

TRI-COUNTY COMMUNITY COUNCIL, INC.
302 North Oklahoma Street; P.O. Box 1210
Bonifay, FL 32425

MEETING NOTICE

Tri-County Community Council, Inc., Board of Directors will be held
Thursday – October 8, 2026 at 5:00 p.m. at the
Head Start Conference Room, 2499 Cypress Street, Westville, FL 32464.
The hybrid meeting will allow for in person or virtual attendance.

JOIN THE BOARD MEETING

Google Meet meet.google.com/crk-zjni-tyc

OR

Call 1-504-502-7682

When prompted, enter PIN: 999 718 993 followed by the # sign

PLEASE CALL IN ABOUT 5 MINUTES PRIOR TO THE START OF MEETING

Finance & Head Start Committee Meetings at 4:15 p.m.
You will receive a separate invite for joining Committee Meeting

(Please let us know how you will be attending or if you are not able to attend)



MISSION: Our Mission is to identify and provide needed services to the citizens in our community.

VISION: Tri-County Community Council, Inc. is a nonprofit organization with a vision to unite both the public and private sectors for the purpose of improving the quality of life for individuals, families, and communities by enhancing and seeking new opportunities for success with the goal of eliminating poverty.

TRI-COUNTY COMMUNITY COUNCIL, INC.
BOARD OF DIRECTORS
OCTOBER 8, 2026
AGENDA

- I. Call to Order
- II. Invocation & Pledge to the Flag
- III. Roll Call – **APPROVE**
- IV. Board Minutes for August – **APPROVE** – [Enclosure \(1\) Pink](#)
 - A. Finance Committee – Lesley Hatfield, Chair – **APPROVE**
 - i. Financial Status Reports – Temp - thru 9/30/26 - [Enclosure \(2\) Multi](#)
 - ii. Balance Sheet – [Enclosure \(3\) White](#)
 - iii. Credit Card Purchases – [Enclosure \(4\) Green](#)
 - iv. Annual Agency Budget for FY 2026-27 [Enclosure \(5\) Multi](#)
 - v. Annual Incentive
 - vi. TD Non-Sponsored Cash Match Report 10%
 - B. Head Start Committee – Janice Flowers, Chair – **APPROVE**
- V. Other Reports
 - A. Head Start Reports – **APPROVE** – [Separate Enclosure](#)
 - i. Head Start Director's Report – Kim Gillis, Head Start Director
 - ii. Policy Council Report – Janice Flowers, Liaison
 - B. Program Reports – **Info Only** – [Enclosure \(6\) Yellow](#)
 - C. Customer Satisfaction Reports – **Info Only** – [Enclosure \(7\) Blue](#)
 - D. Executive Director's Report – Joel Paul, Jr.
 - E. Chair – Tara Finch
 - i. Edward Crutchfield resignation– **APPROVE**
 - ii. Interview Committee recommendation for Executive Director – **APPROVE**
[Enclosure \(8\) Lilac](#)
- VI. New Business
 - A. Board Forms – Auditor & Self-Assessment/Evaluation (3 forms) - [Please Return ASAP](#)
- VII. ROMA Training – Angie Moore, Certified Trainer [Enclosure \(9\) Gray](#)
- VIII. Old Business – None
- IX. Public Comments
- X. Adjournment

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. BOX 1210; 302 NORTH OKLAHOMA STREET
BONIFAY, FL 32425

MINUTES
BOARD OF DIRECTOR'S MEETING
AUGUST 13, 2026

Tri-County Community Council, Inc., Board of Directors met on August 13, 2026 via hybrid format.

Ashley Thompson, Secretary, who presided in the absence of the Chair and Vice-Chair called the meeting to order. Joel Paul, Jr. gave the invocation and the Pledge of Allegiance was recited.

The 2026 roll was called. A quorum was declared with eleven members present.

