

# Manatee Community Action Agency Inc.



## SUMMARY

### Mission

*Empowering people toward self-sufficiency through education, support services and community partnerships.*

### Contact Information

<b>Primary Address</b>	302 Manatee Avenue East Suite 322 Bradenton, FL 34208-
<b>Alternate Address</b>	302 Manatee Avenue East Suite 322 Bradenton FL 34208
<b>Phone</b>	941 827-2887
<b>Email</b>	bpatten@manateecaa.org
<b>Website</b>	www.manateecaa.org
<b>Facebook</b>	pages/Manatee-Community-Action-Agency-Inc/137044921540?ref=ts&fref=ts
<b>Twitter</b>	Manatee_CAA

### General Information

<b>Nonprofit</b>	Manatee Community Action Agency Inc.
<b>Former Names</b>	Manatee Opportunity Council, Inc.

<b>Tax Exempt Status</b>	Public Supported Charity
<b>Incorporation Year</b>	1967
<b>Awarded Community Foundation Grant</b>	Yes
<b>Community Foundation Conducted a Site Visit</b>	No
<b>State Charitable Solicitations Permit</b>	Yes Sept 2017
<b>State Registration</b>	Yes Dec 0

# BACKGROUND & NEEDS

## Impact Statement

- Parents As Teachers program is an evidenced-based home visiting program designed to increase parental knowledge, increase school readiness, and provide early detection and intervention for possible developmental delays
- Family Seys.If-sufficiency program graduates are employed in careers paying wages that allow families to be independent of all welfare support
- Homes weatherized through MCAA's weatherization program have utility costs reduced by 50% on average.
- 100% of Healthy Family graduates are free of child abuse/neglect

## Needs Statement

Shrinking federal and state dollars will impact the number of clients that can be served within MCAA programs. Increased local community funding is the most pressing need for the agency.

## Background Statement

Manatee Community Action Agency, Inc. (formerly known as Manatee Opportunity Council, Inc.) is a nonprofit organization incorporated since 1968. It serves primarily Manatee, DeSoto and Hardee counties, with limited services in Charlotte and Sarasota counties. MCAA has multiple federal, state, and local grants and contracts totaling over \$12 million to assist low-income families to become self-sufficient. There is 160 staff, including administrative staff, with an administrative cost of 9.6%.

The majority of MCAA programs are directed to provide quality services to children and their families. Early Head Start and Head Start provide quality child development programs for children from birth to five years old. An array of funding allows MCAA to provide many family support programs which includes energy assistance, housing counseling, housing weatherization, parent's instruction, children's developmental screenings, and parenting instruction. In 2009, MCAA provided services to over 12,000 families.

The Board of Directors of Manatee Community Action Agency, Inc. consists of fifteen (15) members selected from government, low-income families, and private businesses and organizations. The Board has fiduciary responsibility for MCAA. As such, the Board sets and oversees policies for the operation of the Agency. The Board also sets strategic direction based on identified needs of low-income families in the community and advocates for the needs of low-income families.

As a Community Action Agency, the Board of MCAA must consist of one-third elected officials currently holding office, at least one-third of individuals representing low-income community areas, and no more than one-third of private business or organizations located in the community.

The Board of Directors meets the last Thursday of each month except July and December. There are five standing committees: finance, human resources, executive, program, and board development that also meet regularly to review and make recommendations to the Board. In addition, the Board has training and development requirements that are scheduled throughout the year.

## Statement from the Board Chair

### **JIM DELGADO, BOARD CHAIR**

#### ***There are many non-profit agencies worthy of your time here in Manatee County. Why did you choose MCAA?***

"MCAA is a Community Action Agency, and I was familiar with their work in other places where I have lived. Recently community action agencies have come under national political fire and undue scrutiny. Community action is the umbrella agency that pulls other community agencies together to better serve the low-income community. I thought I could be of service in helping MCAA take on a stronger role in this capacity as a lead agency."

