138)
How does this assessment tie to the development of the agency CAP and SP

Conducting a Community Needs Assessment (CNA) is a federal requirement. USHHS IM 49 states "The entity and its board complete regular assessments of the entity's overall mission, desired impact(s) and program structure, taking into account: 1) the needs of the community and its residents; 2) the relationship, or context of the activities supported by the entity to other anti-poverty community development services in the community; and 3) the extent to which the entity's activities contribute to the accomplishment of one of more of the six ROMA national goals."
In USHHS IM 138, the Office of Community Services (OCS) recommends that States use the Organizational Standards developed by the OCS-supported CSBG Organizational Standards Center of Excellence (COE). These standards reflect the requirements of the CSBG Act, good management practices and the values of Community Action. Organizational Standards 3.1-3.5 must be met by conducting and completing a Community Assessment every 3 years. This report must contain current data in regards to how poverty relates to the gender, age and race/ethnicity of the persons in the service area, qualitative and quantitative data on the geographic service area and key findings on the causes and conditions of poverty and the needs of the communities assessed. The governing board of the agency must formally accept the completed community assessment.

The agency's Community Needs Assessment is the plan that drives the other agency plans such as the Community Action Plan (CAP) and the Strategic Plan (SP). While completing a Community Needs Assessment, the strengths and needs of the individuals and families in the agency service area are revealed. Strengths and needs of the communities served are the driving factor for the focus on which services are targeted on

the Community Action Plan and the Strategic Plan. Although the CAP is completed annually and the SP is completed every 5 years, these plans are "living documents" and can be adjusted as strengths and needs in the communities served change.

b. Organization Profile

History of Organization

Community Services of Northeast Texas, Inc. was founded in August 1965 as one of the original "war on poverty" agencies. CSNT is a private non-profit corporation, operating as a federally recognized Community Action Agency (CAA), which seeks to serve low income families and individuals in the Northeast Texas area. The main Texas counties served by CSNT are Bowie, Camp, Cass, Delta, Franklin, Hopkins, Lamar, Marion, Morris, Rains, Red River and Titus Counties. The agency's primary goal is to identify and combat the major causes and conditions of poverty and move families toward self-reliance.

Mission

CSNT applies all available strategies enabling Northeast Texas families to lead improved, empowered, and self-reliant lives.

Vision

To be the leading organization in our region which empowers families to be self-reliant, educated, and healthy.

Programs operated and funding sources

The Community Services division of CSNT administers Salvation Army funds, the Comprehensive Energy Assistance Program (CEAP), the Community Services Block Grant (CSBG), Tenant Based Rental Assistance (TBRA), Veteran's Services Now (VSN) program and the Targeting Local Communities (TLC) program. CEAP, CSBG and TBRA are funded by the Texas Department of Housing and Community Affairs (TDHCA). The Veteran's Services Now program is funded by the Texas Veteran's Commission Funding for Veteran's Assistance.

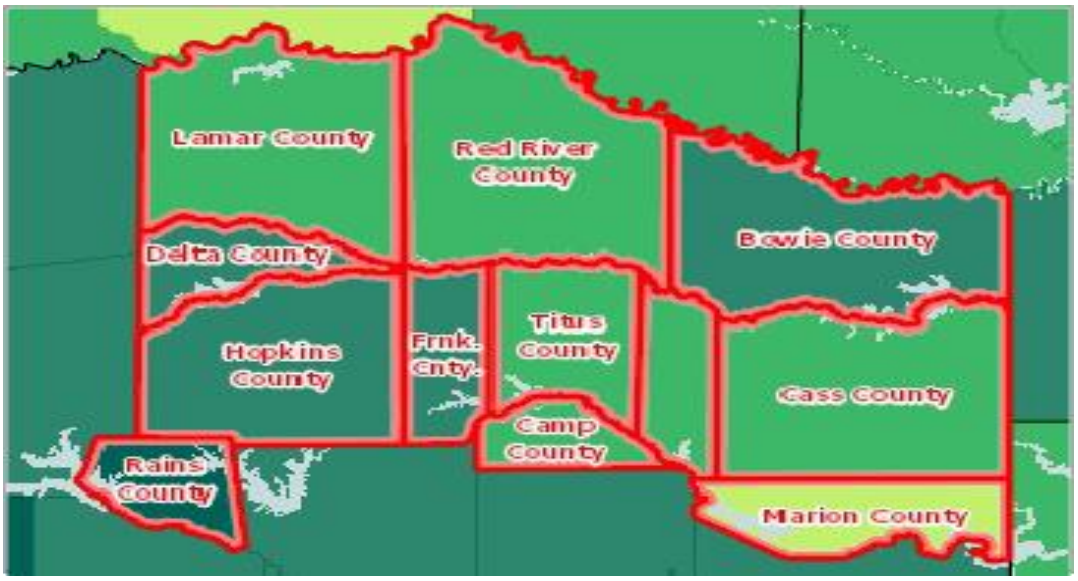
The Head Start division of CSNT is funded by the Office of Head Start (OHS). Head Start is a comprehensive family-focused child development program which prepares children for school success and helps families remain involved in the education process. The program serves income eligible children ages 3-5 and their families by providing educational, health, dental and social services. The agency recently added an Early Head Start Program, which serves 16 children ages Birth to 3 years. If granted an expansion grant, CSNT plans to add more Early Head Start programs across the service area. CSNT

serves hundreds of children and their families in Bowie, Camp, Cass and Morris Counties.

c. Community Profile

Description of service area (counties), information on counties served, total population, # in poverty, median income, unemployment rate, etc
Table/chart or narrative

Community Services of Northeast Texas, Inc. serves twelve counties including Bowie, Camp, Cass, Delta, Franklin, Hopkins, Lamar, Marion, Morris, Rains, Red River and Titus.



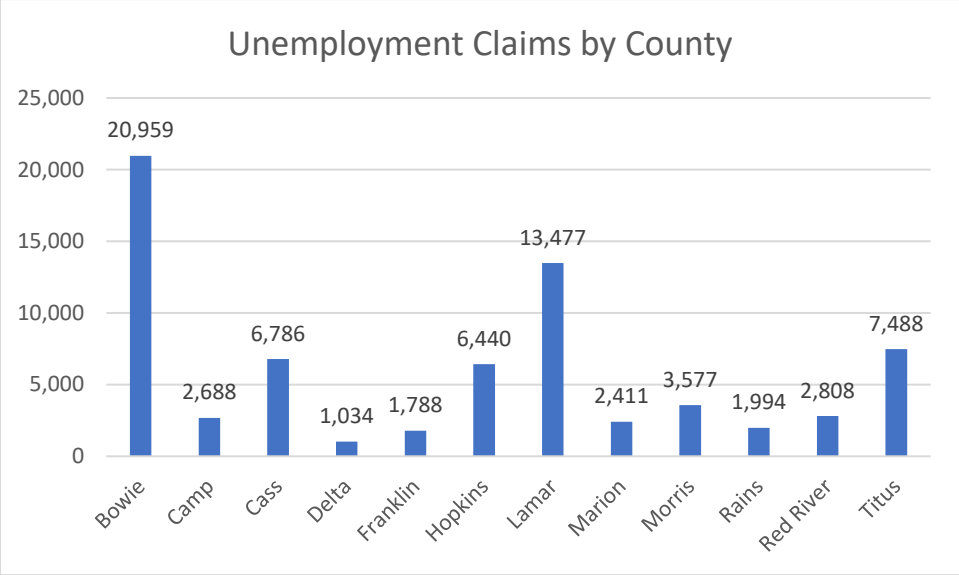
The total population for the twelve county service area is 313,653, with 50,087 or 16.43% of persons in the service area below 100% of the federal poverty level (FPL).

Report Area	Below 185% FPL All Ages No of Persons	Below 185% FPL All Ages Poverty Rate	Below 125% FPL All Ages No of Persons	Below 125% FPL All Ages Poverty Rate	Below 100% FPL All Ages No of Persons	Below 100% FPL All Ages Poverty Rate
Report Location	105,221	**34.51%**	**64,056**	**21.01%**	**50,087**	**16.43%**
Bowie County, TX	29,562	33.98%	18,639	21.43%	15,117	17.38%
Camp County, TX	5,186	41.53%	3,224	25.82%	2,689	21.53%
Cass County, TX	10,303	36.51%	6,504	23.05%	5,220	18.50%
Delta County, TX	1,450	27.80%	980	18.79%	736	14.11%
Franklin County, TX	2,084	20.17%	969	9.38%	891	8.62%
Hopkins County, TX	10,352	28.46%	6,687	18.38%	4,874	13.40%
Lamar County, TX	17,299	34.98%	10,287	20.80%	7,892	15.96%
Marion County, TX	3,716	38.85%	1,852	19.36%	1,502	15.70%
Morris County, TX	4,572	39.09%	2,342	20.02%	1,844	15.77%
Rains County, TX	3,641	29.92%	1,629	13.38%	1,338	10.99%
Red River County, TX	4,367	38.21%	2,925	25.59%	2,310	20.21%
Titus County, TX	12,689	41.00%	8,018	25.91%	5,674	18.34%
Texas	8,434,142	29.47%	5,276,994	18.44%	3,990,326	13.94%
United States	84,842,073	26.24%	53,120,911	16.43%	40,521,584	12.53%

The area median income for each county varies between $44,583.00 and $68,491.00. All counties in CSNT's service area have a median household income that is below the Texas and United States average.

Report Area	Estimated Households	Median Household Income
Bowie County, TX	34,486	$56,628
Camp County, TX	4,443	$53,968
Cass County, TX	11,530	$54,303
Delta County, TX	2,106	$68,491
Franklin County, TX	3,782	$67,915
Hopkins County, TX	13,781	$63,766
Lamar County, TX	20,122	$58,246
Marion County, TX	4,014	$48,040
Morris County, TX	4,879	$51,532
Rains County, TX	4,710	$60,291
Red River County, TX	4,662	$44,583
Titus County, TX	10,802	$57,634
Texas	10,490,553	$73,035
United States	125,736,353	$75,149

From 2019 to 2024, 71,450 or about 23% of people in CSNT's service area have filed unemployment claims, with most of those claims being in Bowie County.



Unemployment Change

Unemployment change within the report area from March 2023 to March 2024 is shown in the chart below. According to the U.S.Department of Labor, unemployment for this one year period fell from 4.5% to 4.2%.

Report Area	Unemployment March 2023	Unemployment March 2024	Unemployment Rate March 2023	Unemployment Rate March 2024	Rate Change
Report Location	6,323	5,979	4.5%	4.2%	-0.2%
Bowie County, TX	1,719	1,675	4.4%	4.3%	-0.1%
Camp County, TX	223	225	4.3%	4.3%	0.1%
Cass County, TX	566	605	4.7%	5.0%	0.3%
Delta County, TX	125	95	4.9%	3.8%	-1.2%
Franklin County, TX	189	205	3.5%	3.9%	0.4%
Hopkins County, TX	797	633	4.2%	3.3%	-0.9%
Lamar County, TX	1,109	965	4.6%	4.1%	-0.6%
Marion County, TX	203	204	4.7%	4.6%	-0.1%
Morris County, TX	281	275	6.2%	6.1%	-0.2%
Rains County, TX	246	241	3.6%	3.5%	-0.1%
Red River County, TX	239	228	4.7%	4.7%	-0.1%
Titus County, TX	626	628	4.5%	4.5%	0.0%
Texas	604,785	622,898	4.0%	4.1%	0.1%
United States	6,096,127	6,672,254	3.6%	3.9%	0.3%

Note: This indicator is compared to the state average.

Data Source: US Department of Labor, Bureau of Labor Statistics. 2024 - March

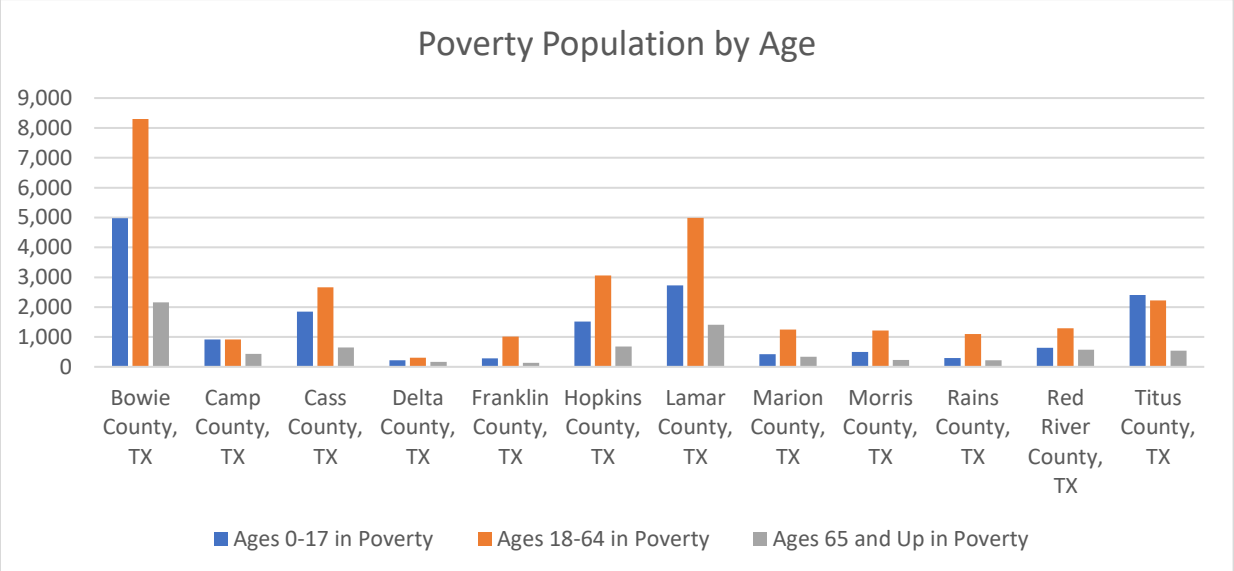
i. Profile of each county Demographics of Poverty Population on Gender, Age, Race/Ethnicity
Include poverty population data by county by (OS 3.2)
Gender, Age, Race/ethnicity, Table/Chart or narrative

Poverty Population by Gender

Report Area	Male	Female	Male, Percent	Female, Percent
Report Location	22,005	28,082	14.81%	17.97%
Bowie County, TX	6,734	8,383	16.12%	18.53%
Camp County, TX	1,062	1,627	17.78%	24.98%
Cass County, TX	2,409	2,811	17.67%	19.28%
Delta County, TX	281	455	11.86%	15.99%
Franklin County, TX	543	348	9.99%	7.10%
Hopkins County, TX	2,349	2,525	13.03%	13.76%
Lamar County, TX	3,486	4,406	14.48%	17.37%
Marion County, TX	650	852	13.90%	17.43%
Morris County, TX	691	1,153	12.50%	18.70%
Rains County, TX	455	883	7.46%	14.54%
Red River County, TX	972	1,338	17.49%	22.78%
Titus County, TX	2,373	3,301	15.36%	21.30%
Texas	1,786,413	2,203,913	12.56%	15.31%
United States	18,109,332	22,412,252	11.34%	13.70%

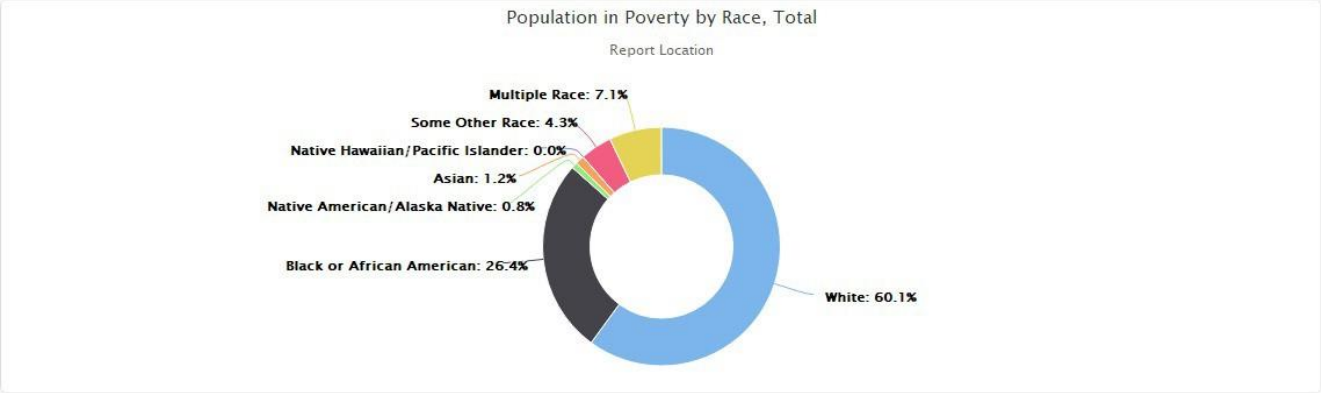
Poverty Population by Age

Report Location	Ages 0-17 In Poverty	Ages 18-64 In Poverty	Ages 65 and Up In Poverty
Bowie County, TX	4,977	8296	2,156
Camp County, TX	920	913	434
Cass County, TX	1,849	2664	644
Delta County, TX	224	301	169
Franklin County, TX	287	1007	135
Hopkins County, TX	1,511	3056	680
Lamar County, TX	2,727	4983	1,408
Marion County, TX	421	1249	335
Morris County, TX	499	1215	231
Rains County, TX	290	1093	219
Red River County, TX	638	1294	573
Titus County, TX	2,410	2228	542



