MISSION IN MOTION:
Enhancing Lives Through Driven Purpose

May 11-13, 2022
Fort Lauderdale, Florida
FACA.org
Congratulations FACA

on your

42nd Annual Training Conference

MISSION IN MOTION

Enhancing Lives Through Driven Purpose

May 11-13, 2022
Ft. Lauderdale, FL

ALPI ... providing a constant flow of community services since 1968.

Arlene Dobison, CEO, CCAP, NCRI
William Holt, ALPI Board Chairman

300 Lynchburg Road
Lake Alfred, FL 33850
863.956.3491 • www.alpi.org
COMMUNITY ACTION PROMISE

Community Action changes people’s lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.
We’re honored to support FACA’s vital work bringing services, caring and economic vitality to communities where they’re needed most. That leads to better outcomes . . . and a better Florida.

Mutual of America Financial Group is proud to sponsor the 42nd Annual Training Conference.

Mutual of America Financial Group
Retirement Services - Investments
Securities offered by Mutual of America Securities LLC, Member FINRA/SIPC. Insurance products are issued by Mutual of America Life Insurance Company, 320 Park Avenue, New York, NY 10022-6839.
WHO WE ARE

FACA MISSION
To enhance Florida's Community Action Network’s effectiveness to facilitate the reduction of poverty, through collaboration with public and private partners by providing training, technical assistance, and advocacy. Communicate. Educate. Advocate.

FACA VISION
FACA will be the key change agent assisting Florida’s Community Action Network in poverty reduction.

FACA VALUES

**Outstanding Customer Service:** Consistently display professionalism, courtesy, patience and genuine care in all communications and interactions

**Integrity:** Uphold the highest standards of ethics and moral responsibility to do the right thing at the right time all the time

**Inclusiveness:** Value all persons, communities, and agencies by extending a standing invitation to those with like-minded goals to serve and be a part of the network

**Innovation:** Commit to staying at the forefront of technology and industry trends (or best practices) in Community Action to better serve people experiencing poverty in Florida.

**Collaboration:** Lead public and private partnerships to maximize their collective impact to reduce poverty in Florida.
BOARD OF DIRECTORS

2020–2022 FACA OFFICERS

Doug Brown
Chair
Community Action Program Committee Inc.

Warren Hougland
Vice-Chair
Osceola County Council on Aging

Natalie Diaz Rodriguez
Secretary
Palm Beach County CAA

Tim Center
Treasurer
Capital Area Community Action Agency

2020–2022 FACA BOARD MEMBERS-AT-LARGE

Lonnie Bell
Orange County CAA

Derrick Blue
Florida Weatherization Network

Kimberly Cobb-Ray
Northeast Florida CAA

Efrem Crenshaw
Broward County Community Action Agency

Angela Davis-Green
Economic Opportunity Council of Indian River

Arlene Dobison
ALPI

Sharon Gordon
Hillsborough County BOCC

Sonia Grice
Miami-Dade Community Action Agency

Carl Herriott
Brevard County Community Action Agency

Clayton Jackson
Volusia County Council - DCS

Mat Kline
Mid-Florida Community Services, Inc.

Arturo Lopez
Coalition of Florida Farmworkers

James Lowe
Lake Community Action Agency, Inc.

Caroline Ruff-Looney
Central Florida Community Action Agency

Patricia Sawyer
Pinellas Opportunity Council

Renee Scott
St. Lucie County BOCC
Dept. of Human Services

Alison Thall
Seminole County BOCC
Community Assistance

Amy Yount
Step Up Suncoast

F A C A S T A F F

Faith C. Pullen, MBA, CCAP
Executive Director
May 11, 2022

Dear Conference Attendees:

GREETINGS! I am truly excited and grateful to welcome each of you to the Florida Association for Community Action’s (FACA) 42nd Annual Training Conference. It is so wonderful to be back in-person this year!

This year’s theme, “Mission in Motion: Enhancing Lives Through Driven Purpose,” exemplifies what the Florida Community Action Network has achieved during the past two years of uncertainty and unprecedented need. It also speaks to the spirit of perseverance that will carry us all forward. We are cautiously optimistic as we slowly, but surely embrace better days where we hug our loved ones, sit in offices with our colleagues, and visit our favorite movie theater or restaurant.

Over the past two years, the Florida Community Action Network has done amazing work to serve those in the most need across our state. Service delivery models have changed on a dime. New customers have come through the “virtual” agency doors. Increased funding has pushed agency capacity to the limits. Yet somehow the job has gotten done every single day! The work has not been easy, but it has been a success thanks to each one of you!

Now is the time to reward yourselves and rejuvenate. This year’s conference just like last year will be packed with a variety of informative workshops designed to increase professional knowledge. The conference will also offer unique opportunities to have some fun! I encourage each of you to learn, laugh, dance, network, mix and mingle at every opportunity.

It is my sincerest desire that each attendee experiences all that the conference has to offer and that you leave better than you came!

Sincerely,

Faith C. Pullen

Faith C. Pullen, MBA, CCAP
Florida Association for Community Action, Inc.
Executive Director

5508 N. 50th Street, Suite 27 ● Tampa, FL 33610 ● (813) 540-8580
Email: admin@faca.org ● www.faca.org
May 11, 2022

We are so excited to welcome you and strengthening ourselves and our communities to build on the MISSION IN MOTION!

It is my pleasure to welcome you to the Florida Association of Community Action 42nd annual training conference Mission in Motion: Enhancing Lives through Driven Purpose. We are gathering to learn how to better meet the challenges of Florida’s poor. A challenge not for the timid. A challenge not to be minimized. As we convene, we celebrate the journey and equip ourselves with knowledge shared, inspiration renewed, and focus sharpened. Inspired by these words:

**Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live.**

I would like to thank each of you for attending this conference. Your presence is evidence of your commitment to this mission. We honor that commitment with outstanding learning opportunities with industry leaders and civic leaders and commit to provide the best opportunities to learn and leverage resources to meet the needs of Florida’s most in need.

In closing, I’d like to thank our sponsors, and partners and volunteers for the support of our work. You are our shining stars. Thank you for everything!

Douglas Brown  
FACA Board Chair  
Community Action Program Committee, Inc.  
Pensacola, FL
May 11, 2022

Greetings Florida Association for Community Action:

On behalf of the staff and board of the Broward County Community Action Agency, I welcome you all to sunny Fort Lauderdale Beach. We are excited to have you here at the Westin, and hope you enjoy the sandy beaches and Caribbean flavor of south Florida.

“Mission in Motion: Enhancing Lives Through Driven Purpose” is the theme of this year’s annual training conference. Each CAA throughout Florida has seen its share of challenges over the past few years due to COVID-19. But we are determined and resilient! Our mission to assist the families and constituents we serve will not be deterred. The FACA team and the conference planning committee have put together a tremendous three days of awesomeness that we know you will enjoy. It is our sincere hope that you will benefit from the informative workshop sessions, the awesome plenary speakers, and the networking opportunities over the next few days.

While you’re in the area, please check out downtown Fort Lauderdale, scenic Las Olas Blvd, the Water Taxi, or just go for a walk along the beautiful Fort Lauderdale Beach strip to experience the restaurants and shops.

Our Broward County team is on hand to assist you with whatever you need while you’re here. Please just let us know, and we will do our best make sure you have a productive and memorable conference.

Again, Warm Welcome!

Efrem Crenshaw
Conference Planning Committee Chair
Executive Director
Broward County Community Action Agency
Fort Lauderdale, Florida

[Image of Efrem Crenshaw]
At Florida Power & Light Company we are working together with the communities we serve to make Florida an even better place to raise a family and do business.

#FPLCares
# Schedule

**Monday, May 9, 2022**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session (Weatherization)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 A.M. – 5 P.M.</td>
<td>Energy Auditor Certification</td>
<td>Bonnet I</td>
</tr>
</tbody>
</table>

During this course, registered attendees will learn how to perform the tasks of a DOE-approved Home Energy Professional Energy Auditor. The energy auditor certification is an advanced certification and one of the residential energy efficiency industry’s highest credentials.

Individuals holding the energy auditor certification are trusted to have the knowledge, skills, and abilities to complete a residential energy audit with the utmost competence. Set yourself apart from the rest of the pack with this advanced certification. This course complies with the Energy Auditor program technical standards as outlined by the U.S. Department of Energy (DOE) and the National Renewable Energy Laboratory (NREL).

*Presented by Apple Energy Group*

**Tuesday, May 10, 2022**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session/Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 A.M. – 5 P.M.</td>
<td>Energy Auditor Certification</td>
<td>Bonnet I</td>
</tr>
</tbody>
</table>

During this course, registered attendees will learn how to perform the tasks of a DOE-approved Home Energy Professional Energy Auditor. The energy auditor certification is an advanced certification and one of the residential energy efficiency industry’s highest credentials.

Individuals holding the energy auditor certification are trusted to have the knowledge, skills, and abilities to complete a residential energy audit with the utmost competence. Set yourself apart from the rest of the pack with this advanced certification. This course complies with the Energy Auditor program technical standards as outlined by the U.S. Department of Energy (DOE) and the National Renewable Energy Laboratory (NREL).