#### ***What are some of the challenges and responsibilities of being a Board Chair?***

"Understanding and communicating to fellow Board members that the Board must manage objectively, not subjectively, is always a challenge. Being a good listener is crucial, and supporting the Executive Director is

very important. Knowing that the Board is ultimately responsible for the financial health of the organization is a huge responsibility. We are a diverse Board and we have the ability in our roles to make positive change. It is my role as Chair to help the Board 'think outside the box'. We are the policy makers of MCAA and it is my job as Board Chair to make that happen."

***What do you see as MCAA's greatest strengths?***

"Our great staff...line staff are blessed with great managers, and the managers are blessed with passionate and dedicated line staff. Many of our staff have worked for MCAA for years; that says something right there about MCAA."

***Where do you see MCAA being in 5-10 years?***

"I see MCAA as a cutting edge community action agency. I see more partnerships like those we now have with the school district, joint ventures with local governments, and foundation grants giving us funds for new and innovative programs.

I envision line staff having a mechanism by which to move up the ladder into management.

In the end, I see MCAA as a business that 'works smart', continues to be true to its core values, and serves clients with respect and integrity...working toward the goal of moving our clients out of poverty."

## Statement from the CEO/Executive Director

Economic changes in recent years have brought extraordinary need to families in Manatee, DeSoto, Hardee, and Sarasota counties. MCAA now serves an additional population: middle class families who are now part of the "newly poor".

As a Community Action Agency, MCAA has the unique ability to create and tailor programs to meet changing community needs.

## Areas Served

In a specific U.S. city, cities, state(s) and/or region.

FL- Manatee

FL- DeSoto

FL- Hardee

FL- Charlotte

FL- Sarasota

Manatee County Florida, Hardee County Florida, DeSoto County Florida, Sarasota County Florida, Charlotte County Florida

## Service Categories

**Primary Organization Type**

Human Services

**Secondary Organization Type**

Youth Development

**Tertiary Organization Type**

Community Improvement, Capacity Building

# PROGRAMS

## Head Start / Early Head Start

<b>Description</b>	<p>A comprehensive childhood development program servicing children from birth to five. Our center based programs are designed to foster the development of children, including children with disabilities, in a safe, stimulating learning environment.</p> <p>Head Start Head Start serves children three to five and is a partnership with parents ensuring positive growth and development both at school and at home.</p> <p>The Head Start Program consists of the following program service areas:</p> <ul style="list-style-type: none"><li>• Education</li><li>• Health</li><li>• Mental Health</li><li>• Nutrition</li><li>• Disabilities Services</li><li>• Family Services</li><li>• Parent Involvement</li></ul> <p>Head Start focuses on the needs of the entire family and partners with families to achieve self-sufficiency.</p> <p>Early Head Start Early Head Start serves children birth to to three years old, pregnant women and their families utilizing the same comprehensive approach as Head Start. Our program is committed to providing very young children with a language-rich, stimulating environment with the idea that the earliest intervention reaps the biggest rewards.</p>
<b>Budget</b>	\$6,110,710.00
<b>Category</b>	Education, General/Other Early Childhood Education
<b>Program Linked to Organizational Strategy</b>	Yes
<b>Population Served</b>	Infants to Preschool (under age 5) Poor, Economically Disadvantaged, Indigent Families
<b>Short Term Success</b>	<p>100% of newly enrolled Head Start/Early Head Start children receive a health and developmental screening, including, vision, hearing and speech, within 45 days of enrollment.</p> <p>70% of children receiving HS/EHS services will demonstrate growth on the assessment used to measure outcomes in the domains of emotional, cognitive, physical and language development.</p>
<b>Long Term Success</b>	100% of children completing Head Start will demonstrate progress toward individual school readiness goals
<b>Program Success Monitoring</b>	Children show progress toward their individual school readiness goals as evidenced by demonstrating growth on the assessment conducted three times during the school year.

**Program Success Examples**

During the 201-2011 school year the following aggregate progress was demonstrated on the Creative Curriculum Continuum (On-going Assessment).