Poverty Population by Race

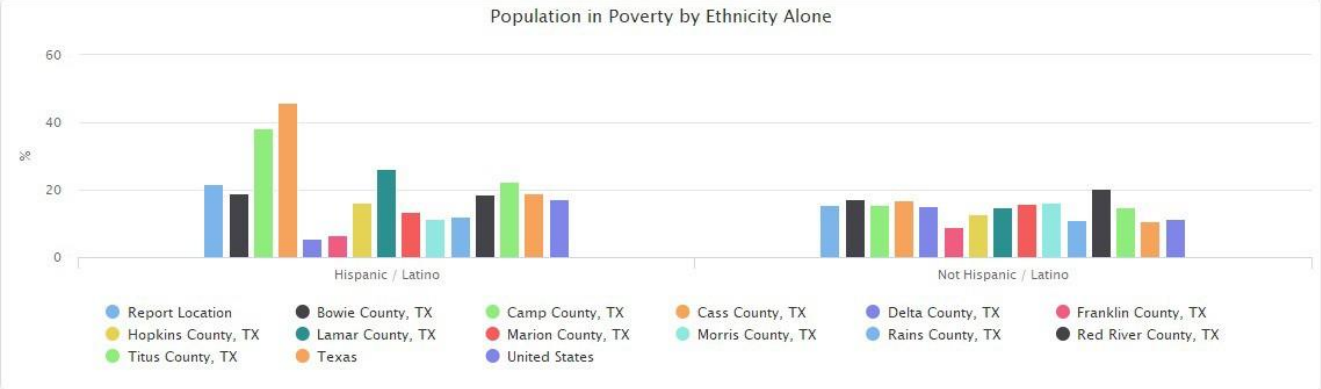
Report Area	Non-Hispanic White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Pacific Islander	Some Other Race	Multiple Race
Report Location	30,091	13,240	408	606	0	2,168	3,574
Bowie County, TX	8,303	6,057	20	39	0	175	523
Camp County, TX	1,405	653	0	63	0	338	230
Cass County, TX	3,316	1,175	54	196	0	36	443
Delta County, TX	609	101	0	4	0	10	12
Franklin County, TX	743	0	1	0	0	42	105
Hopkins County, TX	3,268	966	13	154	0	168	305
Lamar County, TX	5,479	1,613	170	0	0	27	603
Marion County, TX	913	567	0	0	0	16	6
Morris County, TX	803	803	9	81	0	126	22
Rains County, TX	1,106	7	101	0	0	52	72
Red River County, TX	1,331	790	8	2	0	67	112
Titus County, TX	2,815	508	32	67	0	1,111	1,141
Texas	2,006,826	642,879	24,249	137,648	4,817	447,841	726,066
United States	21,525,577	8,519,391	608,547	1,897,150	103,050	3,652,060	4,215,809



Poverty Population by Ethnicity

In CSNT's twelve county service area, 21.79% of individuals reported are Hispanic or Latino. Camp County and Cass County have the highest percentages of Hispanic/Latino people in the service area.

Report Area	Hispanic or Latino	Not Hispanic or Latino	Hispanic or Latino, Percent	Not Hispanic or Latino, Percent
Report Location	9,130	40,957	21.79%	15.57%
Bowie County, TX	1,213	13,904	18.97%	17.25%
Camp County, TX	1,280	1,409	38.42%	15.39%
Cass County, TX	665	4,555	45.99%	17.01%
Delta County, TX	27	709	5.44%	15.02%
Franklin County, TX	105	786	6.55%	9.00%
Hopkins County, TX	1,041	3,833	16.16%	12.80%
Lamar County, TX	1,137	6,755	26.30%	14.97%
Marion County, TX	57	1,445	13.54%	15.80%
Morris County, TX	150	1,694	11.54%	16.29%
Rains County, TX	143	1,195	11.97%	10.89%
Red River County, TX	165	2,145	18.79%	20.33%
Titus County, TX	3,147	2,527	22.37%	14.97%
Texas	2,172,978	1,817,348	18.94%	10.60%
United States	10,447,540	30,074,044	17.24%	11.45%



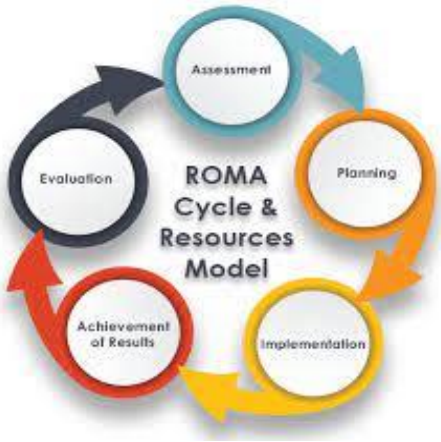
3. **Timeline and Activities**
   Reference: Step 1: Timeline
   Community outreach performed to attain community input or involvement
   Relate CNA process to the ROMA Cycle

Timeline

Timeline	Sample Dates	Activity
3 weeks	Feb 10th – March 2nd	Planning, developing forms, community outreach
4 weeks	March 3rd – March 31st	Collect Qualitative Data (surveys, interviews, forums, focus groups)
2 weeks	April 1st - April 15th	Collect Quantitative Data
3 weeks	April 15th - May 6th	Analyzing Data
2 weeks	May 7th - May 21st	Preparing Report
1 week	**May 22nd – 29th**	**Present Report to Board for approval**
15 Weeks	**June 1st**	**Due to TDHCA June 1st**
19 weeks	**June 1st -30th**	**Publicize results of CNA**

Relate CNA process to the ROMA Cycle

The Community Needs Assessment process includes all phases of the ROMA cycle. The needs of the community are assessed through surveys, interviews, forums and focus groups. Planning involves developing an outreach plan. Implementation of the Community Needs Assessment comes in when the agency Community Action Plan and Strategic Plans are written. After the plans are written, we experience achievement of results by putting the plans into action. The agency is always evaluated to see if any improvements or changes need to be made to the agency plans.



Qualitative Data

4. Data Collection Plan and Methodologies Conducted in each county (OS 3.3 & 2.2)

Clients, community members, community partners, board members, elected officials, faith based organizations, school administrators and our community resource coordination group were invited to complete a survey or interview and participate in community forums and focus groups for the Community Assessment.

County Name	Poverty Population	County Pov Pop*	Survey	Interviews	Focus Groups	Forums
Bowie	15,117	17.38%	✓	✓	✓	✓
Camp	2,689	21.53%	✓	✓	✓	✓
Cass	5,220	18.50%	✓	✓	✓	✓
Delta	736	14.11%	✓			
Franklin	891	8.62%	✓			
Hopkins	4,874	13.40%	✓			
Lamar	7,892	15.96%	✓		✓	✓
Marion	1,502	15.70%	✓	✓	✓	✓
Morris	1,844	15.77%	✓		✓	✓
Rains	1,338	10.99%	✓			
Red River	2,310	20.21%	✓			
Titus	5,674	18.34%	✓		✓	✓
Total	**50,087**	**100%**				

Surveys, Interviews, Focus Groups, Forums

CSNT's customer satisfaction survey and community assessment survey are available online year round to be completed. Paper surveys are available for anyone that is unable to access the internet. Participation in the surveys included 200 customer satisfaction surveys and 227 community assessment surveys being completed. Customer Satisfaction and Community Assessment results are as follows:

Customer Satisfaction Survey Results:

Customer Experience Survey

Q1. The program and my participation in it has been fully explained to me.

Answer Choices	Responses	
Strongly Disagree	11.06%	22
Disagree	4.02%	8
Not Sure	7.54%	15
Agree	26.63%	53
Strongly Agree	50.75%	101
Comments (optional)		36
	Answered	**199**
	Skipped	**1**

Q2. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	78.05%	128
No	21.95%	36
	Answered	**164**
	Skipped	**36**

Q3. I knew what services I needed before I applied for assistance.

Answer Choices	Responses	
Yes	92.99%	146
No	7.01%	11
Comments (optional)		22
	Answered	**157**
	Skipped	**43**

Q4. My Case Manager was very good at explaining the programs to me.

Answer Choices	Responses	
Yes	85.71%	132
No	14.29%	22
Comments (optional)		31
	Answered	**154**

	Skipped	**46**

Q5. I know what is expected of me with regard to this program.

Answer Choices	Responses	
Yes	87.82%	137
No	12.18%	19
Comment (optional)		15
	Answered	**156**
	Skipped	**44**

Q6. Because of the program, I am better able to provide for myself and my household.

Answer Choices	Responses	
Strongly Disagree	7.47%	13
Disagree	1.15%	2
Not Sure	9.77%	17
Agree	23.56%	41
Strongly Agree	58.05%	101
Comments (optional)		37
	Answered	**174**
	Skipped	**26**

Q7. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	73.97%	108
No	26.03%	38
	Answered	**146**
	Skipped	**54**

Q8. Getting help makes me think about making better decisions.

Answer Choices	Responses	
Yes	90.71%	127
No	9.29%	13
Comment (optional)		20
	Answered	**140**
	Skipped	**60**

Q9. I experience less fear knowing there is help available.

Answer Choices	Responses	
Yes	93.62%	132
No	6.38%	9
Comment (optional)		20
	Answered	**141**

	Skipped	**59**

Q10. I am better at knowing what my family needs.

Answer Choices	Responses	
Yes	96.40%	134
No	3.60%	5
Comment (optional)		5
	Answered	**139**
	Skipped	**61**

Q11. This program has taught me to find services I need.

Answer Choices	Responses	
Strongly Disagree	7.60%	13
Disagree	4.09%	7
Not Sure	11.70%	20
Agree	29.24%	50
Strongly Agree	47.37%	81
Comments (optional)		11
	Answered	**171**
	Skipped	**29**

Q12. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	65.03%	93
No	34.97%	50
	Answered	**143**
	Skipped	**57**

Q13. I have learned about new services available to me.

Answer Choices	Responses	
Yes	76.98%	97
No	23.02%	29
Comment (optional)		10
	Answered	**126**
	Skipped	**74**

Q14. I have learned about new organizations that help people.

Answer Choices	Responses	
Yes	79.69%	102
No	20.31%	26
Comment (optional)		4
	Answered	**128**
	Skipped	**72**

Q15. Sometimes I search online and find help that I need.

Answer Choices	Responses	
Yes	55.81%	72
No	44.19%	57
Comment (optional)		2
	Answered	**129**
	Skipped	**71**

Q16. Because of the program, I am better at problem solving.

Answer Choices	Responses	
Strongly Disagree	3.70%	6
Disagree	3.09%	5
Not Sure	29.63%	48
Agree	28.40%	46
Strongly Agree	35.19%	57
Comments (optional)		4
	Answered	**162**
	Skipped	**38**

Q17. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	56.72%	76
No	43.28%	58
	Answered	**134**
	Skipped	**66**

Q18. I see my household in a different way now.

Answer Choices	Responses	
Yes	71.70%	76
No	28.30%	30
Comment (optional)		5
	Answered	**106**
	Skipped	**94**

Q19. I consider my options before making decisions.

Answer Choices	Responses	
Yes	98.17%	107
No	1.83%	2
Comment (optional)		3
	Answered	**109**
	Skipped	**91**

Q20. Sometimes I ask advice from someone I trust before I make a decision.

Answer Choices	Responses	
Yes	77.78%	84
No	22.22%	24
Comment (optional)		3
	Answered	**108**
	Skipped	**92**

Q21. Because of the program, I am better at keeping a budget.

Answer Choices	Responses	
Strongly Disagree	2.55%	4
Disagree	4.46%	7
Not Sure	17.20%	27
Agree	30.57%	48
Strongly Agree	45.22%	71
Comments (optional)		16
	Answered	**157**
	Skipped	**43**

Q22. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	59.70%	80
No	40.30%	54
	Answered	**134**
	Skipped	**66**

Q23. I have been able to add to my savings.

Answer Choices	Responses	
Yes	24.07%	26
No	75.93%	82
Comment (optional)		18
	Answered	**108**
	Skipped	**92**

Q24. Sometimes I have a little money left at the end of the month.

Answer Choices	Responses	
Yes	52.68%	59
No	47.32%	53
Comment (optional)		8
	Answered	**112**
	Skipped	**88**

Q25. It's still tough, but I'm staying within my budget.

Answer Choices	Responses	
Yes	86.49%	96
No	13.51%	15
Comment (optional)		3
	Answered	**111**
	Skipped	**89**

Q26. I can speak openly and honestly with my Case Manager.

Answer Choices	Responses	
Strongly Disagree	7.93%	13
Disagree	1.83%	3
Not Sure	10.37%	17
Agree	21.34%	35
Strongly Agree	58.54%	96
Comments (optional)		31
	Answered	**164**
	Skipped	**36**

Q27. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	53.23%	66
No	46.77%	58
	Answered	**124**
	Skipped	**76**

Q28. My case manager seems to understand my issues.

Answer Choices	Responses	
Yes	90.00%	90
No	10.00%	10
Comment (optional)		7
	Answered	**100**
	Skipped	**100**

Q29. I am confident that my case manager doesn't discuss my issues with others.

Answer Choices	Responses	
Yes	89.22%	91
No	10.78%	11
Comment (optional)		4
	Answered	**102**
	Skipped	**98**

Q30. Being open and honest with my case manager has helped my situation.

Answer Choices	Responses

Yes	91.43%	96
No	8.57%	9
Comment (optional)		8
	Answered	**105**
	Skipped	**95**

Q31. My Case Manager listens to me and is genuinely interested in helping me.

Answer Choices	Responses	
Strongly Disagree	7.32%	12
Disagree	1.83%	3
Not Sure	10.98%	18
Agree	22.56%	37
Strongly Agree	57.32%	94
Comments (optional)		21
	Answered	**164**
	Skipped	**36**

Q32. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	48.46%	63
No	51.54%	67
	Answered	**130**
	Skipped	**70**

Q33. Sometimes I feel like I'm the only family my case manager works with.

Answer Choices	Responses	
Yes	36.56%	34
No	63.44%	59
Comment (optional)		13
	Answered	**93**
	Skipped	**107**

Q34. My case manager doesn't rush me out of their office.

Answer Choices	Responses	
Yes	48.31%	43
No	51.69%	46
Comment (optional)		26
	Answered	**89**
	Skipped	**111**

Q35. My case manager knows my household issues and really cares about them.

Answer Choices	Responses	
Yes	89.36%	84

No	10.64%	10
Comment (optional)		8
	Answered	**94**
	Skipped	**106**

Q36. My Case Manager was reasonably accessible when I tried to contact them.

Answer Choices	Responses	
Strongly Disagree	8.92%	14
Disagree	8.92%	14
Not Sure	10.83%	17
Agree	28.03%	44
Strongly Agree	43.31%	68
Comments (optional)		21
	Answered	**157**
	Skipped	**43**

Q37. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	47.15%	58
No	52.85%	65
	Answered	**123**
	Skipped	**77**

Q38. I can get through when I call.

Answer Choices	Responses	
Yes	71.43%	70
No	28.57%	28
Comment (optional)		16
	Answered	**98**
	Skipped	**102**

Q39. My case manager is really good at calling me back.

Answer Choices	Responses	
Yes	81.82%	81
No	18.18%	18
Comment (optional)		9
	Answered	**99**
	Skipped	**101**

Q40. My case manager takes their time with me, even on the phone.

