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February 25, 2010 Board Meeting

All Board Members Receive:

Cover Letter
Agenda

Consent Agenda Items:
- Minutes of January 28 Joint Board/Policy Council Meeting
- Minutes of January 28 Separate Board Meeting
- January Financial Reports
- January Credit Card Statements
- Head Start Reports
- Board of Directors Attendance Report

Director’s Report

Action Items:
- Copy of Updated Emergency Succession Plan
- By Laws Section 4 - Removal from the Board
- Columbia Public Schools Bond Endorsement FAQ’s

Additional Items
- Choking and Prevention Policy
- Training and Technical Assistance Program Instruction

For those who do not have internet access:
Policy Council Mailing
Any Head Start Friday Faxes sent since last meeting
News Articles
Press Releases

For those on the Finance Committee:
Agenda
Minutes of January 28, 2010 Finance Committee Meeting
January Credit Card Statements
Complete Financial Report for January
February 18, 2010

Dear Board Member:

I’m looking forward to seeing you at our meeting next week. The board is scheduled to meet at 6:00 p.m., Thursday, February 25, at Central Office. Dinner will be served at 5:30. We hope you’ll arrive early and join in a short time of socializing before the meeting begins.

As one small step in fulfilling our commitment to develop an innovative, caring agency dedicated to being an influential leader in our communities, Brooke Smith, our Administrative Services Coordinator will be calling to remind board members of the meeting and to gather an RSVP list. If you are unavailable when she calls and receive a voicemail, please take time to respond so we will know your attendance plans.

Your attendance at each meeting is valued and important. It’s been very busy at CMCA so we have many updates and much information to share with you. We trust you will make it a high priority to attend the meeting February 25th.

Please visit the Central Missouri Community Action website to view additional documents. To access the documents, go to http://www.showmeaction.org/board/meetings.html and then click on February 25, 2010. Documents from previous meetings are available by date under Archive at http://www.showmeaction.org/board/meetings.html.

Again, I’m looking forward to your presence next Thursday for what should be a very informative and productive meeting.

Sincerely,

Darin Preis
Executive Director

Enclosures
CENTRAL MISSOURI COMMUNITY ACTION

NOTICE OF MEETING

Notice is hereby given that the CMCA Board of Directors will conduct a meeting at 6:00 p.m. on Thursday, February 25, 2009 at the Central Office Conference Room, 807-B North Providence Road, Columbia, Missouri.

Central Missouri Community Action Strategic Commitments (SC)

SC 1. Engage the community to assure that all people have their basic needs met.
SC 2. Enhance community capacity to ensure all individuals have lifelong learning opportunities.
SC 3. Build community capacity to enhance economic and community assets.
SC 4. Build relationships across class and race lines.
SC 5. Develop an innovative, caring agency dedicated to being an influential leader in our communities.

TENTATIVE AGENDA

I. Call to Order and Welcome

II. Consent Agenda Items – Requires Action
   A. Minutes from January Board/Joint Meeting and Board Meeting prior
   B. Agenda
   C. January Financial Report
   D. January Credit Card Statement
   E. Head Start Reports
   F. Board Attendance Report

III. Action Items
   A. CMCA Emergency Succession Plan
   B. Attendance Recommendation
   C. Columbia Public Schools Bond Endorsement
   D. HRJ Consulting Grant

IV. Program Updates
   A. Choking and Prevention Policy
   B. Training and Technical Assistance Program Instruction
   C. Employment and Training - Pending Changes in State Contracts - Joyce Davis
   D. Volunteer Program Presentation - Megan Lee

V. Board Training
   A. Development - Trina Almond

VI. Executive Director’s Report

VII. Other Business

VIII. Adjournment

CMCA Mission: To empower individuals and families to achieve self-reliance

CMCA is committed to equal opportunity. If you are disabled and need an accommodation such as an interpreter for the hearing-impaired, please contact our office. A three-day notice is required for scheduling. Representatives of the news media may obtain copies of this notice by contacting:

Leah Patrick
CMCA 807-B N. Providence Road, Columbia, MO 65203
Phone: (573) 443-8706, Ext. 226
Central Missouri Community Action
Board of Directors and Policy Council Joint Meeting
January 28, 2010

Board Members Present
Roger Young                Lilla Jefferson
Alice Brandt               Susan Keyton
Loretta Breeding           Carolyn Lewis
Ken Pearson                Dwight Massey
Gabe Craighead             Lisa Thomeczek
Kimm Jones                 Jean Ispa
Paul Davis                 Kristal Charles
Jim Ertle

Board Members Absent
Otis Clark                 Murray Purcell
John Flanders              Mary Winter
Rev. Lina Eddy             Cami Drew
Yolanda Beltran

Staff Present
Darin Preis                Dianna Moore
Anita Sanderson            Mernell King
Leah Patrick               Beth Vossler
Nicole Meyer               Wendi Matlick
Melissa Chambers           Rebecca Karlinsky
Bryon White                Amy Rhodes
Jennifer Davis             Andy Prevo
Nolanda Dodd               Ludi Yocum
Carmalee Hall              Trisha Wright

Policy Council Members Present
Debbie Mehmert             Chrisma Edward
Kate Hovis                 Clarice Johnson
Julie Kinneman             Jamie Wolfe
Rosa Stone                 Cassandra Wren
Mick Beyers                Brad Drew
DeAnn Gould
I. Call to Order and Welcome

Alice Brandt called the meeting to order at 7:10 PM. Darin Preis, Executive Director introduced himself, and welcomed everyone to the second annual Joint meeting of the Board of Directors and Head Start Policy Council. Darin continued by describing how this meeting was going to work. He mentioned that the reason why a meeting like this is needed is due to both groups having such an important role within this organization, and recognizing how each group works for the next in terms of decision making and responsibility to establish these roles.

Darin then referenced the Joint Meeting Agenda where he explained consent agenda items and how those items are regular items on the board agenda, and how the board goes about discussing and approving those items as a group. Darin finished by explaining the voting process as board and policy council must vote on the same items. Policy Council will make a motion and acquire a second, then the Board of Directors will do the same.

II. Consent Agenda Items

Darin introduced Melissa Chambers who presented on Enrollment. Melissa stated that at this point there were no concerns, and that all sites are fully enrolled. Melissa then moved along to the attendance report. She noted that the majority of attendance was at 80% or above, which was excellent concerning all the snow days and holidays.

Darin then introduced Beth Vossler, who presented on the Quality Assurance Report. Beth started by referencing the December report as that sums up Novembers report as well. She pointed out that a couple of children under Primary Care are at 0%, and mentioned that the Child Plus database hasn’t been pulling certain PIR indicators as they should, and the 0% is not accurate. Staff members are looking into the issue, and new numbers will be made available to report at the next meeting.

Beth summed up the Quality Assurance Report by pointing out the last indicator, which shows CFDA’s that have the required degrees at 74.4%, which is above and beyond considering the Head Start Act requires 50%.

Also included in the Consent Agenda Items are Program Instructions regarding Facilities and ARRA PIR Enrollment Reporting. The Facilities PI serves as a reminder regarding purchasing or renovating any facilities within the expansion, and that anything pertaining to that would need prior approval. The ARRA PIR Enrollment Program Instruction stated that staff wouldn’t have to do a separate PIR for new slots filled by expansion dollars.

Alice asked if a member of the Policy Council would like to make a motion to approve the Consent Agenda Items as a whole. Tamara Sutton made a motion to approve. Julie Wolfe seconded the motion. The motion carried. Alice then asked if a member of the Board of Directors would like to make a motion to approve the Consent Agenda Items. Dwight Massey made a motion to approve. Susan Keyton seconded the motion. The motion carried.
III: Names of New Centers

Mernell King, Early Childhood Director, started by stating that in all of this ARRA Construction, new centers have been developed and that it has been standard practice that the names of centers were brought to the Board of Directors and Policy Council for approval. She then introduced Melissa Chambers who introduced the recommendations for names. In Jefferson City, the recommendation is Capitol Learning Center; and for Laddonia, Community Learning Center. Carolyn Lewis asked if these names have been researched to see if there were any similar entities in each area. Melissa responded by saying that they had, and that there was only one other center with the word ‘Capitol’ in the name, and that there wasn’t a reason that our center wouldn’t be distinguished from the other.

Alice asked if a member of the Policy Council would like to make a motion to approve the names of the new centers. Julie Wolfe made a motion to approve. Chrisma Edward seconded the motion. The motion carried. Alice then asked if a member of the Board of Directors would like to make a motion to approve the names of the new centers. Susan Keyton made a motion to approve, Paul Davis seconded the motion. The motion carried.

IV. Policy Council By Laws

Mernell King introduced Beth Vossler once again to present the changes to the By Laws, and mentioned that Policy Council had already approved them at their last meeting. Changes include; an update to the last paragraph regarding quorum, which allows for business to be conducted after the fact if a quorum is not present; and another regarding membership. Community Representatives will be approved and appointed by the Policy Council.

Alice asked if a member of the Board of Directors would like to make a motion to approve the Policy Council By Law changes. Carolyn Lewis made a motion to approve. Dwight Massey seconded the motion. The motion carried.

V: Grant Applications and Budget Approvals

a. Continuation Grant

Mernell King explained that this is the largest operating grant and the base of Head Start’s work. CMCA Head Start has received this continuation grant for 45 years. She and Anita Sanderson, Finance Director, continued by outlining the budget and explaining the process of applying for this continuation. She finished by passing around a sign in sheet that will be uploaded to the Feds the day following the meeting.
Alice asked if there was a motion from the Policy Council to approve the Continuation Grant. Jamie Wolfe made a motion to approve. Khrisma Edwards seconded the motion. The motion carried. Alice then asked if a Board member would make a motion to approve. Susan Keyton made a motion, Loretta Breeding seconded. The motion carried.

b. EHS State

Mernell King introduced Melissa Chambers to present the grant application for EHS State. Melissa explained that this is the second year of the 3 year grant. She continued by mentioning that there were no changes from the previous year. This grant will allow for 8 new slots in Audrain County, as well as improve the quality of a partnership site in Jefferson City.

