



YEAR IN
REVIEW
2019-2020





From the Editor

This report is for the fiscal year ended January 31, 2020. Unless otherwise noted, service totals, statistics, and outcomes are for the period February 1, 2019, through January 31, 2020.

Electronic Copies

Visit our website at www.swgacac.com to view, print, or download a copy of this publication.

Information

Visit our website at www.swgacac.com or our facebook page for more information about Southwest Georgia Community Action Council, Inc. including informational brochures, current events, employment opportunities, electronic correspondence, and links to valuable resources.

Member:

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www.georgiacaa.org

Southeastern Association of Community Action Agencies
www.seacaa.org

Community Action Partnership
www.communityactionpartnership.com

National Community Action Foundation
www.ncaf.org

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HELPING PEOPLE HELP THEMSELVES . . .

On September 27, 1965, Southwest Georgia Community Action Council, Inc. (CAC) was chartered, making the Economic Opportunity Act of 1964 a reality in Southwest Georgia by helping socially and economically disadvantaged persons help themselves through a variety of services.

Emerging from a group of concerned Colquitt County citizens acting as an interagency council, support was solicited from the local community while Dr. Adeline Barber investigated the possibilities of accessing President Lyndon Johnson's "Great Society" programs being made available to communities. Eventually Commander Robert J. Clinton, a retired naval officer, agreed to chair the group and seek funding from the newly created Office of Economic Opportunity.

Working through the then Area Planning and Development Commission (APDC) in Camilla that received the original funding, Commander Clinton was hired full-time during the summer of 1965. APDC eventually spun the program off, and CAC was chartered to serve the Southwest Georgia area with the corporate office in Moultrie and Commander Clinton serving as Executive Director.

The first program funded was an ongoing Child Care Program, with the first Child Care Center opening in January of 1966. June of that year saw the opening of the Agency's first Neighborhood Service Center.

Growing out of the dreams of a diverse group of visionary citizens with a sincere concern for the well-being of their community, CAC is a charitable private non-profit organization as designated by the IRS that now employs approximately 585 individuals and serves 21 counties through an annual budget of approximately \$30 million.

Core administrative funding for the Agency is the federally appropriated *Community Services Block Grant (CSBG)*. Additional funding comes from public and private grants acquired through competitive application submissions, contracts, local partnerships, fund-raisers, and donations. Services are provided through a network of 11 Neighborhood Service Centers and 22 Child Development Centers.

A Chief Executive Officer, Randy Weldon, is employed by the Board of Directors and is responsible for securing and maintaining adequate funding streams, directing daily operations, and ensuring that accountability for services is maintained. Board oversight ensures that all counties in the service area have equal opportunity for their voice to be heard.

Three major service categories define the array of services provided by the Agency: Community Services, Housing and Energy, and Child Development. The Agency stands prepared to respond in a timely and effective manner to ongoing needs within the community and in crisis situations such as natural disasters. The combination of non-profit status, experience in administering a variety of service programs, long standing relations with federal and state funding sources, and ongoing community partnerships enables the Agency to quickly mobilize resources to help those most in need.

At Southwest Georgia Community Action Council, Helping People Help Themselves is more than a motto — for more than 50 years it has been a way of life!

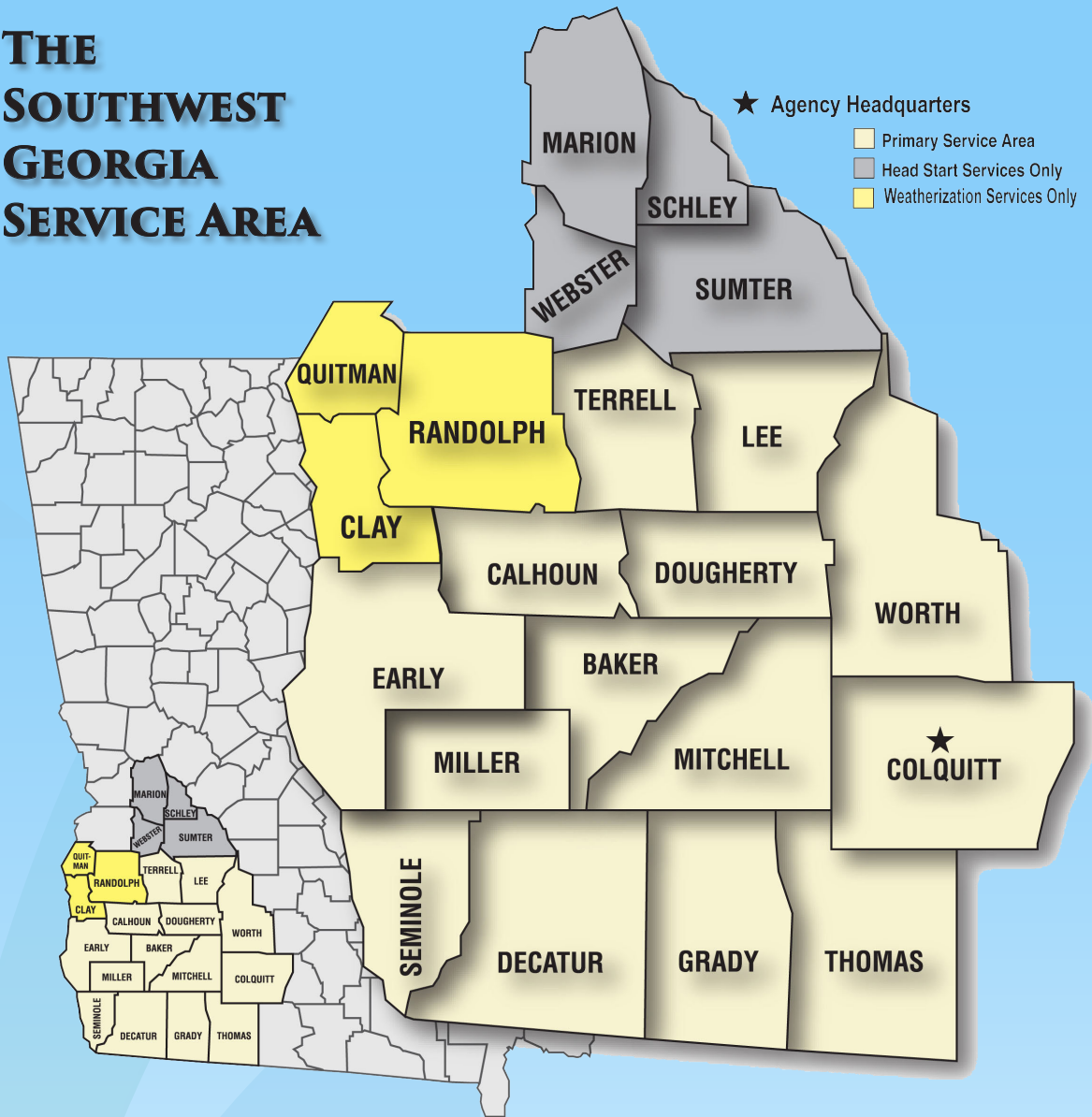
OUR MISSION . . .

. . . to Administer to the Needs of the Community by Helping Citizens Attain and Maintain Self-sufficiency.

OUR VISION . . .

. . . for All Families in Southwest Georgia to be Self-sufficient.

THE SOUTHWEST GEORGIA SERVICE AREA



Primary Service Area	14 Counties
Weatherization Service Area	17 Counties
Head Start Service Area	18 Counties
14 County Population	348,677
17 County Population	360,696
18 County Population	395,337

Corporate Headquarters	Moultrie, Georgia
Service Sites:	
Neighborhood Service Centers	11 Locations
Child Development Centers	22 Locations

Did You Know?
An annual unduplicated total of approximately
33,000
Southwest Georgians
- 1 in 12 persons -
are provided direct services by the Agency.

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In Memory

Elizabeth Hylick

Board Member
Terrell County
22 Years of Service

Elvis Christian

Head Start Transportation Specialist
17 Years of Service

FROM THE CEO

Ladies and Gentlemen:

I consider it a privilege to serve the community through our work at Southwest Georgia Community Action Council. Southwest Georgia is a wonderful place to live. However, we must not forget that there are those among us who live in poverty and struggle daily to obtain and maintain necessities that you and I largely take for granted. Fortunately, for those willing to work with us to help themselves, we are poised to help them escape poverty through a variety of services.