Answer Choices	Responses	
Yes	84.54%	82
No	15.46%	15

Comment (optional)		7
	Answered	**97**
	Skipped	**103**

Q41. My Case Manager was able to help me find the services I needed.

Answer Choices	Responses	
Strongly Disagree	6.54%	10
Disagree	1.96%	3
Not Sure	9.15%	14
Agree	22.22%	34
Strongly Agree	60.13%	92
Comments (optional)		9
	Answered	**153**
	Skipped	**47**

Q42. Would you like to answer three additional questions on this topic?

Answer Choices	Responses	
Yes	48.36%	59
No	51.64%	63
	Answered	**122**
	Skipped	**78**

Q43. My case manager knew what I needed and helped me get it.

Answer Choices	Responses	
Yes	89.80%	88
No	10.20%	10
Comment (optional)		5
	Answered	**98**
	Skipped	**102**

Q44. I had to go somewhere else for help, but my case manager knew right where to send me.

Answer Choices	Responses	
Yes	25.51%	25
No	74.49%	73
Comment (optional)		9
	Answered	**98**
	Skipped	**102**

Q45. I actually received the help I needed.

Answer Choices	Responses	
Yes	93.00%	93
No	7.00%	7

Comment (optional)		8
	Answered	**100**
	Skipped	**100**

Q46. In which county did you receive services?

Answer Choices	Responses	
Bowie County	18.63%	30
Delta County	0.62%	1
Camp County	9.94%	16
Cass County	18.01%	29
Franklin County	4.97%	8
Harrison County	0.00%	0
Hopkins County	4.35%	7
Lamar County	11.80%	19
Marion County	4.35%	7
Morris County	3.11%	5
Panola County	0.00%	0
Rains County	0.62%	1
Red River County	0.62%	1
Titus County	22.98%	37
	Answered	**161**
	Skipped	**39**

Q47. Please enter any additional comments you may have.

Answered	**67**
Skipped	**133**

Community Assessment Survey Results:

Community Assessment
Q1. Have you been affected in any way by COVID-19?

Answer Choices	Responses	
Yes	66.06%	146
No	33.94%	75
	Answered	**221**
	Skipped	**6**

Q2. What is your zip code?

Answered	**195**
Skipped	**32**

Q3. What is your gender?

Answer Choices	Responses	
Female	86.34%	177
Male	13.66%	28
	Answered	**205**
	Skipped	**22**

Q4. What is your age?

Answer Choices	Responses	
18 to 24	2.43%	5
25 to 34	13.59%	28
35 to 44	20.87%	43
45 to 54	21.36%	44
55 to 64	24.27%	50
65 to 74	14.56%	30
75 or older	2.91%	6
	Answered	**206**
	Skipped	**21**

Q5. What is your ethnicity? (Please select all that apply.)

Answer Choices	Responses	
American Indian or Alaskan Native	2.45%	5
Asian or Pacific Islander	0.49%	1

Black or African American	42.16%	86
Hispanic or Latino	6.37%	13
White / Caucasian	49.51%	101
Prefer not to answer	3.92%	8
Other (please specify)	1.47%	3
	Answered	**204**
	Skipped	**23**

Q6. Number of adults in your home:

Answered	**201**
Skipped	**26**

Q7. Number of adults in each age range:

Answer Choices	Average Number	Total Number	Responses	
18-24	1.565217391	72	25.00%	46
25-34	1.294117647	66	27.72%	51
35-44	0.925373134	62	36.41%	67
45-54	0.846153846	55	35.33%	65
55-64	1	69	37.50%	69
65-74	0.74	37	27.17%	50
75 or over	0.310344828	9	15.76%	29
			Answered	**184**
			Skipped	**43**

Q8. In which county do you live?

Answer Choices	Responses	
Camp	2.00%	4
Cass	40.00%	80
Marion	5.00%	10
Morris	7.00%	14
Bowie	18.00%	36
Lamar	12.00%	24
Hopkins	5.50%	11
Delta	0.00%	0
Rains	1.00%	2
Franklin	2.00%	4

Titus	6.00%	12
Red River	1.50%	3
	Answered	**200**
	Skipped	**27**

Q9. Are there any children in your home under the age of six?

Answer Choices	Responses	
Yes	18.32%	37
No	81.68%	165
	Answered	**202**
	Skipped	**25**

Q10. Number of children in the home (under age 18):

Answered	**136**
Skipped	**91**

Q11. Number of children in each age range:

Answer Choices	Average Number	Total Number	Responses	
0-2	0	0	41.18%	35
3-5	0.0625	2	37.65%	32
6-12	0.913793103	53	68.24%	58
13-17	0.75	48	75.29%	64
			Answered	**85**
			Skipped	**142**

Q12. Does anyone in your home have a disability?

Answer Choices	Responses	
Yes	51.28%	80
No	48.72%	76
	Answered	**156**
	Skipped	**71**

Q13. Is anyone in your household an Armed Services Veteran?

Answer Choices	Responses

Yes	11.39%	18
No	88.61%	140
	Answered	**158**
	Skipped	**69**

Q14. What is the total annual income of the HOUSEHOLD in which you live?

Answer Choices	Responses	
$0 to $9,999	20.51%	32
$10,000 to $19,999	35.26%	55
$20,000 to $29,999	15.38%	24
$30,000 to $39,999	6.41%	10
$40,000 to $49,999	5.13%	8
$50,000 to $59,999	4.49%	7
$60,000 to $69,999	0.64%	1
$70,000 to $79,999	3.85%	6
$80,000 and above	8.33%	13
	Answered	**156**
	Skipped	**71**

Q15. What is the highest level of school you have completed or the highest degree you have received?

Answer Choices	Responses	
Less than high school diploma	11.39%	18
High school diploma or equivalent (e.g., GED)	35.44%	56
Some college but no degree	25.95%	41
Associate degree	15.82%	25
Bachelor degree	6.96%	11
Graduate degree	4.43%	7
	Answered	**158**
	Skipped	**69**

Q16. Which of the following categories best describes your employment status?

Answer Choices	Responses	
Employed, working full-time	38.36%	61

Employed, working part-time	6.92%	11
Not employed, looking for work	6.29%	10
Not employed, NOT looking for work	2.52%	4
Retired	16.98%	27
Disabled, not able to work	28.93%	46
	Answered	**159**
	Skipped	**68**

Q17. You indicated there are children under the age of six in your home. Are any of those children currently enrolled in Head Start?

Answer Choices	Responses	
Yes	17.95%	7
No	82.05%	32
	Answered	**39**
	Skipped	**188**

Q18. Would you like to receive information about enrolling your child in Head Start?

Answer Choices	Responses	
Yes	31.03%	9
No	68.97%	20
	Answered	**29**
	Skipped	**198**

Q19. You have indicated you would like to receive information about Head Start.Fill out this form and someone will contact you.

Answer Choices	Responses	
Name:	100.00%	7
Company:	0.00%	0
Address:	100.00%	7
Address 2:	0.00%	0
City/Town:	100.00%	7
State/Province:	100.00%	7

ZIP/Postal Code:	100.00%	7
Country:	0.00%	0
Email Address:	100.00%	7
Phone Number:	100.00%	7
	Answered	**7**
	Skipped	**220**

Q20. Does a child under the age of six in your home have a disability?

Answer Choices	Responses	
Yes	11.11%	1
No	88.89%	8
	Answered	**9**
	Skipped	**218**

Q21. Do you know of any child care facilities in your area that serve children under the age of six?

Answer Choices	Responses	
Yes	66.67%	6
No	33.33%	3
	Answered	**9**
	Skipped	**218**

Q22. You indicated that you know of child care facilities in your area that serve children under the age of six. Can you name any of them? We would not want to miss an opportunity to partner with a good community resource.

Answered	**3**
Skipped	**224**

Q23. With respect to the EDUCATION of children under the age of six, what are the barriers to successful outcomes? In other words, what are

some things that prevent these children from getting the best EDUCATION?	
Answered	**11**
Skipped	**216**

Q24. With respect to the HEALTH of children under the age of six, what are the barriers to successful outcomes? In other words, what are some things that prevent these children from having the best HEALTH?	
Answered	**10**
Skipped	**217**

Q25. With respect to the NUTRITION of children under the age of six, what are the barriers to successful outcomes? In other words, what are some things that prevent these children from having adequa te NUTRITION?	
Answered	**10**
Skipped	**217**

Q26. With respect to the SOCIAL SERVICE NEEDS of children under the age of six, what are the barriers to successful outcomes? In other words, what are some things that prevent these children from having their SOCIAL SERVICE NEEDS met?	
Answered	**9**
Skipped	**218**

Q27. Was the location of your Head Start campus convenient for your family's participation?

Answer Choices	Responses	
Yes	81.82%	9
No	18.18%	2
You may enter comments about your answer:		5
	Answered	**11**
	Skipped	**216**

Q28. Did the Head Start program provide transportation for your child?

Answer Choices	Responses	
Yes	30.00%	3
No	70.00%	7
You may enter comments about your answer:		2
	Answered	**10**
	Skipped	**217**

Q29. Was information provided to your family that was specifically for fathers or male involvement individuals?

Answer Choices	Responses	
Yes	33.33%	3
No	66.67%	6
You may enter comments about your answer.		1
	Answered	**9**
	Skipped	**218**

Q30. With respect to the number of hours per day and the number of days per year, did the schedule of your Head Start campus

meet the needs of your family?

Answer Choices	Responses	
Yes	100.00%	9
No	0.00%	0
You may enter comments about your answer.		2
	Answered	**9**
	Skipped	**218**

Q31. I am satisfied with the Head Start services provided by:

	Don't know		Disagree		Neutral		Agree		Total	Weighted Average
Classroom staff	30.00%	3	0.00%	0	10.00%	1	60.00%	6	10	3
Transportation	40.00%	4	0.00%	0	10.00%	1	50.00%	5	10	2.7
Family service providers	40.00%	4	0.00%	0	10.00%	1	50.00%	5	10	2.7
Overall Head Start program	40.00%	4	0.00%	0	0.00%	0	60.00%	6	10	2.8
									Answered	**10**
									Skipped	**217**

Q32. Head Start has helped my child get ready for school by:

	Don't know		Disagree		Neutral		Agree		Total	Weighted Average
Becoming more independent	30.00%	3	0.00%	0	10.00%	1	60.00%	6	10	3
Learning basic concepts in language	30.00%	3	0.00%	0	10.00%	1	60.00%	6	10	3
Learning basic concepts in math	30.00%	3	0.00%	0	10.00%	1	60.00%	6	10	3
Learning to share and cooperate	30.00%	3	0.00%	0	10.00%	1	60.00%	6	10	3
									Answered	**10**
									Skipped	**217**

5. **Analysis of Data (OS 1.2, OS 3.4)**
   Describe the conclusions drawn from the analysis of qualitative and quantitative data collected. (See OS Requirements for OS 1.2)
   a. **Description of Causes and Conditions of Poverty Per County/Economic and Social Indicators for each county**

BOWIE

Need #1				***Bowie County TX Data & Demographics (As of July 1, 2020)***		Crime Rates		
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**	**POPULATION**				
Education	Family	Yes	2. Education	Total Population	97,111 (100%)	(per 100,000)	Bowie	USA
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding				Population in Households	91,301 (94.0%)	Crime Rate (Overall)	**3,471**	4,506
				Population in Families	75,485 (77.7%)	Murder Rate	**13.1**	6
CONDITION- Lack of knowledge of federal school funding				Population in Group Quarters[1]	5,810 (6.0%)	Robbery Rate	**8**	148
				Population Density	110	Rape Rate	**53**	30
Need #2				Diversity Index[2]	58	Assault Rate	**1,167**	644
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**			Burglary Rate	**841**	726
Employment	Family	Yes	1-Employment			Forced Entry Rate	**577**	417
CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general.				**INCOME**		Larceny Rate	**1,190**	2,185
				Median Household Income	$48,283	Auto Theft Rate	**200**	362
CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.				Average Household Income	$66,315			
				% of Income for Mortgage[4]	11%			
Need #3				Per Capita Income	$24,976			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**	Wealth Index[5]	64			
Transportation	Family	Yes	3. Income and Asset Building					

CAUSE- Lack of funds to purchase vehicle

CONDITION- Lack of jobs to provide income

Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Affordable Housing	Family	Yes	4- Housing

CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.

CONDITION- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.

Need #5			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Healthcare	Family	Yes	6. Health and Social Behavioral

CAUSE- Lack of qualified health professionals

CONDITION- Lack of motivation to move into Northeast Texas

HOUSING	
Total HU (Housing Units)	40,621 (100%)
Owner Occupied HU	20,328 (50.0%)
Renter Occupied HU	15,898 (39.1%)
Vacant Housing Units	4,395 (10.8%)
Median Home Value	$130,809
Average Home Value	$182,319
Housing Affordability Index[3]	182

HOUSEHOLDS	
Total Households	36,226
Average Household Size	2.52
Family Households	24,462
Average Family Size	3

CAMP

Need #1			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Education	Family	Yes	2. Education
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding			
CONDITION- Lack of knowledge of federal school funding			
Need #2			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Employment	Family	Yes	1. Employment
CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general.			
CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.			
Need #3			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Transportation	Family	Yes	2. Income and Asset Building
CAUSE- Lack of funds to purchase vehicle			
CONDITION- Lack of jobs to provide income			

Camp County TX Data & Demographics (As of July 1, 2020)	
POPULATION	
Total Population	13,284 (100%)
Population in Households	13,217 (99.5%)
Population in Families	11,242 (84.6%)
Population in Group Quarters[1]	67 (0.5%)
Population Density	68
Diversity Index[2]	72
INCOME	
Median Household Income	$47,645
Average Household Income	$59,663
% of Income for Mortgage[4]	9%
Per Capita Income	$22,282
Wealth Index[5]	57
HOUSING	
Total HU (Housing Units)	6,089 (100%)
Owner Occupied HU	3,705 (60.8%)
Renter Occupied HU	1,255 (20.6%)

Crime Rates		
(per 100,000)	Camp	USA
Crime Rate (Overall)	**2,949**	4,506
Murder Rate	**12.1**	6
Robbery Rate	**12**	148
Rape Rate	**12**	30
Assault Rate	**483**	644
Burglary Rate	**1,140**	726
Forced Entry Rate	**620**	417
Larceny Rate	**1,227**	2,185
Auto Theft Rate	**62**	362

Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Affordable Housing	Family	Yes	3. Housing
CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.			
CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.			
Need #5			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Healthcare	Family	Yes	5-Health and Social Behavioral
CAUSE- Lack of qualified health professionals			
CONDITIONS- Lack of motivation to move into Northeast Texas			

Vacant Housing Units	1,129 (18.5%)
Median Home Value	$97,146
Average Home Value	$138,468
Housing Affordability Index[3]	248
HOUSEHOLDS	
Total Households	4,960
Average Household Size	2.66
Family Households	3,525
Average Family Size	3

CASS

Need #1			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Employment	Family	Yes	1. Employment
CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general.			
CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.			
Need #2			

Cass County TX Data & Demographics (As of July 1, 2020)	
POPULATION	
Total Population	31,294 (100%)
Population in Households	30,940 (98.9%)
Population in Families	25,853 (82.6%)
Population in Group Quarters[1]	354 (1.1%)
Population Density	33
Diversity Index[2]	42

Crime Rates		
(per 100,000)	Cass	USA
Crime Rate (Overall)	**2,417**	4,506
Murder Rate	**N/A**	6
Robbery Rate	**N/A**	148
Rape Rate	**10**	30
Assault Rate	**368**	644

Need	Level	Partnerships/ Resources to address need	Domain
Education	Family	Yes	2. Education
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding			
CONDITION- Lack of knowledge of federal school funding			
Need #3			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Transportation	Family	Yes	3. Income and Asset Building
CAUSE- Lack of funds to purchase vehicle			
CONDITION- Lack of jobs to provide income			
Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Healthcare	Family	Yes	5-Health and Social Behavioral
CAUSE- Lack of qualified health professionals			
CONDITIONS- Lack of motivation to move into Northeast Texas			
Need #5			

INCOME	
Median Household Income	$47,925
Average Household Income	$63,188
% of Income for Mortgage[4]	8%
Per Capita Income	$25,611
Wealth Index[5]	67
HOUSING	
Total HU (Housing Units)	14,661 (100%)
Owner Occupied HU	10,647 (72.6%)
Renter Occupied HU	2,026 (13.8%)
Vacant Housing Units	1,988 (13.6%)
Median Home Value	$95,416
Average Home Value	$131,363
Housing Affordability Index[3]	258
HOUSEHOLDS	
Total Households	12,673
Average Household Size	2.44

Burglary Rate	**818**	726
Forced Entry Rate	**419**	417
Larceny Rate	**1,078**	2,185
Auto Theft Rate	**143**	362

Need	Level	Partnerships/ Resources to address need	Domain
Affordable Housing	Family	Yes	4-Housing
CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.			
CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.			