Alice asked if there was a motion from the Policy Council to approve the EHS State Grant. Clarise Johnson made a motion to approve. Jamie Wolfe seconded the motion. The motion carried. Alice then asked if a Board member would make a motion to approve. Gabe Craighead made a motion, Kristal Charles seconded. The motion carried.

c. Facility Improvement Grants

Beth Vossler explained that the Department of Social Services, Children’s Division is receiving ARRA funding from the state of Missouri. CMCA would like to use some of that funding for the improvement of the Cole East Facility. We are asking for approximately $95,000.00 which will allow for a new roof, add soft surface playground covering, as well as add an outdoor play area to the lower level.

Melissa Chambers explained that her portion of the grant is written for the infant toddler classroom at Tiger Paws for a shade structure and outdoor classroom materials.

Alice asked if there was a motion from the Policy Council to approve the Facilities Improvement Grant. Rosa Stone made a motion to approve. Debbie Mehmer seconded the motion. The motion carried. Alice then asked if a Board member would make a motion to approve. Jim Ertle made a motion, Paul Davis seconded. The motion carried.

VI: Head Start Policies

a. Sexual Offender Policy

Beth Vossler presented these policies as strictly informational to the Board of Directors as Policy Council already approved these Policies. Darin added that this is a good example of Head Start Board Responsibilities, which was the topic of training this month. He
continued by adding that this is important learning when talking about governance structure, and that this shows that line of governance.

Beth Vossler pointed out an addition to the Sex Offender Policy. This addition would allow for a sex offender to submit in writing a letter to the Executive Director, or other Director if the site so happens to be a Partnership Site, asking permission to pick up and drop off kids. The request may or may not be granted depending on the circumstances.

b. Safety of Children Policy

Head Start has a lot of procedures in place pertaining to the Safety of Children, but there wasn’t one policy that pulls all of those procedures together showing that safety is a top priority. Therefore, this policy was created as a result of an IM received back in October.

VII: Program Updates

a. ERSEA Selection

Melissa Chambers began by stating that one of the requirements outlined in the performance standards state that every year Head Start has to look at the community assessment to identify which kids are a priority in the program. Melissa referred to handouts included at the Members place setting outlining the different indicators for each of the age groups we serve. She continued by adding that there was one minor change within the Pregnant Mom program pertaining to parental status stating that within this program precedence will be given to Pregnant Moms who are with child for the first time. She concluded by mentioning that the requirements are the exact same, save the Pregnant Mom addition, that was approved last year.

Alice asked the Policy Council if there was a motion to approve the ERSEA Selection Criteria. Tamara Sutton made a motion to approve. Kristal Charles seconded the motion. The motion carried. Alice then asked if a member of the Board would like to make a motion to approve the ERSEA Selection Criteria. Susan Keyton made a motion to approve. Dwight Massey seconded the motion. The motion carried.

b. Self Assessment

Mernell began by stating that a vote was not needed regarding the self assessment, and that it was strictly informational. The Self Assessment process is starting again in February. She asked that a few members of the Board volunteer to serve on the Committee. The Committee will begin meeting in February and will continue to meet through January, once a month.

c. Peer Review
Mernell wanted to take this opportunity to thank staff, Board Members, and Policy Council members who were involved in the Peer Review process. She appreciates the commitment and hard work of everyone involved. The Peer Review was a success and that is due to the dedication of the team at CMCA.

VIII: Executive Director’s Report

Darin explained the purpose of the Directors Report, and hoped that everyone had an opportunity to read it as it outlines what is going on in each department. He continued by stating that he is very proud of the agency and what we are doing, and that overall we are a very healthy and strong organization.

Darin concluded by presenting Jamie Leeling with a Certificate of Appreciation for her service on the Board as the Policy Council Representative last year.

IX: Adjournment

Paul Davis made a motion to adjourn the Joint Meeting. Susan Keyton seconded the motion. The motion carried. The meeting adjourned at 8:35pm.
Call to Order and Welcome

Darin Preis started by giving a brief overview of how the evening was going to look. It was noted that this evenings meeting structure would be a bit different as the Joint Meeting of the Board of Directors and Head Start Policy Council was to commence at 7pm, directly after dinner at 6:30pm. The separate meeting of the Board of Directors was called to order at 6:15pm.

Alice Brandt started by welcoming everyone. She continued by introducing 2 new members to the Board of Directors. Kristal Charles is replacing Jamie Leeling as the Policy Council Representative; and Kimm Jones was elected to be the new Low Income Representative from Callaway County.

Consent Agenda Items

Alice asked if everyone had an opportunity to review the documents pertaining to the Consent Agenda and called for a motion to approve. Ken Pearson made a motion to approve the Consent Agenda. Paul Davis seconded the motion. The motion carried.

Action Items
A: Resolution - 403b Plan

Darin Preis began by asking if everyone had an opportunity to read the Directors Report as there was a summary of each of the action items included within it. He continued by reminding the Board that approval was given in September of 2009 to explore a new 403b plan. CMCA switched the retirement plan to the Bank of Missouri and this resolution is the final step to making the transition.

Alice asked if there was a motion to approve the 403b Resolution. Carolyn Lewis made a motion to approve. Paul Davis seconded. The motion carried.

B: Resolution - Rankin Mills

Darin explained that Rankin Mills is an Affordable Housing Complex in Boonville in which CMCA is the general partner. It was developed 25 years ago using MHDC tax credits. CMCA and MHDC are now changing the Management Company as the Missouri Housing Development Commission was dissatisfied with the previous management company. This resolution allows for access to the bank account to manage the development.

Carolyn Lewis made a motion to approve the resolution. Loretta Breeding seconded the motion. The motion carried.

C: Energize Missouri Grant Application

The Missouri Department of Natural Resources provided 60% of Weatherization funds throughout the state to organizations like CMCA. The Department of Natural Resources mentioned previously that another 20% would be available on a competitive basis, and this grant application is for that 20%. The application is for $1.5 Million to weatherize additional homes as the waitlist is long, and this will aide in faster turnaround.

Gabe Craighead made a motion to approve the grant application. Ken Pearson seconded the motion. The motion carried.

D. Board of Directors Training Calendar

Susan Keyton presented the Board Training Calendar recommendations for fiscal year 2009-2010. She started by mentioning that the proposed training schedule was included in the mailing.

Susan continued by mentioning that attendance was also discussed at the Training and Membership Committee Meeting and it was decided that Alice Brandt would generate a letter to Board Members who have had two consecutive unexcused absences.

Carolyn Lewis made a motion to approve the proposed Training Calendar. Kristal Charles seconded the motion. The motion carried.
E. By Law Additions

HUD applies certain regulations and requirements and regularly review policies and procedures. They noted that our By Laws were lacking a specific phrase ‘...net earnings do not inure to the benefit of members, vendors, contributors, or individuals...’ Darin recommends adding a change to the bylaws as such.

Ken Pearson made a motion to approve the Bylaw addition. Paul Davis seconded. The motion carried.

IV. Other Items

Darin mentioned that he received a letter of resignation from Roger Young due to conflict of interest. CMCA received funding from HPRP, Homeless Prevention and Rapid Rehousing. Roger is a landlord in Audrain County and some of his tenants are potential recipients of the HPRP money. Kevin Lowrance has been recommended by the Audrain commission to replace Roger Young effective 2/1/10.

Paul Davis made a motion to appoint Kevin Lowrance to the Board of Directors, replacing Roger Young. Ken Pearson seconded.

Darin presented Roger Young with a Certificate of Appreciation for service since 1995.

V: Adjournment

Susan Keyton made a motion to adjourn. Carolyn Lewis seconded. The meeting adjourned at 6:33pm.
# CENTRAL MISSOURI COMMUNITY ACTION
## Board Report
### JANUARY 31, 2010

### Performance Based Programs

<table>
<thead>
<tr>
<th>Program Code</th>
<th>Contract Dates</th>
<th>Contract Amount</th>
<th>YTD Earned</th>
<th>YTD Expended</th>
<th>TOTAL BUDGET REMAINING</th>
<th>% of Year</th>
<th>% of Contract Earned</th>
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<td>$87,070.00</td>
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**Total** | $1,332,557.84 | $373,431.95 | $577,415.27 | ($203,983.32) | 33.33% | 10.82% |

**Note:** Does not reflect direct participant benefits (see below)

### Line Item Budgets

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<th>Program Code</th>
<th>Contract Dates</th>
<th>Budgeted</th>
<th>YTD Expended</th>
<th>Unexpended</th>
<th>% of Year</th>
<th>% Expended</th>
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<td>$0.00</td>
<td>$200,822.00</td>
<td>25.00%</td>
<td>0.00%</td>
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<td>71.25%</td>
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<tr>
<td>40, 41, 42</td>
<td>11/01/09-10/31/10</td>
<td>$200,822.00</td>
<td>$0.00</td>
<td>$200,822.00</td>
<td>25.00%</td>
<td>0.00%</td>
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<td>51.24%</td>
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</table>

**Total** | $13,836,059.06 | $7,139,258.30 | $5,737,674.87 | 33.33% | 41.35% |

### Agency Contract Totals

<table>
<thead>
<tr>
<th>Program Code</th>
<th>Contract Dates</th>
<th>Contract Amount</th>
<th>YTD Earned</th>
<th>YTD Expended</th>
<th>TOTAL BUDGET REMAINING</th>
<th>% of Year</th>
<th>% of Contract Earned</th>
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<td>32.34%</td>
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<td>$831,573.21</td>
<td>33.33%</td>
<td>36.64%</td>
<td></td>
</tr>
</tbody>
</table>

**Total** | $13,836,059.06 | $7,139,258.30 | $5,737,674.87 | 33.33% | 41.35% |
Ratio Analysis

**Liquidity Ratio** – Is also referred to as solvency ratios to indicate the ability of the agency to meet financial obligations over the short term.

The **Current Ratio** is calculated as: Current Assets divided by Current Liabilities.

Comparing assets expected to be available as cash within the next year with liabilities that will become due within the next 12 months. This ratio should be 1.21 or higher.

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>Current Liabilities</th>
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<tbody>
<tr>
<td>Total Cash</td>
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<tr>
<td>Receivables</td>
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<td>Investments</td>
<td>270,504.11</td>
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<td>Total</td>
<td>3,580,010.56</td>
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<tr>
<td>Accounts Payable</td>
<td>1,215,095.98</td>
</tr>
</tbody>
</table>

January 31, 2010 ratio = 2.95

The **Cash Ratio** is calculated as: Cash + Cash equivalents divided by Current Liabilities.