Over-all Development: 90% of children demonstrated growth

Social Emotional Development: 95% of children demonstrated growth

Physical Development: 97% of children demonstrated growth

Cognitive Development: 88% of children demonstrated growth

Language Development: 83% of children demonstrated growth

Family Self-Sufficiency Program

**Description**

The Family Self Sufficiency Program is designed to empower, support, and guide families towards economic independence. Through a continual relationship with Manatee Community Action Agency families will receive help in assessing their needs, setting reachable goals, mentoring, and possible economic support.

Families can be enrolled in Manatee Community Action Agency's Family Self-Sufficiency Program for up to five years as they work towards becoming economically independent. During this time a major emphasis is placed on educational attainment while requiring part time employment. The Family Self Sufficiency Program is targeted to those individuals and families that are goal oriented, motivated, and persistent in their pursuit of a better economic existence.

Basic Requirements for entry into the Family Self Sufficiency Program includes: Meeting stated income guidelines, Educational commitment, and Employment commitment.

**Budget**

\$289,972.00

**Category**

Human Services, General/Other Case Management

**Program Linked to Organizational Strategy**

Yes

**Population Served**

Poor,Economically Disadvantaged,Indigent

**Short Term Success**

90% of participant will pass all current courses as demonstrated by quarterly reporting of grades.

**Long Term Success**

For participants completing the FSS program, 90% will obtain employment with an income that allows for the elimination of all public assistance.

**Program Success Monitoring**

Upon completion of the program, participants report obtaining employment with an income that is sufficient to eliminate all dependence on public assistance.

**Program Success Examples**

The FSS program serves 7 to 10 participants at any one time. During the 2010-2011 fiscal year, 4 participants completed their educational program and obtained employment with an income that allowed the families to eliminate all dependence on public assistance.

## Teaching our Toddlers (TOTS)

<b>Description</b>	<p>The Teaching our Toddlers (TOTS) program is a voluntary parent education and training program designed to be delivered in the home and in group settings. The recipient of service is the parent/caregiver of a toddler who is between the ages of 8-36 months. The basic goal of the program is to teach parents how to teach their toddler using a standardized curriculum that builds school readiness skills. The curriculum is in alignment with Florida's Early Learning and Development Standards which address the areas of physical development, approaches to learning, social/emotional development, language/literacy development and cognitive development.</p> <p>A TOTS home visitor meets with the parent every other week to teach the curriculum activities through a role playing process. In addition, the home visitor provides the materials necessary to support the curriculum such as books, crayons, markers, etc. Pre/post assessments are conducted routinely to determine TOTS effectiveness.</p>
<b>Budget</b>	\$0.00
<b>Category</b>	Education, General/Other
<b>Program Linked to Organizational Strategy</b>	Yes
<b>Population Served</b>	Adults Infants to Preschool (under age 5) At-Risk Populations
<b>Short Term Success</b>	<ol style="list-style-type: none"><li>1. 95% of parents participating in the TOTS program will demonstrate an improved home environment which supports, stimulates and encourages early learning, six months after the base line home inventory assessment.</li><li>2. 93% of toddlers will be developmentally on target and demonstrate age-appropriate school readiness skills at 12, 18, 24 and 30 months of age.</li></ol>
<b>Long Term Success</b>	For toddlers completing the TOTS program, 85% will demonstrate the readiness skills needed for successful entry and performance in kindergarten. MCAA is working on the establishment of a long-term tracking process with the public school system and families so that longitudinal data can be compiled on participating toddlers. The data will be used to determine the long term educational success of at-risk toddlers receiving effective early education support from their parents.

### **Program Success Monitoring**

The following assessments/tools are used to determine the short term outcomes of the parents and toddlers participating in TOTS.

1. Ages and Stages Developmental Questionnaire - toddler is developmentally on-target based on age - referrals/follow-up provided if concerns exist
2. Parent Knowledge Assessment of Child Development - a pre/post assessment of parent's knowledge of child development by age (8 to 12 months, 12 to 18 months, 18 to 24 months, and 24 to 36 months.)
3. HOME Inventory Assessment - an assessment of the home environment and how the early education of a toddler is supported in six areas - Responsivity, Acceptance, Organization, Learning Materials, Involvement and Variety.