*Presented by Apple Energy Group*

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 4 P.M.</td>
<td>Conference Registration</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>1 – 5 P.M.</td>
<td>Exhibit Set Up</td>
<td>Las Olas Foyer</td>
</tr>
</tbody>
</table>
TUESDAY, MAY 10, 2022

1:30 – 3 P.M.
DEO Office Hours
Various
CSBG Office Hours
Las Olas I
WAP Office Hours
Las Olas III
KPMG Office Hours
Las Olas IV

3 – 4 P.M.
Florida Utility Vendor Round Table
Las Olas III

6:30 – 9 P.M.
Opening Welcome Reception
Pool Deck

WEDNESDAY, MAY 11, 2022

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 – 9 A.M.</td>
<td>Morning Coffee</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>8 A.M. – 4 P.M.</td>
<td>Conference Registration</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>8 A.M. – 5 P.M.</td>
<td>Exhibits</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>8 A.M. – 5 P.M.</td>
<td>Auction/Raffle</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>9 – 9:30 A.M.</td>
<td>Opening Plenary</td>
<td>Las Olas Ballroom</td>
</tr>
</tbody>
</table>

Posting of the Colors
Pledge of Allegiance & National Anthem
Invocation

Welcome & Greetings
• Douglas Brown, President and Chief Executive Officer, Community Action Program Committee, Inc., FACA Board Chair
• Tara Gaudin, Director, Broward County Human Services Department

Conference Overview
• Efrem H. Crenshaw, MPA, Human Services Administrator, Broward Community Action Agency, Family Success Administration Division, FACA Conference Committee Chair

Community Action Promise
## WEDNESDAY, MAY 11, 2022

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30 – 11 A.M.</td>
<td>Opening General Session</td>
<td>Las Olas Ballroom</td>
</tr>
<tr>
<td>11:30 A.M. – 1 P.M.</td>
<td>Opening Luncheon</td>
<td>Las Olas Ballroom</td>
</tr>
<tr>
<td></td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Concurrent Sessions</td>
<td></td>
</tr>
</tbody>
</table>

### Benefits of Diversity & Inclusion in the Workplace

This workshop is focusing on teaching and explaining the benefits of a diverse and inclusive workplace. Attendees will understand how respecting the unique needs, perspectives and potential of all their team members will result in higher performance and positive outcomes. Attendees will also distinguish between diversity and inclusion and view them as two interconnected concepts.

*Presented by Mia Y Merritt, Merritt Consulting, Inc.*
**Wednesday, May 11, 2022**

**Concurrent Sessions**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session/Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:30 – 2:30 P.M.</td>
<td>ROMA Round Table</td>
<td>Las Olas II</td>
</tr>
<tr>
<td></td>
<td>This session is designed to discuss relevant topics of being ROMA Professionals, trainers and implementers, regarding their Organizational Standard 4.3 responsibilities, development and assessment of logic models, understanding need statements, practicing effective mission statements and assumptions behind them. Focus of this round table will be targeting standard of 80% - 120% and how to set and evaluate them.</td>
<td></td>
</tr>
<tr>
<td>1:30 – 2:30 P.M.</td>
<td>Strategies for Improving Board Recruitment, Engagement, and Retention</td>
<td>Las Olas III</td>
</tr>
<tr>
<td></td>
<td>Active and engaged board members who possess diverse, yet complementary skillsets and expertise help position an organization to succeed and amplify its impact in the community and beyond. Within the context of the federal CSBG tripartite board requirements, we will explore ways to promote board member development and retention through strategic recruitment. We will discuss how to engage board members so that their skills and knowledge are put to the best possible use.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Veronica Zhang, Deputy Director &amp; Senior Counsel, CAPLAW</td>
<td></td>
</tr>
<tr>
<td>1:30 – 2:30 P.M.</td>
<td>Integrated Services Pilot Project (ISPP)</td>
<td>Las Olas IV</td>
</tr>
<tr>
<td></td>
<td>A look at the success, challenges and future of the ISPP program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Timothy Bridges, Community Services Director, Lake Community Action Agency, Inc.</td>
<td></td>
</tr>
<tr>
<td>1:30 – 2:30 P.M.</td>
<td>Case Manager Round Table</td>
<td>Las Olas V</td>
</tr>
<tr>
<td>3 – 4:30 P.M.</td>
<td>Public CAA Essentials</td>
<td>Las Olas II</td>
</tr>
<tr>
<td></td>
<td>Public community action agencies (CAAs) face unique opportunities and obstacles in operating their programs. In this session, we will explore the relationship between a public CAA’s tripartite board and staff and the local government entity of which it is a part. In particular, we will analyze the authority delegated to the CAA, the role of the tripartite board, and the ways in which a public CAA can fulfill the goals of the Community Services Block Grant Act.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Veronica Zhang, Deputy Director &amp; Senior Counsel, CAPLAW</td>
<td></td>
</tr>
<tr>
<td>TIME</td>
<td>SESSION/EVENT</td>
<td>LOCATION</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>3 – 4:30 P.M.</td>
<td>Successful Program Implementation in Virtual Environments</td>
<td>Las Olas IV</td>
</tr>
<tr>
<td></td>
<td>This training will discuss some of the challenges and successes of running a program in a virtual environment. We discuss specifically how we took a six-week face-to-face summer youth program and adapted it into a functional successful virtual program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Larissa Jones, Education/Training Coordinator, Pinellas Opportunity Council, Inc.</td>
<td></td>
</tr>
<tr>
<td>3 – 4:30 P.M.</td>
<td>WAP Policy and Procedures</td>
<td>Las Olas V</td>
</tr>
<tr>
<td></td>
<td>An opportunity for WAP Manager to discuss the WAP Policy and Procedures Manual with Subrecipients. Several areas will be highlighted, and additional guidance will be given to establish “best practices.”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Alma Valencia (Community Program Manager – Department of Economic Opportunity); Danielle McNair (GOC III/WAP Lead - Department of Economic Opportunity); Dylan Owens (GOC III/WAP Lead – Department of Economic Opportunity)</td>
<td></td>
</tr>
<tr>
<td>3 – 4:30 P.M.</td>
<td>CSBG Town Hall</td>
<td>Las Olas I</td>
</tr>
<tr>
<td></td>
<td>An opportunity for the CSBG program manager to hear your ideas and answer your questions. Last year we had a casual conversation about very important topics related to the CSBG program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Frankie Hernandez (Community Program Manager, Department of Economic Opportunity), Heather McCallister (GOC III/CSBG Lead - Department of Economic Opportunity)</td>
<td></td>
</tr>
<tr>
<td>4:30 - 5:30 P.M.</td>
<td>FACA Business Meeting</td>
<td>Las Olas III</td>
</tr>
<tr>
<td>6 – 8 P.M.</td>
<td>FACA's Got Talent Karaoke</td>
<td>Sky Terrace</td>
</tr>
</tbody>
</table>
### Thursday, May 12, 2022

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 – 9 A.M.</td>
<td>Morning Coffee</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>8 – 4 P.M.</td>
<td>Conference Registration</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>8 A.M. – 5 P.M.</td>
<td>Exhibits</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>8 A.M. – 9 P.M.</td>
<td>Auction/Raffle</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>9 A.M. – 5 P.M.</td>
<td>Energy Auditor Certification</td>
<td>Rio Vista I</td>
</tr>
<tr>
<td></td>
<td>During this course, registered attendees will learn how to perform the tasks of a DOE-approved Home Energy Professional Energy Auditor. The energy auditor certification is an advanced certification and one of the residential energy efficiency industry’s highest credentials. Individuals holding the energy auditor certification are trusted to have the knowledge, skills, and abilities to complete a residential energy audit with the utmost competence. Set yourself apart from the rest of the pack with this advanced certification. This course complies with the Energy Auditor program technical standards as outlined by the U.S. Department of Energy (DOE) and the National Renewable Energy Laboratory (NREL).</td>
<td></td>
</tr>
<tr>
<td>9 A.M. – 4 P.M.</td>
<td>FACA Officer Voting</td>
<td>Las Olas Foyer</td>
</tr>
</tbody>
</table>

#### Concurrent Sessions

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:30 A.M.</td>
<td>WAP 101: WAP Financial Activities</td>
<td>Las Olas I</td>
</tr>
<tr>
<td></td>
<td>An opportunity to get a step-by-step on WAP Financial Activities and the required components for successful submissions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Alma Valencia (Community Program Manager – Department of Economic Opportunity); Danielle McNair (GOC III/WAP Lead- Department of Economic Opportunity); Dylan Owens (GOC III/WAP Lead – Department of Economic Opportunity)</td>
<td></td>
</tr>
<tr>
<td>8:30 – 9:30 A.M.</td>
<td>Strategies for CAA Staff Retention</td>
<td>Las Olas II</td>
</tr>
<tr>
<td></td>
<td>In the era of the COVID global pandemic staffing concerns have multiplied. In this session, a panel of Community Action Agency senior leadership will present strategies for staff recruitment and retention. Participants will have an opportunity to collaborate with peers on staffing issues ranging from implications of vaccine mandates, salaries, and other key factors impacting employee retention and over agency staffing capacity needs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Arlene Dobison, CEO, The Agricultural and Labor Program, Inc.</td>
<td></td>
</tr>
</tbody>
</table>
## THURSDAY, MAY 12, 2022
### CONCURRENT SESSIONS