<u>PRESENT</u>	<u>SECTOR</u>	<u>PRESENT</u>	<u>ABSENT</u>	<u>STAFF</u>
Pat Carter	Low-Income Elected	[X]	[]	Joel Paul
Donna Chapman	Low-Income Elected	[X]	[]	Sharon Kent
Edward Crutchfield	Low-Income Elected	[X]	[]	Heather Craft
Tara Finch	Low-Income Elected	[]	[X]	Hope Sharpe
Janice Flowers	Low-Income Elected	[X]	[]	Kim Gillis
Danny Glidewell	Public	[]	[X]	Angie Moore
Lesley Hatfield	Private	[X]	[]	Nicole Thomas
Russ Henderson	Private	[X]	[]	
John Hofstad	Public	[]	[]	
Cyndi Jackson	Low-Income Elected	[]	[X]	
Barbara Lawniczak	Private	[X]	[]	
Ashlynn Marquez	Public	[X]	[]	
Chris Moore	Public	[]	[X]	
Tabitha Morris	Private	[X]	[]	
Randy Smith	Private	[X]	[]	
Willie Spires	Public	[]	[X]	
Wilmer Stafford	Public	[]	[X]	
Ashley Thompson	Low-Income Elected	[X]	[]	
Shawn Ward	Public	[]	[X]	
<u>ATTORNEY</u>				
Jeff Carter		[X]	[]	

Lesley Hatfield made motion to approve the roll call and Ashlynn Marquez seconded. Motion carried.

BOARD MINUTES - the May 2026 minutes were reviewed.

Tabitha Morris made motion to approve and Russ Henderson seconded. Motion carried.

BOARD OF DIRECTOR'S MEETING
AUGUST 13, 2026
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FINANCE COMMITTEE REPORT – presented by Lesley Hatfield, Chair. She gave a brief overview of each of the reports.

Financial Status Reports – the committee reviewed the financial status reports through July 2026. There are no changes.

Balance Sheet - this report reflects the financial position of the agency, the assets of the agency and liabilities owed at the end of July.

Credit Card Purchases - the report reflects purchases for April, May and June. There were no odd purchases noted.

Form 941 – this report reflects taxes and wages paid for the second quarter of 2026. In June, the agency had 87 employees and paid \$190,688.30 in taxes.

Head Start Semi-Annual Form 425 – This report, filed with the Regional Office of Head Start covers expenses from December 2025 to May 2026 totaling \$1,234,611.02. In-kind contributions collected totaled \$79,678.41, which is below the required \$705,000.

Form 5500 Retirement - The 2025 Benefit plan is from January 1, 2025 through December 31, 2025. It pertains to the disability insurance offered to our employees. During this period, there were 90 active participants and the agency contributed \$43,709 toward employee participation in the plan.

Finance Policies Update – The Finance Policies have been updated to include wording changes for clarification and to remove references to outdated regulations. The revisions were made in response to updates to the Uniform Guidance.

Banking Update – Funds previously invested through Cetera were reinvested with the Bank of America at an interest rate of 4.3%. The agency also has funds with Peoples South Bank in a certificate that automatically renews for two years. Peoples South Bank offered a six-month investment at 3.65% and the agency agreed to invest the funds at that rate.

First Federal Bank, where the agency maintains its operating and payroll accounts, approached the agency regarding a new investment product. The agency currently has a sweep account earning 2.40% interest. The new product operates under the same structure but through a different company and offers an interest rate of 2.70%. The agency has been using the new product for approximately a month, and it has been working well.

TD Non-Sponsored Grant Cash Match (10%) – The grant just started so the match has not been met, but we anticipate it will be met by the end of the grant.

De Minimis Discussion – Lesley deferred to Heather Craft, CFO, who reported that the Department of Commerce has requested the agency use the 15% De Minimis rate. After consulting with Head Start and the Department of Transportation, and participating in related

**BOARD OF DIRECTOR'S MEETING
AUGUST 13, 2026
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trainings, the agency is prepared to make the transition. Head Start, our cognizant agency, recommended implementing the rate with the new grant application. If all goes as planned, implementation will begin December 1, 2026.

Edward Crutchfield made a motion to approve and Ashlynn Marquez seconded. Motion carried.

PERSONNEL COMMITTEE REPORT – Tabitha Morris, Chair deferred to Sharon Kent to present the report. The committee met prior to the meeting to review updated pay scales. The update addressed four pay scales with entry-level hourly rates listed below \$15, which is lower than the upcoming minimum wage requirement effective September 30. Although all employees are currently being paid at least \$15 per hour, the pay scales must be updated to accurately reflect the legal minimum wage requirements.

Lesley Hatfield made a motion to approve and Edward Crutchfield seconded. Motion carried.