Each of the assessments are conducted at the beginning of each age defined module, and then after completion of the module.

### **Program Success Examples**

The TOTS program is currently in the first year of development and implementation. There is no specific data available to demonstrate success at this point. Anecdotally, parents have expressed excitement about the information and activities they are receiving from the program. They are often surprised at learning how important they are to the long term educational success of their toddlers. They have also expressed gratitude at having a guide they can use to support their toddler's development. Most of the homes do not have the resources necessary to support early learning such as books, crayons, music, and blocks. Parents are grateful for the resources provided through the program.



## Weatherization Assistance Program

<b>Description</b>	<p>Manatee Community Action Agency's Weatherization Assistance Program delivers energy efficiency services to low income households. The program is funded by the U.S. Department of Energy with the goal of lowering monthly energy bills for years to come.</p> <p>The measures we address are:</p> <ul style="list-style-type: none"><li>• Air Infiltration</li><li>• Attic Insulation</li><li>• Solar Window Film</li><li>• Compact Fluorescent Bulbs</li><li>• Refrigerators</li><li>• Heating and Cooling Systems</li><li>• Water Heaters</li></ul>
<b>Budget</b>	\$1,222,654.00
<b>Category</b>	Housing, General/Other Weatherization
<b>Program Linked to Organizational Strategy</b>	Yes
<b>Population Served</b>	Poor, Economically Disadvantaged, Indigent
<b>Short Term Success</b>	100% of weatherized homes will experience reduced air infiltration immediately.
<b>Long Term Success</b>	Weatherized homes will reduce their energy consumption by 20% - 50% annually.
<b>Program Success Monitoring</b>	MCAA tracks the kwh usage of a percentage of completed weatherized homes over a one year period to determine the amount of energy savings based on a more energy efficient home.
<b>Program Success Examples</b>	Household received a new insulated door, windows, window film, central air conditioning unit and sealing to prevent air infiltration through the Weatherization program, and experience a reduction of 1165 kwh per month from the same time period one year previous.

## HIPPY - Home Instruction for Parents of Preschool Youngsters

<b>Description</b>	<p>Home Instruction for Parents of Preschool Youngsters (HIPPY) is a parent involvement, school readiness program that helps parents prepare their three, four, and five year old children for success in school and beyond. HIPPY parents utilize a developmentally appropriate curriculum, with role play as the method used to teach their children the skills needed when entering kindergarten. Parents are trained on each specific daily curriculum activities by a home visitor. The HIPPY Curriculum, designed for children ages three, four, and five, contains 30 weekly activity packets, nine storybooks and a set of 20 manipulative shapes for each year. In addition to these basic materials, supplies such as scissors and crayons are provided for each participating family. The program uses trained coordinators and community-based home visitors who go into the home and role-play the activities with the parents and support each family throughout their participation in the program.</p> <p>The daily activities are developmentally appropriate for children. The HIPPY curriculum is primarily cognitive-based, focusing on language development, problem solving, logical thinking and perceptual skills. The curriculum fosters social/emotional and physical (fine and gross motor skills) development. HIPPY introduces skills and concepts in a progressive manner, first using the physical body, then concrete objects and finally representation of objects in books, followed by many opportunities for practice and learning. HIPPY is not a curriculum of mastery, but rather a curriculum of exposure to skills, concepts, and experiences.</p> <p>In 2011 98% of the children completing the program have the skills needed for entry into kindergarten as evidenced by a standardized pre-kindergarten skills assessment.</p>
<b>Budget</b>	\$155,722.00
<b>Category</b>	Education, General/Other Early Childhood Education
<b>Program Linked to Organizational Strategy</b>	Yes
<b>Population Served</b>	Infants to Preschool (under age 5) Families
<b>Short Term Success</b>	100% of parents participating in the HIPPY program report increased involvement in their child's education process.
<b>Long Term Success</b>	98% of children completing the HIPPY program are determine "ready for kindergarten" based on standard pre-school readiness assessment tools.
<b>Program Success Monitoring</b>	Standardized pre-school assessments. Parent self-declaration and evidence of completion of HIPPY curriculum.
<b>Program Success Examples</b>	In 2011, 98% of the children completing the HIPPY program had mastered the kindergarten readiness skills recommended by the Department of Education. One child was referred to the Early Intervention Program with the school system for evaluation, but continued in HIPPY as a means of providing continued daily educational activities and parent involvement.