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:30 A.M.</td>
<td>Maximizing Coordination of Multiple Funding Streams within Public CAAs to Stabilize Families during the Pandemic</td>
<td>Las Olas III</td>
</tr>
<tr>
<td></td>
<td>This session provides a deep dive on how Public CAAs can use data, partnerships, and technology to maximize spending and service delivery to families in need during the pandemic. As a model, Palm Beach County leaders provide insight on the different funding types received since 2020, and how they strategized to process over 20,000 applications for service, spending close to $95 million dollars in direct client services, within 18 months.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Taruna Malhotra (Palm Beach County Community Services Department), Natalie Diaz Rodriguez (Community Action Program Manager, Palm Beach County Community Services Department)</td>
<td></td>
</tr>
<tr>
<td>8:30 – 9:30 A.M.</td>
<td>Diversity and Implicit Bias Awareness Workshop</td>
<td>Las Olas IV</td>
</tr>
<tr>
<td></td>
<td>Diversity and Implicit Bias Awareness Workshop will focus on techniques promoting multicultural understanding and cultural sensitivity. Throughout the workshop, participants will learn how to diffuse situations that could harm workplace relationships and productivity. Participants will access one's attitude, values, biases, and beliefs and determine how these may impact their ability to lead others to a common goal for the organization. Participants will participate in scenarios that allow them to interact with discrimination or micro-aggressive behavior to understand the benefits of building cultural competence and inclusion in teams. The techniques learned in this workshop will foster a trusting and respectful working environment for all team members using the strategies and resources instilled by Growing Human Capital with a S.M.I.L.E., LLC diversity, equity, and inclusion workshop objectives.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Dr. Angela A. Scott, COO, Growing Human Capital with a S.M.I.L.E., LLC</td>
<td></td>
</tr>
<tr>
<td>8:30 – 9:30 A.M.</td>
<td>Ins and Outs of the Heating and Cooling Relief Act (LIHEAP)</td>
<td>Las Olas V</td>
</tr>
<tr>
<td>8:30 – 9:30 A.M.</td>
<td>CCAP Caucus</td>
<td>Bonnet</td>
</tr>
<tr>
<td>10 – 11:30 A.M.</td>
<td>Organizational Change in Unprecedented Times</td>
<td>Las Olas I</td>
</tr>
<tr>
<td></td>
<td>Organizational change is both the process in which an organization changes its structure, strategies, operational methods, technologies, or organizational culture to affect change within the organization.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Mia Y Merritt, Merritt Consulting, Inc.</td>
<td></td>
</tr>
</tbody>
</table>

BREAK | 9:30 – 10 A.M. | LAS OLAS FOYER

---

### Concurrent Sessions
- **Maximizing Coordination of Multiple Funding Streams within Public CAAs to Stabilize Families during the Pandemic**
  - Presentations by Taruna Malhotra and Natalie Diaz Rodriguez.
- **Diversity and Implicit Bias Awareness Workshop**
  - Presented by Dr. Angela A. Scott.
- **Ins and Outs of the Heating and Cooling Relief Act (LIHEAP)**
- **CCAP Caucus**
- **Organizational Change in Unprecedented Times**
  - Presented by Mia Y Merritt.
<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 – 11:30 A.M.</td>
<td>Multi-Agency Resource Center</td>
<td>Las Olas II</td>
</tr>
<tr>
<td></td>
<td>The county has built a Hub-type facility within the heart of a low-income community. This facility houses its HSD and provides space for non-profit partners and other agencies bringing resources and services to the heart of the community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Carrie Walsh, Human Services Department Director, Charlotte County Government</td>
<td></td>
</tr>
<tr>
<td>10 – 11:30 A.M.</td>
<td>5 Ways to Grow a Thriving Team Culture</td>
<td>Las Olas III</td>
</tr>
<tr>
<td></td>
<td>In the 5 Ways to Grow a Thriving Team Culture Session, we will guide participants through working effectively in a rapidly changing work culture. This session embraces the new future of work - virtually and human - using the S.M.I.L.E. (serving, modeling, inspiring, listening, and engaging) formula. We will build on leadership skills and team rapport by clarifying what it takes to grow a thriving team culture. We will explore the “WHY (purpose), WHAT (vision) &amp; HOW (values).” Participants will define their organization’s culture, collaborate on specific behaviors to build a positive, inclusive team, and develop action steps to support their new successful team culture plan.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Dr. Angela A. Scott, COO, Growing Human Capital with a S.M.I.L.E., LLC</td>
<td></td>
</tr>
<tr>
<td>10 – 11:30 A.M.</td>
<td>Documentation for CSBG Organizational Standards</td>
<td>Las Olas IV</td>
</tr>
<tr>
<td></td>
<td>Attendees will learn about various documentation that may be submitted to meet CSBG Organizational Standards requirements. The presentation will provide examples of documentation that may be provided along with an explanation of each. The workshop will be applicable to all agencies but will be tailored to public community action agencies.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Clayton Jackson, Human Services Manager Volusia County</td>
<td></td>
</tr>
<tr>
<td>10 – 11:30 A.M.</td>
<td>Overcoming COVID: Engaging Parents and Families with Technology (Head Start)</td>
<td>Las Olas VI</td>
</tr>
<tr>
<td></td>
<td>COVID protocols have created hard barriers to Centers which can limit family interaction between staff and parents. This presentation highlights how one grantee tackled the challenge and created amazing engagement with family members and the Head Start program – despite COVID interference. By using technology and searching for hybrid approaches to personalize technology, interaction and involvement is at an all-time high compared to pre-COVID.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Nichele Rolle, Parent Engagement Coordinator; Kimberly Smith, Education Coordinator (Capital Area Community Action Agency Head Start)</td>
<td></td>
</tr>
</tbody>
</table>
Are you serious about fighting the “War on Poverty”? If so, you must be procedurally just - #VFIT. As you engage our “community,” how do you obtain the voice of potential partners, partners and those we serve? How do you know what they have to offer? How do you know what is important to them? Being #VFIT, (procedurally just) will assist you in answering these and other questions.

Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. Our community needs fairness in all processes and services. When your organization embraces procedural justice, and is #VFIT, your organization will have more positive organizational change and increase the quality of relationships.

Procedural justice speaks to four principles, often referred to as #VFIT:

- Opportunities for voice
- Fairness in the processes
- Impartiality in decision making
- Transparency in actions

Would you like to improve the recruitment and retention of outstanding team members? Would you like to strengthen your relationship with the community? Would you like to win the “War on Poverty”?

If you answered yes to any of these questions, join us in this #VFIT training, as we discuss ways to improve our level of communication, to increase the education of our team and community, and improve our advocacy for and collaboration with public and private organizations to eradicate poverty.

Presented by Dr. Gregory A. Salters, The S.A.L.T. Mine Success and Leadership Training Institute LLC

Provide WAP subrecipients with information on deliverables required for compliance with WAP.

Presented by Alma Valencia (Community Program Manager – Department of Economic Opportunity); Danielle McNair (GOC III/WAP Lead - Department of Economic Opportunity); Dylan Owens (GOC III/WAP Lead – Department of Economic Opportunity)
<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 2 P.M.</td>
<td><strong>Best Practices in Community Action Strategic Planning: Lessons from the Field</strong></td>
<td>Las Olas II</td>
</tr>
<tr>
<td></td>
<td>What do the best CAAs in our network include in their Strategic Plans? What are the key practices that make a Strategic Plan something more than an aspirational document? This workshop will provide a number of examples of strategic planning practices that have been implemented by CAAs across the country. By making these plans more strategic and more connected to your CAA’s stakeholders, you can have a plan that never stays on the shelf again!</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Presented by Aaron E. Wicks, PhD, CCAP, NCRT, Vice President for Organizational Capacity Building National Community Action Partnership</strong></td>
<td></td>
</tr>
<tr>
<td>1 – 2 P.M.</td>
<td><strong>Becoming a Data Driven Organization</strong></td>
<td>Las Olas III</td>
</tr>
<tr>
<td></td>
<td>Community Action Agencies collect a tremendous amount of data daily, much of which is captured in the CSBG Annual Report. Often, the data agencies collect is not analyzed for information that can be used for decision making. This workshop will examine the kind of data collected by agencies and provides a window into how agencies can start to use data more frequently to enhance the quality of decisions by using the data they annually collect.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Presented by John Edwards, The Edwards Group Florida, Inc.</strong></td>
<td></td>
</tr>
<tr>
<td>1 – 2 P.M.</td>
<td><strong>LIHEAP- Eligibility and Documentation Overview</strong></td>
<td>Las Olas IV</td>
</tr>
<tr>
<td></td>
<td>Attendees will receive an overview of eligibility and documentation required to qualify an applicant for LIHEAP. A variety of documentation will be reviewed regarding identification, income, verifying household members, and utility statements will be covered while identifying common intake mistakes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Presented by Clayton Jackson, Human Services Manager Volusia County</strong></td>
<td></td>
</tr>
<tr>
<td>1 – 2 P.M.</td>
<td><strong>How Do we Bridge the Gap Between Haitian Immigrants and the Services You Provide?</strong></td>
<td>Las Olas V</td>
</tr>
<tr>
<td></td>
<td>After attending this presentation you’ll be armed with the resources to help identify the need of the Haitian community and its immigrants through the research done by RTJ Group. You will also have the information you need to reach the community via various forms of communication. In addition, we will also provide information about several functions being held by local Haitian and Haitian-American organizations. Find the Haitian immigrants in your community and enrich them with the services and resources you can offer.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Presented by Shirley Auxais, RTJ Group Training Testing &amp; Job Center</strong></td>
<td></td>
</tr>
<tr>
<td>1 – 2 P.M.</td>
<td><strong>Fiscal Professionals Caucus</strong></td>
<td>Las Olas VI</td>
</tr>
</tbody>
</table>