HEAD START COMMITTEE REPORT – Janice Flowers deferred to Kim Gillis, Head Start Director to report.

Grant Budget – Kim reported that she is working on the grant application. The total funding amount is \$2,777,489, which includes the funding for the required training plan. The in-kind amount is \$694,372.

Kim explained that typically 80% of the budget is allocated to wages and fringe benefits, with the remaining funds used for program activities. However, increased costs for gas, insurance, food and maintenance of older buildings are affecting the program budget. These increased costs will be reflected in the grant budget.

Kim also discussed the De Minimis process and stated that some form of cost allocation will still be utilized since we operate both Head Start and Early Head Start. Costs for staff who work in both programs, including office staff and some Westville Center staff, will be allocated based on the number of children served. Once the De Minimis process is complete, Kim will finalize the grant budget. She welcomed input and suggestions from the board. There were no questions.

Edward Crutchfield made a motion to approve and Lesley Hatfield seconded. Motion carried.

HEAD START DIRECTOR'S REPORT - Kim Gillis, Program Director gave the following report:

There have been two Policy Council meetings since the board met in May. A quorum was established for both meetings and all items were approved.

Board Training Topic: Pre-service topics, including Child Abuse & Neglect, Code of Ethical Conduct, and Child Safety/Eligibility. Child Abuse and Neglect training is required annually, as staff are mandated reporters. Staff also received mental health/emotional support training to help with self-regulation as well as financial training for personal financial wellness. The local police department provided intruder and safety training and will conduct site visits to provide

BOARD OF DIRECTOR'S MEETING
AUGUST 13, 2026
PAGE FOUR

recommendation for improving safety and security. Fire Extinguisher training was provided as well.

June Items

Presented the following for discussion:

- ...Policy Council Monthly Training Topic – Monitoring Reports
- ...Community Assessment Update – this drives our planning process; housing is an issue in our area; the homeless population are reluctant to disclose this information so we are having difficulty reporting accurately.
- ...2025-26 Self-Assessment Improvement Plan
- ...Monitoring Summary
- ...Budget Needs
- ...Recruitment Ideas – struggling with full enrollment at our Chipley and Westville Centers but are now almost fully enrolled.
- ...2026-27 Policy Council Annual Calendar
- ...Policy Council – Training Needs/Wants
- ...August Meeting – Rescheduled due to staff training

August Items

Presented the following for discussion:

- ...Policy Council Monthly Training Topic – Pre-service topics Child Abuse & Neglect, Code of Ethical Conduct, Child Safety/Eligibility
- ...2026-27 Ongoing Monitoring Plan
- ...2026-27 Grant/Budget/In-kind
- ...De Minimis (Cost Allocate)
- ...2026-27 Staff Training Plan
- ...2026-27 Policy Council & Board Training Plan – no suggestions for changing the training plan so it will remain the same.
- ...2025-26 In-kind Waiver Request of \$526,081. Our Community Needs Assessment substantiates the need for the waiver. Increased costs result in more parents working and not being available to volunteer. We operate in rural areas, which have less community resources than larger metropolitan areas.
- ...2026-27 Policy Council Annual Calendar
- ...September Meeting
- ...Program Needs
- ...Policy Council – Training Needs / Wants

Kim mentioned proposed changes in Head Start Performance Standards which are concerning. The proposals remove standards that makes Head Start a quality program and contributes to its success. There will be a comment period so board members are encouraged to comment at that time. Kim reminded board that Head Start has weathered storms in the past and we will have to

BOARD OF DIRECTOR'S MEETING
AUGUST 13, 2026
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see what the outcome is. She stated it is vitally important that Head Start maintain bi-partisan support.

Kim discussed the water leak at the DeFuniak Springs center. We will operate as normal, moving those children to the dining room while repairs are made.

There were no questions.

HEAD START POLICY COUNCIL REPORT – Janice Flowers, Committee Chair presented the report.