## Healthy Families Manatee

<b>Description</b>	<p>Healthy Families Manatee (HFM) is a nationally accredited, community based, voluntary home visitation program that is proven to prevent child abuse and neglect and other poor childhood outcomes by promoting positive parent-child relationships and child health and development. Families are also linked to a medical provider and other family support services they need during their participation in HFF.</p> <p>HFM is part of the Healthy Families Florida (HFF) statewide program that is based on a set of research-based critical program elements and standards of the Healthy Families America model. Healthy Families Manatee offers services prenatally or at the birth of a baby to families who are voluntarily assessed as needing Healthy Families services using a HFF validated assessment tool.</p> <p>Services may last for up to five years depending on the needs of the family. Families who have an open child protection case at the time of assessment are not eligible for Healthy Families Manatee.</p>
<b>Budget</b>	\$469,000.00
<b>Category</b>	Human Services, General/Other Parenting Education
<b>Program Linked to Organizational Strategy</b>	Yes
<b>Population Served</b>	Families Infants to Preschool (under age 5)
<b>Short Term Success</b>	90% of children participating in the HFM program for six months or more will be up-to-date with immunizations.
<b>Long Term Success</b>	95% of children participating in HFM six months or longer will have no finding of "indicated" or "verified" abuse or neglect.
<b>Program Success Monitoring</b>	A child maltreatment report is generated by the state through the Department of Health and Human Services for the children in the HFM program on a quarterly basis. From this report, the program is able to determine the findings of "indicated" or "verified" abuse or neglect for enrolled children.
<b>Program Success Examples</b>	In the most recent quarter, 98% of the children participating in the HFM program have no finding of "indicated" or "verified" abuse or neglect reports after participating in the program six months or more. This is 3% greater than the expected outcome of 95%.

## Comments

### **Program Comments by Organization**

With shrinking federal and state dollars programs are in jeopardy of having to dis-enroll clients.

# MANAGEMENT

## CEO/Executive Director

**CEO/Executive Director**

Ms. Barbara J. Patten

**CEO Term Start**

Aug 2008

**CEO Email**

bpatten@manateceaa.org

### **Experience**

BARBARA J. PATTEN

- Experienced, highly effective administrator for Community Action Agency
- Skilled and experienced in management of federal, state, and local grants
- Ability to nurture a tripartite Board
- Experienced in facilitating strategic planning and implementing outcomes
- Understanding of needs, and ability to work with at-risk populations

University of Hartford, Hartford, Connecticut

School Administration Certification

Central Connecticut State University, New Britain, Connecticut

M.S. Guidance and Counseling

University of Massachusetts, Amherst, Massachusetts

B.S. Education

Magna Cum Laude

Florida Association for Community Action (FACA) Past Board Member and Treasurer

State of Florida Office of Community Assistance Advisory Council Board Member

National Community Action Partnership Member

National Community Action Foundation Member

Manatee Educational Television (METV) Board Member

Florida Weatherization Network Member

## Senior Staff

Mr. Colin Boyle

Information Technology Manager

Mr. Tim Dutton

Director, Center for Financial Stability

Ms. Susan Gilbert

Deputy Director, Head Start

Ms. Mary Hughes

Human Resources/Payroll Manager

Ms Carol Hunt

Director of Early Childhood Services

Ms. Kathy Petreka

Head Start/Early Head Start Director

Mr. Ron Sanders

Director of Weatherization and Facilities

Ms. Amy Y. Tittle

Finance Director

ms. Albertha Williams

## Staff & Volunteer Statistics

<b>Full Time Staff</b>	189
<b>Part Time Staff</b>	13
<b>Staff Retention Rate %</b>	84
<b>Professional Development</b>	Yes
<b>Contractors</b>	0
<b>Volunteers</b>	43
<b>Management Reports to Board</b>	Yes
<b>CEO/Executive Director Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation</b>	Yes
<b>NonManagement Formal Evaluation</b>	Yes