Relates current liabilities to the agency’s most liquid assets: cash, cash equivalents and short-term investments. This ratio should be .50 or higher.

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<thead>
<tr>
<th>Cash + Cash Equivalents</th>
<th>Current Liabilities</th>
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<tbody>
<tr>
<td>Total Cash</td>
<td>$2,301,868.82</td>
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<tr>
<td>Investments</td>
<td>$270,504.11</td>
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<tr>
<td>Total</td>
<td>$2,572,372.93</td>
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<td>Accounts Payable</td>
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January 31, 2010 ratio = 2.12
**Central Missouri Community Action**  
**Balance Sheet - HOUSING DEVELOPMENT BALANCE SHEET BOARD**  
As of 1/31/2010

<table>
<thead>
<tr>
<th></th>
<th>Vandalia Housing</th>
<th>Columbia Affordable Housing</th>
<th>CMCA Real Estate</th>
<th>Warnhoff Subdivision</th>
<th>CHDO</th>
<th>Fulton Affordable Housing</th>
<th>Section 8</th>
<th>Columbia Oaks Centralia</th>
<th>Total</th>
</tr>
</thead>
<tbody>
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<td><strong>Assets</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
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<td>23,249.73</td>
<td>(2,185.15)</td>
<td>(2,987.51)</td>
<td>48,633.55</td>
<td>(1,931.82)</td>
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<td><strong>Total Assets</strong></td>
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<td>121,594.13</td>
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<td>(2,987.51)</td>
<td>440,087.63</td>
<td>35,900.36</td>
<td>168,554.41</td>
<td>(1,216.13)</td>
<td>1,256,629.27</td>
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<td>(193.41)</td>
<td>(2,936.33)</td>
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<td>35,900.36</td>
<td>168,554.41</td>
<td>(1,216.13)</td>
<td>1,256,629.27</td>
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### Central Missouri Community Action

**Balance Sheet - AREA DEVELOPMENT HOUSING PROJECTS-BOARD**

**As of 1/31/2010**

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<th>Assets</th>
<th>Woodcrest Village</th>
<th>Prior Devel. Fees</th>
<th>Abbey Orchard</th>
<th>Hanover Gardens</th>
<th>North Central</th>
<th>AHAP Properties</th>
<th>HDC Properties</th>
<th>Rehab Properties</th>
<th>CHAPEL HILL</th>
<th>WEATHER... ROCK</th>
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<td>(15,679.71)</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>30,000.00</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Total Assets</td>
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<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>51,643.36</strong></td>
<td><strong>30,007.09</strong></td>
<td><strong>12,034.87</strong></td>
<td><strong>15,211.10</strong></td>
<td><strong>(5,310.49)</strong></td>
<td><strong>(922.97)</strong></td>
<td><strong>3,187.03</strong></td>
<td><strong>552,742.76</strong></td>
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<th>1,792.33</th>
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<tr>
<td>Total Liabilities</td>
<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
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<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>1,792.33</strong></td>
<td><strong>0.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>1,792.33</strong></td>
</tr>
</tbody>
</table>

| Net Assets | Fund Balance | 446,892.77 | 0.00 | 0.00 | 51,643.36 | 30,007.09 | 13,321.79 | 15,211.10 | 8,773.47 | 3,187.03 | 3,187.03 | 572,223.64 |
| Excess Revenue/Expenditures (Loss) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,286.92 | 0.00 | (15,876.29) | (4,110.00) | 0.00 | (21,273.21) |
| Total Net Assets | **446,892.77** | **0.00** | **0.00** | **51,643.36** | **30,007.09** | **12,034.87** | **15,211.10** | **(7,102.82)** | **(922.97)** | **3,187.03** | **3,187.03** | **550,950.43** |
| Total Liabilities and Net Assets | **446,892.77** | **0.00** | **0.00** | **51,643.36** | **30,007.09** | **12,034.87** | **15,211.10** | **(5,310.49)** | **(922.97)** | **3,187.03** | **552,742.76** |
### HS/EHS JANUARY 2010 ATTENDANCE REPORT

**Jan-10**

<table>
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<tr>
<th>Local ID</th>
<th>County</th>
<th>Site Name</th>
<th>F.E.</th>
<th>Enrolled</th>
<th>ADA</th>
<th>#DSS Child Care Subsidy</th>
<th># Breakfast</th>
<th># Lunch</th>
<th># PM Snack</th>
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<td>2102</td>
<td>Audrain</td>
<td>WFSC</td>
<td>48</td>
<td>49</td>
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<td>546</td>
<td>563</td>
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<tr>
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<td>NA</td>
<td>NA</td>
<td>NA</td>
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<tr>
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<td>61</td>
<td>88.05%</td>
<td>NA</td>
<td>693</td>
<td>725</td>
<td>709</td>
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<tr>
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<td>58</td>
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<td>32</td>
<td>746</td>
<td>774</td>
<td>706</td>
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<tr>
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<tr>
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<td>83</td>
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<td>28</td>
<td>664</td>
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<td>648</td>
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<td>Cole</td>
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<td>40</td>
<td>40</td>
<td>86.40%</td>
<td>NA</td>
<td>217</td>
<td>460</td>
<td>245</td>
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<td>NA</td>
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<td>24</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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<tr>
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*Reimbursement collected by partner.

**ADA:** Average Daily Attendance (ADA) is tracked and analyzed in accordance with 1305.8 of the Head Start Performance Standards. For the purpose of this report, we are only reporting the children for whom we receive DSS reimbursement. (Those that are enrolled in a full-day classroom.) For more information on the DSS/Child Care Assistance Program, please visit [http://dss.mo.gov/cd/childcare/pdf/ccare.pdf](http://dss.mo.gov/cd/childcare/pdf/ccare.pdf).

**DSS Child Care Subsidy:** For more information regarding the Child and Adult Care Food Program (CACFP), please visit [http://www.fns.usda.gov/CND/Care/CACFP/aboutcacfp.htm](http://www.fns.usda.gov/CND/Care/CACFP/aboutcacfp.htm).

**CACFP Meals Provided:**

### CACFP MEALS PROVIDED

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**TOTAL:** 630 654 84.80% 86 4544 6131 4237
### HEAD START

#### Jan-10

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<th>Waitlist</th>
<th>Income Eligibility</th>
<th>Monthly Totals:</th>
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**Mandated Requirements**

| 100.54% | 51.27% | 58.51% | 7.07% | 5.07% | 0.91% | 5.98% | 24.28% | 0.00% | 10.33% |

### EARLY HEAD START

#### Jan-10

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**Mandated Requirements**

| 107.69% | 92.31% | 67.95% | 4.71% | 1.28% | 2.56% | 11.54% | 19.23% | 0.00% | 1.28% |

1. "Enrolled" = any child that was enrolled for at least one day during the month, including children that were enrolled but terminated during the month.
2. All Terminated Children were replaced within 30 days. See Child Plus Report #2210 in the Enrollment Binder.

**Last Day:** # of children/pregnant mothers enrolled on the reporting date or terminated and still in 30-day replacement window prior to reporting date. Reported on-line to ACF each month.

**Enrolled:** Cumulative number of children served during the reporting month.

**Vacancies:**

All Terminated Children were not replaced within 30 days; the end of the part-day program option is less than 60 days away. In accordance with PS 1305.7. See ChildPlus Report 2210 in Enrollment Binder.
ONGOING MONITORING for the Month of: January 2010

SUMMARY OF ONGOING MONITORING ACTIVITIES

Different data sources were utilized by the team during this monitoring period; review of Participant Files, classroom observations, review of Child Plus reports (database), etc. Strengths were identified by the team along with areas needing improvement. The monitoring emphasis for the month is reviewed using the OHS Monitoring Tool and review of the program work plan, policy, procedure, forms, and formats.

Monitoring Emphasis for the month: Program Design and Management

PROGRAM INFORMATION REPORT (PIR) – Comparison of Performance Indicators

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<td>2008-09</td>
<td>2007-08</td>
<td>As of 02/12/10</td>
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<td>01. Children up to date on a schedule of Preventative and Primary Health Care:</td>
<td>12.82%</td>
<td>91%</td>
<td>93.20%</td>
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<td>02. Children needing medical treatment:</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<tr>
<td>03. Children receiving medical treatment:</td>
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<td>--</td>
<td>0.00%</td>
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<tr>
<td>04. Children completing dental exams: (Preschool Only)</td>
<td>46.32%</td>
<td>**</td>
<td>91.42%</td>
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<tr>
<td>05. Children needing dental treatment: (Preschool Only)</td>
<td>18.45%</td>
<td>31%</td>
<td>22.30%</td>
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<tr>
<td>06. Children receiving dental treatment: (Preschool Only)</td>
<td>8.00%</td>
<td>18%</td>
<td>36.51%</td>
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<tr>
<td>07. Children with up-to-date, or all possible, immunizations:</td>
<td>91.45%</td>
<td>101%</td>
<td>104.69%</td>
<td>61.22%</td>
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<tr>
<td>08. Children enrolled in Medicaid, SCHIP, or Paid Health Insurance at EYO:</td>
<td>92.48%</td>
<td>94%</td>
<td>91.28%</td>
<td>71.42%</td>
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<tr>
<td>09. Classroom teachers with an ECE or related degree (AA, BA or graduate):</td>
<td>79%</td>
<td>74%</td>
<td>80.33%</td>
<td>100%</td>
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Strengths
- First Aid backpacks are improving
- Electronic monitoring/communication reports verses paper copies
- Staff active participation in Early Head Start trainings

Possible systems issues
- Obtaining the documentation that children have lead screens continues to be a concern in Callaway County
- PIR requirement of children up-to-date on screenings and preventative health care is now pulling but analysis is still needed as the percent appears to be incorrect

Plan of action

SUMMARY OF the Enrollment Report (Page 2)
You will notice that the Disability % for Early Head Start is under the 10% requirement at this time. However, the disability requirement is program wide, Head Start and Early Head Start. At this time, the preschool children are meeting the requirement for the program.