June Items

- ...May minutes
- ...Director Report
- ...Eligibility
- ...Center Monthly Birthday Celebration

August Items

- ...June minutes
- ...Director Report July & August
- ...Classroom Observation Policy
- ...Finance Policy Manual Update
- ...2026-27 HS / EHS Menus
- ...2026-27 Ongoing Monitoring Plan
- ...2026-27 Grant/budget/In-kind
- ...2026-27 Cost Allocation (no change)
- ...2026-27 Staff Training Plan
- ...2026-27 Policy Council & Board Training Plan
- ...2025-26 In-kind Waiver Request
- ...2026-27 Policy Council Annual Calendar
- ...Hires
 - Amber Braddy – Teacher Assistant - Westville
 - Amber Braddy – EHS Teacher - Westville
 - Ashley Hone – EHS Teacher – DeFuniak Springs
 - Mahala Rushing – EHS Teacher in Training – DeFuniak Springs
 - Michelle Myers – ERSEA/Family Service Coordinator – Westville Admin
 - Dakota Starkey – Teacher Assistant – DeFuniak Springs
 - Kaden Fuentes – Teacher Assistant – DeFuniak Springs
 - Madalyn Barnes – Floater – Westville

Lesley Hatfield made motion to approve Head Start reports. Edward Crutchfield seconded. Motion carried.

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PROGRAM REPORTS - presented for information.

CUSTOMER SATISFACTION REPORTS - presented for information.

EXECUTIVE DIRECTOR REPORT - Joel Paul, Executive Director reported the following:

...Joel submitted his resignation for January 14, 2027. It is an enclosure in the board packet.

...Joel referenced the 2025-26 Strategic Plan Update found in the yellow enclosure in the board packet. It outlines key areas in the agency's most recent Community Needs Assessment. Joel gave a brief overview of the categories. Adjustments are made in response to client needs and economic conditions.

Ashlynn Marquez made motion to approve the Strategic Plan update. Edward Crutchfield seconded. Motion carried.

...We received a call from Dr. Willie Spires this morning requesting to resign from the board due to other obligations that prevent him from fulfilling his duties at this time. He expressed his appreciation for the work that Tri-County does and wished the agency continued success.

Edward Crutchfield made a motion to approve and Ashlynn Marquez seconded. Motion carried.

CHAIR REPORT – Ashley Thompson, Secretary deferred the first item to the board attorney.

Mr. Jeff Carter, Attorney, addressed the board regarding the process for accepting Mr. Paul's resignation and the recruitment and selection process for his successor. Mr. Carter expressed his appreciation for having worked with Joel for the past eight years then outlined the proposed process for moving forward with the recruitment.

Mr. Carter recommended the agency publicly announce the vacancy and solicit applications through appropriate newspapers, websites, and other recruitment outlets. He further recommended establishing a small screening committee consisting of only one Board member and two staff members, structured in a manner consistent with applicable Sunshine Law requirements. The committee would receive and review applications, identify qualified candidates for interview, conduct the interviews and present its recommendation to the full board for consideration and a vote.

Joel asked, to maintain a clear separation between the Board's function and agency staff, could applications be directed to the Executive Director. Mr. Carter indicated that this would be appropriate. Mr. Carter further advised that the position should be advertised for a minimum of two weeks, although he recommended allowing approximately 30 days to provide an adequate opportunity for interested applicants to respond.

Regarding the composition of the screening committee, Mr. Carter confirmed that members of the management team could serve with one Board member. He noted however, that if an internal

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employee applied for the position, that individual would not be eligible to serve on the screening committee.

Mr. Paul noted that the Board has two anticipated opportunities, at the October and November meetings, to complete the recruitment and selection process. He expressed the goal of having a successor selected by the November meeting so appropriate notices can be sent to funding sources, a resolution prepared, and the transition completed in preparation for the January reorganization meeting. Mr. Carter noted that a special meeting can be called in December, if necessary to complete the process. Mr. Paul stated that is an option, but scheduling a meeting in December may be challenging due to the holiday season, previously scheduled events, and staff and Board members' planned leave.

Lesley Hatfield asked for guidance regarding appropriate advertising venues, noting the agency's geographic service area is extensive and that a broad candidate pool may be available throughout the region. Mr. Carter stated the position could be advertised on the agency Facebook page, website, applicable trade publications, and local newspapers. He noted that, given the agency's geographic reach, advertising could be extended throughout the 14th Judicial Circuit, across the Panhandle, and potentially into Southern Alabama. He stated that placing it in newspapers or other normally circulating publications would satisfy the public-notice aspect of the recruitment process.

Lesley explained that she raised the issue because the agency serves a broad geographic area and recruiting from sites that have limited traffic, could unnecessarily restrict the candidate pool. She noted that broader advertising could provide additional exposure for the position.