## Collaborations

Manatee County Sheriff's Office  
WIC  
Safe Children Coalition  
Healthy Start  
Early Steps  
Hope Family Services  
Manatee County Health Department  
Manatee Glens  
Family Partnership Center  
Family Resources  
Whole Child Manatee  
Manatee Public Schools  
Hardee Help Center

## Comments

### **Management Comments by Organization**

To address shrinking federal and state dollars senior management has cross-trained to better manage administrative dollars. MCAA administrative cost is 9.1%

# GOVERNANCE

## Board Chair

<b>Board Chair</b>	Mr. Jim Delgado
<b>Company Affiliation</b>	Kallins, Little and Delgado
<b>Board Term</b>	June 2014 to June 2017
<b>Board Chair Email</b>	jdelgado@manateecaa.org

## Board Co-Chair

<b>Board Co-Chair</b>	Mr. Tim Polk
<b>Company Affiliation</b>	City of Bradenton
<b>Board Term</b>	June 2014 to June 2016
<b>Board Co-Chair Email</b>	tpolk@manateecaa.org

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Jose Aguirre	Private Sector	Voting
Jason Albritton	Client Sector	Voting
Lorie Ayers	Public Sector-Hardee County Commissioners	Voting
Jim Delgado	Private Sector	Voting
Tim Dutton	SCCC	
Laurie Galle	Public Sector Representative	Voting
Sherod Halliburton	Private Sector	Voting
Bernard Hird	Low-Income Sector-Bradenton	Voting
Charlie Kennedy	Public Sector-Manatee County School Board	Voting
Jean Moreland	Low-Income Sector-Palmetto	Voting
Dolores Moreno	DeSoto County community volunteer	Voting
Tim Polk	Public Sector-City of Bradenton	Voting
Dr. Robin Thompson	private	Voting
Peggy Waters	Public Sector-Desoto County Commissioners	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	5
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	6
<b>Hispanic/Latino</b>	2
<b>Native American/American Indian</b>	1
<b>Other</b>	0 0

## Board Demographics - Gender

<b>Male</b>	8
<b>Female</b>	6
<b>Not Specified</b>	0

## Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	3
<b>Board Orientation</b>	Yes
<b>Number of Full Board Meetings Annually</b>	10
<b>Board Meeting Attendance %</b>	74
<b>Board Self-Evaluation</b>	No
<b>Written Board Selection Criteria</b>	Yes
<b>Percentage of Board Making Monetary Contributions</b>	29
<b>Percentage of Board Making In-Kind Contributions</b>	100
<b>Constituency Includes Client Representation</b>	Yes

## Standing Committees

Finance

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Human Resources / Personnel

Program / Program Planning

## Comments

### **Governance Comments by Organization**

2016 Community Action's tri-partite board structure presents an unique opportunity for the private sector, local government, and the low-income community to have equal voices in setting policy and program development.

Not being a traditional non-profit board does however create a challenge in its ability to fundraise.

# FINANCIALS

## Current Financial Info

<b>Fiscal Year Begins</b>	2017
<b>Fiscal Year Ends</b>	2017
<b>Projected Revenue</b>	\$11,398,776.00
<b>Projected Expenses</b>	\$11,383,776.00
<b>Total Projected Revenue includes "in-kind" contributions/ donations</b>	
<b>Endowment Value</b>	\$0.00
<b>Spending Policy</b>	N/A
<b>Spending Policy Percentage</b>	0
<b>Tax Credits</b>	No