**BREAK | 2 – 2:30 P.M. | LAS OLAS FOYER**
<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/EVENT</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:30 – 4 P.M.</td>
<td>Organizational Standards: Meeting and Exceeding</td>
<td>Las Olas I</td>
</tr>
<tr>
<td></td>
<td>Every CAA implements the Organizational Standards to demonstrate their ability</td>
<td></td>
</tr>
<tr>
<td></td>
<td>to be an effective Community Action Agency. This session will go through the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational Standards to ground staff in their requirements and provide</td>
<td></td>
</tr>
<tr>
<td></td>
<td>resources to help agencies meet them. The session will also introduce</td>
<td></td>
</tr>
<tr>
<td></td>
<td>strategies for CAAs to take their agency to the next level, exceeding the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>standards and moving toward excellence in all agency operations.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Aaron E. Wicks, PhD, CCAP, NCRT, Vice President for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational Capacity Building</td>
<td></td>
</tr>
<tr>
<td></td>
<td>National Community Action Partnership</td>
<td></td>
</tr>
<tr>
<td>2:30 – 4 P.M.</td>
<td>Recruiting the Hidden Figure</td>
<td>Las Olas II</td>
</tr>
<tr>
<td></td>
<td>In some communities, Community Action organizations are the best kept secret.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>These organizations are facing challenges hiring outstanding team members</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and/or building partnerships to improve our community. Dr. Salters will</td>
<td></td>
</tr>
<tr>
<td></td>
<td>utilize a Career Development framework that shows the importance of social</td>
<td></td>
</tr>
<tr>
<td></td>
<td>learning theory in addressing the duality (DuBois) of marginalized/oppressed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>individuals. This duality recognizes marginalized individuals combine their</td>
<td></td>
</tr>
<tr>
<td></td>
<td>knowledge of how others see them with how they see themselves when making</td>
<td></td>
</tr>
<tr>
<td></td>
<td>decisions; which include career decisions and decisions to establish</td>
<td></td>
</tr>
<tr>
<td></td>
<td>partnerships. What are you and your organization doing to show</td>
<td></td>
</tr>
<tr>
<td></td>
<td>individuals they are welcomed and appreciated?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Dr. Gregory A. Salters, The S.A.L.T. Mine Success and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leadership Training Institute LLC</td>
<td></td>
</tr>
<tr>
<td>2:30 – 4 P.M.</td>
<td>Getting to Results: Using Racial Equity Organizational Assessments to Build Action Plans within Your Organization</td>
<td>Las Olas III</td>
</tr>
<tr>
<td></td>
<td>Leaders from more than 50 public and nonprofit organizations have signed a</td>
<td></td>
</tr>
<tr>
<td></td>
<td>pledge to advance racial equity in Palm Beach County. Most of these entities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>have teams participating in a cohort designed to guide them through the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>process of operationalizing and institutionalizing racial equity, diversity,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and inclusion within their respective organization. This session will discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>how Palm Beach County is promoting racial equity internally, while leading</td>
<td></td>
</tr>
<tr>
<td></td>
<td>this cohort externally in collaboration with key community partners.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by James Green, Palm Beach County Community Services,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PBC Community Services Department</td>
<td></td>
</tr>
<tr>
<td>2:30 – 4 P.M.</td>
<td>Risk Management Essentials</td>
<td>Las Olas IV</td>
</tr>
<tr>
<td></td>
<td>This workshop will explore a variety of risk management elements beyond</td>
<td></td>
</tr>
<tr>
<td></td>
<td>cyber-attacks on technology which is a critical element. Additionally, we</td>
<td></td>
</tr>
<tr>
<td></td>
<td>will identify other risks that are known to agencies that are not given</td>
<td></td>
</tr>
<tr>
<td></td>
<td>proper attention by agency leadership personnel. These risk categories</td>
<td></td>
</tr>
<tr>
<td></td>
<td>could slowly eat away at the agency’s credibility among its funders and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>community supporters.</td>
<td></td>
</tr>
</tbody>
</table>
### Thursday, May 12, 2022

**Concurrent Sessions**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session/Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:30 – 4 P.M.</td>
<td>WAP Town Hall</td>
<td>Bonnet</td>
</tr>
<tr>
<td></td>
<td>An opportunity for the WAP manager to hear ideas and answer questions. Open discussion on WAP Network needs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Alma Valencia, Community Program Manager; Danielle McNair, GOC III/WAP Lead (Department of Economic Opportunity)</td>
<td></td>
</tr>
</tbody>
</table>

### FACA Gala | 6 – 9 P.M. | Las Olas Ballroom

### Friday, May 13, 2022

<table>
<thead>
<tr>
<th>Time</th>
<th>Session/Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 – 9 A.M.</td>
<td>Morning Coffee</td>
<td>Las Olas Foyer</td>
</tr>
<tr>
<td>9 – 11 A.M.</td>
<td>Closing Plenary</td>
<td>Las Olas Ballroom</td>
</tr>
<tr>
<td></td>
<td>Presiding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tim Center, Esq., Chief Executive Officer, Head Start Director, Capital Area Community Action Agency, FACA Board Vice-Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>State of Community Action Closing Panel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Announcement of 2022 – 2024 FACA Officers Election Results</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Silent Auction Results</td>
<td></td>
</tr>
<tr>
<td>9 A.M. – 5 P.M.</td>
<td>Energy Auditor Certification</td>
<td>Bonnet II</td>
</tr>
<tr>
<td></td>
<td>During this course, registered attendees will learn how to perform the tasks of a DOE-approved Home Energy Professional Energy Auditor. The energy auditor certification is an advanced certification and one of the residential energy efficiency industry's highest credentials.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Individuals holding the energy auditor certification are trusted to have the knowledge, skills, and abilities to complete a residential energy audit with the utmost competence. Set yourself apart from the rest of the pack with this advanced certification. This course complies with the Energy Auditor program technical standards as outlined by the U.S. Department of Energy (DOE) and the National Renewable Energy Laboratory (NREL).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presented by Apple Energy Group</td>
<td></td>
</tr>
</tbody>
</table>
MID FLORIDA COMMUNITY SERVICES, INC.


Strengthening partnerships, mobilizing resources, and providing integrated services that promote self-sufficiency for individuals and families in the communities in which they live.

www.mfcs.us.com

(352) 796-1425

HERNANDO • CITRUS • LAKE • PASCO • POLK • SUMTER • VOLUSIA
Aaron Wicks is a non-profit professional with over 15 years of experience in the Community Action Network. As Vice President for Organizational Capacity Building at the Community Action Partnership, Aaron oversees the Center of Excellence (COE) which provides support to the Community Action Network for highlighting and replicating effective strategies for strengthening families and communities. Throughout his career, Aaron has provided training and technical assistance to support Community Action initiatives in the areas of strategic planning, community assessment, program evaluation, quality assurance & compliance, customer satisfaction, partnership building, grant writing and Board governance. Aaron holds a PhD in Political Science, a CCAP and is a nationally-certified ROMA trainer.

Alma Valencia is the Community Program Manager for the Weatherization Assistance Program within the Florida Department of Economic Opportunity (DEO). Ms. Valencia received her undergraduate degree from Texas A&M University and worked for the State of Texas before moving to Florida in 2018. Ms. Valencia began her career with DEO as the Communications Liaison within the Division of Community Development-Director’s Office. In 2019, she was promoted to the Operations and Management Consultant II position within the Deputy Secretary’s Office and was responsible for the division's special projects, HR, Legislative Affairs, IT, and other initiatives. Ms. Valencia has 5 years of experience working for state government and she is currently pursuing a Juris Master (JM) at Florida State University-College of Law.

Dr. Angela A. Scott is the Co-founder and Chief Operating Officer at Growing Human Capital with a S.M.I.L.E., LLC; her education, corporate, nonprofit, and military experiences, combined with her passion for helping people grow to their greatest potential, have become the cornerstone of her contributions to building unity within communities and organizations. As one of the founding members of GHC-SMILE, she oversees the delivery of the coaching programs, workshops, seminars, and team-building retreats. Dr. Scott has worked with reputable government agencies, school districts, and small businesses, helping their leaders build unity through using the S.M.I.L.E. Principles. She coaches people to gain self-awareness, tap into their potential, and broaden their leadership skills. You can expect 100% transparency and authentic conversations when working with Dr. Scott. She knows that building relational capacities on teams involves a unique combination of attributes, demonstrating with a S.M.I.L.E.

Apple Energy Group has been an officially approved and experienced Department of Energy Weatherization Training Center. As a leading Weatherization Training and Technical Assistance provider, AEG’s team has successfully provided organizational, technical, and administrative support to DOE’s Weatherization Assistance Program for state & local government agencies in over 8 states, including Texas, Louisiana, Georgia, New Mexico, Colorado, Kentucky, South Dakota, Oregon, Massachusetts, and several others. Always based upon and meeting the standards of the quality training required by the DOE’s Weatherization Assistance Program, AEG has trained thousands of WAP agency and subcontractor personnel for over 100 weatherization agencies.
ARLENE DOBISON, CCAP, NCRI, HDFP
Chief Executive Officer of The Agricultural and Labor Program, Inc. (ALPI) headquartered in Lake Alfred, Florida. A Private Non-Profit Organization, providing services to disadvantaged, disenfranchised children, families, and farmworkers. The purpose of ALPI is to advocate for those affected by poverty and bridging gaps that hinder self-sufficiency. Over 29 years of experience in Community Action, I served as Finance/HR Director, with Lowcountry Community Action Agency, Inc. in Walterboro, SC; Senior Manager of Fiscal Services at the Governor’s Office of Economic Opportunity, Columbia, SC; and transitioned back to serve as the Executive Director of Lowcountry Community Action Agency, Inc.; presently Chief Executive Officer of the Agricultural and Labor Program, Inc. Currently, Treasurer for Community Action Legal Services, Inc. (CAPLAW), Certified Community Action Professional (CCAP) Commissioner, Lake Alfred Chamber of Commerce member. Certifications: Certified Community Action Professional (CCAP); National ROMA Implementer (NCRI); Service Provider/Community Organizer; Housing Development Financial Professional (HDFP); Past Head Start Monitor: Program Review Instrument for System Monitoring (PRISM) Reviewer, now DANYA. Education: Bachelor’s Degree in Business Administration and a Master’s Degree in Business Administration with a concentration in Finance.