Mr. Carter agreed that word-of-mouth recruitment can also be an effective means of identifying qualified candidates. He reiterated that recruitment efforts could extend throughout the Panhandle and potentially across the state line, while emphasizing that compliance with the applicable public-notice requirements through publication in normally circulating local newspapers would satisfy the legal requirement.

Joel noted that advertising in every local newspaper could result in significant expense and asked whether advertising in four of the agency's local newspapers would be sufficient. Mr. Carter stated that, while he would personally recommend going somewhat further, advertising in four local newspapers could satisfy the applicable requirement.

Lesley also suggested utilizing online employment resources, including CareerSource and Employ Florida. Mr. Carter indicated that he would consider those resources to be part of the overall recruitment process.

There being no further discussion, the Board concluded its discussion regarding the resignation and recruitment process.

**BOARD OF DIRECTOR'S MEETING
AUGUST 13, 2026
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Ashley Thompson asked for motion to accept the resignation of Mr. Paul and approve the proposed process for the recruitment and selection of a successor.

Ashlynn Marquez made a motion. Lesley Hatfield seconded. Motion carried.

The Executive Director's annual evaluation and compensation review was conducted. Mr. Paul received high marks across all areas with excellent feedback highlighting his effectiveness in working collaboratively with board and staff. Strong audits and positive monitoring reports were noted as indicators of Mr. Paul's effective management and leadership skills.

Edward Crutchfield made motion to approve the Executive Director's annual evaluation and compensation review. Ashlynn Marquez seconded. Motion carried.

NEW BUSINESS - None

OLD BUSINESS - None.

PUBLIC COMMENTS - None

The meeting adjourned at 5:48 p.m.

CHAIR

DATE

SECRETARY

DATE

As recorded by Sharon Kent, Board Liaison – 8/13/2026

Tri-County Community Council, Inc. (TRIFND)

Detailed Balance Sheet

As of: 9/30/2026

9/25/2026 8:52:30 AM

All Funds

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Assets

72-1000-000	CURRENT ASSETS	(15.00)
01-1002-000	FIRST FEDERAL ACCT# 8397	(83,225.79)
16-1002-000	FIRST FEDERAL ACCT# 8397	(273,265.87)
17-1002-000	FIRST FEDERAL ACCT# 8397	(16,702.78)
19-1002-000	FIRST FEDERAL ACCT# 8397	2,305,204.98
40-1002-000	FIRST FEDERAL ACCT# 8397	(822,545.59)
43-1002-000	FIRST FEDERAL ACCT# 8397	295,202.73
44-1002-000	FIRST FEDERAL ACCT# 8397	(73,985.83)
46-1002-000	FIRST FEDERAL ACCT# 8397	158,338.87
50-1002-000	FIRST FEDERAL ACCT# 8397	303,347.05
53-1002-000	FIRST FEDERAL ACCT# 8397	7,934.12
61-1002-000	FIRST FEDERAL ACCT# 8397	(539,732.67)
72-1002-000	FIRST FEDERAL ACCT# 8397	(443,352.26)
90-1002-000	FIRST FEDERAL ACCT# 8397	5,008.10
91-1002-000	FIRST FEDERAL ACCT# 8397	(43,978.30)
D2-1002-000	FIRST FEDERAL ACCT# 8397	217,670.76
D6-1002-000	FIRST FEDERAL ACCT# 8397	3,073.43
H3-1002-000	FIRST FEDERAL ACCT# 8397	122,059.27
H5-1002-000	FIRST FEDERAL ACCT# 8397	14,862.84
K1-1002-000	FIRST FEDERAL ACCT# 8397	47,777.81
19-1004-000	PEOPLES SOUTH 0326	310,163.06
43-1009-000	PETTY CASH -	227.50
46-1009-000	PETTY CASH	32.50
90-1009-000	PETTY CASH	30.00
01-1015-000	HUD	0.41
19-1018-000	TRANS - CDARS INVESTMENT	547,420.24
01-1024-000	FIRST FEDERAL ACCT# 8400	97,461.18
16-1024-000	FIRST FEDERAL ACCT# 8400	(6,535.52)
17-1024-000	FIRST FEDERAL ACCT# 8400	(230,938.83)
19-1024-000	FIRST FEDERAL ACCT# 8400	(904.67)
40-1024-000	FIRST FEDERAL ACCT# 8400	1,023,596.32
43-1024-000	FIRST FEDERAL ACCT# 8400	(270,157.92)
44-1024-000	FIRST FEDERAL ACCT# 8400	(21,718.71)
45-1024-000	FIRST FEDERAL ACCT# 8400	(1,256.07)
46-1024-000	FIRST FEDERAL ACCT# 8400	(159,783.75)
53-1024-000	FIRST FEDERAL ACCT# 8400	(77,247.78)
61-1024-000	FIRST FEDERAL ACCT# 8400	(53,313.26)
72-1024-000	FIRST FEDERAL ACCT# 8400	(7,340.35)
90-1024-000	FIRST FEDERAL ACCT# 8400	(17,691.07)
91-1024-000	FIRST FEDERAL ACCT# 8400	(46,914.60)
19-1040-000	CETERA INVESTMENT	278,651.22
19-1080-000	5 YR ANNUITY CONTRACT	(0.17)
19-1085-000	3 YR ANNUITY CONTRACT	(0.04)
72-1110-000	ACCOUNTS RECEIVABLE	34.00
19-1191-000	DUE TO/DUE FROM ACCOUNT	738.92
43-1191-000	DUE TO/DUE FROM ACCOUNT	(35,060.77)
44-1191-000	DUE TO/DUE FROM ACCT	38,234.85
46-1191-000	DUE TO/DUE FROM	(3,989.59)
50-1191-000	DUE TO/DUE FROM ACCOUNTS	390.67
53-1191-000	DUE TO/DUE FROM ACCT	(15.19)
61-1191-000	DUE TO/DUE FROM ACCOUNT	(177.05)
90-1191-000	DUE TO/DUE FROM ACCOUNT	(27.53)
91-1191-000	DUE TO/DUE FROM ACCOUNT	(94.31)
01-1301-000	LAND	203,736.13
01-1302-000	BUILDINGS	2,726,446.48
01-1303-000	EQUIPMENT	661,769.04