SUMMARY OF the Attendance Report (Page 3)
Attendance has been reviewed and analyzed for the month. All sites that were below 85% attendance have documented reasons why children were absent. The HS Management Team has no concerns at this time.
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<tr>
<th>Name</th>
<th>Began Service</th>
<th>Jan 22</th>
<th>Feb 26</th>
<th>April 23</th>
<th>May 28</th>
<th>Aug. 27</th>
<th>Sept. 24</th>
<th>Nov. 19</th>
<th>Key: ✓ - Present; A - Non Excused Absence; xxxxx - Excused Absence</th>
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<td>✓</td>
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Key: ✓ - Present; A - Non Excused Absence; xxxxx - Excused Absence
February 2010

Central Missouri Community Action Strategic Commitments (SC)

SC 1. Engage the community to assure that all people have their basic needs met.
SC 2. Enhance community capacity to ensure all individuals have lifelong learning opportunities.
SC 3. Build community capacity to enhance economic and community assets.
SC 4. Build relationships across class and race lines.
SC 5. Develop an innovative, caring agency dedicated to being an influential leader in our communities.

Since the January board meeting we have been busy preparing for the agency audit that occurred during the week of February 15, meeting with County Commissioners to create a new governing body for our Section 8 program (per HUD requirements), facilitating County VITA proclamations, implementing new Early Head Start funding, and monitoring the progress of new ARRA-funded programs (among other things). As I write this, I have just heard preliminary reports from our Finance Director and auditor that our audit is going to look good. Many staff have worked hard to address findings in last year’s audit and to prepare for this year’s audit. The Accounting staff though, deserve special acknowledgement. First, the audit started on February 15, a CMCA holiday (President’s Day), and they were all working hard and on their best behavior responding to auditor requests. Their attention to detail throughout the year and responsiveness during the audit is legendary. The board should feel very secure knowing that our accounting team is responsible for agency funds. Ultimately the board and I are accountable for this function and I am sincerely grateful to the team we have in place.

You may have seen press this month about the VITA (Volunteer Income Tax Assistance) Proclamations in most of the counties we serve. Commissioners, Mayors, CMCA board members, and other community leaders were involved in getting the word out about our tax assistance program.

You will note that one of the action items in your agenda calls for a “Columbia Public Schools Bond Endorsement.” As many of you know, I am very involved with the education community in Columbia. There is a group called the Committee for Continued Excellence in Columbia Schools that privately funds a campaign to support the no-tax bond issue that will appear on the April 6 ballot. As part of their efforts, they are calling for organizational endorsement of this bond (see the Election Update included in your packet). As part of our Strategic Commitments to “Enhance community capacity to ensure all individuals have lifelong learning opportunities” and to “build community capacity to enhance economic and community assets” I am recommending that the board consider such an endorsement. In addition to funding a new high school, various building improvements, and technology upgrades, this $120 million bond will create hundreds of jobs and stimulate the local economy.

As per the board approved training calendar, this month Trina Almond, Development and Communication Director, will be providing additional training on our development plan and your important role in generating unrestricted revenue for CMCA. We are still seeking 100% board involvement in the board contribution goal of $3,500 for 2010 and we will talk about additional ways for you to be involved too.

As always, board attendance is critical to our success. Last month Alice Brandt, Board President, sent out letters to board members who had missed two consecutive board meetings over the course of the last year
(per the board by-laws). We hope to see everyone at our February 25 board meeting at our usual location at CMCA’s Central Office. If you haven’t already RSVP’d for the meeting please contact Brooke Smith (at 573-443-8706 ext. 221) so that we can confirm our meal count and seating.

The Director’s Report for this month can be accessed by clicking on January 28, 2010 at //www.showmeaction.org/board/meetings.html and all previous reports are available at //www.showmeaction.org/board/archives.html.

CSBG

Central Missouri Community Action wishes Linda Sappington, Cooper County Community Services Supervisor, the best in her retirement. Linda retired from her position at the end of January after 25 years with CMCA. Linda began her career as a payroll clerk with the Accounting Department and then moved on as an Intake and Referral Specialist with Boone County before taking on the Community Services Supervisor role in Cooper County. Linda leaves a legacy of service and community empowerment.

Community Services staff have served 6,588 individuals and 2,443 families during the first quarter of this fiscal year. Services have included intakes and assessments, life skill classes, Targeted Coaching and Family Support services, emergency assistance services and referral services. In addition, Community Services staff have been working to successfully implement all community collaboration projects. These projects include the facilitation of five (5) poverty simulations, the implementation of CMCA’s second Family Development Credentialing (FDC) class, the early development of Community Empowerment Collaborations and the agency Volunteer Development project, as well as the continued implementation of Circles™.

Applications for the 2010 Step Up to Leadership class, CMCA’s Leadership Development course, will be accepted starting in February. Classes will be held in Audrain County this year and will run for 12 weeks. Any Board member who is an elected representative of the Low-Income population and has not had an opportunity to participate in this course is invited to join us this year. Please see Angela Hirsch, Community Services Director or your local Community Services Supervisor for an application or additional information.

In addition to Step Up, CMCA has started working to recruit community leaders, partners and Step Up Graduates to become part of Step 2 to Step Up. Earlier this month, six community members attended Step Up facilitator training in Jefferson City and will work with CMCA staff to bring Step Up classes to individual counties next year. If you would like to be a part of your local Step Up to Leadership class, please see your local Community Services Supervisor.

As identified in the CMCA Community Services Plan for FY10, CMCA will be hosting a Regional Poverty Summit in July 2010. Preliminary planning for this regional event will begin in March. This is an opportunity for CMCA to provide outreach, education and enhance the work of the Community Action Teams being developed throughout the eight counties. If you would like to be a part of the planning for this event, please contact Angela Hirsch, Community Services Director.

Community Service staff have completed the FY09 CSBG IS report. This report is a comprehensive overview of the services provided to families and communities during the last fiscal year. CMCA provided services to more than 14,920 individuals and 5,682 families in FY09. Of those, 8,266 individuals and 3,154 families received services funded through the Community Services Block Grant – 44.5% of those being children under the age of 17. Of the families served with CSBG, 93% had incomes
at or below 125% of the Federal Poverty Level while 7% had incomes greater than 125% of the Federal Poverty Level but less than 200%. A full breakdown of demographic information can be found in the IS report.

**LIHEAP**

Energy Assistance services continue to keep our County Resource Centers very busy. As of February 15, 2010, CMCA has processed 8,633 Energy Assistance Applications since October 1st.

As of February 15th, CMCA has provided $819,248.51 in Winter ECIP (crisis energy) Services to 2,386 families since October 1.

**CSBG/LIHEAP Monitoring Visit**

The CSBG/LIHEAP unit of the Family Support Division has postponed the Monitoring visit for CMCA originally scheduled for January 11-15, 2010. It is expected that the Monitoring Visit will be rescheduled in the Spring.

**DEVELOPMENT AND COMMUNICATION**

We rolled out a new agency display at MACA’s Legislative Day event. It highlights our Strategic Commitments and two success stories. The display is an initial step in the direction of branding our Transformational Plan and initiating a formal marketing plan across the agency. In the coming months, we will be looking at our communications strategies and developing training for staff and board members to assure consistency in message.

Our second annual Riding Out Poverty event has been scheduled for May 22, 2010 in Rocheport, MO. We are looking for sponsors and volunteers to help underwrite the cost of the event and promote participation throughout our 8 counties. We will be working very hard to promote this event through grassroots efforts, and hope that you will join us in spreading the word in your communities. Also, if you know anyone that is a bicycling enthusiast, please encourage them to join one of our event committees. There are a lot of ways to help, so please contact Trina to sign up. Our event committee will begin meeting every other Tuesday beginning March 2. We will meet over the dinner hour, so our meeting locations will vary based on the palette of the group (though you will be responsible for purchasing your own meal). Hopefully, this will become a loose dinner club amongst people that will support CMCA events on an ongoing basis. Join our committee and learn more!

Callaway County continues to lead our charge with our Development Advisory Board. We recently presented to the Optimists Club of Fulton, MO. A letter of introduction has been provided to each committee member in order to generate presentations with civic organizations in their counties. In Boone County we will be targeting local rotaries, and in Cole County a Council of Clubs is being approached on our behalf. Osage County is somewhat limited in terms of civic activity, but we are networking with the Lions Club and Linn Technical College’s Office for Student Involvement. We are also pursuing partnerships with student associations at Central Methodist College to see if this will spur some development activity in Howard County. We continue to need members for Audrain, Cooper, Howard, and Moniteau Counties.

VITA events were successfully held in Audrain, Boone, Callaway, Howard, Moniteau, and Osage Counties. The county commissions in each of these counties proclaimed February as Earned Income Tax Credit Awareness Month and articles were published in newspapers in each county.
We will be including press releases in your packets from here on out. Each release is edited with local information, so the copies you see in your packets are representative of what we send to the local media partner. Information is distributed to the following:

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<th>Audrain</th>
<th>Mexico Ledger</th>
<th>Boone</th>
<th>Boone County Journal</th>
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<td>Vandalia Leader</td>
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<td>Callaway</td>
<td>Fulton Sun</td>
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<td>Cooper</td>
<td>Boonville Daily News</td>
<td>Howard Democrat Leader</td>
<td>The Glasgow Missourian</td>
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<td>Moniteau</td>
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In addition, we submit media releases to major television and radio outlets:

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<th>Television</th>
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<tr>
<td>KOMU TV 8</td>
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<td>Zimmer Radio Group</td>
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<td>KRCG 13</td>
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**EMPLOYMENT/TRAINING**

**WORKFORCE INVESTMENT ACT**

We are currently above our enrollment goal at this point in the year for Adults, Dislocated Workers and Younger Youth; we are still actively recruiting Older Youth (ages 19-21). We have exceeded our total enrollment goal for the ARRA program but will continue to enroll Adults and Dislocated Workers since there is still money available.

A new stipulation in our WIA contract for this program year states 50% of our Adults and Dislocated Workers must be enrolled in a training activity, either Classroom Occupational Training (COT) or On-the-Job training (OJT). Our current WIA/ARRA enrollments through January indicate we have 51% of Adults and 63% of Dislocated Workers enrolled into a training activity. Last program year we had 31% of Adults and 25% of Dislocated Workers enrolled into a training activity.