CARRIE WALSH
Carrie Walsh is the director of the Human Services for Charlotte County and the former executive director of the United Way. She champions a collaborative, coordinated approach to complex community issues. Carrie is particularly proud of the Family Services Center, which is a 20-million-dollar, 6-acre campus that will house 14 non-profits and government programs using a trauma-informed, integrated client services model. Phase I of the project is complete and phase II will be completed in 2023. Carrie represents the state of Florida on the National Association of Counties (NACO) Human Services and Education Committee, serves as the secretary for the Florida Association of Human Services Administrators (FACHSA), is the upcoming president of the Gulf Coast Partnership (Charlotte County’s Continuum of Care), is a graduate of the Gulf Coast Leadership Institute, Leadership Charlotte, and a recipient of the ZONTA Woman of the Year Award. Carrie started her education at Flagler College and ultimately graduated from Hodges University with a degree in Business.

CLAYTON JACKSON, MPA
Clayton Jackson, MPA is the Human Services Manager for the County of Volusia and is responsible for the oversight of various social service programs including CSBG, LIHEAP, and other initiatives to assist low-income and vulnerable populations. Mr. Jackson is a native of Kentucky and moved to Florida in 2016. Prior to moving to Florida to assume his current role as the Human Services Manager for the County of Volusia he served as a director of numerous federally funded programs of a private nonprofit community action agency for six years. Mr. Jackson possesses a master’s of public administration degree (2010) and bachelor’s of business marketing (2007) from Eastern Kentucky University. His areas of interest and expertise include grant writing, program design and development, and quantitative analysis.

DANIELLE MCNAIR
Danielle McNair is a Government Operations Consultant III for the Weatherization Assistance Program within the Florida Department of Economic Opportunity. Ms. McNair specializes in technical assistance, project management, procurement, business administration, and contract management. Ms. McNair transferred to the Department from the Florida Department of Health, Office of Children’s Medical Services, where she served as a Government Operations Consultant II within their fiscal unit. Ms. McNair’s experience includes five years with the State of Florida and she is currently studying business at Tallahassee Community College, with plans to transfer to FSU.

DYLAN OWENS
Dylan Owens started his career in restaurant management before being onboarded with the State of Florida in 2018. Since, Mr. Owens has worked with various agencies including the Florida Lottery where he spent time as a Financial Specialist. Currently, he is a Government Operations Consultant III for the Weatherization Assistance Program within the Department of Economic Opportunity. Dylan specializes in contract management, data analysis, communication and interpreting administrative rules and federal regulation. Mr. Owens lives in Tallahassee, FL with his partner and their two cats.

FRANKIE HERNANDEZ
Frankie Hernandez join DEO/BESS on October of 2020 after having work for ten years for the Florida Department of Education, Division of Vocational Rehabilitation in several positions within the Bureau of Vendor and Contracted Services. He held positions as Contract Manager, Contract Monitor and Manager of the Vendor Registration Unit. With DEO, he loves his role as CSBG Program Manager and enjoy the constant learning opportunities and appreciate the collaboration with the CSBG Network and FACA.
The Family Self-Sufficiency Program
The Family Self-Sufficiency Program is designed to help eligible individuals and/or families improve their lives by providing assistance with career counseling, education, job training, and job placement.

Low-Income Home Energy Assistance Program
LIHEAP is a federally-funded program, providing financial assistance to low-income households in meeting the costs of home heating and cooling for Orange County residents.

Senior Climate Efficiency Program
The Orange County Senior Climate Efficiency Program (SCEP) serves to provide low-income seniors (60+) in Orange County with air conditioner replacement, service, or system upgrades.

Office on Aging
The Commission on Aging identifies Orange County resources dedicated to older adults and works with local, state, and national partners to create an elder-friendly community.

“Helping People. Changing Lives”
Gerri Drummond is the Credit and Collections Coordinator for Tampa Electric and TECO Peoples Gas and has been with TECO for 32 years. She supervises the special needs/social service functions within the C&C department, including day to day decision making, procedure updates, and implementation and administration of the Agency Portal. She maintains ongoing dialog with agencies and not-for-profit organizations designated to assist customers. Gerri supports TECO’s Corporate Communications Department with engaging Customers and Team Members to contribute the company’s Share Program which assists customers in need.

Dr. Gregory A. Salters recently retired from the Ft. Lauderdale Police Department. He served for over 28 years in various capacities; concluding his career as an Interim Assistant Police Chief/Chief’s Executive Officer. He is the Founder/Managing Partner of The S.A.L.T. Mine Success and Leadership Training Institute LLC. He is also the Director of Campus Safety and Emergency Management at Florida Memorial University. He earned his bachelor’s degree from Florida Agricultural and Mechanical University; his master’s degree in Public Administration from Florida Atlantic University and his Doctorate degree in Adult Education/Human Resource Development from Florida International University. His dissertation explored the impact of racial profiling on Black males seeking jobs in law enforcement and committing to law enforcement careers. Dr. Salters facilitated courses for the Florida Department of Law Enforcement’s (FDLE) Florida Leadership Academy. These courses include but are not limited to Ethics, Performance Management, Leadership and Supervision, and the Persuasive Leader. He also facilitated leadership training for the YMCA of South Florida. Dr. Salters has also facilitated FDLE’s Minority Recruitment and Retention Forum, National Association for the Advancement of Colored People's School to Prison Pipeline at Florida Atlantic University, and the Federal Bureau of Investigation's (FBI) Race and Law Enforcement course at the Miami Field Office. He has served as the Chairman of the Alpha Phi Alpha Fraternity Incorporated, Zeta Alpha Lambda Chapter’s Men of Tomorrow mentoring program. In 2014, he was recognized as Zeta Alpha Lambda’s Brother of the Year. He was also recognized as Broward County School Board’s “Mentor of the Year” for the 2014 – 2015 school year.

Heather McCallister is a Government Operations Consultant III for the Low Income Home Energy Assistance Program (LIHEAP), Community Services Block Grant (CSBG) and Weatherization Assistance Program (WAP) programs within the Florida Department of Economic Opportunity. She is also the CSBG Lead Contract Manager. Ms. McCallister specializes in project management, consulting and contract management. Ms. McCallister's background includes 23 years of management experience with roles from Team Lead to Executive Director in the student loan and healthcare industries.

James Green is currently director of the Palm Beach County Community Services Department where he leads the county’s efforts in an array of programs to assist homeless youth and families, domestic violence victims, senior citizens, veterans, special needs and the farmworker population. He recently engaged leaders across various sectors to begin developing a comprehensive plan to end homelessness and reduce child poverty in Palm Beach County. While leading the Palm Beach County Community Action Agency, the county received the Florida Association for Community Action, Inc. Agency of the Year Award for assisting the greatest number of families and individuals to achieve economic independence and self-sufficiency. This award also recognized local advocacy efforts, community participation, partnerships and collaborations formed by the agency to assist low-income citizens in their journey to economic security and self-sufficiency as well as the agency’s effort to achieve organizational excellence and represent the best practices within the network. James is a member of Omega Psi Phi Fraternity, Inc, and started the Omega Lamplighters program in 2012. Since that time, James has mentored nearly 100 youth teaching them about leadership, black history, career exploration, wealth building, academic assistance and community service opportunities. He received his B.A. degree from Auburn University and his M.S. degree from Palm Beach Atlantic University and is currently a doctoral candidate at Florida Atlantic University.

Formerly Executive Director of Northeast Florida Community Action Agency, Inc. (NFCAA) from 1993 to 2014, Mr. Edwards has a master’s degree in Public Administration and has completed numerous certified training sessions with a broad background and knowledge in: program policy administration, organizational planning, management principles and administration, administrative services management, budget preparation and control, cost accounting principles, contract management, and managing and leading people. Mr. Edwards is a leadership, board of directors, management, and organizational problem-solving consultant with a track record of effectiveness.
**KATRINA METZLER**

Ms. Metzler has dedicated her career to community service and advocating for those most in need. She has a wide range of experience in the fields of energy, education and poverty-fighting programs spanning more than 20 years. As an advocate at the local, state and now federal level, she has supported legislation for programs such as LIHEAP, WAP, and CSBG. Previously, Ms. Metzler was the executive director for Family, Adult and Children First Council in Fairfield County, Ohio, a county organization that supported families through grant funds for family mental health services, childhood injury prevention, Early Start and more.

She also has held positions as energy policy analyst, state services director, and energy services director for the National Association for State Community Services Programs (NASCSP). Prior to her work in Washington D.C., she was employed by the State of Ohio, where she was the Section Supervisor for Weatherization, managing one of the largest Weatherization programs in the country. Ms. Metzler was appointed to the State Energy Advisory Board in 2013 serving the Assistant Secretary for Energy, where she provided critical assistance to improve access to services and program delivery. She also was the Director of New Business Development at Pickaway County Community Action Agency and coordinated an adult education program at the county level for 14 years.

**KIMBERLY SMITH**

Kimberly Smith is the Education Coordinator for the Capital Area Community Action Agency Inc. Earning her B.S. in Elementary Education from Florida A&M University gave her more insight into how her role with CACAA can bring more change to the students they serve. For more than 20 years, Kimberly has been in various positions in education. More recently, she has led the curriculum implementation for the teachers at CACAA. She works diligently on developing and improving curricula and assessing the effectiveness of curricula and instruction. Her focus is on different ways to enhance learning opportunities for students and educators alike. She understands improvements are made through research, development, and testing of new curricula and teaching methods.
KPMG is a full-service audit, tax, and advisory firm and brings a deep bench with more than 35,000 partners and professionals providing a broad range of audit, tax, and advisory services. KPMG provides program oversight; designs and implements cross-cutting risk management, regulatory compliance, and reporting portal implementation protocols; and reports key metrics to executive leadership with a focus on a seamless program administration.