This Agency has a proud history of excellence in all that we do. I'm especially proud that we never rest in our quest for improvement. I want to thank our incredible, hardworking staff for their devotion to our mission and invite you to examine this compilation of our accomplishments.

The hard work of our Head Start/Early Head Start staff paid off this year in many ways. Significant progress was made toward our goal of attaining state licensing and Quality Rated status for all sites through *Bright From The Start*. All of our 22 sites are now licensed and ten sites have received their Quality Rating. The remaining sites are working diligently toward attainment of their Quality Rating and are at various points in the application process.

We continued to alleviate substandard living conditions, upgrade structural integrity, and improve the energy efficiency and safety of the housing stock in our service area through our home weatherization and rehabilitation services. In the spirit of innovation and practicality, a new automated call-in method for scheduling client appointments for LIHEAP was initiated in November of 2019. This provides a more efficient means of scheduling client appointments that allows clients to choose the date and time that is most convenient for them.

In November we were also honored to host Georgia Department of Community Affairs Commissioner Christopher Nunn and the DCA Board of Directors at our headquarters in Moultrie. It was a unique and welcome opportunity to share the challenges and successes of serving as the coordinated entry lead agency for homeless services in Colquitt County under DCA Emergency Solutions Grant programs and thank the group for our many other successful partnerships through the years.

We increased the diversity of our board of directors by welcoming several new members this year. Thanks to the efforts of our board under the leadership of Chairman Raimond Burley, we are well poised to guide the Agency in meeting any future challenges to continued success.

I look forward to continuing to lay the groundwork for our organization to grow and maintain a viable future while exploring innovative and practical ways to bolster our impact in Southwest Georgia. Join with us as we continue to fulfill the Community Action promise.

Sincerely,



Randy Weldon
Chief Executive Officer



Randy Weldon,
Chief Executive
Officer

*Winning isn't everything, but
the will to prepare to win is
everything.*

-Vince Lombardi

FROM THE CHAIR



**Raimond Burley,
Board Chair**

Greetings:

It is always my pleasure to present our annual Year in Review and share the results of what we at Southwest Georgia Community Action Council work so hard to accomplish.

It is our vision for all families in Southwest Georgia to be self-sufficient. With this in mind, the determination and tireless efforts of our board, staff, volunteers, and many partners is evident in all that we do. I commend each of them and extend my appreciation for a job well done.

Throughout the history of this Agency we have always stepped up when faced with challenging times. As our fiscal year drew to a close in January 2020, we were barely beginning to hear rumblings of something called coronavirus. Little did we know that one of the first victims in our area would be our own board vice-chairperson, Ms. Elizabeth Hylick of Terrell County. While our local area – and indeed our world – has been impacted in ways that threaten our ability to survive and subsist, rest assured that we will take all measures necessary to ensure the safety of our staff and clients and utilize every resource we can find to help those impacted by this pandemic survive and regain self-sufficiency.

As the future unfolds, we will continue to accept the responsibility of serving our fellow man. We will continue undaunted in our pursuit of necessary funding and resources to provide services that meet pressing needs.

Please join us as we continue to help people and change lives!

Sincerely,

A handwritten signature in black ink that reads "Raimond Burley". The signature is written in a cursive style and is positioned above the typed name.

Raimond Burley
Chairman
Board of Directors

*It is not only what we do, but
also what we do not do, for
which we are accountable.*

-Moliere

BOARD OF DIRECTORS

as of January 31, 2020

Darrell Alexander
Early County

Kathleen Barineau
Seminole County

Tony Buczek
Seminole County

Raimond Burley
Mitchell County (Chair)

Linda Burney-Henry
Decatur County

Robert E. Chester
Early County

LaFaye Copeland
Grady County

Phillip Corker
Grady County

Richard Edwards
Colquitt County

Annie Grant
Miller County

Tyler Harris
Dougherty County

Marybell Hernandez
Colquitt County

Lucius Holloway, Sr.
Terrell County

Elizabeth Hylick
Terrell County (Vice Chair)

Johnny Jackson
Mitchell County

Tony Jones
Dougherty County

Ethel Lovett
Calhoun County

Craig Moore
Mitchell County

Willie J. Oxford
Terrell County

Brenda Scott**
Calhoun County

Shelba Sellers
Thomas County

Evelyn Severson
Decatur County

Patricia Shirley
Lee County

Charlie Williams
Calhoun County

Claven Williams*
Worth County

Thawanna Woodson
Seminole County

Nancy Wright
Early County (Secretary/Treasurer)

David Stone
Ex-Officio (Colquitt County)

James R. Yates
Ex-Officio (Colquitt County)

Ashley Halstead
Ex-Officio (Policy Council)

* Policy Council Liaison ** Executive Committee Member at Large

Public, Private, Low-Income: Working Together to Make a Difference!

The Tripartite Board

Agency bylaws dictate that a tripartite board of directors comprised of representation from the low-income, private, and public sectors of the 14-county primary service area provide oversight. Board oversight is crucial to maintaining the foundation for and focus on accountability -- both fiscal and programmatic. We are thankful for the dedicated service and diverse areas of expertise that the board provides to keep the Agency focused on meeting the most pertinent needs of the low-income population throughout the service area.

Board Meetings

Board meetings are held at the Agency Headquarters in Moultrie at 6:30 p.m. on the fourth Tuesday in the months of January, March, May, July, September, and November.



Board members (l-r) Raimond Burley, Charlie Williams, Willie Oxford, Nancy Wright, Johnny Jackson, Brenda Scott, Lucius Holloway, Sr. and Elizabeth Hylick pose with CEO Randy Weldon holding their perfect attendance certificates awarded for attending all board meetings held during 2019. Not pictured: Evelyn Severson.