We have been told there will be some type of summer youth employment program this year that will be connected to the State Parks. In our 8 county area, we have 5 State Parks. Rumors at the Federal level indicate there will be funding allocated for another summer youth employment program similar to last years Next Generation Jobs Team program.

Employment and Training staff has been actively involved in the “transition” the State would like to implement at the three Career Centers in our 8 county area. The State is promoting an *Integrated Services System* at the three Career Centers. This new system will have an impact on our delivery of services and there are several issues which are still unresolved at the State and Central Region Workforce Investment Board level.
CAREER ASSISTANCE PROGRAM

As of July 1, 2010 the State of Missouri’s Family Support Division (FSD) will no longer contract with the Division of Workforce Development (DWD) to operate the Career Assistance Program (CAP). However, at this point it has not been determined if the FSD office will contract with the Workforce Investment Boards (WIB’s) or Community Action Agencies (CAA) to operate the Career Assistance Program.

The Central Region (which our 8 counties are part of the 19 county region) continues to operate a successful CAP program. Our region continues to exceed the State Participation Rate. For the month of December 2009 the State’s rate was 16.5% and Central Region’s was 17.0%.

COMMUNITY WORK SUPPORT

The Community Work Support Grant has taken a new direction this program year and we have seen an increase in participants in Boone and Cole counties. Our goal for the grant is to serve 50 clients, the staff person in Boone has provided services to 22 CAP clients, 4 of which are participating in Subsidized Employment, and the staff person in Cole has provided services to 7 CAP clients.

HEAD START

For info regarding the Head Start Program, please refer to the enclosed Head Start Directors Report, or access it online at .showmeaction.org .
Central Missouri Community Action  
*Early Childhood Programs*  
- Head Start and Early Head Start -  
Passion – Commitment – Excellence

**CMCA Head Start Director’s Report**  
February 10, 2010  
CMCA Head Start 2009-2010  
“The Year of Leadership Development”

*Policy Council Members will be meeting on Thursday, February 18th at Chevys Fresh Mex Restaurant.*

Thanks to everyone who was able to attend 2\textsuperscript{nd} Annual Joint Meeting of the Board of Directors of Central Missouri Community Action and the CMCA Head Start Policy Council on Thursday, January 28, 2010. The meeting was very helpful and it was a great opportunity to meet with the grantee Board and discuss issues critical to the Head Start program. In addition the work together to “jointly” approve the 2010 Continuation Refunding application (with budget) is a rarely seen governance approach by Head Start grantees. Thanks AGAIN!

**IMPORTANT REMINDERS AND UPCOMING EVENTS:**

**February 23\textsuperscript{rd}** – I CAN...Help My Child Stay Healthy – local training…more information coming soon

**April 7\textsuperscript{th}** **Child Advocacy Day** at the State Capitol – we will be taking a group of parents to this event – if you are interested we will take your name at the March PC meeting

**April 10\textsuperscript{th} (or 24\textsuperscript{th})** – Men’s Basketball Tournament -keep watching for correct day/time at the local centers – Father’s First will host a men’s basketball tournament in Jefferson City.
April 15-16th MHSA Parent Leadership Conference, Governor’s Office Building, Jefferson City (Let us know if you want to attend – we will be gathering names at the March PC Meeting)

June 5th – Father’s First Fishing Event – picnic lunch and fishing at Bass Pro in Columbia

** REAL DADS group meets every other Monday evening from 5:30-7:00 at Central Office the next meetings are 2/22/2010 and 3/8/2010 – for more information contact Bryon White

** HS moms have expressed interest in a mom’s event – we are working on developing such an event in the near future – more information to come

CALLING ALL LEADERS: Policy Council members are encouraged to participate in Child Advocacy Day in Jefferson City. Members wishing to participate in the Annual MHSA Parent Leadership Conference in April will have the opportunity to do so. Now is a good time to check your calendars to see if you will be able to participate in either of these activities.

CMCA Head Start ‘s Award Winners were honored at the February 11th MHSA Awards Banquet at the Holts Summit Winery in Holts Summit, MO – CMCA Head Start led the state in award winners. Congratulations to the following exceptional people:

Ms. Tori Schlemmer-Sims, CFDC/Team Leader at Community R-6 Child and Family Development Center has been selected by the Missouri Head Start Association (MHSA) as the 2010 Teacher of the Year for the state of Missouri.

Mr. Bob Green, Transportation Assistant, has been selected by the Missouri Head Start Association (MHSA) Support Staff of the Year for the state of Missouri. This year’s category was transportation staff members. We have recently learned that Bob has also won the Region VII Head Start Support Staff of the Year!

Mr. Ming Wong, Head Start Parent and member of Father’s First, has been awarded the 2010 Father of the Year award for the state of Missouri. We have recently learned that Ming has also won the Region VII Head Start Father of the Year!

Ms. Chrisma Edward, Parent from Bear Creek, was named the MHSA Beating the Odds award winner earlier in the fall!

Charita Henderson, past member of the Policy Council in 2008-2009, from Cole East Head Start, was selected as the 1st runner up for the National Parent of the Year Award at the 26th Annual Parent Training Conference in San Jose, California on Sunday, December 6, 2009! Charita was awarded a beautiful plaque and $300! We were so excited to be with her at this great time for her family and for our program. Charita and her husband took in the sites of San Jose and also attended conference sessions! They loved it! Congratulations Charita – PS…..she was chosen from over 1Million Head Start parents for this award!

Columbia Housing Authority (CHA) was awarded the CMCA Head Start partner of the year award during the MHSA Annual Awards Dinner…..congratulations to Phil Steinhouse, Executive Director of the CHA, and the entire CHA board and staff.
We want to again thank Bryon White and his Family and Community Partnership Team for assisting in making sure that the applications for these awards were submitted to the MHSA selection committee!

**PROGRAM UPDATES:**

**I CAN….Help My Child Stay Healthy**

We are attaching to this report the Year 1 results from the I CAN Program – this report was also generated for I CAN programs across Missouri. We have included the “global” report and the CMCA specific report for your information.

Trisha Wright, Amy Rhodes, team members from the Health Care Institute at UCLA and Mernell will be making observation visits to programs from the East Coast during the next 3 months. Robin Brocato, Program Specialist with the Office of Head Start in DC, will be attending an I CAN training in Virginia in the next month. We are excited that our project is getting this kind of national attention!

Local I CAN…Help My Child Stay Healthy training will be held on February 23, 2010…..more to come!

**CFC (Connecting for Children)**

**GRANTS UPDATES:**

Continuation Refunding Application – 
**HS and EHS (Year 45 Application)** – was submitted at the Joint Meeting for Approval. As a part of the Continuation Refunding Application for HS and EHS, we have completed a comprehensive Training and Technical Assistance plan (lovingly referred to as the T/TA Plan). We received word this week that our plan is “approved” by the Office of Head Start’s T/TA System

Early Head Start - State (year 2) – was submitted at the Joint Meeting for Approval.

Childcare Facility Improvement Grants (ARRA funded) – State (1 for HS and two for EHS)

**FEDERAL REPORTING:**

**ARRA Reports** were completed by the 1/10/2010 deadline for the following grants:
- EHS Expansion
- HS Expansion
- Cola/Quality (HS and EHS)

**I CAN** quarterly report (quarter 1) is completed and was submitted by the 1/29/2010 deadline –
CFC quarterly report (quarter 1) is completed and was submitted by the 1/29/2010 deadline.

Health Service Advisory Committee (HSAC) – met on January 20, 2010. They reviewed policies and procedures of the program and continued discussions about health outcomes for children and families.

Peer Review Updates:

Both PANCs (Potential Areas of Non-Compliance) were corrected onsite during the onsite Peer Review.

UPDATES:

- PANC #1 - Finance Director did not have a criminal background on file nor did she have required health exams/screenings in her HR files. **Immediate Correction:** Finance Director now has Criminal Background Screen and Health Exam (with TB testing) – This item is found in the T/TA plan of FY’10
- PANC #2 - Toddlers were eating raw carrots at Bear Creek – **Immediate Correction:** RAW foods are NOT fed to infants/toddlers. Menus reflect that requirement and procedures have been revised. Policies are being reviewed with the Registered Dietitian to see if they, too, need to be updated/changed. In addition, staff re-training has occurred. This item is also in the T/TA plan of FY ’10

Partnership Updates:

Howard County HS Expansion – is up and running with children attending in Glasgow, Missouri in their new classroom at the Glasgow Elementary School … work continues on the EHS classroom in Fayette. We are very appreciative of the Glasgow School for the opportunity to partner.

Community R-6 in Laddonia – we are expanding our current partnership to include infants and toddlers. The school has a small house which will be renovated for infant/toddler care. The house is located on the school campus and would serve infants/toddlers of the school district service area in Audrain County. We currently jointly operate an MPP (Missouri Preschool Project) -Head Start classroom and a transportation (equipment) partnership – sharing busses for the transportation of children to the program, for field trips, etc.

Chamois Public Schools – we are working with the Chamois School District to expand our partnership by placing a larger modular classroom unit on the school grounds in order to serve infants, toddlers and preschool children. We have had a long relationship with the schools in Chamois and we look forward to expanding this partnership.

Columbia Housing Authority – we are discussing space needs with the Columbia Housing Authority. They are interested in assisting our program in order to meet space needs for the program in the city of Columbia and have provided commitment from the CHA Board to continue discussion of using space at Bear Creek for a much needed preschool classroom. If we accomplish this, there will be space at Tiger Paws (Columbia) for offices for staff. In addition, the children who attend Bear Creek would have access to preschool in their current school “neighborhood”.


WFSC in Mexico – now has space for the care of infants and toddlers. We appreciate the WFSC Board for their support in our ongoing upgrading and renovation of the space to accommodate infants/toddlers and the preschool children.

Lincoln University – is exploring funding options for renovations necessary to develop a space partnership for EHS classrooms in Jefferson City (on the Lincoln campus). Down the road, practicum teaching experiences may be added as an outcome of this partnership in development.

NEW EHS CHILDCARE Partnerships –

Open Book Early Literacy Program and JC Daycare (both in Jefferson City) are partners in service to EHS children and their families.