**DR. MIA Y. MERRITT**

Dr. Mia Y. Merritt was born and raised in Miami Florida and matriculated in the Miami-Dade County Public School System. She is an educator with over 25 years experience as a teacher, Assistant Principal, College Professor, Educational Consultant, Curriculum Developer and mentor. She is a Certified Keynote Speaker, Teen/Youth Facilitator, Seminar Trainer, Prosperity Coach and Author. She is a former talk show participant of the Comcast television show Author’s Corner and a former radio personality on WZAB 880 The Biz. Dr. Merritt has delivered keynote speeches to churches, universities, Department of Homeland Security, Elected Officials and Youth organizations and many more. Dr. Merritt has a bachelor's degree in Education, two masters degrees and a doctorate degree in Organizational Leadership. Dr. Merritt is a published author of 17 books on the subjects of adult education, spirituality, personal development, and self-empowerment. She is also a writer for the Miami Herald and Sun Sentinel. Dr. Merritt’s challenges and experiences in life have produced in her the resilience, character and strength to persevere in spite of what she faces. She shares her experiences with others in order to inspire, encourage and remind that your past does not dictate your future. Her favorite quote is the following: Personality and charisma may get you there, but honesty and integrity will keep you there.

**NATALIE DIAZ RODRIGUEZ**

Natalie Diaz Rodriguez is the Program Manager for the Palm Beach County Community Action Agency (PBCCAP), and oversees the Community Services Block Grant (CSBG), Low Income Home Energy Assistance Program (LIHEAP), and Farmworker Career Development Programs (FCDP). She began working for PBCCAP in 2011, as PBCCAP’s Grant Compliance Specialist. Natalie is a certified Results-Oriented Management and Accountability (ROMA) trainer, and provides training and technical assistance to other Community Action agencies across the state of Florida. She is also a Six Sigma Green Belt and has participated in the National Community Action Partnership’s Learning Communities, with the goal of enhancing and improving Financial Empowerment programs across the Nation. Natalie is currently the chair of the Training and Development committee for the Florida Association for Community Actions (FACA). Natalie is native of Toa Alta, Puerto Rico and received her Master's Degree in Science in Education from Keiser University, and her Bachelor’s Degree in Business Administration from the Interamerican University of Puerto Rico.

**NICHOLE ROLLE**

Nichele Rolle is a graduate of Florida A&M University with a Masters of Social Work. She has been a Parent Engagement Coordinator for Head Start for 7 years and continues to thrive within engaging her Head Start families and others around her. With a background in Social Work, her career allows her the opportunity to work with several populations from different socio-economic backgrounds. Nichele understands that when the world is changing, so must the people. Nichele is extremely passionate in helping others succeed no matter what circumstances may arise. Nichele wants to help others build an appetite for technology so they won't starve in this increasingly changing world.

**SHIRLEY AUXAIS**

Shirley Auxais was born to immigrants who entered the US from Haiti in 1969. Born in Brooklyn, New York, her parents moved to South Florida in 1988 in hopes of creating better opportunities for their growing family. Auxais received her bachelor's degree in science and information technology and has completed master's studies in both computer science education and cybersecurity and information assurance. Shirley worked as a college professor, business development manager for Microsoft and Intel, and has created makerspace robotics engineering innovation labs for the largest private Jewish Day Schools in South Florida.

Servicing Palm Beach, Broward, Miami, and Haiti she serves as the CEO for RTJ Training Testing and Job Center is the founder and CEO of the RTJ Group Foundation and co-founder of Christmas without Toys. Shirley understands the challenges that face the Haiti immigrant who has proven to become the backbone of South Florida's hospitality, restaurant, and so many other industries.

Well-known for her work in connecting Haitian immigrants and those in need with services that are available to them she helps by supporting in their transition to a new country by understanding the American culture and helping them in becoming self-sufficient in education, employment, and technology skills. Through her foundation, training center, and her work with the Haitian American
Chamber of Commerce she has helped many immigrants gain employment, computer training, and helped with education and rental assistance. During the COVID crisis, she has been at the front-end of helping the Haitian community in the United States and Haiti. Her dedicated team of volunteers has worked closely with organizations to prioritize the needs of the community and provide access to aid to the people of lesser means.

**TARUNA MALHOTRA**

Taruna Malhotra currently serves as Assistant Director, Community Services, Palm Beach County where she oversees and responsible for various Health and Human Services programs that includes Homeless, Seniors, Veterans, FAA and other programs. Her department oversees a budget of more than 50 million and is responsible for the assessment of need, planning, implementation, and evaluation of system of care under various programs and grants.

She is a dynamic professional who has demonstrated the ability to operate program serving vulnerable populations while utilizing creative operational efficiencies to provide high quality service. Her areas of focus are access to social services for the underserved, community welfare and capacity building for the nonprofit agencies. In her role, she leads the department grant making activities, building effective, impactful health-human related programs for Palm Beach County.

Taruna is an advocate, bridge builder and voice of the community, serves on various committees and works with various advisory boards to build the expression and extension of commitment to leading and serving others. Her work is to improve financial and programmatic standards to build stronger and efficient social services network. She is instrumental in creating multiple technology innovations that has led to improving service delivery in Palm Beach County especially under Covid-19 crisis. Ms. Malhotra holds a master’s degree in economics and a bachelor of arts with specialization in political science and computer science.

**TIMOTHY BRIDGES**

Timothy Bridges grew up in the small town of Apopka Florida, located just 8 miles north of Orlando. Timothy obtained his bachelor’s degree in computer science and mathematics at Florida State University and hold a master’s degree in educational leadership and specialist degree in human resource management from Nova Southeastern University.

Because of his passion for working with young people, Timothy worked in public education for 18 years, two of which as an administrator. Timothy joined Lake Community Action Agency in October of 2004. He currently serves as the Director of Program Operation/ Human Resources Director. Tim strives to develop cutting edge programs that help advance individuals and families to levels of economic self-sufficiency and sustainability to support themselves and their families. Tim has worked in Community Action for the past 18 years where he strives to create innovative programs and forging alliances that help move families to self-sufficiency.

**VERONICA ZHANG**

Veronica Zhang is Deputy Director and Senior Counsel at CAPLAW. She advises community action agencies nationwide on strategic, operational, and legal matters, including tax-exempt law, employment law, Head Start and other government grant compliance, and corporate governance. Prior to joining CAPLAW, Veronica was a business law associate at Goodwin Procter LLP, where she represented public and private companies in mergers and acquisitions and other strategic collaborations. She also helped nonprofit organizations operate and maintain tax-exempt status. Veronica is a graduate of Yale University and Boston University School of Law.
Florida Association for Community Action
42nd Annual Training Conference
Gold Sponsor
FACA Annual Meeting
Wednesday, May 11, 2022
4:30pm

AGENDA

I. Call to Order  Board Chair
II. Roll Call  Board Secretary
III. Agenda Presentation and Approval  Board Chair
IV. 2021 Minutes Presentation and Approval  Board Chair
V. Board Chair’s Report  Board Chair
VI. Treasurer’s Report  Board Treasurer
VII. Committee Reports
   a. Executive  Doug Brown
   b. Membership  Efrem Crenshaw
   c. Conference Planning  Efrem Crenshaw
   d. Legislative  Tim Center
   e. Nominations Committee  Lonnie Bell
   f. Strategic Planning  Arlene Dobison
   g. Training and Development  Natalie Diaz Rodriguez
VIII. Old Business
IX. New Business
   a. FACA Membership Dues
   b. Legislative Committee Name change
   c. 2022 – 2024 FACA Board Officer Candidates Forum
X. Adjournment
I. The meeting was called to order by Board Chair Douglas Brown at 12:31 p.m.

II. Roll call for members present:
   - The Agricultural & Labor Program, Inc., - PaHoua Lee-Yang, Arlene Dobson
   - Brevard County BOCC Department of Housing and Human Services – Carl Herriott
   - Broward County Community Action Agency – Efrem Crenshaw
   - Capital Area Community Action Agency – Tim Center
   - Central Florida Community Action Agency, Inc. – Charles Harris
   - Community Action Program Committee, Inc. – Doug Brown
   - Hillsborough County BOCC – Sharon Gordon
   - Lake Community Action Agency – Tim Bridges
   - Miami-Dade Community Action Agency – Annika Holder
   - Orange County Health & Family Services Dept. Community Action Division – Lavon Williams
   - Osceola County Council on Aging – Warren Hougland
   - Palm Beach County Community Program – Natalie Diaz Rodriguez
   - Pinellas Opportunity Council, Inc. – Pattye Sawyer
   - Seminole County Community Assistance – Carrie Longsworth
   - Volusia County Council – DCS – Clayton Jackson

15 of the 22 member agencies were present, and it was determined that quorum was met.

I. May 2020 Minutes Approval. Motion by Warren Hougland to approve the May 2020 Annual meeting minutes. Second by PaHoua Lee-Yang. Motion approved unanimously.

II. Motion by Tim Center to adopt the May 2021 Agenda. Second by Carl Herriott. Motion approved unanimously.

III. Board Chair Report. Chair Brown decided to defer to the Membership Committee Report due to technical issues.

IV. Membership Committee. Committee Chair, Efrem Crenshaw provided an overview of paid memberships. Reminded the members that CAPLAW dues are covered by the FACA membership dues.

V. Treasurer’s Report. Board Treasurer, Tim Center, deferred to Executive Director, Faith Pullen. Mrs. Pullen reviewed audited financials provided in the meeting materials. Motion by Tim Bridges to accept the Treasurer’s report. Second by Efrem Crenshaw. Motion approved unanimously.