## Capital Campaign

<b>In a Capital Campaign</b>	No
<b>Campaign Goal</b>	0

## IRS Form 990s

990

990

2013 990

990

Form 990

Form 990

Form 990

Form 990

## Audit/Financial Documents

2015 Audited Financial Statement

Audited Financial Statement

MCAA Audited Financial Statements

MCAA Audited Financial Statements

MCAA Audited Financial Statements

## Solvency

### Short Term Solvency

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Current Ratio: Current Assets/Current Liabilities</b>	2.63	2.98	2.60

### Long Term Solvency



Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	0%	0%	0%

## Historical Financial Review

### Revenue and Expenses

Fiscal Year	2015	2014	2013
Total Revenue	\$9,928,031	\$9,886,020	\$9,474,609
Total Expenses	\$10,133,152	\$9,821,978	\$9,426,550

### Revenue Sources

Fiscal Year	2015	2014	2013
Foundation and Corporation Contributions	\$0	\$282,312	\$0
Government Contributions	\$9,295,584	\$8,933,461	\$8,749,455
Federal	\$8,104,133	\$8,215,466	\$0
State	\$420,067	\$363,832	\$0
Local	\$771,384	\$354,163	\$0
Unspecified	\$0	\$0	\$8,749,455
Individual Contributions	\$9,693	\$29,705	\$19,575
Indirect Public Support	\$10,174	\$12,167	\$22,210
Earned Revenue	\$590,051	\$620,196	\$674,751
Investment Income, Net of Losses	\$1,038	\$804	\$625
Membership Dues	\$0	\$0	\$0
Special Events	\$0	\$0	\$0
Revenue In-Kind	\$677,775	\$755,924	\$792,459
Other	\$21,491	\$6,375	\$7,993

### Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	\$9,251,146	\$8,881,871	\$8,635,093
Administration Expense	\$882,006	\$940,107	\$791,457
Fundraising Expense	\$0	\$0	\$0
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	0.98	1.01	1.01
Program Expense/Total Expenses	91%	90%	92%
Fundraising Expense/Contributed Revenue	0%	0%	0%

### Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	\$2,694,207	\$2,860,994	\$2,893,199
Current Assets	\$1,782,829	\$1,910,378	\$1,916,942
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$678,991	\$640,657	\$736,904
Total Net Assets	\$2,015,216	\$2,220,337	\$2,156,295

### Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	Government Grants - Federal \$8,104,133	Government Grants - Federal \$8,215,466	Government Grants - Unspecified \$8,749,455
Second Highest Funding Source & Dollar Amount	Government Grants - Local \$771,384	VPK Headstart \$620,196	VPK Headstart \$674,751
Third Highest Funding Source & Dollar Amount	VPK Headstart \$590,051	Government Grants - State \$363,832	Federated Campaigns \$22,210

## Comments

### **Financial Comments by Organization**

Community Action depends to a great extent on federal funds. Turbulent economic times means fewer dollars to serve more people. It is especially important at this point to have a strong local donor base.

MCAA's administrative cost rate is 9.1%.

### **Financial Comments by Foundation**

Foundations and corporations are included with individual contributions as they are not separated in the 990 or audit. Financial figures taken from 990. 990 and audit are reconciled.

# PLANS, POLICIES & LICENSES

## Plans

<b>Fundraising Plan</b>	No
<b>Communication Plan</b>	No
<b>Strategic Plan</b>	No
<b>Strategic Plan Adopted</b>	Apr 2010
<b>Years Strategic Plan Considers</b>	5
<b>Management Succession Plan</b>	No
<b>Continuity of Operations Plan</b>	No

## Policies

<b>Organizational Policies and Procedures</b>	Yes
<b>Written Conflict of Interest Policy</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	No
<b>Risk Management Policy</b>	

Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional  
Accident and Injury Coverage

Workers Compensation and Employers' Liability

Medical Health Insurance

Life Insurance

Boiler and Machinery

Crime Coverage

Day Care Center/Nursery School

Employee Benefits Liability

Employee Dishonesty

Employment Practices Liability

Improper Sexual Conduct/Sexual Abuse

Special Event Liability

<b>Whistle Blower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes

## Government Licenses

<b>Is your organization licensed by the Government?</b>	Yes
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