In other EHS Expansion News…

– The CMCA Head Start team welcomes our 23 new staff members of the EHS Expansion! The new team members will be spending the next 6 weeks in training and in preparing to serve infants, toddlers and prenatal families. Bids for modular classrooms (Osage – Chamois) are being sought, classrooms are being constructed (Fayette) and we are hiring new staff for the expansion. We have been told the “space” at WFSC looks great –

Melissa Chambers, Mellissa Frevert and Mernell attended the EHS National Meeting for Expansion grantees the first week of February in Washington DC.

WFSC began serving infants/toddlers on Tuesday January 19th. Congratulations Patty and team!

Intervention Team Updates:

EHS TRAINING –

CMCA Head Start would like to welcome back International High Scope Trainer Julie Wigton from the National High Scope training center. Julie trained approximately 70 participants in the High Scope Infant and Toddler curriculum. We are very excited to have Julie back with us!!!

Training Dates:
Group I- January 19-23, 2010
Group II- January 25-29, 2010

High Scope is a comprehensive curriculum that strives to help the very youngest children develop in all areas.

Goals of the Infant and Toddler curriculum include:
  o Lean with their whole body and with all their senses.
  o Sustain their natural curiosity and desire to learn
  o Communicate what they learn
  o Learn within the context of trusting relationships

In the home based model, we plan to use the Parent’s As Teacher’s (PAT) “Born to Learn” Curriculum and, wherever possible, work with school districts to bring PAT services for our EHS families. Much more to come as we continue to “start up”

Family Development Team Updates:
CMCA Head Start’s Barnes and Nobel Book Drive was a huge success! Donations totaled 1077 books! The books were donated by Barnes and Nobel shoppers and were donated to support the literacy development of Head Start children and families. This year's donation nearly doubled what we received last year. In addition to the books, Head Start will be receiving a check from Barnes and Noble to further develop our literacy and family development programs. Thanks to everyone who came out to help!

We have a new FDAll, Dave Bruns, who joins the CMCA Head Start team after working in the area of Youth Services. Dave will be visiting sites in upcoming weeks offering his expertise in working with families. He attended Love and Logic facilitator training the first week of February in Lake Summit, Colorado and brought the information back to train our team on techniques to assist families in the area of behavior management.

Plans have been finalized to offer our REAL (Responsible, Engaged, and Loving) Fathers training in Columbia. Two of our community partners, Lutheran Children and Family Services and First Chance for Children will co-sponsor the training/support program with us. We are pleased to have them on board! Recruitment for participation in the REAL Dads program is already underway. Our recruitment will be continue as we presented to Lutheran Services parent group on January 21st, to Tiger Paw Head Start on January 20th, to Park Avenue Child and Family Development Center on January 27th, and to our Worley Street Head Start Center on January 28th. Classes began on Monday, February 8th.

Connecting for Children
CFC is ready to sign up participants for the Incredible Years parenting training. Tentatively, the dates are March 13, March 10, April 17, and May 1. The last two dates are subject to change. First priority will be given to those enrolled in a Boone County Head Start site. Spanish-speaking classes available as well. If you have interested families, have them call Connecting for Children (443-8706 ext 230, ext. 222, or ext. 232 (Spanish), to register by March 15th. If openings are available after this date, slots will be offered to Boone County CFC families that are not enrolled in a site, and, if necessary, we may be able to open some slots to folks outside Boone County. We will send flyers to sites with more information including times and locations.

On January 23-24th CFC hosted a MEGA event at Stoney Creek Inn in Columbia, MO. This event offered the Love’s Cradle curriculum for couples or the How to Not Marry a Jerk/Jerkette along with some Family Wellness curriculum content.

The CFC team held another 2-hour training on February 2nd in Audrain County (location to be determined). This will be for existing participants that have already attended a 2-day retreat. Participants that reside in and around county will be given first priority. If your families are interested, have them call immediately. Deadline to register is January 27th. Must have a minimum of 10 participants registered to hold this event.

The next CFC training for new and existing families is March 6th. This will be a one-day (8-hour) training on Winning the Workplace Challenge curriculum. Instructor will be Tera Rogers with the CFC team. Deadline to register is February 26th (space permitting). Location to be determined.

Interpretive Services Update:

Amy Rhodes, Interpretive Services Manager, will be traveling to NYC to participate in an I CAN training in Spanish Harlem. Amy will be providing an on-site analysis of the program and will also be able to gather ideas to provide assistance for other I CAN programs that provide training in Spanish (or other languages).
Amy has also been conducting DIAL screenings of children in Spanish. Amy does the coordination of all interpreters (all languages) for the program. If you have questions for her, please do not hesitate to ask if she can be of assistance.

Be sure and check out the Spanish Phrase of the week on the bulletin board downstairs at the CMCA Central Office. You can pick up a few words and phrases to use in your daily life!

(También, no olvide buscar la Frase de la Semana en español en el anuncio en el sótano. ¡Usted puede aprender algunas palabras y frases para usar con sus familias!)

Management Updates:

Mernell, Beth and Melissa attended the Advanced Management Institute (AMI) at UCLA the week of 1/19-1/22. All three individuals are graduates of the UCLA/Johnson & Johnson Head Start Management Fellows program. This year, the Public Policy Forum will include the NHSA Executive Director and the Director of the Office of Head Start.

Eligibility – Recruitment- Selection - Enrollment and Attendance (ERSEA) Activities –

Enrollment continues to meet expectations - Enrollment Report is contained within this report packet/mailing.

Other Required Reporting – Attendance, USDA Meals Served, % Children with Disabilities Served and Monitoring reports – are all included in this mailing.

IM/PIs – Information Memorandums and Program Instructions which are new (from the Office of Head Start) since our last Policy Council meeting have been included, for your review and information, with this mailing.

MONITORING CONCERN AREAS NOTED by Program Director:

We continue to struggle with follow-up for child identified health and dental needs. Program Information Report (PIR) noted concerns with follow up care and, therefore, we are targeting follow up as a major part of our ongoing monitoring system in this program year. If your child has been noted as needing follow up care, are they receiving it?

The EHS budget will need to continue to be monitored for personnel costs as the budget reflects we are running close and with summer subs this may become an issue. It will be monitored monthly and reported.

Grants:

Continuation Refunding Application (HS and EHS)  
EHS – State (year 2)  
Facility Improvement - State (HS)  
Facility Improvement-State (EHS – 2 applications)

Other REQUIRED INPUT/Approvals:

ERSEA Report  
Credit Card Report  
USDA Meal Count/Report  
Attendance Report  
Monitoring Report
IM/PI:
Information Memorandums and Program Instructions – those we have received since our last Council meeting are found for your information and review within this mailing. In addition, they can be found on the eclkc web site: .eclkc.ohs.acf.hhs.gov.

Web Sites of Interest to Policy Council Members:

.moheadstart.org - this is the official web site of the Missouri Head Start Association. Missouri Head Start Association works for children, families, staff and communities regarding issues of interest to Missouri’s Head Start programs. The site gives detailed information on all of Missouri’s Head Start and Early Head Start Programs.

www.ECLKC.ohs.acf.hhs.gov – this is the Early Childhood Learning and Knowledge Center. This web site is the complete repository and library of all items from Head Start since 1965. This is a great web site and if you have access to a computer – check it out!

Respectfully submitted,
Mernell T. King
Early Childhood Programs Director
Central Missouri Community Action
807 B North Providence Road
Columbia, MO 65203
573.443.8706 (x228)
-King@showmeaction.org

"It is easier to build strong children than to repair broken men."
-- Frederick Douglass
Emergency Succession Plan
For
Central Missouri Community Action

The Board of Directors of Central Missouri Community Action (CMCA) recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. If the organization is faced with the unlikely event of an untimely vacancy, CMCA has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The CMCA Board has reviewed the job description of the executive director. The job description is attached. The board has a clear understanding of the Executive Director’s role in organizational leadership, program development, program administration, operations, board of director’s relationships, financial operations, resource development and community presence.

Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term
A temporary absence is one of less than three months in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Board of Directors authorized the Executive Committee of Central Missouri Community Action to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the Finance Director is to immediately inform the Board President of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate.

At the time that this plan was approved, the position of Acting Executive Director would be: Anita Sanderson, Finance Director. Should the standing appointee to the position of Acting Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be:
(1) Joyce Davis, Employment/Training Director and
(2) Mernell King, Early Childhood Program Director.

The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

Authority and Compensation of the Acting Executive Director
The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director.

The Acting Executive Director may be offered:
☐ A negotiated amount agreed to by both parties.

Board Oversight
The board committee responsible for monitoring the work of the Acting Executive Director shall be the Executive Committee.
The above named people will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

**Communications Plan**

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair (or highest ranking Board member) will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority.

As soon as possible after the Acting Executive Director has begun covering the unplanned absence, Executive Board Committee members and the Acting Executive Director shall communicate the temporary leadership structure to staff and a list of contacts developed by the Leadership Team. This may include (but not be limited to) government contract officers, foundation program officers, civic leaders, major donors and others. The Communication/Development Director will send the announcement as appropriate.

**Completion of Short-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead Central Missouri Community Action should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment.

**Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term**

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

**Completion of Long-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead Central Missouri Community Action should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

**Succession Plan in Event of a Permanent Change in Executive Director**

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Directors will appoint a Transition and Search Committee within 30 days to plan and carry out a transition to a new permanent...
executive director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board’s capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director. CMCA’s Human Resources Director will work with the Transition and Search Committee to establish a timeline to complete the process.

Checklist for Acceptance of All Types of Emergency Succession Plans

☐ Succession plan approval. This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval. This plan should be reviewed annually.

☐ Signatories. The Board Chair, the Executive Director, the deputy director or human resources administrator and the Acting Executive Director shall sign this plan, and the appointees designated in this plan.

☐ Organizational Charts. Two organizational charts need to be prepared and attached to this plan. Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization. Prepare and attach a second organizational chart that reflects how that structure will change within the context of an emergency/unplanned absence of the Executive Director.

☐ Important Organizational Information. Complete the attached Information and Contact Inventory and attach it to this document. Also attach a current list of the organization’s board of directors.