VI. Committee Updates
   a. Legislative. Committee Chair Tim Center shared general updates. Highlighted pre-COVID advocacy activities. Mid-Florida dedicated staff to assist Association staff with Advocacy Webinar and toolkit.
   b. Strategic Planning. Committee Chair Lee-Yang was had technical difficulties and deferred to E.D. Faith Pullen to provide a general review of the Strategic Plan goals including progress made on each. Encouraged members to complete training survey.
c. **Training and Development.** Committee Chair Natalie Diaz-Rodriquez provided updates. COVID has caused a pause in activities. Committee is considering and additional assessment to membership focused on COVID needs.

VII. **Old Business.** No old business.

VIII. **New Business.** No new business

IX. Board Chair Brown thanked everyone for attendance. Also thanked Broward for serving as future host.

X. **Adjournment.** Motion by Warren Hougland to adjourn. Second by Efrem Crenshaw. Motion approved unanimously. Meeting adjourned at 2:09 p.m.
INDEPENDENT AUDITORS’ REPORT

Board of Directors
Florida Association for Community Action, Inc.
Tampa, Florida

We have audited the accompanying financial statements of Florida Association for Community Action, Inc. (“FACA”) (a not-for-profit organization), which comprise the statements of financial position as of June 30, 2020, and June 30, 2019, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statement that is free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether these financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Florida Association for Community Action, Inc. as of June 30, 2020, and changes in its net assets, and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated August 23, 2021 on our consideration of Florida Association for Community Action, Inc.'s internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting on its compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Organization’s internal control over financial reporting and compliance.

L.F. Harris & Associates, CPA, P.A.
Orlando, Florida
August 23, 2021
FLORIDA ASSOCIATION FOR COMMUNITY ACTION, INC.

STATEMENT OF FINANCIAL POSITION
AS OF JUNE 30, 2020 and 2019

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$107,059</td>
<td>$148,472</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>27,496</td>
<td>120,656</td>
</tr>
<tr>
<td>Deposits</td>
<td>225</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$134,780</td>
<td>269,128</td>
</tr>
<tr>
<td><strong>EQUIPMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Equipment and Furniture (net of accumulated depreciation of $69,979 and $63,763)</td>
<td>4,866</td>
<td>6,082</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$139,646</td>
<td>$275,210</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS | | |
| **CURRENT LIABILITIES** | | |
| Accounts Payable | $4,227 | $23,465 |
| Accrued Expenses | 6,622 | 4,900 |
| Line of Credit | 917 | 5,236 |
| Other Liabilities | 152 | 105,335 |
| **Total Current Liabilities** | $11,918 | 138,936 |
| **NET ASSETS** | | |
| Net Assets Without Donor Restrictions (As restated) | 127,728 | 136,274 |
| **TOTAL LIABILITIES AND NET ASSETS** | $139,646 | $275,210 |

See accompanying notes to the financial statements
FLORIDA ASSOCIATION FOR COMMUNITY ACTION, INC.
STATEMENT OF ACTIVITIES
FOR YEARS ENDED JUNE 30, 2020 and 2019

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets Without Donor Restrictions:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue, Gains and Other Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>$100,000</td>
<td>$169,750</td>
</tr>
<tr>
<td>Contract Revenue</td>
<td>90,104</td>
<td>122,050</td>
</tr>
<tr>
<td>Conference Revenue</td>
<td>30,980</td>
<td>109,131</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>31,300</td>
<td>30,400</td>
</tr>
<tr>
<td>Other Program Revenue</td>
<td>15,250</td>
<td>19,065</td>
</tr>
<tr>
<td>Donations</td>
<td>375</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenues and Support</strong></td>
<td>$268,009</td>
<td>$450,396</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>185,293</td>
<td>218,166</td>
</tr>
<tr>
<td>General and Administration</td>
<td>91,262</td>
<td>74,756</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$276,555</td>
<td>$292,922</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Net Assets Without Donor Restrictions</strong></td>
<td>(8,546)</td>
<td>157,474</td>
</tr>
<tr>
<td><strong>Net Assets Without Donor Restrictions, beginning of year (As restated)</strong></td>
<td>136,274</td>
<td>(21,200)</td>
</tr>
<tr>
<td><strong>Net Assets Without Donor Restrictions, end of year</strong></td>
<td>$127,728</td>
<td>$136,274</td>
</tr>
</tbody>
</table>

See accompanying notes to the financial statements
By Laws
Florida Association for Community Action (FACA), Inc.

Article I
NAME AND LOCATION

Section 1: The name of this Corporation shall be Florida Association for Community Action, Incorporated (FACA), and hereafter referred to as the “Association”. This Association is a non-profit organization incorporated under the laws of the State of Florida and recognized as the proper body to carry out the purposes and functions set out in these By Laws.

Section 2: The headquarters of the Association shall be at a location designated in the state of Florida.

Article II
PURPOSE

The purposes of the Association shall be the following:

1. An Association dedicated to the elimination of causes and conditions of poverty affecting poor people of Florida.

2. An Association that provides programs and services to Community Action Agencies in the State of Florida.

3. An Association that provides training and technical assistance to boards of directors, staff and volunteers of Community Action Agencies the State of Florida.

4. An Association that provides information and counsel about poverty issues to the Florida Legislature, U.S. Congress and other public and private policy makers.

Article III
MEMBERSHIP

Section 1: (Eligibility) The membership of the Association shall be limited to Community Action Agencies and the Florida Weatherization Network and other agencies, groups, associations, that pay the membership fee as prescribed by the board of directors of the Association. Associate membership is limited to those non Community Action Agencies who financially support the mission and purposes of this Association. Associate members are not eligible for seating on the board of directors or voting at the annual meeting or special meetings of the membership Community Action Agencies.

Section 2: (Voting) Each member Community Action Agency in good standing (paid dues) shall have one (1) vote at the annual meeting of the Association as designated in writing on the member agency letterhead, signed by the agency director or board chair. Those designated to vote must be an employee or board member of the member agency. Voting will be cast and tabulated at all meetings as needed.

In the case of a tie vote for any office, the nominating committee will duly notify the Board of the results. The board will authorize the nominating committee to proceed by contacting...
the board chair, executive director and the members in good standing present at the annual meeting of the Association. The time, place and location will be set by the nominating committee to ensure all votes are counted and the results are published before the conference closing session.

**Section 3: (Resignation)** Any member agency may resign its membership by submitting a written resignation either at a meeting of the membership or of the Board of Directors or by submitting resignation to the principal office of the Association. Resignations shall become effective forthwith without need of any acceptance, unless otherwise specified therein. Paid membership dues shall not be reimbursed.

**Section 4: (Removal)** Any member agency may be removed from membership for conduct deemed detrimental to the Association by a majority vote of the members cast at any annual meeting, at any special meeting of the members called for that purpose, or by a majority vote of the Board of Directors.

### Article IV

**MEETING OF MEMBERS**

**Section 1: (Place of Meetings)** Meetings of the membership shall be held at any suitable place convenient to the membership as determined by the Board of Directors.

**Section 2: (Annual Meeting)** The annual meeting of the Association shall be held in May of each year.

**Section 3: (Special Meetings)** Special meetings may be called by the Chairperson, a majority of the executive committee or upon a written request signed by at least twenty-five percent (25%) of member agencies in good standing.

**Section 4: (Notice of Meetings)** The Secretary of the Association shall mail and/or electronically send notices of all meetings at least seven (7) calendar days before all meetings, stating the purpose, time and location to all members in good standing.

**Section 5: (Voting)** Each member Community Action Agency and any other agency, group, association, and concerned citizen in good standing (paid dues) shall cast votes as specified in Article III, Section 2 of these By Laws.

**Section 6: (Quorum)** The presence of fifty-one percent (51%) of the member community action agencies in good standing shall constitute a quorum. In the absence of a quorum, any business conducted shall be subject to the ratification at the next meeting of the Association.

### Article V

**BOARD OF DIRECTORS**

**Section 1: (Number and Qualifications)** It is the intent of the Association, that the governing Board be representative of the executive leadership of its member agencies. Each member agency in good standing shall designate in writing a single representative to serve on the Board. The representative should be serving in
a senior management role within that member agency's community action program. The Florida Weatherization Network will have one (1) representative as determined by its membership.

Elections of officers to the board of directors shall occur every other year at the annual meeting.

Section 2: (Board Powers) The Board of Directors shall have all the powers necessary and appropriate normally given to boards of directors to administer the business affairs of the Association. The board delegates its powers to conduct day to day business operations of the association to its Executive Director.

Section 3: (Election and Term of Office) Each officer and member is elected to one two (2) year term and may be elected for one successive two (2) year term for the same office. Membership on the Board of Directors is unlimited. When a director is elected to fill an unexpired term, the term of office will expire at the same time, as would have the term of office the director replaces.

Section 4: (Vacancies) Vacancies on the Board of Directors caused by any reason shall be filled by the member agency by as specified in Article V, Section 1 of these By Laws. Each director so designated shall be a director until the expiration of the term of office of the director being replaced.

Section 5: (Removal of Directors) At any duly called meeting of the Board of Directors at which a quorum is present, any Board Member shall be removed for justifiable cause including being absent from two (2) consecutive board meetings. Removal for cause must be by 2/3 vote of the members present. Any member may resign from the Board of Directors without approval.

Section 6: (Compensation) Directors serve without compensation. However, normal travel expenses may be reimbursed to directors as may be determined by the Board of Directors from time to time.

Section 7: (Annual Meeting) A meeting of the Board of Directors for the purpose of conducting business that may be properly brought before it shall be held within 30 days after the annual meeting. The Board of Directors shall determine the place and time of this meeting; and, notice of such meeting shall not be necessary to alert the general membership.