Tri-County Community Council, Inc. (TRIFND)

Detailed Balance Sheet

As of: 9/30/2026

9/25/2026 8:52:30 AM

All Funds

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01-1304-000	VEHICLES	3,672,438.70
01-1349-000	ACCUMULATED DEPRECIATION	(4,494,457.23)

Total Assets

\$5,317,422.68

Liabilities

16-1502-000	ACCOUNTS PAYABLE	38.39
43-1502-000	A/P GENERAL	(82.27)
44-1502-000	A/P GENERAL ACCT	(10.83)
46-1502-000	A/P GENERAL ACCT	(29.40)
61-1502-000	ACCOUNTS PAYABLE	84.11
16-1509-000	STATE U/E TAX	0.10
17-1509-000	STATE U/E TAX	4.72
40-1509-000	STATE U/E TAX	433.08
43-1509-000	STATE U/E TAX	11.47
44-1509-000	STATE U/E TAX	0.24
46-1509-000	STATE U/E TAX	6.65
53-1509-000	STATE U/E TAX	4.10
61-1509-000	STATE U/E TAX	4.09
91-1509-000	STATE U/E TAX	0.46
45-1511-000	FICA WITHHOLDING	(1,256.07)
46-1511-000	FICA WITHHOLDING	1,256.07
43-1512-000	MEDICARE WITHHOLDING	0.01
17-1520-000	AFLAC	11.40
40-1520-000	AFLAC	30.09
61-1520-000	AFLAC	0.60
40-1521-000	AMERICAN GENERAL LIFE INS.	(88.60)
43-1521-000	AMERICAN GENERAL LIFE INS.	43.14
46-1521-000	AMERICAN GENERAL LIFE INS.	12.98
16-1522-000	VISION ASSURANT	2.15
17-1522-000	VISION ASSURANT	105.01
19-1522-000	VISION ASSURANT	4.87
40-1522-000	VISION ASSURANT	975.95
43-1522-000	VISION ASSURANT	120.81
44-1522-000	VISION ASSURANT	22.01
46-1522-000	VISION ASSURANT	54.81
53-1522-000	VISION ASSURANT	49.64
61-1522-000	VISION ASSURANT	18.26
90-1522-000	VISION ASSURANT	8.45
91-1522-000	VISION ASSURANT	9.83
16-1524-000	COLONIAL INS.	17.52
17-1524-000	COLONIAL INS.	539.00
19-1524-000	COLONIAL INS.	6.05
40-1524-000	COLONIAL INS.	8,184.50
43-1524-000	COLONIAL INS.	765.15
44-1524-000	COLONIAL INS.	250.98
46-1524-000	COLONIAL INS.	415.92
53-1524-000	COLONIAL INS.	476.44
61-1524-000	COLONIAL INS.	210.32
90-1524-000	COLONIAL INS.	35.01
91-1524-000	COLONIAL INS.	256.47
40-1525-000	GARNISHMENTS	187.10
16-1526-000	HEALTH INSURANCE	235.26
17-1526-000	HEALTH INSURANCE	8,706.81
19-1526-000	HEALTH INSURANCE	178.25
40-1526-000	HEALTH INSURANCE	5,245.32