Family Households	8,740		
Average Family Size	3		

DELTA

Need	Level	Partnerships/ Resources to address need	Domain
Need #1			
Education	Family	Yes	2. Education
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding			
CONDITION- Lack of knowledge of federal school funding			
Need #2			
Employment	Family	Yes	1. Employment
CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general.			
CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.			
Need #3			

Delta County TX Data & Demographics (As of July 1, 2020)		Crime Rates		
POPULATION				
Total Population	5,483 (100%)	(per 100,000)	Delta	USA
Population in Households	5,428 (99.0%)	Crime Rate (Overall)	**3,127**	4,506
Population in Families	4,574 (83.4%)	Murder Rate	**N/A**	6
Population in Group Quarters[1]	55 (1.0%)	Robbery Rate	**N/A**	148
Population Density	21	Rape Rate	**N/A**	30
Diversity Index[2]	42	Assault Rate	**412**	644
		Burglary Rate	**1,161**	726
		Forced Entry Rate	**618**	417
INCOME		Larceny Rate	**1,367**	2,185
Median Household Income	$47,539	Auto Theft Rate	**187**	362
Average Household Income	$63,014			
% of Income for Mortgage[4]	8%			
Per Capita Income	$25,260			

Need	Level	Partnerships/ Resources to address need	Domain
Transportation	Family	Yes	3-Income and Asset Building
CAUSE- Lack of funds to purchase vehicle			
CONDITION- Lack of jobs to provide income			
Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Affordable Housing	Family	Yes	4-Housing
CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.			
CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.			
Need #5			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Healthcare	Family	Yes	5-Health and Social Behavioral
CAUSE- Lack of qualified health professionals			
CONDITIONS- Lack of motivation to move into Northeast Texas			

Wealth Index[5]	59
HOUSING	
Total HU (Housing Units)	2,591 (100%)
Owner Occupied HU	1,522 (58.7%)
Renter Occupied HU	675 (26.1%)
Vacant Housing Units	394 (15.2%)
Median Home Value	$91,519
Average Home Value	$131,390
Housing Affordability Index[3]	243
HOUSEHOLDS	
Total Households	2,197
Average Household Size	2.47
Family Households	1,545
Average Family Size	3

FRANKLIN

Need #1			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**

Franklin County TX Data & Demographics (As of July 1, 2020)	Crime Rates
POPULATION	

Education	Family	Yes	2-Education
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding			
CONDITION- Lack of knowledge of federal school funding			
Need #2			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Employment	Family	Yes	1-Employment
CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general.			
CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.			
Need #3			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Transportation	Family	Yes	3-Income and Asset Building
CAUSE- Lack of funds to purchase vehicle			
CONDITION- Lack of jobs to provide income			
Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**

Total Population	11,987 (100%)
Population in Households	11,893 (99.2%)
Population in Families	10,170 (84.8%)
Population in Group Quarters[1]	94 (0.8%)
Population Density	42
Diversity Index[2]	47
INCOME	
Median Household Income	$57,232
Average Household Income	$76,819
% of Income for Mortgage[4]	11%
Per Capita Income	$30,107
Wealth Index[5]	95
HOUSING	
Total HU (Housing Units)	6,306 (100%)
Owner Occupied HU	3,287 (52.1%)
Renter Occupied HU	1,409 (22.3%)
Vacant Housing Units	1,610 (25.5%)
Median Home Value	$149,960

(per 100,000)	Franklin	USA
Crime Rate (Overall)	**1,563**	4,506
Murder Rate	**N/A**	6
Robbery Rate	**10**	148
Rape Rate	**99**	30
Assault Rate	**376**	644
Burglary Rate	**376**	726
Forced Entry Rate	**356**	417
Larceny Rate	**633**	2,185
Auto Theft Rate	**69**	362

Affordable Housing	Family	Yes	4-Housing		Average Home Value	$204,761				
CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.					Housing Affordability Index[3]	195				
CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.					**HOUSEHOLDS**					
					Total Households	4,696				
Need #5					Average Household Size	2.53				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Family Households	3,363				
Healthcare	Family	Yes	5-Health and Social Behavioral		Average Family Size	3				
CAUSE- Lack of qualified health professionals										
CONDITIONS- Lack of motivation to move into Northeast Texas										
HOPKINS										
Need #1					***Hopkins County TX Data & Demographics (As of July 1, 2020)***			Crime Rates		
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		**POPULATION**					
Education	Family	Yes	2. Education		Total Population	37,822 (100%)		(per 100,000)	Hopkins	USA
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding					Population in Households	37,376 (98.8%)		Crime Rate (Overall)	**1,097**	4,506
					Population in Families	31,776 (84.0%)		Murder Rate	**5.1**	6
CONDITION- Lack of knowledge of federal school funding					Population in Group Quarters[1]	446 (1.2%)		Robbery Rate	**10**	148
					Population Density	49		Rape Rate	**57**	30
Need #2					Diversity Index[2]	55		Assault Rate	**326**	644
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**					Burglary Rate	**321**	726
Employment	Family	Yes	1-Employment					Forced Entry Rate	**109**	417

CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general.

CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.

Need #3

Need	Level	Partnerships/ Resources to address need	Domain
Transportation	Family	Yes	3-Income and Asset Building

CAUSE- Lack of funds to purchase vehicle

CONDITION- Lack of jobs to provide income

Need #4

Need	Level	Partnerships/ Resources to address need	Domain
Affordable Housing	Family	Yes	4-Housing

CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.

CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.

Need #5

Need	Level	Partnerships/ Resources to address need	Domain
Healthcare	Family	Yes	5-Health and Social Behavioral

CAUSE- Lack of qualified health professionals

INCOME	
Median Household Income	$53,880
Average Household Income	$74,645
% of Income for Mortgage[4]	9%
Per Capita Income	$27,851
Wealth Index[5]	83

HOUSING	
Total HU (Housing Units)	15,730 (100%)
Owner Occupied HU	9,524 (60.5%)
Renter Occupied HU	4,579 (29.1%)
Vacant Housing Units	1,627 (10.3%)
Median Home Value	$121,472
Average Home Value	$175,244
Housing Affordability Index[3]	220

HOUSEHOLDS	
Total Households	14,103
Average Household Size	2.65
Family Households	10,059
Average Family Size	3

Larceny Rate	362	2,185
Auto Theft Rate	16	362

CONDITIONS- Lack of motivation to move into Northeast Texas

LAMAR

Need #1			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Education	Family	Yes	2-Education

CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding

CONDITION- Lack of knowledge of federal school funding

Need #2			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Employment	Family	Yes	1-Employment

CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general, lack of public transportation.

CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.

Need #3			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Transportation	Family	Yes	3-Income and Asset Building

CAUSE- Lack of funds to purchase vehicle

Lamar County TX Data & Demographics (As of July 1, 2020)

POPULATION	
Total Population	51,778 (100%)
Population in Households	51,097 (98.7%)
Population in Families	42,295 (81.7%)
Population in Group Quarters[1]	681 (1.3%)
Population Density	57
Diversity Index[2]	48

INCOME	
Median Household Income	$45,729
Average Household Income	$63,724
% of Income for Mortgage[4]	10%
Per Capita Income	$25,393
Wealth Index[5]	64

HOUSING	
Total HU (Housing Units)	23,373 (100%)

Crime Rates

(per 100,000)	Lamar	USA
Crime Rate (Overall)	**2,871**	4,506
Murder Rate	**5.1**	6
Robbery Rate	**14**	148
Rape Rate	**9**	30
Assault Rate	**1,146**	644
Burglary Rate	**653**	726
Forced Entry Rate	**356**	417
Larceny Rate	**995**	2,185
Auto Theft Rate	**50**	362

CONDITION- Lack of jobs to provide income					Owner Occupied HU	12,569 (53.8%)				
					Renter Occupied HU	8,032 (34.4%)				
Need #4					Vacant Housing Units	2,772 (11.9%)				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Median Home Value	$108,144				
Affordable Housing	Family	Yes	4- Housing		Average Home Value	$153,656				
CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.					Housing Affordability Index[3]	211				
CONDITION- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.					**HOUSEHOLDS**					
					Total Households	20,601				
Need #5					Average Household Size	2.48				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Family Households	14,030				
Healthcare	Family	Yes	5- Health and Social Behavioral		Average Family Size	3				
CAUSE- Lack of qualified health professionals										
CONDITION- Lack of motivation to move into Northeast Texas										

MARION

Need #1					***Marion County TX Data & Demographics (As of July 1, 2020)***			Crime Rates		
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		**POPULATION**					
Healthcare	Family	Yes	5. Health and Social-Behavioral		Total Population	10,451 (100%)		(per 100,000)	Marion	USA

CAUSE- Lack of qualified health professionals

CONDITION- Lack of motivation to move into Northeast Texas

Need #2			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Employment	Family	Yes	1-Employment

CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general, lack of public transportation.

CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.

Need #3			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Affordable Housing	Family	Yes	4-Housing

CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.

CONDITION- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.

Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Transportation	Family	Yes	3-Income and Asset Building

Population in Households	10,297 (98.5%)	Crime Rate (Overall)	**3,586**	4,506
Population in Families	8,198 (78.4%)	Murder Rate	**12.1**	6
Population in Group Quarters[1]	154 (1.5%)	Robbery Rate	**N/A**	148
Population Density	27	Rape Rate	**81**	30
Diversity Index[2]	48	Assault Rate	**1,010**	644
		Burglary Rate	**1,114**	726
		Forced Entry Rate	**580**	417
INCOME		Larceny Rate	**1,253**	2,185
Median Household Income	$39,359	Auto Theft Rate	**116**	362
Average Household Income	$65,491			
% of Income for Mortgage[4]	11%			
Per Capita Income	$28,587			
Wealth Index[5]	75			
HOUSING				
Total HU (Housing Units)	6,218 (100%)			
Owner Occupied HU	3,502 (56.3%)			
Renter Occupied HU	1,056 (17.0%)			
Vacant Housing Units	1,660 (26.7%)			
Median Home Value	$98,742			
Average Home Value	$131,304			

CAUSE- Lack of funds to purchase vehicle					Housing Affordability Index[3]	223				
CONDITION- Lack of jobs to provide income					**HOUSEHOLDS**					
					Total Households	4,558				
Need #5					Average Household Size	2.26				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Family Households	2,893				
Education	Family	Yes	2-Education		Average Family Size	3				
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding										
CONDITION- Lack of knowledge of federal school funding										
MORRIS										
Need #1					***Morris County TX Data & Demographics (As of July 1, 2020)***			Crime Rates		
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		**POPULATION**					
Education	Family	Yes	2-Education		Total Population	12,964 (100%)		(per 100,000)	Morris	USA
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding					Population in Households	12,819 (98.9%)		Crime Rate (Overall)	**2,591**	4,506
					Population in Families	10,677 (82.4%)		Murder Rate	**N/A**	6
CONDITION- Lack of knowledge of federal school funding					Population in Group Quarters[1]	145 (1.1%)		Robbery Rate	**N/A**	148
					Population Density	51		Rape Rate	**26**	30
Need #2					Diversity Index[2]	60		Assault Rate	**687**	644
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**					Burglary Rate	**899**	726
Employment	Family	Yes	1-Employment					Forced Entry Rate	**582**	417
					INCOME			Larceny Rate	**899**	2,185

CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general, lack of public transportation.

CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.

Need #3			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Transportation	Family	Yes	3-Income and Asset Building

CAUSE- Lack of funds to purchase vehicle

CONDITION- Lack of jobs to provide income

Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Affordable Housing	Family	Yes	4- Housing

CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.

CONDITION- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.

Need #5			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Healthcare	Family	Yes	5-Health and Social Behavioral

CAUSE- Lack of qualified health professionals.

CONDITION- Lack of motivation to move into Northeast Texas

Median Household Income	$45,224
Average Household Income	$60,291
% of Income for Mortgage[4]	8%
Per Capita Income	$24,253
Wealth Index[5]	59
HOUSING	
Total HU (Housing Units)	6,118 (100%)
Owner Occupied HU	3,672 (60.0%)
Renter Occupied HU	1,540 (25.2%)
Vacant Housing Units	906 (14.8%)
Median Home Value	$90,087
Average Home Value	$129,596
Housing Affordability Index[3]	264
HOUSEHOLDS	
Total Households	5,212
Average Household Size	2.46
Family Households	3,573
Average Family Size	3

Auto Theft Rate	**79**	362

RAINS											
Need #1					***Rains County TX Data & Demographics (As of July 1, 2020)***			Crime Rates			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		**POPULATION**						
Education	Family	Yes	2-Education		Total Population	12,752 (100%)		(per 100,000)	Rains	USA	
CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding					Population in Households	12,686 (99.5%)		Crime Rate (Overall)	**2,055**	4,506	
					Population in Families	10,667 (83.6%)		Murder Rate	**N/A**	6	
CONDITION- Lack of knowledge of federal school funding					Population in Group Quarters[1]	66 (0.5%)		Robbery Rate	**N/A**	148	
					Population Density	56		Rape Rate	**63**	30	
Need #2					Diversity Index[2]	34		Assault Rate	**314**	644	
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**					Burglary Rate	**395**	726	
Employment	Family	Yes	1-Employment					Forced Entry Rate	**233**	417	
CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general, lack of public transportation.					**INCOME**			Larceny Rate	**1,238**	2,185	
					Median Household Income	$51,459		Auto Theft Rate	**45**	362	
CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.					Average Household Income	$64,827					
					% of Income for Mortgage[4]	11%					
Need #3					Per Capita Income	$26,133					
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Wealth Index[5]	69					
Transportation	Family	Yes	3-Income and Asset Building								
CAUSE- Lack of funds to purchase vehicle					**HOUSING**						
					Total HU (Housing Units)	6,022 (100%)					

CONDITION- Lack of jobs to provide income

Need #4			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Affordable Housing	Family	Yes	4-Housing

CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.

CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.

Need #5			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Healthcare	Family	Yes	5-Health and Social Behavioral

CAUSE- Lack of qualified health professionals.

CONDITIONS- Lack of motivation to move into Northeast Texas

Owner Occupied HU	3,737 (62.1%)	
Renter Occupied HU	1,402 (23.3%)	
Vacant Housing Units	883 (14.7%)	
Median Home Value	$133,370	
Average Home Value	$163,534	
Housing Affordability Index[3]	201	
HOUSEHOLDS		
Total Households	5,139	
Average Household Size	2.47	
Family Households	3,677	
Average Family Size	3	

RED RIVER

Need #1			
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**
Education	Family	Yes	2-Education

CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding

Red River County TX Data & Demographics (As of July 1, 2020)				
POPULATION			Crime Rates	
Total Population	12,694 (100%)		(per 100,000)	Red River	USA
Population in Households	12,518 (98.6%)		Crime Rate (Overall)	**2,884**	4,506
Population in Families	10,185 (80.2%)		Murder Rate	**12.1**	6

CONDITION- Lack of knowledge of federal school funding

Need #2

Need	Level	Partnerships/ Resources to address need	Domain
Employment	Family	Yes	1-Employment

CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general, lack of public transportation.

CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.

Need #3

Need	Level	Partnerships/ Resources to address need	Domain
Transportation	Family	Yes	3-Income and Asset Building

CAUSE- Lack of funds to purchase vehicle

CONDITION- Lack of jobs to provide income

Need #4

Need	Level	Partnerships/ Resources to address need	Domain
Affordable Housing	Family	Yes	4-Housing

CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.