EXECUTIVE MANAGEMENT TEAM

as of January 31, 2020



Randy Weldon
Chief Executive Officer



Beverly Wise
Comptroller



Ann Hires
Planner



Scott Smith
Human Resources Director



Yolanda Daniels
Head Start/Early Head Start
Director

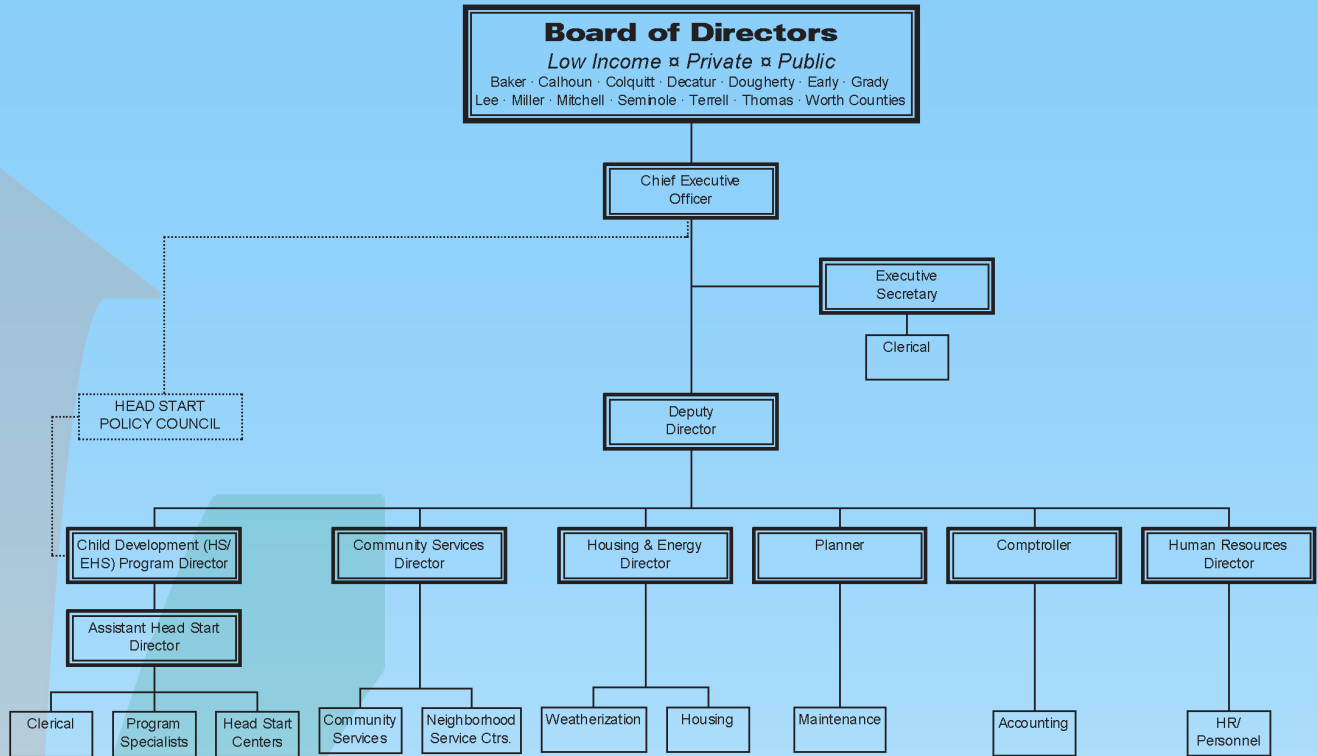


Lykesa Bridges
Head Start/Early Head Start
Assistant Director



Sondra Hampton
Community Services Director

ORGANIZATION CHART



COMMUNITY SERVICES

Senior Nutrition Program • This is a popular service that provides hot, nutritious lunches in Colquitt and Miller counties to those who are eligible based on need and age. Primary funding is provided by the *Community Services Block Grant (CSBG)*. Supplemental funding provided by United Way in Colquitt County and the Board of Commissioners in Miller County lends financial stability for the service in each county. Menus are prepared with USDA nutrition standards in mind to ensure that meals provide a balanced diet from the four basic food groups. Activities such as arts and crafts, recreation, and educational lectures are made an integral part of this activity. Home delivery is available for those who are homebound.

Senior Nutrition Highlights

- Counties Served: Colquitt & Miller
- Service is provided Tuesday through Friday

139 Average Number of Meals Served Per Day
28,337 Total Meals Served

Benefits of the Senior Nutrition Program

- Ensures that seniors receive at least one hot nutritious meal per day
- Provides social interaction to avoid isolation
- Helps seniors maintain their independence for peace of mind
- Provides the opportunity for trained delivery personnel to detect hazardous living conditions such as fire hazards and the need for hand rails, step repairs, etc.
- Provides the opportunity to visibly detect deteriorating health conditions requiring medical attention, ask if clients have been taking proper medication, see if a person has fallen, etc.



For many elderly clients who are no longer able to cook for themselves, this is the only way they ever get a balanced hot meal.

-Annie Doris Bell
 Miller County NSC Manager

Transportation • Reliable transportation is a common need for the low-income population of our rural service area. These services are designed to provide transportation primarily for low-income persons sixty years of age and older to senior nutrition feeding sites and essential services such as medical appointments, pharmacies, and grocery stores. We provide these services in Colquitt and Miller counties in support of the Senior Nutrition Program.

Food Pantries • Staple food items are provided to families in times of emergency need to keep them from experiencing malnutrition. We accept food and monetary donations on an ongoing basis as a means of supplementing our limited funding designated for stocking pantries.

Community & Veteran Career Fair • The Mitchell County Neighborhood Service Center partnered with the Georgia Department of Labor and City of Camilla in May of 2019 to organize and host their Fourth Annual Community and Veteran Career Fair. The event was held at The Depot in Camilla and attracted more than 20 employers from as far away as Florida. Approximately 100 individuals, mostly veterans, attended the event. In preparation for making a good first impression, the Mitchell County NSC provided free job readiness training services such as resume preparation assistance, job interview skills training, and tips on dressing for success. We enjoy helping veterans as well as others in our community find resources, training, jobs, and careers that lead to self-sufficiency!

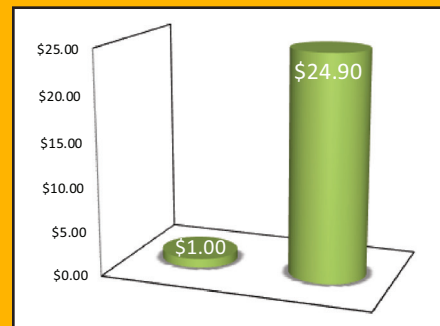


HELPING PEOPLE. CHANGING LIVES.

CSBG Adds Resources to the Community

Per the National Association for State Community Services Programs (NASCS), the CSBG network leveraged \$7.80 from state, local, and private sources for every dollar of CSBG funding. Leverage included \$2.67 from state sources, \$2.39 from local sources, \$2.30 from private sources, and volunteer hours valued at \$0.44. Including all federal sources, the CSBG network leveraged \$20.18 for every dollar of CSBG funding. In comparison, the CSBG network in Georgia leveraged \$12.58 for every dollar of CSBG funding.

The results for SWGACAC were even more impressive, with \$24.90 in leverage per dollar of CSBG funding. Local CSBG funding of \$1,106,786 leveraged more than \$27.5 million!



We're Ready in Times of Need

The Agency stands poised when needed to respond to natural disasters such as tornados, floods, and hurricanes. We take pride in being a part of the local disaster recovery network and work hand-in-hand with state and local relief organizers such as American Red Cross and GEMA to quickly secure resources, provide recovery assistance, disseminate information, and make appropriate referrals. In times of disaster we have provided assistance ranging from major home repairs to necessities such as utility and rent deposits, toiletries, food, and clothing vouchers.

Community Partnerships • We enjoy partnering with other community organizations and worthy causes to sponsor events and help people connect to the benefits and resources they need. Examples include our partnership with HEARTS for Families in their Teen Empowerment Expo and the Georgia Department of Labor in their job fairs for veterans.

Emergency Services • Emergency services are provided to assist with payment of rent, mortgage, utility bills, and deposits; purchase of food; and provision of shelter in situations that prevent cut-offs, minimize malnutrition, circumvent incidents of eviction, and re-house homeless families.

We utilize a variety of funding sources to provide as many service options as possible to meet the needs of those who find themselves in emergency situations due to circumstances beyond their control. Intake staff also conduct a comprehensive assessment on all clients and offer progressive case management services designed to assist clients in identifying and meeting goals to improve their level of self-sufficiency and minimize the likelihood of recurring emergency needs. The chart below provides a summary of services provided by funding source.

Funding Source	Benefits	Households Served	Clients Served
Community Services Block Grant (CSBG)	\$61,294.07	260	614
Emergency Food & Shelter (FEMA)	\$60,638.23	182	433
Emergency Relief Fund (Colquitt County)	\$61,215.12	330	729
Emergency Solutions Grant - Homelessness Prevention (HUD)	\$86,860.69	82	225
Emergency Solutions Grant - Hotel/Motel Vouchers (HUD)	\$18,440.00	30	57
Emergency Solutions Grant - Rapid Re-Housing (HUD)	\$104,705.88	183	498
Project HOPE (City of Albany)	\$26,825.24	82	204
Total	\$419,979.23	1,149	2,760

COMMUNITY SERVICES

LIHEAP • The Low Income Home Energy Assistance Program (LIHEAP) assists low-income families in offsetting the increased cost of energy for winter home heating. Families may receive assistance once each winter, and priority is given to households comprised entirely of those who are homebound or age 65 and above. Funding is also set aside for those with life threatening medical conditions. Moreover, the federal government sometimes releases funds for cooling assistance in instances of excessively hot summers.

LIHEAP provides the following benefits within our community:

- circumvents heating fuel cut-off for homebound, elderly, and low-income households
- reduces incidents of health problems attributable to winter cold
- enables elderly and those with life threatening medical conditions to maintain independence, while preserving peace of mind
- stimulates the local economy through funds put into circulation for the payment of heating fuel bills — *approximately \$3.9 million last year!*
- helps keep heating fuel costs for the general public from rising by reducing billing write-offs for heating fuel suppliers.



Making an Impact . . .

12,406 Households
(approximately 31,000 individuals) were assisted through the 2019-20 LIHEAP funding cycle.