☐ Copies. Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the Executive Director, the Acting Executive Director Appointee, the human resources department, and the organization’s attorney.
Information and Contact Inventory for Central Missouri Community Action

Knowing where your organization’s key information is located is critical so that if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.

<table>
<thead>
<tr>
<th>Nonprofit Status</th>
<th>Onsite Location</th>
<th>Offsite Location</th>
<th>Online URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS Determination Letter</td>
<td>☑ Accounting Dept. File 9</td>
<td>☐ __________________</td>
<td>☐ __________________</td>
</tr>
<tr>
<td>IRS Form 1023</td>
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<td>☐ __________________</td>
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</tr>
<tr>
<td>Board Minutes</td>
<td>☑ Executive Asst. Office</td>
<td>☐ <a href="http://www.showmeaction.org/board/meetings.html">http://www.showmeaction.org/board/meetings.html</a></td>
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</tr>
<tr>
<td>Corporate Seal</td>
<td>☑ Accounting Fireproof Sate #1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Articles of Incorporation</td>
<td>☑ Finance Director’s Office – File #22</td>
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</tbody>
</table>

**Financial Information**

Employer Identification Number (EIN) #: ___43-0835026___________

Current and previous Form 990s

<table>
<thead>
<tr>
<th>Current and previous audited financial statements</th>
<th>Onsite Location</th>
<th>Offsite Location</th>
<th>Online URL</th>
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<tbody>
<tr>
<td>Board Minutes</td>
<td>☑ Executive Asst. Office</td>
<td>☐ <a href="http://www.showmeaction.org/board/meetings.html">http://www.showmeaction.org/board/meetings.html</a></td>
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<tr>
<td>Articles of Incorporation</td>
<td>☑ Finance Director’s Office – File #22</td>
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</table>

State or District Sales-Tax Exemption Certificate

<table>
<thead>
<tr>
<th>Blank Checks</th>
<th>Onsite Location</th>
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<th>Online URL</th>
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</thead>
<tbody>
<tr>
<td>☑ Locked in computer room closet</td>
<td>☐ __________________</td>
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Computer passwords

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<th>Offsite Location</th>
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<table>
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<th>Onsite Location</th>
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<th>Onsite Location</th>
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<tbody>
<tr>
<td>☑ Accounting System</td>
<td>☐ __________________</td>
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<td></td>
</tr>
</tbody>
</table>

Volunteer Records*

| ☐ __________________ | ☐ __________________ | ☐ __________________ | | |

*Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers who they are, how to contact them (home/work phone, email, cell, etc.), where they live/work, expertise, special skills, or any information related to their usefulness or willingness to help the agency (for example, volunteer Jane Doe can walk to our satellite office, lift heavy boxes and knows CPR).

Auditor

Name: Jarod, Gilmore & Phillips www.jgppa.com ______________________________

Phone Number/Email: (620) 431-6342 ______________________________
Bank

Name(s): Boone County National Bank ________________________________
Account Numbers: 0002151, 0902160, 0902284, 0071005, 1054929, 1031929, 1110799
Branch Representative(s): Stan Gerling (Downtown location) ________________
Phone Number: (573) 874-8100 ________________________________
Fax: (573) 817-8757 ________________________________
Email: stan_gerling@boonebank.com ________________________________

Investments

Financial Planner / Broker Company: Boone County National Bank ________________
Representative Name: (See above) Certificates of Deposit: 503882, 565270, 565271, 565273, 564685
Phone Number: (573) 874-8505 ________________________________
Email: Belinda_hulen@boonebank.com ________________________________

Who is authorized to make transfers? Who is authorized to make wire transfers? Are there alternatives?
Anita Sanderson Same Same
Shannon Schmid Same Same
Brandy Tallman Same Same

Who are the authorized check signers?
Executive Director, Board President, Board Secretary, Board Treasurer, Board Vice President, Executive Assistant

Is there an office safe? Who has the combination/keys?
Yes, fireproof cabinet #1 and #25. Keys are locked in Accounting Department in key box located on the wall behind the main Accounting door.

Legal Counsel

Attorney

Name: Spencer, Fane, Brit & Browne, LLP
Phone Number: (314) 333-3913 or (800) 862-6869 St. Louis Office
E-mail: jchierek@spencerfane.com = Jennifer Chierek
Human Resources Information

<table>
<thead>
<tr>
<th></th>
<th>Onsite Location</th>
<th>Offsite Location</th>
<th>Online URL</th>
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</thead>
<tbody>
<tr>
<td>Employee Records/Personnel Info*</td>
<td>☑ Central Office/HR Dept.</td>
<td>☑ IT Director – Chris Macy</td>
<td>□ ____________</td>
</tr>
<tr>
<td>*Names, home addresses, phone numbers, email, emergency contacts, etc.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-9s</td>
<td>☑ Central Office/HR Dept.</td>
<td>□ ____________</td>
<td>□ ____________</td>
</tr>
</tbody>
</table>

Payroll

Company Name: N/A, Payroll is done in house ____________________________________________________________________________

Account Number: ____________________________________________________________________________

Payroll Rep: ____________________________________________________________________________

Phone Number: ____________________________________________________________________________

Email: ____________________________________________________________________________

Facilities Information

Office Lease (for renters) | ☑ Finance Director’s Office – File #22 | □ ____________
Accounting Department has copies in lease book

Building Deed (for owners) | ☑ Finance Director’s Office – File #25 | □ ____________

Building Management

Company Name: ____________________________________________________________________________

Contact Name: ____________________________________________________________________________

Phone Number/Email: ____________________________________________________________________________

Office Security System

Company Name: ____________________________________________________________________________

Account Number ____________________________________________________________________________

Representative Phone Number/Email: ____________________________________________________________________________

Broker Phone Number/Email: ____________________________________________________________________________
Insurance Information

General Liability / Commercial Umbrella
Company/Underwriter: Philadelphia _____________
Policy Number: PHPK292634 __________________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: The Insurance Group,
Charlie Digges, Jr. (573) 875-4800 _____________

Directors & Officers Liability
Policy Number: 01-206-73-68 ________________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: The Insurance Group,
Charlie Digges, Jr. (573) 875-4800 _____________

Health Insurance
Company/Underwriter: Mercy Health Plan _______
Policy Number: 0674000515; Acct. AR2A0016097 __
Representative Phone Number/Email: ___________
Broker Phone Number/Email: (314) 214-8100 _____

Unemployment Insurance
Company/Underwriter: State of Missouri – Division
of Employment Security _______________________
Policy Number: 300-547-2-999-8351 ______________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: (573) 882-8821 _____

Workers’ Compensation
Company/Underwriter: Missouri Employers Mutual __
Policy Number: MEM 0508124-04 ________________
Representative Phone Number/Email: Terry Sweeten
(573) 289-3716 _____________________________
Broker Phone Number/Email: 800-442-0593 _____

Disability Insurance (short-term)
Company/Underwriter: AFLAC (Voluntary)_______
Account Number: 96642 _________________________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: 800-992-3522 ______

Disability Insurance (long-term)
Company/Underwriter: AFLAC (Voluntary)_______
Account Number: 96642 _________________________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: 800-992-3522 ______

Life Insurance
Company/Underwriter: Lincoln National Life _____
Policy Number: 000010027246 00000 _____________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: 800-423-2765 _____

Dental
Company/Underwriter: Guardian Dental (Voluntary)
Policy Number: 362560 _________________________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: 800-627-4200 _____

Long Term Care
Company/Underwriter: AFLAC (Voluntary)_______
Account Number: 96642 _________________________
Representative Phone Number/Email: ___________
Broker Phone Number/Email: 800-992-3522 ______

Retirement Plan
Company/Underwriter: American Funds__________
Policy Number: 221677710 _______________________ 
Representative Phone Number/Email: Bill Young
(417) 778-6331 _____________________________
Broker Phone Number/Email: 800-421-0180

**Date of Completion for Information and Contact Inventory:** October 31, 2008

**Names of Persons Completing Document:** Anita Sanderson, Finance Director; Julie Kratzer, Human Resources Director; Leah Patrick, Executive Assistant.

The Emergency Succession Plan and the supporting documents (the information and contact inventory, job descriptions, and organizational charts) should be reviewed and updated annually.

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**Signatures of Approval Central Missouri Community Action**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alice Brandt, Board President</td>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>Anita Sanderson</td>
<td>Finance Director and Acting Executive Director</td>
<td>Date</td>
</tr>
<tr>
<td>Darin Preis, Executive Director</td>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>Julie Kratzer, Human Resources Director</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

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*We acknowledge the leadership of Transition Guides (notably Tom Adams and Don Tebbe, as well as plan guidance from Karen Gaskins Jones, and Victor Chears) in guiding The Center for Nonprofit Advancement in grasping the impact of Succession Planning and Executive Transitions. Additional thanks to Troy Chapman of the Support Center for Nonprofit Management of New York City, Tim Wolfred of CompassPoint Nonprofit Services for their guidance on the development of this document. The Information and Contact Inventory document is adapted by permission from the Nonprofit Coordinating Committee of New York City.*
In addition to the selected county representatives, the Head Start Area Policy Council shall select one representative to the Board. The Head Start Area Policy Council representative must be a current or former Head Start parent.

c. The remainder of the Directors shall be recruited from among persons that have expertise or experience that may be particularly helpful to the board in setting policy, strategic planning, and other board business. The Board of Directors must include at least one member with fiscal management background and expertise, at least one member who is a licensed attorney familiar with issues that come before the board, and at least one member with early childhood education and development expertise. If individuals with such expertise are not available to serve on the board, non-board members with these qualifications may work directly with the board on these issues instead. Private sector board representatives will be invited to serve according to the best interests of Central Missouri Community Action and the needs of the Board at the time of the nomination.

d. Directors representing residents of a geographical area (i.e., public official and low-income Directors) must reside in that geographical area. Directors representing private sector organizations and the Head Start Area Policy Council may reside anywhere within the Corporation’s service area. Each county for which the Corporation is the designated CAA shall be represented on the Board of Directors.

Section 3 – Terms of Office for Directors

A public official serving on the Board shall serve a term, which coincides with the term of the public office to which the official is elected.