Population in Group Quarters[1]	176 (1.4%)
Population Density	12
Diversity Index[2]	48
INCOME	
Median Household Income	$35,486
Average Household Income	$49,464
% of Income for Mortgage[4]	9%
Per Capita Income	$21,078
Wealth Index[5]	46
HOUSING	
Total HU (Housing Units)	6,826 (100%)
Owner Occupied HU	4,242 (62.1%)
Renter Occupied HU	1,157 (16.9%)
Vacant Housing Units	1,427 (20.9%)
Median Home Value	$77,313
Average Home Value	$114,592
Housing Affordability Index[3]	238
HOUSEHOLDS	

Robbery Rate	**23**	148
Rape Rate	**23**	30
Assault Rate	**849**	644
Burglary Rate	**872**	726
Forced Entry Rate	**593**	417
Larceny Rate	**919**	2,185
Auto Theft Rate	**186**	362

CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.

Need #5

Need	Level	Partnerships/ Resources to address need	Domain
Healthcare	Family	Yes	5-Health and Social Behavioral

CAUSE- Lack of qualified health professionals.

CONDITIONS- Lack of motivation to move into Northeast Texas

Total Households	5,399
Average Household Size	2.32
Family Households	3,538
Average Family Size	3

TITUS

Need #1

Need	Level	Partnerships/ Resources to address need	Domain
Education	Family	Yes	2-Education

CAUSE- Lack of motivation from left over stress due to the pandemic, lack of funding

CONDITION- Lack of knowledge of federal school funding

Need #2

Need	Level	Partnerships/ Resources to address need	Domain
Employment	Family	Yes	1-Employment

CAUSE- Lack of jobs that will provide a Living Wage, lack of jobs that provide the opportunity for advancement, lack of jobs in general, lack of public transportation.

CONDITION- Lack of education and experience to obtain a Living Wage, lack of affordable childcare to allow parents to work.

Titus County TX Data & Demographics (As of July 1, 2020)

POPULATION	
Total Population	34,169 (100%)
Population in Households	33,732 (98.7%)
Population in Families	29,526 (86.4%)
Population in Group Quarters[1]	437 (1.3%)
Population Density	84
Diversity Index[2]	79
INCOME	
Median Household Income	$48,510
Average Household Income	$65,081

Crime Rates

	(per 100,000)	Titus	USA
	Crime Rate (Overall)	**2,903**	4,506
	Murder Rate	**N/A**	6
	Robbery Rate	**6**	148
	Rape Rate	**12**	30
	Assault Rate	**1,180**	644
	Burglary Rate	**929**	726
	Forced Entry Rate	**531**	417
	Larceny Rate	**724**	2,185
	Auto Theft Rate	**53**	362

					% of Income for Mortgage[4]	10%				
Need #3					Per Capita Income	$21,457				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Wealth Index[5]	62				
Transportation	Family	Yes	3-Income and Asset Building							
CAUSE- Lack of funds to purchase vehicle					**HOUSING**					
					Total HU (Housing Units)	12,610 (100%)				
CONDITION- Lack of jobs to provide income					Owner Occupied HU	6,961 (55.2%)				
					Renter Occupied HU	4,293 (34.0%)				
Need #4					Vacant Housing Units	1,356 (10.8%)				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Median Home Value	$113,284				
Affordable Housing	Family	Yes	4-Housing		Average Home Value	$147,824				
CAUSE- Lack of affordable, safe and structurally sound homes, number of aged homes that are not properly wired and/or insulated.					Housing Affordability Index[3]	217				
CONDITIONS- Lack of income to purchase safe homes, lack of income to improve aged homes, lack of knowledge of resources available for weatherization.					**HOUSEHOLDS**					
					Total Households	11,254				
Need #5					Average Household Size	3				
Need	**Level**	**Partnerships/ Resources to address need**	**Domain**		Family Households	8,430				
Healthcare	Family	Yes	5-Health and Social Behavioral		Average Family Size	4				
CAUSE- Lack of qualified health professionals.										
CONDITION- Lack of motivation to move into Northeast Texas										

b. Community Strengths and Assets for Each County

County	Education Institutions	Employers	Non-Profits	Churches
Bowie	50	2,181	20	134
Camp	5	210	18	32
Cass	11	530	19	83
Delta	5	54	19	9
Franklin	6	173	20	18
Hopkins	19	749	20	50
Lamar	54	1,218	20	98
Marion	5	151	20	34
Morris	11	223	19	17
Rains	1	182	20	15
Red River	29	166	17	37
Titus	14	637	19	28

c. CAA Organizational Strengths, Assets, Challenges

Describe the organization strengths, assets, and challenges. May include areas such as; years in business, funding levels, array of programs, community support, partnerships, strong board, low wages for staff, high turnover, limited education of key staff, limited funding levels, etc.

Strengths/Assets	Challenges
In business since 1965	Retaining board members
Multiple funders	Limited unrestricted funding
Community Partnerships	Community Support
Wide array of programs	Not well known in the community

d. Gaps in Services and Barriers for Each County

County	Gaps	Barriers

Bowie	No gaps in services	Lack of affordable child care
Camp	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Cass	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Delta	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Franklin	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Hopkins	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Lamar	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Marion	Lack of State offices to apply for assistance, Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Morris	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of household lack higher education, lack of affordable child care
Rains	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Red River	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care
Titus	Lack of mental health providers	Lack of public transportation, lack of trade schools or colleges, heads of households lack higher education, lack of affordable child care

e. Trends for each County

County	Trends
Bowie	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to increase due to youth from more rural areas moving in, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach

Camp	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to decrease due to youth moving out, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Cass	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to increase due to youth from more rural areas moving in, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Delta	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to decrease due to youth moving out, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Franklin	Poverty rate change has stayed the same since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to decrease due to youth moving out, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Hopkins	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to decrease due to youth moving out, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Lamar	Poverty rate change has increased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, population is likely to increase due to youth moving in from more rural counties, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Marion	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, poverty is likely to stay the same, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Morris	Poverty rate change has increased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, unemployment rate is likely to decrease due to youth moving out, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Rains	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, unemployment rate is likely to stay the same, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Red River	Poverty rate change has decreased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, unemployment rate is likely to stay the same, child care needs are likely to stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach
Titus	Poverty rate change has increased since 2000, unemployment rate is likely to improve due to pandemic unemployment benefits ending, unemployment rate is likely to increase due to youth moving in from more rural areas, child care needs are likely stay the same due to lack of affordable child care, mental health conditions are likely to improve as individuals return to normal activities, home energy efficiency is likely to improve due to increased outreach

f. Top Needs for Each County

County	Poverty Population by County	Need #1			
		Need	Level	Partnerships/ Resources to address need	Domain
Bowie	15,117	Education	Family	Yes	2. Education
Camp	2,689	Education	Family	Yes	2. Education
Cass	5,220	Employment	Family	Yes	1-Employment
Delta	736	Education	Family	Yes	2. Education
Franklin	891	Education	Family	Yes	2. Education
Hopkins	4,874	Education	Family	Yes	2. Education
Lamar	7,892	Education	Family	Yes	2. Education
Marion	1,502	Health Care	Family	Yes	5. Health and Social-Behavioral
Morris	1,844	Education	Family	Yes	2. Education
Rains	1,338	Education	Family	Yes	2. Education
Red River	2,310	Education	Family	Yes	2. Education
Titus	5,674	Education	Family	Yes	2. Education

County	Poverty Population by County	Need #2			
		Need	Level	Partnerships/ Resources to address need	Domain
Bowie	15,117	Employment	Family	Yes	1-Employment
Camp	2,689	Employment	Family	Yes	1-Employment
Cass	5,220	Education	Family	Yes	2-Education
Delta	736	Employment	Family	Yes	1-Employment
Franklin	891	Employment	Family	Yes	1-Employment
Hopkins	4,874	Employment	Family	Yes	1-Employment
Lamar	7,892	Employment	Family	Yes	1-Employment

Marion	1,502	Employment	Family	Yes	1-Employment
Morris	1,844	Employment	Family	Yes	1-Employment
Rains	1,338	Employment	Family	Yes	1-Employment
Red River	2,310	Employment	Family	Yes	1-Employment
Titus	5,674	Employment	Family	Yes	1-Employment

County	Poverty Population by County	Need #3			
		Need	Level	Partnerships/ Resources to address need	Domain
Bowie	15,117	Transportation	Family	Yes	3. Income and Asset Building
Camp	2,689	Transportation	Family	Yes	3. Income and Asset Building
Cass	5,220	Transportation	Family	Yes	3. Income and Asset Building
Delta	736	Transportation	Family	Yes	3. Income and Asset Building
Franklin	891	Transportation	Family	Yes	3. Income and Asset Building
Hopkins	4,874	Transportation	Family	Yes	3. Income and Asset Building
Lamar	7,892	Transportation	Family	Yes	3. Income and Asset Building
Marion	1,502	Affordable Housing	Family	Yes	4. Housing
Morris	1,844	Transportation	Family	Yes	3. Income and Asset Building
Rains	1,338	Transportation	Family	Yes	3. Income and Asset Building
Red River	2,310	Transportation	Family	Yes	3. Income and Asset Building
Titus	5,674	Transportation	Family	Yes	3. Income and Asset Building

County	Poverty Population by County	Need #4			
		Need	Level	Partnerships/ Resources to address need	Domain
Bowie	15,117	Affordable Housing	Family	Yes	4- Housing
Camp	2,689	Affordable Housing	Family	Yes	4- Housing
Cass	5,220	Healthcare	Family	Yes	5-Health and Social Behavioral
Delta	736	Affordable Housing	Family	Yes	4-Housing
Franklin	891	Affordable Housing	Family	Yes	4-Housing

Hopkins	4,874	Affordable Housing	Family	Yes	4-Housing
Lamar	7,892	Affordable Housing	Family	Yes	4- Housing
Marion	1,502	Transportation	Family	Yes	3. Income and Asset Building
Morris	1,844	Affordable Housing	Family	Yes	4- Housing
Rains	1,338	Affordable Housing	Family	Yes	4-Housing
Red River	2,310	Affordable Housing	Family	Yes	4-Housing
Titus	5,674	Affordable Housing	Family	Yes	4- Housing

County	Poverty Population by County	Need #5			
		Need	Level	Partnerships/ Resources to address need	Domain
Bowie	15,117	Healthcare	Family	Yes	5-Health and Social Behavioral
Camp	2,689	Healthcare	Family	Yes	5-Health and Social Behavioral
Cass	5,220	Affordable Housing	Family	Yes	4-Housing
Delta	736	Healthcare	Family	Yes	5-Health and Social Behavioral
Franklin	891	Healthcare	Family	Yes	5-Health and Social Behavioral
Hopkins	4,874	Healthcare	Family	Yes	5-Health and Social Behavioral
Lamar	7,892	Healthcare	Family	Yes	2. Education
Marion	1,502	Education	Family	Yes	1-Employment
Morris	1,844	Healthcare	Family	Yes	5-Health and Social Behavioral
Rains	1,338	Healthcare	Family	Yes	5- Health and Social Behavioral
Red River	2,310	Healthcare	Family	Yes	5- Health and Social Behavioral
Titus	5,674	Healthcare	Family	Yes	5- Health and Social Behavioral

1. Results: Top 5 Needs for Service Area Categorized by CSBG Domains
Include Step 4 Rank Needs tab: Final Ranking for Service Area information.
(Reference Step 4b Worksheet)

Rank	Need	CSBG Domain
1	Education	Education
2	Employment	Employment

3	**Transportation**	**Income and Asset Building**
4	**Affordable Housing**	**Housing**
5	**Healthcare**	**Health and Social Behavioral**

o Describe how the organization arrived at this conclusion.

After collecting data from the US Census, cap engagement network, surveys, interviews, focus groups and forums, the data was entered into the needs assessment worksheet. It was determined that our top 5 needs include Mental Health, Home Energy Efficiency, Food Insecurity, Budgeting and Education. As an agency, we have decided that we are able to address these needs not only with our own funding, but also through partnerships within our 12 county service area.

Sources of information

https://cap.engagementnetwork.org

https://www.twc.texas.gov/news/unemployment-claims-numbers

https://www.acf.hhs.gov/ocs/policy-guidance/csbg-im-49-program-challenges-responsibilities-and-strategies-fy-2001-2003

https://www.acf.hhs.gov/ocs/policy-guidance/csbg-im-138-state-establishment-organizational-standards-csbg-eligible-entities

https://www.census.gov/quickfacts

https://texas.hometownlocator.com/tx

https://insideprison.com/Crime_Rates.asp?stateUCR=TEXAS

Cost Allocation Plan
Certification

Community Services of Northeast Texas, Inc.
304 East Houston
Linden, TX 75563

Citation Regulation:
Uniformed Guidance 45 CFR § 75.415(b)
45 CFR § 75 Appendices III through V

This is to certify that to the best of my knowledge and belief:

(1) The Governing Board has reviewed and approved the Cost Allocation Plan submitted herewith;

(2) All costs included in this plan are allowable in accordance with the requirements of the Federal awards to which they apply and with Subpart E of part 75.

(3) This plan does not include any costs which are unallowable under Subpart E of part 75 such as public relations costs, contributions and donations, entertainment costs, fines and penalties, lobbying costs, and defense of fraud proceedings; and

(4) All costs included in this plan are properly allocable to Federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the Federal awards to which they are allocated in accordance with applicable requirements.

I declare that the foregoing is true and correct.

_____ _____

Governing Board Chair **Date**

Head Start

Financial Report for the month of June 2024

(May 2024 Expenditures)

Funding Source	Amount Funded	Expenditures	Total To Date	Balance	Monthly Budget	YTD Budget	(Over)/Under
12 month program ending 11-30-2024							
Personnel	$2,189,058.00	$169,810.70	$1,010,026.21	$1,179,031.79	$182,421.50	$1,094,529.00	$84,502.79
Fringe Benefits	$536,319.00	$37,783.49	$249,030.94	$287,288.06	$44,693.25	$268,159.50	$19,128.56
Travel (4120)	$10,000.00	$807.26	$6,817.31	$3,182.69	$833.33	$5,000.00	($1,817.31)
Equipment	$48,000.00	($25.50)	$47,138.50	$861.50	$4,000.00	$24,000.00	($23,138.50)
Supplies	$245,000.00	$8,991.62	$81,950.66	$163,049.34	$20,416.67	$122,500.00	$40,549.34
Contractual	$291,066.00	$0.00	$0.00	$291,066.00	$24,255.50	$145,533.00	$145,533.00
Facilities / Construction	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Other (4120)	$30,381.00	$1,620.00	$3,960.50	$26,420.50	$2,531.75	$15,190.50	$11,230.00
Other (4122)	$1,040,021.00	$61,726.46	$425,868.01	$614,152.99	$86,668.42	$520,010.50	$94,142.49
Total	$4,389,845.00	$280,714.03	$1,824,792.13	$2,565,052.87	$365,820.42	$2,194,922.50	$370,130.37
T&TA	$40,381.00	$2,427.26	$10,777.81	$29,603.19	$3,365.08	$20,190.50	$9,412.69
Total							
USDA Reimbursements through April 2024							$57,203.87
Estimated USDA Reimbursement for May 2024							$10,576.71
				Resulting (over)/under with USDA			$437,910.95

* *Total Over/Under without USDA*

Accruals: $4.00

Actual year end payroll accrual $95,000.00

Further Analysis	
Number of children	465
Number of classrooms	26

	Amount Funded	Expenditures	Total To Date	Monthly Budget	YTD Budget	(Over)/Under
Per Classroom	$168,840.19	$10,796.69	$70,184.31	$14,070.02	$84,420.10	$14,235.78
Per Child	$9,440.53	$603.69	$3,924.28	$786.71	$4,720.26	$795.98

IN-KIND (Non-Federal Share)				
	Needed	This month	Total	Still need
	$1,107,557.00	$137,263.15	$844,602.67	$262,954.33

Early Head Start

Financial Report for the month of June 2024

(May 2024 Expenditures)