More than half of those receiving LIHEAP in Georgia are elderly. More than one-third are disabled. More than 70% of LIHEAP recipient households have at least one vulnerable person.

County	Heating Benefits Expended	Heating Households Served	Cooling Benefits Expended	Cooling Households Served
Baker	\$49,960	136	\$3,150	8
Calhoun	\$66,200	173	\$12,700	32
Colquitt	\$454,797	1,210	\$97,500	247
Decatur	\$321,050	864	\$55,962	142
Dougherty	\$1,113,834	3,018	\$231,400	589
Early	\$172,460	463	\$31,600	80
Grady	\$306,600	823	\$64,450	163
Lee	\$68,010	182	\$27,850	70
Miller	\$71,990	194	\$13,150	33
Mitchell	\$330,690	891	\$53,800	136
Seminole	\$98,080	266	\$13,850	35
Terrell	\$211,710	564	\$26,300	66
Thomas	\$453,990	1,232	\$80,700	206
Worth	\$185,760	497	\$34,200	86
Total	\$3,905,131	10,513	\$746,612	1,893

Cooling Assistance • For the first time in 11 years, a portion of LIHEAP funding was designated for cooling assistance to offset the increase in utility bills due to the hot summer temperatures. A total of 1,893 families benefitted from cooling services.

Cooling Assistance provides the following benefits within our community:

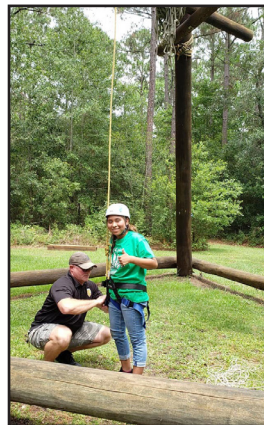
- circumvents cut-off of cooling utility source for homebound, elderly, and low-income households
- reduces incidents of health problems attributable to summer heat
- stimulates the local economy through funds put into circulation for the payment of cooling bills — *\$746,612 last year!*



HELPING PEOPLE. CHANGING LIVES.

Robert J. Clinton Summer Youth Enrichment Summit (YES!) • Named after the Agency's original CEO, the Robert J. Clinton Summer Youth Enrichment Summit (YES!) is a series of regional week-long summer enrichment camps targeted at youth ages 12-14. Youth who attend benefit from experiences made possible by public donations, local fundraisers, business community sponsorship, and competitive grant awards. Participants complete a pre- and post-survey to measure gains and outcomes.

The purpose of YES! is to provide youth, primarily rising 8th graders, a summer day camp with the opportunity for experiences to enrich, empower, and inspire them to reach their full potential as students and citizens. YES! provides a well-rounded slate of activities based on the STEAM model that focuses on science, technology, engineering, art & agriculture, and math & money management. Campers learn by hands-on participation in targeted activities, community service projects, and educational field trips. YES! sites for 2019 included Albany, Bainbridge, Blakely, Camilla, and Moultrie. We are extremely proud to offer this innovative summer experience and are equally proud of the 162 youth participants for 2019!



You Can Help!

Tax-deductible contributions to benefit the Robert J. Clinton Youth Enrichment Summit are accepted year-round. The *Going for the Green* Golf Tournament is also held each May during National Community Action Month. You can donate online at www.swgacac.com or contact the Agency at 229/985-3610 or 800/642-3384 today to become a part of the team!



HOUSING & ENERGY

Housing and Energy (H&E) programs are designed to provide housing repairs with a focus on energy conservation. Reduced energy loss, which yields lower home fuel/utility costs, is achieved by preventing infiltration of the elements through measures such as insulation, sealing with two-part foam, caulking, and minor home repairs. Other programs are designed to assist with repair of deteriorating housing conditions, including major renovation of homes. All services are dependent on funding source guidelines such as various homeownership requirements and income eligibility.

Weatherization • Weatherization activities include housing renovation measures that reduce energy use for homeowners or renters. Our objective is to reduce home air leakage, thereby reducing energy loss and ultimately energy cost. Funding amounts are determined by *Georgia Environmental Finance Authority (GEFA)* and are based on population and income standards for the service area.

How Green Are We?

- Weatherization returns **\$4.50** to households and society for every dollar invested including **\$2.78** in non-energy benefits.
- The average annual home utility bill **savings is \$283** or more depending on the housing type, location, and fuel source.
- Households are **left with more money** for basic necessities such as medicine and groceries.
- The average household's out of pocket medical expenses decrease by **\$514** per year after weatherization.
- Weatherization **benefits communities** by providing **safer** and more **energy efficient** housing stock and **increased economic activity**.

A Weatherization Auditor assesses each housing unit to determine the energy measures that will result in the greatest savings for each client. This technical assessment is a complete energy audit which serves as a guide for the weatherization field staff. Weatherization field staff are responsible for conducting diagnostic tests on each housing unit, utilizing what is referred to as “blower door” equipment to pinpoint air leakage and determine the total amount of air leakage that must be sealed to help reduce costs resulting from energy loss.

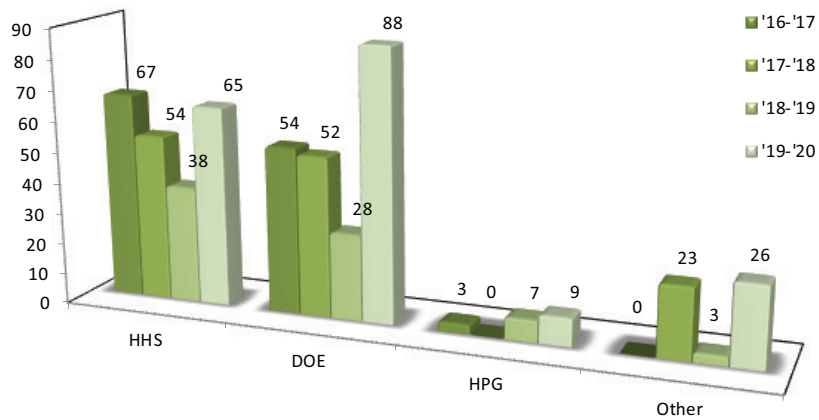
Indoor air quality that promotes a “healthy” home is also a weatherization focus. Air quality measures such as vented stove hoods, bathroom exhaust fans, and whole house energy recovery ventilators (ERVs) are now required. Health and safety measures are a top priority and include installation of smoke and carbon monoxide detectors.



U.S. Department of Energy (DOE) requires that all tasks performed on homes meet the specifications, objectives, and desired outcomes outlined in the Standard Work Specifications (SWS). We must meet technical requirements for field work including audits/testing, installation of energy conservation measures, health and safety, incidental repairs and final inspection. In order for a home to be reported as a completed unit it must receive a final inspection by a certified Quality Control Inspector (QCI) who ensures that all work meets the minimum specifications outlined by the SWS.

HOUSING & ENERGY

Housing Jobs Completed by Program Funding Source*



* Weatherization funding sources include U.S. Department of Health and Human Services (HHS) and U.S. Department of Energy (DOE). HPG is USDA Rural Development's Housing Preservation Grant. *Other* includes preservation and repair funding provided through Community Services Block Grant (CSBG) in '17-'18, '18-'19, and '19-'20; anonymous donations in '17-'18 and '19-'20; and the Richard C. Munroe Foundation in '19-'20.



Making an Impact!

If it (was not) for weatherization, I would not have air (conditioning) in my house or hot water.

-Reese Family
Moultrie, Georgia

My utility bill has taken a decrease.

-Jones Family
Albany, Georgia



A Weatherization Technician utilizes "Blower Door" equipment (bottom left) to pinpoint energy loss and identify where to focus weatherization efforts. Technicians seal attic areas using two-part foam to prevent energy loss (bottom middle). A technician installs baffles for soffit vents (bottom right). Attic sealing and duct sealing and repair have already taken place, while attic insulation is beginning to be blown in (top left). Completed work is ready for final inspection (top right).

HOUSING & ENERGY

Preservation & Repair Services • The Housing Preservation Grant (HPG) program, funded by *Rural Housing Service of the United States Department of Agriculture*, provides the Agency a perfect complement to weatherization services. The purpose of this program is to preserve existing housing by removing or repairing substandard conditions. Combining resources from HPG and weatherization programs strengthen our ability to provide needed assistance on the “whole” house, as HPG can provide services that go beyond weatherization measures to include upgrades to the structural integrity of homes.