Tri-County Community Council, Inc. (TRIFND)

Detailed Balance Sheet

As of: 9/30/2026

9/25/2026 8:52:30 AM

All Funds

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43-1526-000	HEALTH INSURANCE	13,053.72
44-1526-000	HEALTH INSURANCE	2,320.38
46-1526-000	HEALTH INSURANCE	5,236.18
53-1526-000	HEALTH INSURANCE	2,726.16
61-1526-000	HEALTH INSURANCE	1,509.08
90-1526-000	HEALTH INSURANCE	444.75
91-1526-000	HEALTH INSURANCE	2,197.81
40-1528-000	CINCINNATI LIFE INS.	(13.52)
53-1528-000	CINCINNATI LIFE	10.13
91-1528-000	CINCINNATI LIFE	16.91
16-1532-000	WORKERS COMPENSATION	62.65
17-1532-000	WORKERS COMPENSATION	2,235.91
19-1532-000	WORKERS COMPENSATION	27.84
40-1532-000	W/C CLERICAL (WO1)	(12,713.62)
43-1532-000	WORK COMP	3,026.22
44-1532-000	WORKERS COMPENSATION	418.88
46-1532-000	W/COMP	1,444.66
53-1532-000	W/C CLERICAL (WO1)	758.31
61-1532-000	WORKERS COMPENSATION	605.98
90-1532-000	WORKERS COMPENSATION	144.31
91-1532-000	WORKERS COMPENSATION	472.18
16-1534-000	DENTAL INS HEALTH PLAN SVS	17.07
17-1534-000	DENTAL INS HEALTH PLAN SVS	453.72
19-1534-000	DENTAL INS HEALTH PLAN SVS	12.93
40-1534-000	DENTAL INS - HEALTH PLAN SVS	1,894.33
43-1534-000	DENTAL INS HEALTH PLAN SVS	541.32
44-1534-000	DENTAL INS HEALTH PLAN SVS	46.28
46-1534-000	DENTAL INS HEALTH PLAN SVS	346.61
53-1534-000	DENTAL INS HEALTH PLAN SVS	133.01
61-1534-000	DENTAL INS HEALTH PLAN SVS	100.09
90-1534-000	DENTAL INS HEALTH PLAN SVS	37.40
91-1534-000	DENTAL INS HEALTH PLAN SVS	44.51
16-1535-000	DENTAL INS FEE	0.38
17-1535-000	DENTAL INS FEE	9.46
19-1535-000	DENTAL INS. FEE	0.29
40-1535-000	DENTAL INS FEE	2,060.67
43-1535-000	DENTAL INS FEE	10.90
44-1535-000	DENTAL INS FEE	0.85
46-1535-000	DENTAL INS FEE	7.54
53-1535-000	DENTAL INS FEE	2.74
61-1535-000	DENTAL INS FEE	2.20
90-1535-000	DENTAL INS. FEE	0.65
91-1535-000	DENTAL INS FEE	0.99
16-1536-000	GARNISHMENT FEE	0.02
17-1536-000	GARNISHMENT FEE	4.98
40-1536-000	GARNISHMENT FEE	13,862.40
43-1536-000	GARNISHMENT FEE	4.00
46-1536-000	GARNISHMENT FEE	12.00
53-1536-000	GARNISHMENT FEE	8.07
61-1536-000	GARNISHMENT FEE	1.00
91-1536-000	GARNISHMENT FEE	7.93
40-1537-000	PLAN MEMBER GARNISHMENT	(187.10)
17-1539-000	TCCC CONTRIBUTION	52.96
40-1539-000	CONTRIBUTIONS TO TCCC	461.55
43-1539-000	TCCC CONTRIBUTION	16.00
46-1539-000	TCCC CONTRIBUTION	12.71
53-1539-000	TCCC CONTRIBUTION	15.96
61-1539-000	TCCC CONTRIBUTION	0.08