Section 8: (Meetings of Board of Directors)

A. Regular Meetings. Quarterly meetings of the Board of Directors shall be held during the fourth week of June, September, December and March of each year unless otherwise determined by a majority vote of the board of directors. Teleconference meetings shall be be used as feasible in lieu of face to face meetings as necessary.

B. Special Meetings. Special Meetings of the Board of Directors may be called by the Chairperson on three (3) day notice to each director by mail, electronic or facsimile, stating time, place, and purpose.

C. Emergency Meetings. Emergency meetings of the Board of Directors shall be called in the same manner and on the written request of three (3) directors. The Secretary shall notify all involved.
D. **Annual Closeout Meeting.**
Each year in June the annual closeout meeting shall take place for the purpose of closing out the prior year business.

1. Prior to the closeout meeting a committee appointed by the Chairperson shall meet on or about June 15th to evaluate the Executive Director.
2. By May 30 of each year a self-assessment form shall be provided to the Executive Director prior to annual evaluation for completion and return to the Chair of the board by June 10th.
3. Prior to the closeout a committee appointed by the chairperson shall meet on or about June 15th to evaluate the executive director. The results of the evaluation must be provided to the executive director and the board of directors at the closeout meeting. The chairperson shall chair the committee selected to evaluate the executive director.

**Section 9: (Waiver of Notice)** Before or at any meeting of the Board of Directors, any directors may, in writing, waive notice of such meeting and such waiver shall be deemed equivalent to the giving of such notice.

**Section 10: (Quorum)** All meetings of the Board of Directors shall have the presence of at least fifty one percent (51%) of the seated members to constitute a quorum to transact the business affairs of the Association.

**Article VI**
**STANDING COMMITTEES**

**Section 1: (Executive Committee)** The executive committee shall consist of the officers of the association: Chair, Vice Chair, Secretary, and Treasurer. The chair can appoint as needed, up to one (1) additional members to serve on the Executive Committee, one of which may be a Parliamentarian with approval by the Board of Directors.

During intervals between meetings of the Board of Directors, the Executive Committee shall have all the authority of the Board of Directors to transact the business affairs of the Association. Decisions made by the Executive Committee shall be ratified by the full Board of Directors at its next meeting subsequent to any action taken by the Executive Committee.

**Section 2: (Conference Planning Committee)** Plans for the annual training conference and any and all conferences approved by the Board of Directors or the membership of the Association. The duties consist of, but not limited to, making logistical arrangements for conferences and training sessions, speakers, trainers, and oversee staff functions to carry out the technical planning of such events.

**Section 3: (Membership Committee)** Conducts membership drives and on-going recruitment of new membership agencies and oversees the development and maintenance of benefits of membership. Conducts surveys and analyses necessary to maintain membership agencies and expansion of paid memberships.

**Section 4: (Legislative—Advocacy Committee)** Develops issues on national and state legislative issues affecting the work of the Association membership. Develops legislative agenda for the Association to be presented to the legislature and Congress on an annual basis. Tracks legislation that may impact on the purposes of the Association and its members.
Section 5: (Finance Committee) Reviews and makes recommendations on all financial matters pertaining to the Association and seeks funds to carry out the financial responsibilities of the Association. Reviews monthly financial statements of the Association, develops annual Association budget and oversees the annual audited financial statements of the Association.

Section 6: (Ad Hoc Committees) The chairperson may from time to time establish ad hoc committees as deemed necessary to address relevant issues as they arise. Usually, these ad hoc committees have a single agenda and are time limited.

One such ad hoc committee is the nominating committee which shall be presented by the chairperson. The committee will be responsible for the collection of names of individuals interested in running for office and counting votes.

Article VII
OFFICERS

Section 1: (Officers) The officers of the Association are Chairperson, Vice Chairperson, Secretary and Treasurer, all of whom shall be elected by the membership body.

Section 2: (Election of Officers) The officers of the Association shall be elected bi-annually by the membership at its annual meeting and, unless sooner removed by the board, the officers shall serve for one (1) two (2) year term and until their successors are elected. Officers may be elected for a second two (2) year term. The Board of Directors shall fill any vacancy occurring in the officers.

Section 3: (Removal) An officer may be removed with cause by a majority vote of the Board of Directors. The successor shall be elected by a majority vote of the members of the Board of Directors at its regular or special meeting of the Board of Directors.

Section 4: (Chairperson) The Chairperson shall be the principal representative of the Association and shall lead the business affairs of the Board of Directors. The Chairperson shall preside at all meetings of the Association and its Board of Directors. The Chairperson shall have all general powers that are usually vested in the office of Chairperson of the Association including power to appoint committees in the business affairs of the Association.

Section 5: (Vice Chairperson) The Vice Chairperson shall perform the duties of Chairperson in the absence of Chairperson and may be assigned special duties from time to time by the Chairperson.

Section 6: (Secretary) The Secretary shall keep the minutes of all meetings of the Board of Directors, of the membership and the executive committee.

Section 7: (Treasurer) The Treasurer shall ascertain that accurate accounting records are being kept for all funds of the Association, ascertain that all records are audited annually, and
shall have all general powers that are usually vested in the office of Chair person of the
shall preside at all meetings of the Association and its Board of Directors. The Chair person
Officers may be elected for a second two (2) year term. The Board of Directors shall fill any
officers shall serve for one (1) two (2) year term and until their successors are elected.
vacancy occurring in the officers.

**Section 5:**

**Article VIII**

**CORPORATE SEAL**

**Section 1:** The Board of Directors shall provide a suitable Association seal containing the
name of the Association. The seal shall be retained in the Association headquarters office to
be used as determined by the Board of Directors and appropriate laws, rules and regulations
governing such.

**Article IX**

**FISCAL MANAGEMENT**

**Section 1:** *(Fiscal Year)* The fiscal year of the Association shall be from July 1 to June 30 of
each year.

**Section 2:** *(Books and Accounts)* Books and accounts of the Association shall be kept under
the direction of the Treasurer of the Association.

**Section 3:** *(Audits and Reports)* At the close of each fiscal year, the books and records of the
Association shall be audited by an independent outside auditor. The audited financial
statements shall be presented to the Board of Directors at its completion and to the general
membership at the annual meeting.

**Section 4:** *(Execution of Corporate Documents)* With the approval of the Board of Directors,
all notes, contracts and checks shall be executed by the Chairperson of the Board of Directors
and in his absence, the Vice Chairperson and the Executive Director.

**Section 5:** *(Fidelity Bonding)* The Board of Directors shall require all officers and employees
of the Association having custody or control of corporate funds furnish adequate fidelity
bonds. The Association shall pay premiums for such.

**Section 6:** *(Indemnity)* Each officer, director or employee of the Association shall be
indemnified by the Association against expenses reasonably incurred by the person in
connection with any action, suit or proceeding to which he shall be finally adjudged in such
action, suit or proceeding to have been derelict in the performance of said person’s duty as
officer, director or employee.

**Section 7:** *(Dues)* The Board of Directors shall determine the annual dues of member
Community Action Agencies as well as other groups, associations and concerned citizens by
majority vote each April. The dues structure shall be announced during the annual meeting
of the membership. The Treasurer shall cause an assessment of dues each year. Dues shall be
received starting July 1 of each year.
Article X
AMENDMENTS

Section 1: Except as otherwise required by law, these By Laws may be amended at any regular meeting of the membership or at any special meeting called for that purpose, provided that written notice of the proposed amendment shall have been given at least ten (10) days prior to such meeting. Such amendment shall require an affirmative vote of fifty-one percent (51%) of the members present at a duly constituted meeting.

Article XI
ROBERT RULES OF ORDER

Roberts Rules of Order, latest revised edition, shall cover any business or action of the Association not covered by these By Laws.

Article XII
DISSOLUTION

Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

None of the assets will be distributed to any member, officer or trustee of the corporation.
CERTIFICATE OF THE CORPORATION

We, the undersigned, do hereby certify that we are the duly elected Chairperson and Secretary of the Florida Association for Community Action, Inc., a Florida not-for-profit corporation, and that the foregoing By Laws constitute the By Laws of the Corporation as duly adopted in the meeting of the Association thereof held on January 16, 2018, and become effective February 1, 2018.

IN WITNESS WHEREOF, we have hereunto subscribed our names and affixed the seal of said corporation this _day of

______________________________
Berneitha McNair, Board Chairperson

______________________________
Charles Harris, Board Secretary

Rev. 4/20/82
Rev. 11/83
Rev. 5/84
Rev. 5/86
Rev. 6/10/98
Rev. 5/14/04
Rev. 5/10/06
Rev. 5/9/07
Rev. 5/12/2010
Rev. 5/16/2012
Rev. 5/14/2014
Rev. 1/16/2018
A PROUD SPONSOR OF THE FLORIDA ASSOCIATION FOR COMMUNITY ACTION, INC.
42nd ANNUAL TRAINING CONFERENCE

TECO®
AN EMERA COMPANY
Spondulics

The Financial Edutainment Streaming Platform

Do You Produce Content Related to Financial Capability?

Join International Content Creators Who Bring Together Education and Entertainment for Personal Finance

More Information at Spondulics.org

Available on
We answer your calls so you don’t have to

- Online appointment scheduler
- Uploading Documents
- Text reminders
- Virtual PBX
- Multilingual voice recordings
- Supports multiple locations
- Live operator assistance
- Process calls 24/7
- Web Hosting and Design

Learn more about how CDS can help your agency with your scheduling today.

call: 704.577.0697 | www.cdsanswersforyou.com
Communities are like families

When everyone comes together, wonderful things can happen. This event is the result of a lot of hard work by many talented people. The spirit of community is alive and well, right here and now.

We're proud to sponsor the FACA 42nd Annual Training Conference.