HPG efforts also include services to address the needs of elderly and handicapped homeowners. HPG resources provide wheelchair ramps, protective handrails, and grab bars. Services can also improve interior and exterior access through doorways and in bathrooms and provide other structural related personal mobility aids for improved accessibility.

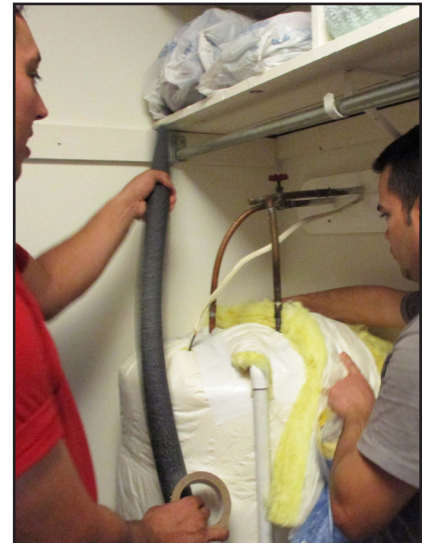
Collaborative Housing Ventures • We partner with many social service organizations, government entities, and community-based groups to exchange referrals, leverage funding, provide management services, and expand our capacity to meet housing needs and increase housing options for the clients we serve. Examples include partnerships with Southwest Georgia Regional Commission, USDA Rural Development 504 Loan Program, Charles Sherrod Community Development Corporation, the Richard C. Munroe Foundation, SunTrust Foundation (now Truist), and Georgia Watch.

We have developed an energy auditing curriculum that is used as a template for providing energy auditing demonstrations and training. In addition to home energy audits, we have also performed small business energy audits to help small business owners lower their cost of doing business by reducing energy consumption. We look forward to expanding collaborative efforts in the years to come to make a greater impact in the community.

HPG

Housing Preservation Grant

HPG provides funds to remove or repair substandard conditions in low-income owner occupied homes of primarily the elderly and handicapped.



HEAD START/EARLY HEAD START

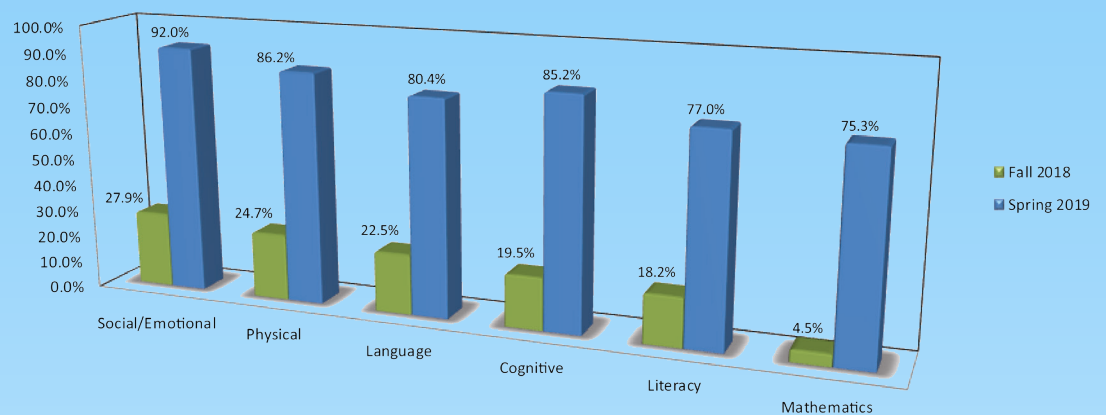
Head Start/Early Head Start is a comprehensive child development program designed for children prenatal to age five. Head Start is funded by the Department of Health and Human Services (HHS) through the Administration for Children and Families (ACF) Office of Head Start (OHS). The Agency first became a Head Start grantee in 1965. Now one of the largest grantees in Georgia, CAC is authorized to provide Head Start services in 18 counties to 1,796 preschool children and families of which 60 four-year-olds receive Georgia state lottery funded Pre-K/Head Start blended services. Early Head Start services are provided to 327 infants, toddlers, and pregnant women for a combined Head Start *and* Early Head Start authorization of 2,123 enrollment slots.



Head Start/Early Head Start services are provided through a network of 22 Child Development Centers (CDCs). (See page 27 for contact information.)



Percentage of Four-Year-Olds Meeting Readiness Benchmark



The growth reports for children served by the Agency's Head Start/Early Head Start Program indicate that children made significant progress among the six domains of measurement. Children are assessed in the fall, winter, and spring of the school year. The graph above shows the gains from the fall assessment to the spring assessment by indicating the percentage of four-year-olds who met the readiness benchmark for each domain. These gains provide resounding proof that Head Start/Early Head Start is a worthwhile investment in Southwest Georgia!

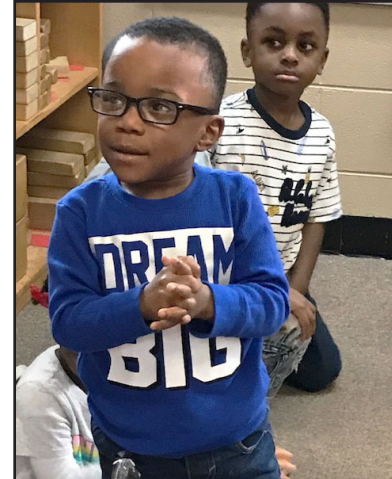
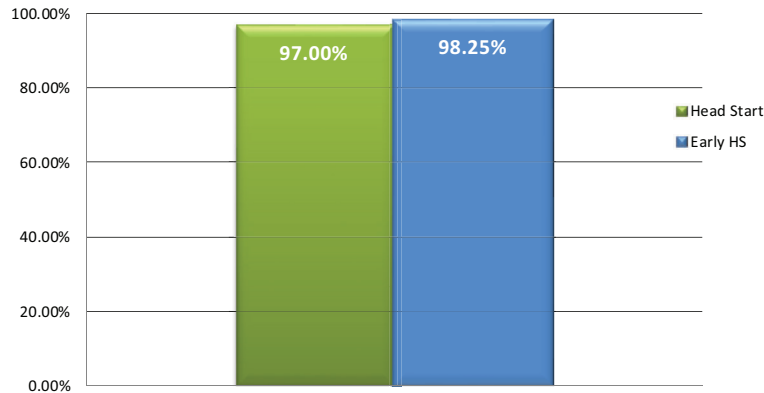
Program Operation • CAC operates a full year, full day, center based option in which Head Start children attend the program 6.5 hours per day for a minimum of 1,020 hours annually while Early Head Start children attend 7 hours per day for a minimum of 1,380 hours annually as required by Federal Head Start Program Performance Standards. CDC calendars are based on local public school system calendars as much as possible.

Performance Standards and Accountability • Extensive accountability measures continuously track our success in meeting Program Performance Standards. Financial and narrative progress reports are submitted to ACF throughout the year, while a Performance Information Report (PIR) is submitted annually and covers multiple measures of performance required by the Performance Standards. We also conduct an annual Self Assessment to review outcomes for the year. Furthermore, our program undergoes regularly scheduled intensive on-site federal reviews where a team of specialists validates compliance with the Performance Standards.

Day Care Licensing • Day care licensing is not required for traditional Head Start services. However, as of January 2020 all 22 CDCs are licensed. Licensing affords us the option of one day providing after-school and extended day services. We have also begun the process of obtaining ratings for centers through Quality Rated Child Care. Ten centers have been rated with two centers receiving a three star rating and eight centers receiving a two star rating.