Funding Source	Amount Funded	Expenditures	Total To Date	Balance	Monthly Budget	YTD Budget	(Over)/Under
12 month program ending 11-30-2024							
Personnel	$146,166.00	$11,277.46	$62,400.13	$83,765.87	$12,180.50	$73,083.00	$10,682.87
Fringe Benefits	$35,811.00	$2,130.84	$13,717.75	$22,093.25	$2,984.25	$17,905.50	$4,187.75
Travel (4120)	$2,190.00	$0.00	$799.37	$1,390.63	$182.50	$1,095.00	$295.63
Equipment	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Supplies	$15,250.00	$707.04	$2,328.27	$12,921.73	$1,270.83	$7,625.00	$5,296.73
Contractual	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Facilities / Construction	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Other (4120)	$3,067.00	$60.00	$60.00	$3,007.00	$255.58	$1,533.50	$1,473.50
Other (4122)	$55,465.00	$1,547.08	$13,362.05	$42,102.95	$4,622.08	$27,732.50	$14,370.45
Total	$257,949.00	$15,722.42	$92,667.57	$165,281.43	$21,495.75	$128,974.50	$36,306.93
T&TA	$5,257.00	$60.00	$859.37	$4,397.63	$438.08	$2,628.50	$1,769.13
Total							
USDA Reimbursements through April 2024							$8,312.93
Estimated USDA Reimbursement for May 2024							$1,986.41
					Resulting (over)/under with USDA		$46,606.27

* *Total Over/Under without USDA*

Further Analysis	
Number of children	16
Number of classrooms	2

Accruals:

Actual year end payroll accrual $5,900.00

	Amount Funded	Expenditures	Total To Date	Monthly Budget	YTD Budget	(Over)/Under
Per Classroom	$128,974.50	$7,861.21	$46,333.79	$10,747.88	$64,487.25	$18,153.47
Per Child	$16,121.81	$982.65	$5,791.72	$1,343.48	$8,060.91	$2,269.18

IN-KIND (Non-Federal Share)				
	Needed	This month	Total	Still need
	$65,802.00	$1,939.25	$12,224.11	$53,577.89

HEAD START and EHS NUTRITION PROGRAM

June 2024 Financial Report

For the month of May 2024

CACFP

		Expenditures	Total To Date
Operating Labor	$	7,062.81	57,571.61
Administrative Labor		1,401.88	10,061.55
Food		8,018.77	81,119.40
Supplies & Equipment		428.20	6,191.52
Purchased Services		-	0.00
Financial Costs		-	0.00
Media Costs		-	0.00
Operating Org Cost		(12.75)	623.59
Other		-	369.17
Total	$	16,898.91	$ 155,936.84
TDHS REVENUE		12,563.12	108,530.57
	(Income Starts October 2023)		

CSBG 2024

Financial Report for the month of June 2024

CSBG Current Program (May 2024 Expenditures)

% of contract	42%
% of money	24%

Funding Source	Amount Funded	Expenditures	Total To Date	Balance	Monthly Budget	YTD Budget	(Over)/Under
Community Services Block Grant (CSBG) 12 month program ending 12/31/2024							
Personnel	$0.00	13,007.99	$42,734.38	($42,734.38)	$0.00	$0.00	($42,734.38)
Fringe Benefits	0.00	1,540.84	$6,386.44	(6,386.44)	0.00	0.00	(6,386.44)
Travel*	0.00	1,018.54	$1,661.85	(1,661.85)	0.00	0.00	(1,661.85)
Equipment	0.00	429.48	$1,114.10	(1,114.10)	0.00	0.00	(1,114.10)
Supplies	0.00	274.49	$1,116.06	(1,116.06)	0.00	0.00	(1,116.06)
Contractual	0.00	432.68	$968.82	(968.82)	0.00	0.00	(968.82)
Other	0.00	11,430.11	$43,310.18	(43,310.18)	0.00	0.00	(43,310.18)
Indirect Costs	0.00	6,915.77	$6,915.77	(6,915.77)	0.00	0.00	(6,915.77)
Total	$432,707.00	$35,049.90	$104,207.60	$328,499.40	$36,058.92	$180,294.58	$76,086.98

CEAP 2024

Financial Report for the month of June 2024

CEAP Current Program (May 2024 Expenditures)

% of contract	42%
% of money	50%

	Amount Funded	Expenditures	Total To Date	Balance		Contract Budget Minimun		Maximum		
Comprehensive Energy Assistance Program (CEAP) 12 month program ending 12/31/2024										
Administration*	$263,380.00	61,323.27	$112,795.16	$150,584.84	6%	$21,948.33	min	$114,182.38	max	$1,387.22
Household Crisis**	1,466,282.00	1,438.86	$72,983.82	1,393,298.18		166,996.10	min	1,466,282.00	max	1,393,298.18
Utility Assistance**	1,466,283.00	660,477.16	$1,596,977.18	(130,694.18)		166,996.10	min	1,466,283.00	max	(130,694.18)
Program Services	449,473.00	20,377.84	$58,873.39	390,599.61	4%	37,456.08	min	138,306.75	max	79,433.36
Training Travel	2,500.00	21.71	$21.71	2,478.29		0.00	min	2,500.00	max	2,478.29
Total	$3,647,918.00	$743,638.84	$1,841,651.26	$1,806,266.74		$393,396.62		$3,187,554.13		$1,345,902.87

*Cannot be over-budget by end of contract **Must be at least 10% of total expenditures

Compliance calculation used, Admin = 6.0% of total grant,Program Services = 6.25% of direct expenditures

Admin with Future Payments 6.1%

Program Services with Future Payments 0

Community Services of Northeast Texas, Inc.
Credit Usage Report

Board Report -June 2024

Sam's Club

Purchases for May 2024		292.22
Payment due by 05/28/2024	Pd on 05/22/2024	(292.22)
Balance		-

American Express

Purchases for April 2024		1,350.45
Payment due by ---	Pd on 05/08/2024	(1,350.45)
Balance		-

Texana Bank Line of Credit

Program	CSBG B	CEAP B	VSN
Highest May 2024 Balance	29,390.00		
Current balance	-	-	
Exp pay off date			

Local Admin In House Line of Credit

Program	CSBG A	CSBG B	VSN
Highest May 2024 Balance	12,007.54	26,067.00	46,296.00
Current balance	12,007.54	-	37,986.00
Exp pay off date	7/31/2024		8/31/2024

CSNT Line of Credit

Program	CSBG B	CEAP B	VSN
Highest May 2024 Balance	32,445.00	10,450.00	15,896.00

COPY

Use blue or black ink, detach & mail with your check.

Account Number	6046 0020 3035 0674
New Balance	$292.22
Total Minimum Payment Due	$50.00
Payment Due Date	05/28/2024

Amount Enclosed $

No other correspondence please.
Print new address or email changes on back.

VIEW AND PAY YOUR BILL ONLINE!
SamsClubCredit.com/businesscard

COMMUNITYSERVICESOFNETEXAS
..
PO BOX 427
LINDEN TX 75563-0427

14332
Q203

Make Payment to: SAM'S CLUB/SYNCHRONY BANK
P.O. BOX 669825
DALLAS, TX 75266-0782

00050000049690 00050000029222

See what new items have landed at your club.

Visit **SamsClub.com/NewItems** or scan the QR code to check them out.

Transaction Detail

Date	Reference #	Description	Amount
Payments			**-$496.90**
04/24	P928000G400XTMJK9	PYMNT IN CLUB THANK YOU TEXARKANA TX	-$496.90
Other Credits			**-$146.14**
04/24	P928000G901E1Y7FY	SAM'S CLUB 008295 TEXARKANA TX	-$146.14
		Total for COMMUNITYSERVICESOFNETEXA	-$146.14
Purchases and Other Debits			**$438.36**
05/02	P928000GH01F38K3B	SAM'S CLUB 008295 TEXARKANA TX	$82.84
		Total for COMMUNITYSERVICESOFNETEXA	$82.84
05/02	P928000GQ01F38K3E	SAM'S CLUB 008295 TEXARKANA TX	$355.52
		SAM'S/WAL-MART PURCHASE(S)	
		Total for SHELLY MITCHELL	$355.52
Total Fees Charged This Period			**$0.00**
Total Interest Charged This Period			**$0.00**

Interest Charge Calculation

Your **Annual Percentage Rate (APR)** is the annual interest rate on your account. (v) = Variable Rate

Type of Balance	Expiration Date	Annual Percentage Rate	Balance Subject to Interest Rate	Interest Charge	Balance Method
Purchases	N/A	29.99% (v)	$0.00	$0.00	2D

Cardholder News and Information

NOTICE: We may convert your payment into an electronic debit. See back of page one for details, Billing Rights and other important information.

Member News and Information

Interested in changing your due date for your Sam's Club ® credit card account? Call the Credit Customer Service phone number, located on your billing statement and on the back of your Sam's Club® credit card, to determine eligibility and discuss available options.

Go green and support the environment with paperless statements! All you have to do is visit **SamsClubCredit.com/businesscard** to sign up. Register today to start receiving your statements online.

COMMUNITYSERVICESOFNETEXAS

ACCOUNT #: 6046 0020 3933 0674 **DATE OF SALE #:** 240424 **P.O. #:**

INVOICE#: 005191 **AUTHORIZATION #: REFUND** **CLUB #: 8295**

REFERENCE #: P928000G901E1Y7FY **TRANSACTION #: 5191** **REGISTER #: 46**

S.K.U	DESCRIPTION	QUANTITY	UNIT	PRICE	EXT. PRICE
SALES TAX		1.000		$0.0000	$0.00
	MERCHANDISE/CONSUMABLES	1.000	EA	$146.1400-	$146.14-

SUB $146.14-	**TAX $0.00**	**TOTAL INVOICE**	**$146.14-**
		CREDITS TOTAL	**$0.00**
		BALANCE DUE	**$146.14-**

COMMUNITYSERVICESOFNETEXAS

ACCOUNT #: 6046 0020 3933 0674 **DATE OF SALE #:** 240502 **P.O. #:**

INVOICE#: 000000 **AUTHORIZATION #: 000272** **CLUB #: 8295**

REFERENCE #: P928000GH01F38K3B **TRANSACTION #: 0** **REGISTER #: 36**

1-2

S.K.U	DESCRIPTION	QUANTITY	UNIT	PRICE	EXT. PRICE
SALES TAX		1.000		$0.0000	$0.00
	MERCHANDISE/CONSUMABLES	1.000	EA	$82.8400	$82.84

SUB $82.84	**TAX $0.00**	**TOTAL INVOICE**	**$82.84**
		CREDITS TOTAL	**$0.00**
		BALANCE DUE	**$82.84**

COMMUNITYSERVICESOFNETEXAS

ACCOUNT #: 6046 0020 3933 0674 **DATE OF SALE #:** 240502 **P.O. #:**

INVOICE#: 000000 **AUTHORIZATION #: 000545** **CLUB #: 8295**

REFERENCE #: P928000GQ01F38K3E **TRANSACTION #: 0** **REGISTER #: 92**

S.K.U	DESCRIPTION	QUANTITY	UNIT	PRICE	EXT. PRICE
SALES TAX		1.000		$0.0000	$0.00
036500256	MM FACIAL CUBE 12PK	4.000	EA	$13.9800	$55.92
053791011	MM FACIAL TISSUE	20.000	EA	$14.9800	$299.60

SUB $355.52	**TAX $0.00**	**TOTAL INVOICE**	**$355.52**
		CREDITS TOTAL	**$0.00**
		BALANCE DUE	**$355.52**

AMERICAN EXPRESS CORPORATE PURCHASING CARD - BILLING STATEMENT

COPY

Account Number: 3796-573232-42008
Account Name: **MICHELLE MOREHEAD**
Employee ID:
Universal ID:

Statement Date: **04/28/2024**

Previous Balance: **$3,267.13**
Cost Center:
Spending Limit / Type: **$50,000.00 /TRN, $50,000.00 /MTH**

Transaction Details

TERMS - PAYABLE IN FULL AS PER YOUR CORPORATE CONTRACT

Service Establishment Name & Address	Ref. #	Supplier Ref.	Cardmember Ref #	Transaction Date	Processing Date	Transaction Amount
EMBASSY SUITES DENTON DENTON TX	0083042201200	83042201200		04/06/2024	04/06/2024	$125.2
EMBASSY SUITES DENTON DENTON TX	0083042204800	83042204800		04/06/2024	04/06/2024	$125.2
CORPORATE REMITTANCE RECEIVED	0006525000000			04/19/2024	04/19/2024	($3,267.13

Transaction Total for MICHELLE MOREHEAD - 3796-573232-42008 **$250.5**

AMERICAN EXPRESS CORPORATE PURCHASING CARD - BILLING STATEMENT

Account Number: 3796-566037-82006
Account Name: **CREW DYKES**
Employee ID:
Universal ID:

Statement Date: **04/28/2024**

Previous Balance: **$6,497.13**
Cost Center:
Spending Limit / Type: **$50,000.00 /TRN, $50,000.00 /MTH**

Transaction Details

TERMS - PAYABLE IN FULL AS PER YOUR CORPORATE CONTRACT

Service Establishment Name & Address	Ref. #	Supplier Ref.	Cardmember Ref #	Transaction Date	Processing Date	Transaction Amount
AMAZON.COM LLC SEATTLE WA98109	0000000000000	4Y2A0YG86	111-9075042-88770	04/04/2024	04/05/2024	$649.99
STARLINK INTERNET 06 HAWTHORNE	0073011004102			04/10/2024	04/11/2024	$120.00
TECHSOUP 000000001 SAN FRANCISCO	7245152d-79			04/11/2024	04/12/2024	$20.00
TECHSOUP 000000001 SAN FRANCISCO	02033049-20			04/14/2024	04/15/2024	$70.00
CREDIT FOR FRAUDULENT CHARGE	0000000000000			04/16/2024	04/16/2024	($1,155.40)
WPY*COMBINED COMMUNI AUSTIN	0021105174109			04/18/2024	04/18/2024	$425.00
CORPORATE REMITTANCE RECEIVED	0006525000000			04/19/2024	04/19/2024	($6,497.13)
ROSEN SHINGLE ONLINE 407-9969939	0044352000000			04/19/2024	04/19/2024	$970.36

Transaction Total for CREW DYKES - 3796-566037-82006 **$1,099.95**

AMERICAN EXPRESS CORPORATE PURCHASING CARD - BILLING STATEMENT

MICHELLE MOREHEAD
CSNT INC
304 E. HOUSTON ST.
LINDEN, TX, 75563

Statement Date: **04/28/2024**

Load Number: **113096**
Remittance Account Number: **3785-964758-91000**
Corporate ID: **102313**

List of Accounts

TERMS - PAYABLE IN FULL AS PER YOUR CORPORATE CONTRACT

Account Number Account Name	Previous Balance	Charges Other Charges (+)	Credits Other Credits (-)	Debit Adjustment (+)	Current Due	Payments (-)	Debit Remittances For Credit Balances (+)
3796-566037-82006	$6,497.13	$2,255.35	$0.00	$0.00	**$1,099.95**	($6,497.13)	$0.00
CREW DYKES		$0.00	($1,155.40)				
3796-573232-42008	$3,267.13	$250.50	$0.00	$0.00	**$250.50**	($3,267.13)	$0.00
MICHELLE MOREHEAD		$0.00	$0.00				
No. of Accounts: 2					**BCA Subtotal:**	**3785-964758-91009**	**$1,350.45**