The term of service of low-income and private sector Directors is two (2) years. Said Directors may serve for more than one term but no more than three (3) consecutive terms totaling six (6) years. To serve additional consecutive terms, a Director must have attended 75% of meetings (excluding excused absences) and be an active member of a committee as defined by that committee.

The term of service for these Directors will begin at the next Annual meeting of the Board following selection to the Board.

Section 4 – Removal from the Board

A board member may be removed from the Board of Directors with cause by an affirmative vote of the members of the Board present and voting at any regular meeting. Failure to attend two (2) consecutive regular meetings may be cause for the Board of Directors to declare a member’s seat on the Board vacant. Other cause for removal from
the Board may include failure to be an active committee member (as defined by the committee), engaging in activities that are in opposition to the agency’s purposes and mission or that undermine the agency’s credibility and public image; or unethical behavior related to representation of the agency in a board member capacity.

The President of the Board shall inform the Director in writing that removal is being considered, and state the grounds for removal. The Director will have an opportunity to respond to the President’s letter at the regular meeting, at which the Board is to vote on the removal question.

Section 5 – Vacancies on Board

A vacancy occurs when: a) a Director is notified of removal by action of the Board for cause; b) a Director resigns his/her seat; c) a public official Director leaves office; d) the death of a Director.

Vacancies on the Board will be filled as soon as possible by the following methods: a) for vacancies occurring in the low-income sector of the Board, an election for the seat will be conducted as soon as is practical, but at least by the time of the annual meeting; b) for vacancies occurring in the public official sector of the Board, the Board will ask another public official to serve. c) Vacancies occurring with the private sector representatives, the Board may recruit any individual that meets the criteria outlined in Article IV, Section 2, and item c to join the Board to fill out the term.

A low-income Director selected by the process outlined in (c) above, must represent as much as possible the same constituency as the original Director.

Section 6 – Conflict of Interest

Board Members must abide by the Central Missouri Community Action Board of Directors Conflict of Interest Policy and demonstrate their intent to do so by completing and signing the CMCA Board of Directors Conflict of Interest Signature Sheet. As stated in the policy, an ad hoc committee will be convened as needed, to review reported conflict of interest disclosures. No individual may serve on the board if a conflict of interest is determined to exist.

Section 7 – Payment of Compensation and Expenses

Directors serve without pay (compensation), but all Directors can be reimbursed for travel to and from Board meetings, committee meetings, and other official business of the corporation are subject to the following conditions: 1) funds are available for said purpose; 2) a travel voucher signed by the Director is presented for payment.
Election Update
Questions & Answers

The Columbia Public Schools Board of Education has called a special election on Tuesday, April 6, to submit a no-tax-rate-increase bond issue proposal to Columbia voters. The proposal requires a four-sevenths, or 57 percent, majority approval.

Q. What is the amount of the proposed bond issue?
A. $120 million. This is the second phase of the bond issue plan previously approved by voters in 2007.

Q. Will the bond issue increase the present property tax rate?
A. No. A tax levy increase is not necessary to maintain and improve our facilities and no increase is planned. The bond will only extend the current debt payoff period. The current levy amount will not change should the bond issue not be approved by voters.

Q. How will funds be spent?
A. The bond will address five areas:

- Building Improvements—$10 million will be used for building improvements including roofing, window replacement, tuckpointing and interior renovations such as ceilings, flooring, electrical, plumbing and heating.
- Construction—$97.5 million of the amount will be used for new construction, including
  - $75 million for a new 1,800-student high school including the necessary technology, furniture and athletic fields. This amount also includes $18 million remaining from the 2007 approved bond;
  - $7.5 million for additional gyms/physical education space at Hickman and Rock Bridge high schools; and
  - $15 million for a new elementary school.
- Air Conditioning—$14.8 million will be used to air-condition the remaining non-air-conditioned schools and replace boilers.
- Technology—$7.5 million will provide funding for computers in classrooms and labs and network infrastructure improvements.
- Interest and Fees—$8.2 million will be used to pay for costs associated with bond funding, including $1.2 million in bond issuance costs and a contingency fund of $7 million for interest during construction should assessed valuation remain flat or become negative.

Q. Why is there a need for these items?
A. The Board of Education has adopted the following goals based on a study and evaluation of district facilities:
   1. Reduce overcrowding in schools, including reducing the number of trailers
   2. Improve the physical and learning environments in all schools and all facilities
   3. Reduce the number of student grade-level transitions to K-5, 6-8 and 9-12, including moving ninth graders to the high school buildings
   4. Increase the functional life and operational/energy efficiency of district buildings
Q. What is the total construction cost?
A. The total project plan is $138 million. $18 million of the first $60 million approved by voters in 2007 has not yet been spent in anticipation of building a new high school. This bond request is part of the district's long-range facilities plan. Funds will be expended over a five-year period. The $120 million bond request is the combination of the final two $60 million funding requests that were originally proposed by the Long-Range Facilities Planning Committee. The change was made in order to allow the district to realize cost savings, improved efficiencies and reduction of risk by completing construction of the new high school in one phase rather than three phases. Additionally, the revised plan will allow for a simpler transition period for students impacted by the reduction of grade-level transitions and addition of new school buildings.

Q. Why now?
A. The current economic environment presents a positive climate for obtaining competitive construction bids. Additionally, the market conditions mean that the interest rates on bond sales remain at historically low levels.

Q. Is there a long-range plan for facilities?
A. Yes. The plan development included a community engagement process to help determine facility and program priorities; an educational adequacy study to evaluate each building's ability to support the current and future programs; and an engineering study that evaluated the physical condition and energy efficiency of our buildings. The results of these studies are available at www.columbia.k12.mo.us. Based on these studies, the planning committee made recommendations to the Board of Education for addressing school facilities in the district. The plan also supports the district's strategic planning goals.

Q. The proposal is for a no-tax-rate-increase bond issue. Can the bond be spent on salaries, benefits and supplies?
A. No. By law, bond issues only provide funds for new construction, renovation of existing facilities, technology and the purchase of furniture and equipment. These funds cannot be used to pay for salaries, benefits or supplies.

Q. Can the district afford to operate the new school buildings?
A. Yes. The district has developed a five-year budget model that includes increasing fund balances to prepare for the opening of the new high school in 2013. Additionally, with the ability to reduce the number of grade-level transitions, current teachers and staff will shift to other buildings accordingly.

Q. Are the proposed bond amounts within accepted limits?
A. Yes. Bonding capacity for a school district is set by state statute. Bonding capacity cannot exceed 15 percent of the assessed value of all state and local non-tax-exempt property in the district. The $120 million proposed bond is within the school district's capacity without the need to increase the current tax rate.

Please access the district Web site at www.columbia.k12.mo.us for more information, or contact the district administrative offices at (573) 214-3400.
Foods served to Head Start children during the school day will be of size and consistency appropriate to their chewing and swallowing ability.

Children will be watched during meals and snacks to ensure they:
- Sit while eating
- Eat slowly
- Chew food well before swallowing
- Eat small portions, taking one bite at a time

Food must be prepared so they are easy to chew:
- Grind up tough foods
- Cut soft into short strips rather than round pieces
- All meat must be served without bones
- Cook food until it is soft
- Remove seeds and pits from fruit

The following food will **NOT** be served for Early Head Start children, ages 0-3 years:
- Hot dog rounds
- Peanuts and other nuts
- Hard candy
- Whole beans
- Whole grapes, berries, cherries, melon balls, or cherry and grape tomatoes
- Popcorn
- Hard pretzels
- Raw carrots or other raw or hard vegetables or fruits
- Potato and corn chips
- Large spoonfuls or chunks of peanut butter or other nut butters
- Large chunks of meat
- Marshmallows
- Chewing gum
- Chewy candy

A Choking Emergency Poster and CPR poster will be posted in each classroom.
INFORMATION MEMORANDUM

TO: Head Start and Early Head Start Grantees and Delegate Agencies

SUBJECT: Training and Technical Assistance System

INFORMATION:

Since 1965, Head Start programs have served millions of children and families across the country. In order to promote positive, sustained child outcomes for the children served in Head Start, the Office of Head Start is redesigning the National Training and Technical Assistance (TTA) System.

Developing National Centers of Early Childhood Excellence

OHS will create five new National Centers of Early Childhood Excellence designed to provide targeted information on critical aspects of the Head Start program. The five new National Centers include: National Center on Quality Teaching and Learning; National Center on Cultural and Linguistic Responsiveness; National Center on Program Management, Design, and Fiscal Operations; National Center on Parent, Family, and Community Engagement; and National Center on Health, Nutrition, Dental, and Mental Health. These five centers, along with the existing Early Head Start National Resource Center, will be charged with providing information about current research and best practices, as well as other professional development materials. These resources will be made available to Head Start grantees as well as other early childhood education teachers and program managers and to those who provide training and technical assistance to Head Start grantees and others. The goal is to infuse evidence-based practices into all early childhood education programs, including but not limited to, Head Start.

Improving the State Training and Technical Assistance System

The goal of the State Training and Technical Assistance System is to create a seamless, easily accessible team of professional development providers at the State and local level, who can work with Head Start programs to improve the quality of teaching and other services. In the coming months, OHS will work to improve the current system to better meet local program needs, including encouraging the State technical assistance providers to promote or build local resource coach networks and other tools for ensuring that programs can meet Performance Standards and provide effective learning experiences for children.

As Head Start grantees, your organizations form the most critical component of Head Start’s National Training and Technical Assistance System. At least 50 percent of all TTA dollars are provided directly to grantees. Head Start grantees have the discretion to use this money to establish agreements with community or national experts, institutions of higher learning, or private consultants in order to make improvements identified by your organization. The Office of Head Start is committed to providing clear and specific information about what will be available via the other two components of our National TTA System in order to maximize the use of these funds. Over the course of the coming year we must work together to make sure the three strands of our TTA system work together seamlessly to ensure
we accomplish the goal of raising the quality of teaching and learning for all our children. I am confident that, if we do that, together we will meet the goal of improving outcomes for all our children.

If you have any questions or concerns, please contact Patricia McMahon at the Office of Head Start at patricia.mcmahon@acf.hhs.gov or 202-205-5792.

/ Yvette Sanchez Fuentes /

Yvette Sanchez Fuentes
Director
Office of Head Start