HEAD START/EARLY HEAD START

**Average Monthly Enrollment
(As a Percentage of Funded Enrollment)**



Total Number of Children and Families Served: **2,477**

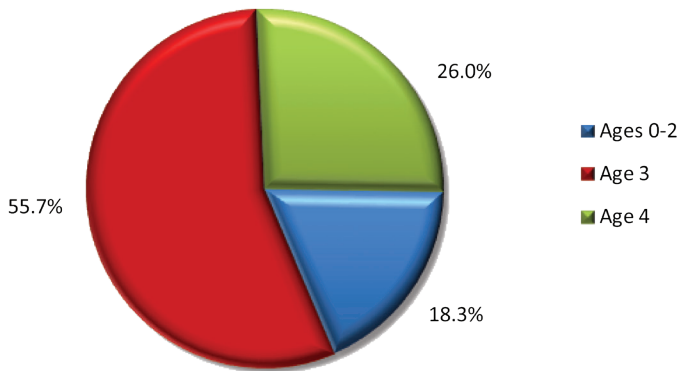
(includes 25 pregnant women; also includes those children and families that entered and exited the program prior to the end of the school year)

Percentage of Eligible Children Served: The Agency's community assessment indicates that there are approximately **4,415** children ages three and four and **6,623** children under age three who reside in the Head Start service area and are **income eligible** for Head Start/Early Head Start.

Head Start served **2,037** eligible children (**46.1%**) and Early Head Start served **415** eligible children (**6.3%**) for a combined percentage of **22.2%**.

(Another 25 children whose family incomes fell between 100% and 130% of the federal poverty line were served in accordance with Head Start guidelines.)

Percentage of Cumulative Enrollment by Age*



** does not include the enrollment of 25 pregnant women*

Head Start is . . . a federally funded comprehensive child development program that has served low-income children and their families since 1965. Head Start programs serve children in families earning income at or below the federal poverty level.

Head Start actually consists of two programs: Head Start (serving families with children ages three and four) and Early Head Start (serving infants and toddlers under the age of three, pregnant women, and their families).

Funding goes directly from the federal government to local grantees. The federal government provides 80 percent of the annual cost to operate the program, and the remaining 20 percent must be generated locally. This non-federal share may be in the form of monetary contributions, donations of goods or services, or volunteer hours.

Go to www.nhsa.org to find out more about the impressive benefits of Head Start and Early Head Start services.

The Role of the Policy Council . . . In accordance with Head Start requirements, we maintain a formal structure of shared governance through which parents of children enrolled in the program participate in policy-making and decisions about our program. The Policy Council works in partnership with key management staff of the Agency and is comprised of 51% parents and 49% community representatives.

HEAD START/EARLY HEAD START

Education • We provide children with activities that help them develop cognitively, socially, emotionally and physically. The preschool (Head Start) and infant/toddler (Early Head Start) programs use *Learn Every Day*, *The Preschool Curriculum* which is enhanced with *Imagine It!*, *Second Step* social/emotional curriculum materials, and *Rhyme-A-Week* phonological awareness program. Services provided to expecting families include prenatal and postnatal education home visits and group socialization activities. All families have the opportunity to participate in monthly workshops and a *Nurturing Parenting* program curriculum.

Preschool children are screened upon entry into the program in the areas of motor skills, language and concepts. The *Brigance Head Start Screen III* instrument is used for this purpose. Infants and toddlers are screened annually using the *Brigance Early Head Start Screen*. Ongoing assessment of each child continues throughout the year using checklists and the *Teaching Strategies GOLD* assessment instrument.

Our goal from birth to age five is to introduce the children to age appropriate skill sets and experiences that will prepare them to succeed in public school. We provide transition activities for children and parents that include field trips to kindergarten, workshops on requirements for kindergarten registration and kindergarten expectations, and a transition packet of activities for each child and parent.

School Readiness Goals

We have developed a set of school readiness goals that are aligned with Teaching Strategies GOLD, the Head Start Early Learning Outcomes Framework (HSELOF) Birth to Five, and the Georgia Early Learning and Development Standards (GELDS). These include objectives for language development and literacy, cognition and general knowledge, well-being and motor development, social and emotional development, and approaches toward learning.

Language Development & Literacy

- Children will comprehend and use increasingly complex and varied vocabulary for conversation and communication.
- Children will develop age appropriate literacy knowledge and skills through experiences with phonological awareness, letter knowledge, book and print knowledge, and early writing concepts.
- Children will maintain proficiency in their primary language while making progress in understanding and using English.

Cognition & General Knowledge

- Children will develop age appropriate math awareness through experiences with number and quantity, geometry and spatial thinking, measurement and comparison, and algebraic thinking concepts.
- Children will develop problem solving skills through observation, discovery, and the exploration of their natural world.

Well-Being & Motor Development

- Children will practice safe habits and healthy behaviors.
- Children will develop control, strength, and physical coordination through age appropriate fine motor and gross motor activities.

Social & Emotional Development

- Children will develop positive relationships with adults and peers.
- Children will develop positive self-awareness and self-confidence.
- Children will develop the ability to manage behavior and emotions with increasing independence within the context of daily routines and group experiences.
- Children will develop an understanding of self related to family and community.

Approaches Toward Learning

- Children will develop creativity and imagination through music, movement, drama, and art.
- Children will engage in a variety of experiences in order to promote curiosity, initiative, and a love of learning.
- Children will develop the ability to show self-direction, persistence and flexibility in actions and behavior, and be able to sustain focus and attention in completing tasks.

Emergent & Family Literacy • Emergent and family literacy is a priority for Head Start. Programs and special events such as *Let's Read!*, *Okie Dokie Book Day*, *Read Across America*, *Literacy for Georgia (LAG)*, *Get Georgia Reading Campaign*, library card sign-up, literacy workshops, and others reinforce the need to read aloud to children and to increase children's vocabulary.

HEAD START/EARLY HEAD START

Family & Community Partnerships • Head Start encourages strong communication and cooperation within communities to improve the delivery of services to children and their families. A team of Family Service Workers and Family/Community Partnership Specialists works to build collaborative relationships with families and other resource agencies to address a variety of needs in Head Start families. These services are provided to strengthen and stabilize family units and sustain an environment that fosters school success.



Parent, Family, & Community Engagement • Parent Engagement has long been a cornerstone of Head Start/Early Head Start and is an ongoing process that focuses on the changing interests of today's parents and families. We establish a partnership and collaboration with all Head Start parents because we believe that parents play a crucial role in the success of our program and are their child's most important educators.

Parents are encouraged to volunteer in all aspects of the program. They assist our program with self-assessment, program planning, curriculum planning, center activities, parent trainings, budget development, and other functions that enhance program outcomes. Opportunities for parental engagement that were provided during the past year include:

- parent orientations (July & January)
- monthly workshops
- monthly parent meetings
- parent/community service projects
- volunteer orientation (October)
- center volunteers
- *Monday Morning Mom* support groups
- *Strong Fathers, Strong Families* male involvement/fatherhood initiative
- bi-monthly Policy Council meetings and trainings
- parent educational activities of the parents' interest (October & March)
- home visits for dialogue about the ways in which parents can contribute to their child's development at home
- School Readiness Advisory Meetings
- Health Services Advisory Committee Meetings (October & April)
- Eligibility, Recruitment, Selection, Enrollment, & Attendance (ERSEA) Committee
- annual Parent Health and Community Resource Fair
- regional, state, and national parent conferences

Head Start Parent & Family Engagement Outcomes

Our program focuses on achieving positive family outcomes that support positive child outcomes such as enhancing school readiness skills, sustained learning, and developmental gains into elementary school. We incorporate the Head Start Parent and Family Engagement Outcomes into our daily family engagement activities, planning activities, and program policies and procedures. The seven outcomes that we focus on are:

1. family well-being
2. positive parent-child relationships
3. families as lifelong educators
4. families as learners
5. family engagement in transitions
6. family connections to peers and community
7. families as advocates and leaders

HEAD START/EARLY HEAD START

Health Services • Head Start takes a holistic approach in addressing the needs of families and distinguishes itself from other childcare and preschool alternatives by ensuring that each child has accessible health care. These services include professional health screenings and examinations and follow-up medical treatment, dental exams and resulting dental work, mental health assessments and referral, nutrition assessments and treatment, immunization, and safety education just to name a few.

Head Start is a program inclusive of all children and families. It is well known for its non-discriminatory practices, especially in its commitment to serving children with disabilities. CAC promotes inclusion by actively recruiting children with disabilities in collaboration with Local Education Agencies (LEA) and State Education Agencies (SEA) to maintain compliance with the Individuals with Disabilities Education Act (IDEA). Also, a collaborative agreement is maintained with Babies Can't Wait for the provision of disability services for infants and toddlers. Furthermore, children needing behavior modification services are served through contractual agreements with local mental health service providers.