Total Accounts: 2

Remittance Account Total: $1,350.45

Payment Due Date: 05/12/2024

1045 - TEXANA ACCOUNTS PAYABLE DISBURSEMENT 2

Check Register for May 2024

Check Number	Effective Date	Vendor Name	Check Amount	Description
79532	5/31/2024	PHILIP R. NIXON	(279.50)	Void Check
79920	5/31/2024	JIMMIE RAY AYERS	(800.00)	Void Check
79926	5/30/2024	Robert C Sikes DDS	(2,000.00)	Void Check
79944	5/1/2024	4 CHANGE ENERGY	2,200.00	Client Assistance
79945	5/1/2024	A & R SERVICE CENTER LLC	45.00	Vehicle Repair
79946	5/1/2024	ACE HARDWARE NEW BOSTON	35.97	Building Supplies
79949	5/1/2024	AEP-SWEPCO-EA	48,365.51	Client Assistance
79950	5/1/2024	AFLAC	1,039.70	Employee Insurance
79951	5/1/2024	AMBIT ENERGY	2,200.00	Client Assistance
79952	5/1/2024	AMIGO ENERGY	872.99	Client Assistance
79954	5/1/2024	ATMOS ENERGY	10,948.88	Client Assistance
79956	5/1/2024	BEN E KEITH CO	8,061.25	Head Start Groceries
79957	5/1/2024	BLUE CROSS BLUE SHIELD	851.47	Cobra Insurance
79958	5/1/2024	BLUE CROSS BLUE SHIELD	38,428.43	Employee Insurance
79962	5/1/2024	BOWIE CASS	86,512.72	Client Assistance
79963	5/1/2024	CECELIA HUFF	131.32	Mileage Reimbursement
79967	5/1/2024	CENTERPOINT ENERGY	23,909.74	Client Assistance
79968	5/1/2024	CENTERPOINT ENERGY ENTEX	146.43	Utility
79969	5/1/2024	CHAMPION ENERGY SERVICES	616.98	Client Assistance
79970	5/1/2024	CHEANEITA GEORGE	50.92	Mileage Reimbursement
79971	5/1/2024	CITY OF JEFFERSON WATER .	308.32	Utility
79972	5/1/2024	COMMUNITY NATIONAL BANK AND TRUST OF TEXAS	2,000.00	Client Assistance
79973	5/1/2024	CREEKSIDE HOLDINGS LLC	2,000.00	Client Assistance
79974	5/1/2024	CRISTAL SMITH	21.44	Mileage Reimbursement
79975	5/1/2024	DIRECT ENERGY	7,625.45	Client Assistance
79976	5/1/2024	FARMER ELECTRIC	3,853.24	Client Assistance
79977	5/1/2024	FERRELL GAS	892.65	Client Assistance
79978	5/1/2024	FROG STREET PRESS, LLC	3,500.00	Head Start Supplies
79979	5/1/2024	GREEN MOUNTAIN ENERGY	4,230.58	Client Assistance
79980	5/1/2024	James Jackson	900.00	Client Assistance
79981	5/1/2024	JEREMY BOOKER	57.62	Mileage Reimbursement
79982	5/1/2024	JIMMY MITCHELL	899.00	Client Assistance
79983	5/1/2024	JUST ENERGY	12,330.14	Client Assistance
79984	5/1/2024	KRIZIA LINWOOD	28.14	Mileage Reimbursement
79985	5/1/2024	LAMAR CO-OP	4,501.81	Client Assistance
79986	5/1/2024	LUMINOUS SERVICES LLC	1,382.18	Facility Cleaning
79987	5/1/2024	MARIA B GUERRERO	2,000.00	Client Assistance
79988	5/1/2024	MARTAVIUS JONES	96.48	Mileage Reimbursement
79989	5/1/2024	MCADAMS PROPANE COMPANY	1,000.00	Client Assistance
79990	5/1/2024	MCQUEEN PROPANE	1,000.02	Client Assistance
79991	5/1/2024	MY ALARM CENTER, LLC.	42.79	Building Alarm
79992	5/1/2024	ODP BUSINESS SOLUTIONS, LLC	1,125.53	Office Supplies
79993	5/1/2024	PAM MCMICHEAL	298.00	Client Assistance
79994	5/1/2024	PHILIP R. NIXON	1,969.00	Client Assistance
79995	5/1/2024	PINE TERRACE APARTMENT	671.00	Building Maint.
79996	5/1/2024	POGO ENERGY LLC	2,200.00	Client Assistance
79997	5/1/2024	POSITIVE PROMOTIONS, INC.	1,091.14	Office Supplies
79998	5/1/2024	POSITIVE PROMOTIONS, INC.	541.66	Office Supplies
79999	5/1/2024	REDFEARN PROPERTIES	551.00	Client Assistance
80000	5/1/2024	RELIABLE ALARM SERVICE, LLC	45.00	Building Alarm
80001	5/1/2024	RELIANT ENERGY	14,474.47	Client Assistance

1045 - TEXANA ACCOUNTS PAYABLE DISBURSEMENT 2

Check Register for May 2024

Check Number	Effective Date	Vendor Name	Check Amount	Description
80002	5/1/2024	RENTONE LLC	475.00	Client Assistance
80003	5/1/2024	RPM STAFFING PROFESSIONALS, INC.	927.36	Temporary Staffing
80004	5/1/2024	RUSH TRUCKING CENTERS OF TEXAS LP	2,348.08	Client Assistance
80011	5/1/2024	SOUTHWESTERN ELECTRIC POWER	128,810.77	Client Assistance
80012	5/1/2024	SSA MID ATLANTIC PROGRAM SERVICE CENTER	400.00	Client Assistance
80013	5/1/2024	STACY ADAMS	1,000.00	Employee Incentive
80014	5/1/2024	STAPLES	1,716.00	Client Assistance
80015	5/1/2024	STREAM	5,171.21	Client Assistance
80016	5/1/2024	TALCO	1,470.00	Client Assistance
80017	5/1/2024	TARA ENERGY	1,003.51	Client Assistance
80018	5/1/2024	TEACHSTONE TRAINING LLC	135.00	Head Start Training
80019	5/1/2024	TERESA THOMPSON	36.18	Mileage Reimbursement
80020	5/1/2024	TEXANA CEAP B	29.25	Reimburse for Membership
80021	5/1/2024	TEXANA CSBG B	34.05	Reimburse for Membership
80022	5/1/2024	TEXANA EARLY HEAD START	1.50	Reimburse for Membership
80023	5/1/2024	TEXANA HEAD START	75.20	Reimburse for Membership
80024	5/1/2024	TEXARKANA GAZETTE	74.50	Advertising
80025	5/1/2024	TEXARKANA WATER UTILITIES	62.65	Utility
80026	5/1/2024	TEXAS DEPARTMENT OF HOUSING & COMMUNITY AFFAIRS	475.92	Contract Reimbursement
80027	5/1/2024	TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS	106.66	Contract Reimbursement
80028	5/1/2024	THE SIGN SHOP	355.00	Signs
80029	5/1/2024	TNT Properties of Texarkana	965.00	Client Assistance
80030	5/1/2024	TORI DALLAS KINGS LLC	441.00	Client Assistance
80031	5/1/2024	TRICO LUMBER CO.	130.50	Building Supplies
80037	5/1/2024	TXU-ASSISTANCE GROUP	100,513.16	Client Assistance
80039	5/1/2024	UPSHUR RURAL ELEC. CORP.	41,500.97	Client Assistance
80040	5/1/2024	WILLIAM MICHAEL BERRY	34.00	Building Repair
80041	5/1/2024	WOOD CO. ELECTRIC COOP.	8,842.52	Client Assistance
80042	5/8/2024	ABERNATHY COMPANY	4,814.35	Cleaning Supplies
80043	5/8/2024	ABILA	1,200.06	Software Support
80044	5/8/2024	ACE HARDWARE NEW BOSTON	19.99	Building Supplies
80045	5/8/2024	AEP-SWEPCO-EA	521.05	Client Assistance
80046	5/8/2024	AMERICAN EXPRESS	1,350.45	Travel - Supplies
80047	5/8/2024	ARAMARK UNIFORM & CAREER APPAREL LLC	692.69	Building Supplies
80048	5/8/2024	BENEFITS TECHNOLOGY RESOURCES LLC	200.00	Monthly Fee
80049	5/8/2024	BLOOMBURG WATER SUPPLY	60.70	Utility
80050	5/8/2024	BRENDA DAVIS	755.76	Mileage Reimbursement
80051	5/8/2024	CENTERPOINT ENERGY ENTEX	74.99	Utility
80052	5/8/2024	CITY OF HUGHES SPRINGS	375.00	Utility
80053	5/8/2024	CITY OF LINDEN	483.00	Utility
80054	5/8/2024	CITY OF MOUNT PLEASANT	166.11	Utility
80055	5/8/2024	CITY OF NEW BOSTON	108.84	Utility
80056	5/8/2024	CITY OF PITTSBURG	312.10	Utility
80057	5/8/2024	CT BOOK HOLDINGS LLC	1,388.00	Head Start Supplies
80058	5/8/2024	DAINGERFIELD - LONE STAR ISD	135.00	Head Start Meals
80059	5/8/2024	GREG'S MIRACLE MART	229.10	Vehicle Fuel
80060	5/8/2024	HOPE FIRE EXTINGUISHER SERVICE, INC/ KLEEN KING	28.95	Fire Extinguisher Service
80061	5/8/2024	Intellicorp Records	35.00	Background Checks
80062	5/8/2024	LAKESHORE LEARNING MATERIALS	369.55	Head Start Supplies
80063	5/8/2024	LAMAR CO-OP	1,596.50	Client Assistance
80064	5/8/2024	LINDEN FUEL CENTER	1,021.23	Vehicle Fuel

Check Register for May 2024

Check Number	Effective Date	Vendor Name	Check Amount	Description
80065	5/8/2024	MCI	68.88	Telephone Service
80066	5/8/2024	MOUNTAIN VALLEY OF TEXARKANA	185.00	Drinking Water
80067	5/8/2024	MUTUAL OF OMAHA PAYMENT PROCESSING CENTER	6,269.34	Employee Insurance
80068	5/8/2024	NAPLES HARDWARE & SUPPLIES LLC	3.99	Building Supplies
80069	5/8/2024	NATIONAL HEAD START ASSOCIATION	1,530.00	Membership
80070	5/8/2024	NORTH TEXAS TOLLWAY AUTHORITHY	21.80	Vehicle Tolls
80071	5/8/2024	PEST-PRO SERVICES INC	335.00	Pest Control
80072	5/8/2024	PINE TERRACE APARTMENT	671.00	Client Assistance
80073	5/8/2024	PITTSBURG CORNER EXPRESS	127.37	Vehicle Fuel
80074	5/8/2024	RELIANT ENERGY	169.00	Client Assistance
80075	5/8/2024	RENEWED HOPE HOMES	3,618.00	Client Assistance
80076	5/8/2024	REPUBLIC SERVICES #070	111.29	Utility
80077	5/8/2024	ROBERT NORTON PETTY CASH CUSTODIAN	100.00	Petty Cash
80078	5/8/2024	RPM STAFFING PROFESSIONALS, INC.	1,167.48	Temporary Staffing
80079	5/8/2024	S.W. ARKANSAS TELE. CO-OP	198.53	Telephone Service
80080	5/8/2024	SCHOOL SPECIALTY	3,743.59	Head Start Supplies
80081	5/8/2024	TEXANA POSTAL ACCOUNT	159.52	Postage
80082	5/8/2024	THE MARSHALL NEWS MESSENGER	294.67	Advertising
80083	5/8/2024	TOSHIBA FINANCIAL SERVICES	1,717.00	Copier Leases
80084	5/8/2024	TRICO LUMBER CO.	124.89	Building Supplies
80085	5/8/2024	VANCO SYSTEMS, INC.	472.45	Copier Copies
80086	5/8/2024	VENICE PIZZA HOUSE	177.89	Pizza
80087	5/8/2024	WASTE MANAGEMENT CORPORATE SERVICES, INC.	196.31	Utility
80088	5/15/2024	A & R SERVICE CENTER LLC	45.00	Vehicle Repair
80089	5/15/2024	AMY PERALES	265.50	Per Diem
80090	5/15/2024	AREA WIDE PROPERTIES	1,400.00	Rent
80091	5/15/2024	AT&T	1,316.28	Telephone Service
80092	5/15/2024	ATLANTA ISD	700.00	Rent
80093	5/15/2024	B & S TRUE VALUE HARDWARE	11.49	Building Supplies
80094	5/15/2024	BERNIE YANCEY	350.25	Per Diem
80095	5/15/2024	BOWIE CASS	155.72	Client Assistance
80096	5/15/2024	CENTERPOINT ENERGY ENTEX	85.73	Utility
80097	5/15/2024	CHARLOTTE HALL	265.50	Per Diem
80098	5/15/2024	CIRCLE S ELECTRIC, INC	876.29	Building Repair
80099	5/15/2024	CITY OF DAINGERFIELD	724.00	Client Assistance
80100	5/15/2024	DAINGERFIELD - LONE STAR ISD	195.00	Head Start Meals
80101	5/15/2024	ETEX TELEPHONE CORP, INC.	544.25	Telephone Service
80102	5/15/2024	FRANCES EVANS	227.59	Per Diem
80103	5/15/2024	GLENN B. LANIER	240.00	Rent
80104	5/15/2024	HEALTHCARE EXPRESS LLP	160.00	Employee Testing
80105	5/15/2024	HUGHES SPRINGS ISD	800.00	Rent
80106	5/15/2024	JIMMIE RAY AYERS	800.00	Rent
80107	5/15/2024	KAYE NELMS	172.50	Per Diem
80108	5/15/2024	KIM'S CONVENIENCE STORES	161.69	Vehicle Fuel
80109	5/15/2024	MICHELLE MOREHEAD	409.25	Per Diem
80110	5/15/2024	NAPLES HARDWARE & SUPPLIES LLC	12.98	Building Supplies
80111	5/15/2024	ODP BUSINESS SOLUTIONS, LLC	2,846.67	Office Supplies
80112	5/15/2024	OLGA LOVE	350.25	Per Diem
80113	5/15/2024	POSITIVE PROMOTIONS, INC.	549.21	Office Supplies
80114	5/15/2024	R. MORGAN, LLC	1,000.00	Rent
80115	5/15/2024	ROBBIE HUDSON	172.50	Per Diem

1045 - TEXANA ACCOUNTS PAYABLE DISBURSEMENT 2

Check Register for May 2024

Check Number	Effective Date	Vendor Name	Check Amount	Description
80116	5/15/2024	RPM STAFFING PROFESSIONALS, INC.	914.94	Temporary Staffing
80117	5/15/2024	SHELLEY MITCHELL	265.50	Per Diem
80118	5/15/2024	SHIRLEY ALLEN	265.50	Per Diem
80119	5/15/2024	SKAGGS TRAVEL STOPS INC.	95.42	Vehicle Fuel
80120	5/15/2024	SOUTHWESTERN ELECTRIC POWER	379.18	Utility
80121	5/15/2024	TEXARKANA INDEPENDENT SCHOOL DISTRICT	3,882.00	Rent and Utilities
80122	5/15/2024	TEXAS DEPARTMENT OF HOUSING & COMMUNITY AFFAIRS	497.44	Contract Reimbursement
80123	5/15/2024	TRICO LUMBER CO.	53.21	Building Supplies
80124	5/15/2024	TURNER DAVID K	1,000.00	Rent
80125	5/15/2024	WEX HEALTH, INC.	169.00	Cobra & HAS Fees
80126	5/15/2024	WILLIAMS CHAPEL BAPTIST CHURCH	1,000.00	Rent
80127	5/15/2024	WINDSTREAM	290.82	Telephone Service
80128	5/15/2024	XEROX CORPORATION	819.06	Copier Expense
80129	5/22/2024	4 CHANGE ENERGY	1,551.73	Cleaning Supplies
80130	5/22/2024	A & R SERVICE CENTER LLC	145.72	Vehicle Repair
80137	5/22/2024	AEP-SWEPCO-EA	149,953.25	Client Assistance
80138	5/22/2024	AMBIT ENERGY	4,500.00	Client Assistance
80139	5/22/2024	AT&T	92.47	Telephone Service
80140	5/22/2024	ATLANTA ISD FOOD SERVICE	385.00	Head Start Meals
80142	5/22/2024	ATMOS ENERGY	18,878.06	Client Assistance
80144	5/22/2024	BEN E KEITH CO	5,356.29	Head Start Groceries
80145	5/22/2024	BIG COUNTRY TREE SERVICE, LLC	8,950.00	Tree Service
80149	5/22/2024	BOWIE CASS	78,692.32	Client Assistance
80150	5/22/2024	CECELIA HUFF	178.22	Mileage Reimbursement
80153	5/22/2024	CENTERPOINT ENERGY	15,597.73	Client Assistance
80154	5/22/2024	CENTERPOINT ENERGY ENTEX	119.37	Utility
80155	5/22/2024	CHAMPION ENERGY SERVICES	344.36	Client Assistance
80156	5/22/2024	CIRRO ENERGY	2,279.96	Client Assistance
80157	5/22/2024	DIRECT ENERGY	4,837.83	Client Assistance
80158	5/22/2024	ERICK BALLESTEROS	870.00	Client Assistance
80159	5/22/2024	ETEX TELEPHONE CORP, INC.	5,545.36	Telephone Service
80160	5/22/2024	FARMER ELECTRIC	4,062.10	Client Assistance
80161	5/22/2024	FERRELL GAS	1,557.31	Client Assistance
80162	5/22/2024	GRANT MORELAND LP LLC	535.00	Client Assistance
80163	5/22/2024	GREEN MOUNTAIN ENERGY	5,913.46	Client Assistance
80164	5/22/2024	HEALTHJOY LLC	955.50	Employee Insurance
80165	5/22/2024	JESSICA HILL	74.37	Mileage Reimbursement
80166	5/22/2024	JJ KELLER & ASSOCIATES, INC	599.64	Office Supplies
80167	5/22/2024	JUST ENERGY	16,547.96	Client Assistance
80168	5/22/2024	LAMAR CO-OP	1,167.17	Client Assistance
80169	5/22/2024	MARTAVIUS JONES	96.48	Mileage Reimbursement
80170	5/22/2024	MCADAMS PROPANE COMPANY	372.70	Client Assistance
80171	5/22/2024	MCADAMS PROPANE COMPANY	951.63	Client Assistance
80172	5/22/2024	NELSON PROPANE	533.52	Client Assistance
80173	5/22/2024	PowerNext	1,767.44	Client Assistance
80174	5/22/2024	PULSE POWER	2,364.31	Client Assistance
80176	5/22/2024	RELIANT ENERGY	25,657.69	Client Assistance
80177	5/22/2024	RHYTHM OPS, LLC	5,842.28	Client Assistance
80178	5/22/2024	RPM STAFFING PROFESSIONALS, INC.	1,598.04	Temporary Staffing
80179	5/22/2024	SAM'S CLUB	292.22	Office Supplies
80180	5/22/2024	SOUTHWESTERN ELECTRIC POWER	2,821.55	Utility