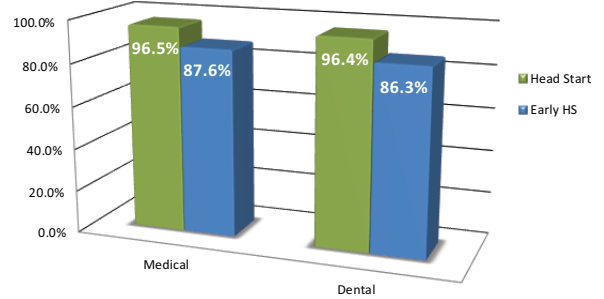
Transportation • Reliable and safe transportation is always a priority in meeting the needs of the families in our rural service area. A fleet in excess of 45 buses provides limited transportation service for children to and from the CDCs and for medical appointments when necessary.

Professional Development • Ongoing training and professional development opportunities are provided for all staff members. Our administrative staff is highly qualified to provide many types of staff training. We have one DECAL approved trainer, several Classroom Assessment Scoring System (CLASS) reliable observers, one certified ServSafe instructor and Child and Adult Care Food Program (CACFP) nutrition trainer, one National Child Passenger Safety (CPS) certified technician, one certified AAA Driver Improvement Program instructor, and many others who are very knowledgeable in their fields and hold various specialized certifications.

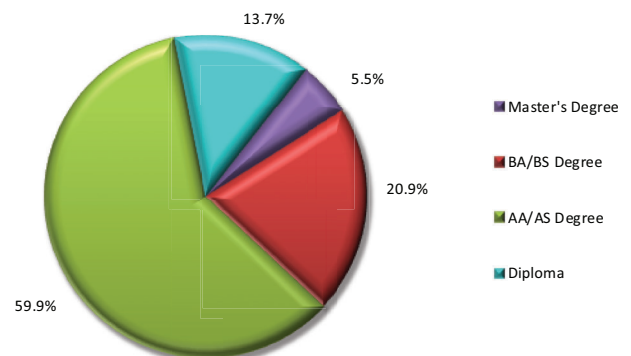
Each staff member has an individualized professional development plan that is tailored to his/her needs. Throughout the school year, trainings are provided at the local level on staff development days. All staff in the centers must obtain 10 hours of DECAL training, while teachers must have 15 hours of early childhood training annually. Everyone receives training annually on Child Abuse and Neglect and Bloodborne Pathogens, and all staff are certified in First Aid and CPR. Moreover, during the month of July a three day Pre-Service Conference is provided for our entire Head Start staff. Thirty to fifty workshops are presented during this time.

All Head Start lead teachers hold at least an associate college degree, with more than one-third holding a bachelor's degree or higher. Many of our Early Head Start caregivers hold an associate degree or higher as well, although not required by the Head Start Act or Program Performance Standards. All assistant teachers also meet or exceed education requirements. All of our nutrition service workers have the ServSafe Food Managers certification. All CDC supervisors, teachers and assistant teachers have the ServSafe Food Handlers certification.

Percentage of Enrolled Children Receiving Medical & Dental Exams



Teacher Qualifications



HEAD START/EARLY HEAD START



The Head Start/Early Head Start Advantage

Decades of research have documented that children who participate in Head Start receive countless benefits. Impacts appear immediately, last a lifetime, and even benefit the subsequent generation. Here are just a few examples.

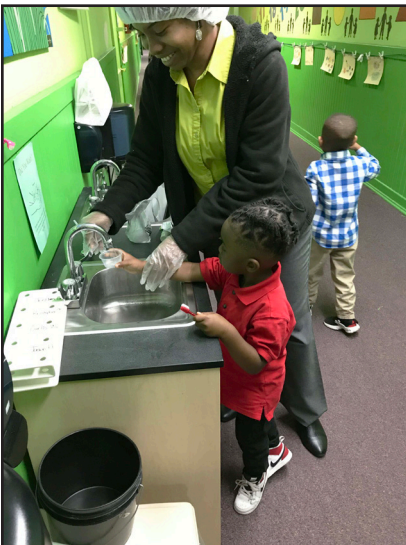
- Head Start children significantly reduce their vocabulary gap during the program year.
- Head Start children are more likely to graduate high school.
- Head Start children are more likely to attend college and earn some form of post-secondary degree.
- Head Start children are less likely to be incarcerated.
- Head Start children are less likely to use drugs or have hypertension through their mid-30s.
- Head Start children are less likely to smoke as adults.
- Parents of 3-year-old Head Start children advance their own education more by the time the child is 6.

CLASS

The Classroom Assessment Scoring System (CLASS), an observation instrument developed to assess classroom quality, is used in our preschool classrooms to provide professional development, program planning, and accountability. The three major domains of the CLASS include Emotional Support, Classroom Organization, and Instructional Support. CLASS observations provide important feedback that confirms strengths and pinpoints areas where improvement can be made.

Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current that can sweep down the mightiest walls of oppression and resistance.

-Robert F. Kennedy



HEAD START/EARLY HEAD START

Child Development Program Mission • To provide a strong foundation through resources and services for children, families, and staff so they can become self-sufficient, healthy, and well-rounded individuals.

Vision • To provide quality services to all eligible children and families in our communities.

Motto • Where children come first and families matter.

Head Start/Early Head Start Budget and Expenditures for the Fiscal Year Ended January 31, 2020

	BUDGET	EXPENDITURES	
U.S. DHHS, ADMINISTRATION FOR CHILDREN & FAMILIES			
Salaries	\$10,899,571	\$10,615,565	
Fringe Benefits	3,434,010	3,392,680	
Travel	136,631	130,244	
Supplies	746,506	800,188	
Contractual	276,610	201,150	
Other (fuel, utilities, building/vehicle maintenance, etc.)	2,349,626	2,484,001	
Training	Included in Other		
Indirect (federally approved rate)	<u>1,640,869</u>	<u>1,859,995</u>	
SUB-TOTAL	19,483,823		19,483,823
BRIGHT FROM THE START			
Child & Adult Care Food Program (CACFP)	No Budget, Reimbursable	1,878,740	
Pre-K	No Budget, Reimbursable	<u>214,163</u>	
SUB-TOTAL			<u>2,092,903</u>
TOTAL			\$21,576,726
OTHER			
In-kind Donations (<i>required minimum 20% local match</i>)			<u>5,016,478</u>
GRAND TOTAL			\$26,593,204

Monitoring & Review • The annual Head Start/Early Head Start program self-assessment was completed in May of 2019. The review found the program to be in compliance with Federal Head Start Program Performance Standards and confirmed that strong management systems are in place with a solid organizational structure.

OHS utilizes five year grant periods for all Head Start/Early Head Start grantees. This report covers the fifth year of our five year grant cycle. On-site monitoring reviews are conducted annually. The most recent review of our Head Start/Early Head Start program was a *CLASS* review concentrating on the interactions between children and teachers by observing the domains of emotional support, classroom organization, and instructional support. The review confirmed improvement from our 2012 *CLASS* review with higher scores in nine of the ten review dimensions that make up the three domains. Our review score for classroom organization exceeded the national average.

The most recent Agency audit was conducted by Clausell and Associates, CPAs, P.C. The auditors issued an unmodified (clean) opinion with all funds received and expended being fully accounted for. A copy of the audit report is available for review at the Agency Headquarters in Moultrie.

FUNDING ANALYSIS

Unaudited as of January 31, 2020

GEORGIA DEPARTMENT OF HUMAN SERVICES (DHS)

Community Services Block Grant (CSBG)	\$1,006,786	
CSBG Discretionary	100,000	
Low Income Home Energy Assistance Program (LIHEAP)	<u>4,385,206</u>	
SUB-TOTAL		\$5,491,992

U.S. DHHS, ADMINISTRATION FOR CHILDREN & FAMILIES

Head Start Federal/Federal Training & Technical Assistance	15,277,341	
Head Start Non-Federal/Non-Federal T&TA	3,819,335	
Early Head Start Federal/Federal T&TA	4,206,482	
Early Head Start Non-Federal/Non-Federal T&TA	<u>1,051,621</u>	
SUB-TOTAL		24,354,779

BRIGHT FROM THE START

Child & Adult Care Food Program (CACFP)	1,878,740	
Pre-K	<u>214,163</u>	
SUB-TOTAL		2,092,903

GEORGIA ENVIRONMENTAL FINANCE AUTHORITY (GEFA)

HHS Weatherization	376,969	
DOE Weatherization	<u>238,578</u>	
SUB-TOTAL		615,547

USDA RURAL DEVELOPMENT, RURAL HOUSING SERVICE

Housing Preservation Grant		59,785
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PRIVATE HOUSING GRANTS/DONATIONS

Richard C. Munroe Foundation	5,000	
SunTrust Foundation	3,500	
Anonymous	<u>10,000</u>	
SUB-TOTAL		18,500

GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

Emergency Solutions Grant Program		240,000
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FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

Emergency Food & Shelter Grant		61,487
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PROJECT H.O.P.E.

City of Albany		200,832
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UNITED WAY *(some funding is shown elsewhere)*

Colquitt County: Senior Nutrition	27,500	
Decatur County: YES!	<u>2,500</u>	
SUB-TOTAL		30,000

COLQUITT COUNTY EMERGENCY RELIEF BOARD

Colquitt County United Way	45,000	
Colquitt County Board of Commissioners	9,500	
City of Moultrie Utility Check Off	3,822	
Donations by Religious Organizations	<u>9,674</u>	
SUB-TOTAL		67,996

ROBERT J. CLINTON SUMMER YOUTH ENRICHMENT SUMMIT (YES!)

		<u>32,213</u>
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GRAND TOTAL

\$33,266,034

FUNDING ANALYSIS

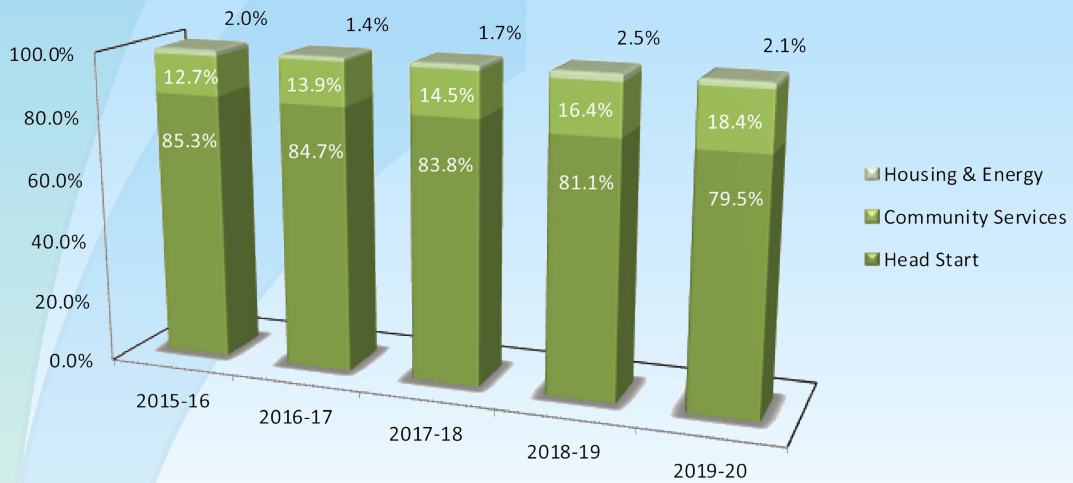
Source of Funding



■ A ■ B ■ C ■ D ■ E

- A.** Georgia Department of Human Services **16.5%**
- B.** U.S. Department of Health & Human Services, Administration for Children & Families **73.2%**
- C.** Bright From the Start (State of Georgia) **6.3%**
- D.** Georgia Environmental Finance Authority **1.9%**
- E.** USDA Rural Development, Rural Housing Service; Georgia Department of Community Affairs (DCA); Federal Emergency Management Agency (FEMA); United Way (various counties); and Other State, Local, and Private Funding **2.1%**

Use of Funding



NEIGHBORHOOD SERVICE CENTERS

A network of 11 Neighborhood Service Centers (NSCs) is maintained by the Agency. These offices are located throughout the 14 counties within the Agency's primary service area and serve as the local sites where clients can apply for all services other than Head Start/Early Head Start. *(Refer to the map on page three.)*

Baker County residents are served through the Mitchell County NSC, Lee County residents are served through the Dougherty County NSC, and Seminole County residents are served through the Miller County NSC.

Baker County
165 West Circle Drive
Camilla 31730
(229) 336-5797

Calhoun County
104 Maxwell Street
Arlington 39813
(229) 725-1325

Colquitt County
912 First Avenue SE
Moultrie 31768
(229) 985-3610

Decatur County
1732 Bethel Road
Bainbridge 39817
(229) 246-3119

Dougherty County
317 West First Avenue
Albany 31701
(229) 883-1365

Early County
1241 South Main Street
Blakely 39823
(229) 723-3190

Grady County
260 Second Avenue SE
Cairo 39828
(229) 377-3213

Lee County
317 West First Avenue
Albany 31701
(229) 883-1365

Miller County
360 South Fourth Street
Colquitt 39837
(229) 758-2848

Mitchell County
165 West Circle Drive
Camilla 31730
(229) 336-5797

Seminole County
360 South Fourth Street
Colquitt 39837
(229) 758-2848

Terrell County
771 Roundtree Drive SW
Dawson 39842
(229) 995-4121

Thomas County
127A/B Smith Avenue
Thomasville 31792
(229) 228-1162

Worth County
504 East Price Street
Sylvester 31791
(229) 776-4851

CHILD DEVELOPMENT CENTERS

A network of 22 Child Development Centers (CDCs) provides Head Start/Early Head Start services throughout the 18-county Head Start service area. (Refer to the map on page three.)

Dougherty County Administrative Office
317 West First Avenue
Albany 31701
(229) 436-9022

Baker County
139 Roosevelt Street
Newton 39870
(229) 734-5564

Leslie (Coming Fall 2020)
264 Leslie Highway
Leesburg 31763

Terrell County
2526 Albany Highway
Dawson 39842
(229) 995-3473

Calhoun County
326 MLK Drive
Arlington 39813
(229) 725-3442

Lippitt
819 Lippitt Drive
Albany 31701
(229) 420-7331

Thomas County
915 Lester Street
Thomasville 31792
(229) 226-2595

Colquitt County
570 Jonah Tillman Road
Moultrie 31788
(229) 985-7400

Miller County
739 North 4th Street
Colquitt 39837
(229) 758-3860

Tift
622 West Tift Avenue
Albany 31701
(229) 434-7350

CRK
2103 East Broad Avenue
Albany 31701
(229) 432-5440

Mitchell County
111 South Perry Street
Camilla 31730
(229) 522-9995

Tri-County
116 Rogers Street
Buena Vista 31803
(229) 649-3389

Decatur/Grady
215 School Road
Climax 39834
(229) 246-6458

Moultrie Road
111 Moultrie Road
Albany 31705
(229) 435-6580

Whitney
1129 West Whitney Avenue
Albany 31707
(229) 436-2055

Early County
5050 Freeman Road
Blakely 39823
(229) 723-6814

Mt. Zion
209 Slater King Drive
Albany 31701
(229) 436-6234

Worth County
504 East Price Street
Sylvester 31791
(229) 776-5081

Harvey Road
2423 Harvey Road
Albany 31701
(229) 446-4959

Seminole County
710 East MLK Drive
Donalsonville 39845
(229) 524-6060

Lee County
145 Groover Street
Leesburg 31763
(229) 759-2559

Sumter County
300 Cherokee Street
Americus 31709
(229) 924-7666

THE COMMUNITY ACTION PROMISE

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and are dedicated to helping people help themselves and each other.

HELPING PEOPLE. CHANGING LIVES.



WWW.SWGACAC.COM

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229-985-3610 ♦ 800-642-3384 ♦ FAX: 229-890-1056

MEMBER ♦ GEORGIA COMMUNITY ACTION ASSOCIATION

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