Check Register for May 2024

Check Number	Effective Date	Vendor Name	Check Amount	Description
80181	5/22/2024	STREAM	1,464.41	Client Assistance
80182	5/22/2024	THE PROPANE CO.	1,100.00	Client Assistance
80183	5/22/2024	TRICO LUMBER CO.	10.99	Building Supplies
80184	5/22/2024	TRIEAGLE ENERGY	1,138.69	Client Assistance
80187	5/22/2024	TXU-ASSISTANCE GROUP	35,760.29	Client Assistance
80188	5/22/2024	UNIVERSITY OF CONNECTICUT	40.00	Recertification
80189	5/22/2024	UPSHUR RURAL ELEC. CORP.	19,959.55	Client Assistance
80190	5/22/2024	VERIZON WIRELESS	2,355.66	Cell Phone Service
80191	5/22/2024	WELCH GAS DAINGERFIELD	1,100.00	Client Assistance
80192	5/22/2024	WINDSTREAM	334.91	Telephone Service
80193	5/22/2024	WISCONSIN QUICK LUBE, INC.	135.27	Vehicle Repair
80194	5/22/2024	WOOD CO. ELECTRIC COOP.	4,195.41	Client Assistance
80203	5/30/2024	AEP-SWEPCO-EA	181,566.11	Client Assistance
80204	5/30/2024	AFLAC	1,039.70	Employee Insurance
80205	5/30/2024	AMIGO ENERGY	1,746.80	Client Assistance
80206	5/30/2024	ATMOS ENERGY	3,225.64	Client Assistance
80207	5/30/2024	BEN E KEITH CO	3,462.82	Head Start Meals
80211	5/30/2024	BOWIE CASS	75,158.91	Client Assistance
80214	5/30/2024	CENTERPOINT ENERGY	19,684.07	Client Assistance
80215	5/30/2024	CENTERPOINT ENERGY ENTEX	65.40	Utility
80216	5/30/2024	CHUBB	5,069.00	Insurance
80217	5/30/2024	CITY OF DAINGERFIELD	181.00	Utility
80218	5/30/2024	CITY OF LINDEN	507.29	Utility
80219	5/30/2024	CRISTAL SMITH	22.11	Mileage Reimbursement
80220	5/30/2024	DIRECT ENERGY	2,200.00	Client Assistance
80221	5/30/2024	FARMER ELECTRIC	4,383.96	Client Assistance
80222	5/30/2024	FERRELL GAS	500.00	Client Assistance
80223	5/30/2024	GREEN MOUNTAIN ENERGY	1,322.24	Client Assistance
80224	5/30/2024	James Jackson	900.00	Client Assistance
80225	5/30/2024	LAMAR CO-OP	1,414.71	Client Assistance
80226	5/30/2024	MARIA B GUERRERO	500.00	Client Assistance
80227	5/30/2024	MCADAMS PROPANE COMPANY	480.67	Client Assistance
80228	5/30/2024	MCQUEEN PROPANE	290.00	Client Assistance
80229	5/30/2024	MOORE PEST CONTROL	520.00	Pest Control
80230	5/30/2024	NAPLES HARDWARE & SUPPLIES LLC	34.77	Building Supplies
80231	5/30/2024	NELSON PROPANE	1,719.46	Client Assistance
80232	5/30/2024	ODP BUSINESS SOLUTIONS, LLC	2,636.39	Office Supplies
80233	5/30/2024	PAM MCMICHEAL	298.00	Client Assistance
80234	5/30/2024	PARIS JUNIOR COLLEGE	75.00	Client Assistance
80235	5/30/2024	PAUL E CHAPMAN	1,500.00	Client Assistance
80236	5/30/2024	PEST-PRO SERVICES INC	110.00	Pest Control
80237	5/30/2024	PINE TERRACE APARTMENT	658.00	Client Assistance
80238	5/30/2024	PowerNext	2,200.00	Client Assistance
80239	5/30/2024	REDFEARN PROPERTIES	551.00	Client Assistance
80240	5/30/2024	RELIANT ENERGY	4,461.83	Client Assistance
80241	5/30/2024	RENTONE LLC	475.00	Client Assistance
80242	5/30/2024	RHYTHM OPS, LLC	1,919.04	Client Assistance
80243	5/30/2024	ROBERT NORTON PETTY CASH CUSTODIAN	89.00	Petty Cash
80244	5/30/2024	RVP MANAGEMENT	1,000.00	Client Assistance
80245	5/30/2024	SOUTHWESTERN ELECTRIC POWER	1,243.62	Utility
80246	5/30/2024	SPARK ENERGY, LLC	4,400.00	Client Assistance

1045 - TEXANA ACCOUNTS PAYABLE DISBURSEMENT 2

Check Register for May 2024

Check Number	Effective Date	Vendor Name	Check Amount	Description
80247	5/30/2024	STAPLES	1,828.63	Office Supplies
80248	5/30/2024	TALCO	420.00	Client Assistance
80249	5/30/2024	TARA ENERGY	700.82	Client Assistance
80250	5/30/2024	TEXARKANA PROPANE	1,600.00	Client Assistance
80251	5/30/2024	THE PROPANE CO.	472.50	Client Assistance
80252	5/30/2024	TIFFANY DIXSON	40.58	Fingerprint Fee Reimb.
80253	5/30/2024	TNT Properties of Texarkana	965.00	Client Assistance
80254	5/30/2024	TORI DALLAS KINGS LLC	441.00	Client Assistance
80255	5/30/2024	TRICO LUMBER CO.	11.38	Building Supplies
80256	5/30/2024	TXU-ASSISTANCE GROUP	13,798.30	Client Assistance
80258	5/30/2024	UPSHUR RURAL ELEC. CORP.	22,242.35	Client Assistance
80259	5/30/2024	WELCH GAS NAPLES	100.00	Client Assistance
80260	5/30/2024	WEST STREET HOME AND AUTO	372.90	Grounds Supplies
80261	5/30/2024	WILLIE MITCHELL	1,380.00	CPR and 1st Aid
80262	5/31/2024	JIM HOWARD	0.01	Test for EFT

1080 - TEXANA NEW PAYROLL CASH ACCOUNT

Check Number	Effective Date	Vendor Name	Check Amount	Description
6552	5/8/2024	TIANDRA LEE	350.62	Final Check
6553	5/9/2024	SHELLEY MITCHELL	377.00	Insurance Reimbursement
Report Total			1,464,276.45	

COMMUNITY SERVICES OF NORTHEAST TEXAS
Balance Sheet
As of 5/31/2024

Assets	
CASH IN BANK CHECKING	0.00
HEAD START CHECKING	1,000.00
DHS MEALS CHECKING	0.00
CSBG/CEAP/WX CHECKING	0.00
WEATHERIZATION CHECKING	0.00
DISBURSEMENTS CHECKING	0.00
FEMA CHECKING	0.00
ETCOG CHECKING	0.00
OLD - CEAP CHECKING (Do Not Use)	0.00
CEAP CHECKING (Do Not Use)	0.00
PAYROLL CASH ACCOUNT	0.00
IP Grant Checking	0.00
HOUSING CHECKING	0.00
LOCAL ADMIN CHECKING	0.00
CASH DONATIONS - LINDEN	0.00
CSBG Checking	0.00
CEAP Checking	0.00
Upshur Rural Checking	0.00
TLC Checking	0.00
CSBG 2012 SP	0.00
JEFFERSON CHECKING	0.00
BECKVILLE SR. CHECKING	0.00
CARTHAGE SR. CHECKING	0.00
HALLSVILLE SR. CHECKING	0.00
MARSHALL SR. CHECKING	0.00
WESTEND CHECKING	0.00
PITTSBURG SR. CHECKING	0.00
WASKOM SR. CHECKING	0.00
NEWSOME SR. CHECKING	0.00
CEAP UB CASH ACCOUNT	0.00
SALVATION ARMY CHECKING	1,354.24
HS ARRA CHECKING	0.00
CSBG ARRA CHECKING	0.00
CHILD CARE WELLNESS CHECKING	0.00
CSBG UB CHECKING	0.00
PARENT FUND CHECKING	0.00
CBA UNITED HEALTH	0.00
CBA CIGNA HEALTH SPRING	0.00
CSBG DISCRETIONARY	0.00
TEXANA ACCOUNTS PAYABLE DISBURSEMENT	128,532.03
TEXANA ACCOUNTS PAYABLE DISBURSEMENT 2	29,487.95
NEW DISBURSEMENT CHECKING	67,380.59
TEXANA CSBG A CHECKING	429.38
TEXANA CSBG B CHECKING	18,554.98
TEXANA CSBG DISCRETIONARY CHECKING	8,524.02
TEXANA HEAD START CHECKING	992.02
TEXANA CEAP A CHECKING	10,332.50

TEXANA CEAP B CHECKING	113,042.13
TEXANA CBA UNITED HEALTH CARE CHECKING	0.00
TEXANA CBA CIGNA HEALTH SPRING CHECKING	0.00
TEXANA UPSHUR RURAL CHECKING	20,671.33
TEXANA TLC CHECKING	37,023.27
TEXANA LOCAL ADMINISTRATIVE CHECKING	73,926.58
TEXANA PAYROLL CASH ACCOUNT	0.00
TEXANA CLIENT FUNDS FOR SSA BENEFITS	0.00
TEXANA TBRA CHECKING	24,259.44
TEXANA POSTAL ACCOUNT CHECKING	222.15
TEXANA VET SERVICES NOW	2.29
TEXANA BANK YOUTH EMPOWERMENT CHECKING	20,671.68
TEXANA CSBG CARES CHECKING	0.00
TEXANA CEAP CARES CHECKING	(8,976.39)
TEXANA NEW PAYROLL CASH ACCOUNT	8,272.68
TEXANA EARLY HEAD START CHECKING	500.00
TEXANA CEAP ARP CHECKING	0.00
TEXANA INDIRECT COST RATE CHECKING	88,808.56
TEXANA ATMOS ENERGY 'SHARE THE WARMTH' PROGRAM CHECKING	21,668.31
TEXANA ORGANIZATION PAYEE FUNDS	0.00
TEXANA LOW INCOME HOUSEHOLD WATER ASSISTANCE CHECKING	31,700.80
TEXANA TEXAS HOMEOWNER ASSISTANCE FUND	0.00
TEXANA IN HOUSE LINE OF CREDIT CHECKING	84,014.00
ACCOUNTS RECEIVABLE - AISD	0.00
ACCOUNTS RECEIVABLE - Employee Reimbursement	0.00
ACCOUNTS RECEIVABLE - LKISD	0.00
ACCOUNTS RECEIVALBE - BISD	165.95
ACCOUNTS RECEIVABLE	0.00
GRANT RECEIVABLE	529,777.68
GRANT RECEIVABLE-ATC	0.00
GRANT RECEIVABLE-TIT	0.00
INDIRECT COST RECEIVABLE	(10,055.74)
EMPLOYEE ADVANCE	0.00
GRANTS RECEIVABLE - USDA	12,563.12
PROMISES TO GIVE	0.00
DUE FROM OTHER FUNDS	0.00
DUE FROM DHS MEALS	0.00
DUE FROM WEATHERIZATION	0.00
DUE FROM FEMA	0.00
DUE FROM ETCOG	0.00
DUE FROM CEAP	0.00
DUE FROM DHS TRANSPORTATION	0.00
DUE FROM HOUSING	0.00
DUE FROM LOCAL ADMIN	0.00
RENTAL HOME DEPOSITS	0.00
ACCUMULATED AMORTIZATION	(119,108.23)
PREPAID RENT	9,204.50
Prepaid Expense	0.00
PREPAID WORKERS COMP	0.00
PREPAID INSURANCE	(7,640.82)

PREPAID MAINTENANCE		0.00
	Total Current Assets	1,197,301.00
Long Term Assets		
PROPERTY & EQUIPMENT		3,071,902.39
LAND		-
BUILDINGS		-
EQUIPMENT		-
ACCUMULATED DEPRECIATION		(1,671,641.11)
RIGHT TO USE ASSETS		407,969.68
	Total Long Term Assets	1,808,230.96
Total Assets		3,005,531.96
Current Liabilities		
ACCOUNTS PAYABLE		0.00
ACCOUNTS PAYABLE-OLD BOX		0.00
ACCOUNTS PAYABLE - REALWORLD		0.00
ACCOUNTS PAYABLE - ACCR & ADJ		0.00
ACCOUNTS PAYABLE - VALLEY		0.00
GRANT PAYABLE		0.00
NEW ACCOUNTS PAYABLE		0.00
TEXANA ACCOUNTS PAYABLE		11,329.25
STATE UNEMPLOYMENT TAXES		0.00
Sales Tax Payable		0.00
WORKERS COMP PAYABLE		0.00
SUPPLEMENTAL INSURANCE PAYABLE		0.00
EMPLOYEE PORTION HLTH INS PAYABLE		0.00
Employee Insurance Repayment		0.00
Short Term Disability Payable		0.00
Long Term Disability Payable		0.00
DENTAL INSURANCE PAYABLE		0.00
VISION INSURANCE PAYABLE		0.00
HSA CONTRIBUTIONS PAYABLE		0.00
CAFETERIA PLAN PAYABLE		0.00
AUL CONTRIBUTIONS PAYABLE		0.00
LIFE/DISABILITY INSURANCE		0.00
COBRA PREMIUMS PAYABLE		0.00
RETIREMENT PAYABLE		0.00
GARNISHED WAGES PAYABLE		0.00
INSURANCE W/H		0.00
MISCELLANEOUS PAYABLE		0.00
PAYROLL LIABILITIES - AUDIT		0.00
ACCRUED LIABILITIES		0.00
NOTE PAYABLE		150,000.00
DEFERRED REVENUE		0.00
RECIPROCAL ADJUSTMENT - ACCT 2000		0.00
RECIPROCAL ADJUSTMENT - ACCOUNT 2007		0.00
ACCRUED INTEREST PAYABLE		0.00
ACCRUED PAYROLL		0.00
ACCRUED VACATION		65,105.59
LEASE PAYABLE		289,723.19
CONTIGENT LIABILITY		0.00

CONTINGENCY WX-QUESTIONED COST		0.00
DUE TO OTHER FUNDS		0.00
DUE TO HEADSTART		0.00
DUE TO DHS MEALS		0.00
DUE TO CSBG		0.00
DUE TO FEMA		0.00
DUE TO DHS TRANSPORTATION		0.00
DUE TO LOCAL ADMIN		0.00
DUE TO STATE		0.00
	Total Current Liabilities	516,158.03
Net Assets		
NET ASSETS		77,362.36
NET ASSETS - EQUIPMENT		0.00
NET ASSETS - NON FEDERAL		0.00
NET ASSETS - SFSP		0.00
NET ASSETS - CHIPS		0.00
NET ASSETS - PROPERTY		0.00
PRIOR PERIOD ADJUSTMENTS		0.00
	Total Current Net Assets	77,362.36
	Excess Revenues over Expenditures	2,412,011.57
	Total Liabilities and Net Assets	3,005,531.96