Tri-County Community Council, Inc. (TRIFND)

Detailed Balance Sheet

As of: 9/30/2026

9/25/2026 8:52:30 AM

All Funds

Page 4

90-1539-000	TCCC CONTRIBUTION	25.37
43-1556-000	PLAN MEMBER SECURITIES	0.02
17-1599-000	WAGES PAYABLE	(0.03)
01-1612-000	ACCRUED LEAVE LIABILITY	69,048.31

Total Liabilities

\$140,611.51

Net Assets

01-1850-000	BEGINNING NET ASSETS (U)	784,386.58
16-1850-000	BEGINNING NET ASSETS (U)	(233,566.13)
19-1850-000	BEGINNING NET ASSETS (U)	3,359,532.20
40-1850-000	BEGINNING FUND BALANCES	26,441.90
50-1850-000	BEGINNING FUND BALANCES	279,656.39
53-1850-000	BEGINNING NET ASSETS	(4,059.84)
61-1850-000	BEGINNING NET ASSETS (U)	(227,987.39)
72-1850-000	BEGINNING NET ASSETS (U)	(572,192.44)
90-1850-000	BEGINNING NET ASSETS (U)	(230.59)
D2-1850-000	BEGINNING FUND BALANCES	217,670.76
D6-1850-000	BEGINNING FUND BALANCES	3,630.17
H3-1850-000	BEGINNING FUND BALANCES	4,514.14
H5-1850-000	BEGINNING NET ASSETS (U)	15,613.48
K1-1850-000	BEGINNING FUND BALANCES	73,874.19
01-1851-000	BEGINNING NET ASSETS (T)	734,325.42
19-1851-000	BEGINNING NET ASSETS (T)	47,021.12
40-1851-000	BEGINNING NET ASSETS	30,509.67
50-1851-000	PRIOR PERIOD ADJ	28,298.87
H3-1851-000	BEGINNING NET ASSETS	126,736.44
40-1852-000	PRIOR PERIOD ADJ	123,527.04
	Excess Revenues Over Expenses	359,109.19

Total Net Assets

\$5,176,811.17

Total Liabilities and Net Worth

\$5,317,422.68

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TCCC VISA REVIEW
JULY 2026 ACTIVITY

ADMIN	TOTAL CHARGES	DESCRIPTION
CRAFT, HEATHER	\$ 277.00	PDF PROGRAM, WALMART BUSINESS +
KENT, SHARON	\$ 1,291.68	DL CHECK, BACKGROUND CHECK, NEWSPAPER AD BOD MTG, GOOGLE SUITE, OFFICE SUPPLIES, MAINT. KIT FOR PRINTER
PAUL, JR., JOEL		
CSBG		
ANDERSON, JENNIFER	\$ 87.98	DOOR KEYS, POSTAGE STAMPS
ARNOLD, ANITA		
HAYNES, HARTENSE	\$ 82.00	POSTAGE STAMPS
MATTHEWS, SHERRY	\$ 132.00	FUEL, POSTAGE STAMPS
MCCREARY, LISA	\$ -	
MOORE, BETTY	\$ 122.60	ROLLING TOTE BAG FOR FILES, FUEL
ROMERO, CANDICE	\$ 68.16	FUEL
SHIRAH, CHARLOTTE	\$ 220.16	FUEL, CAR WIPER BLADE, POSTAGE STAMPS
THOMPSON, VANESSA		
WISE, BETTY		
HEAD START		
GILLIS, KIM	\$ 1,306.10	CENTER SUPPLIES
KELLEY, RUTH	\$ 402.59	USDA
THOMAS, MANDI	\$ 1,522.58	EMPLOYEE TRAINING, LEADERSHIP TRAINING/MEAL, CHAT GPT SUBSCRIPTION, CENTER SUPPLIES, OBSERVATION RECERTIFICATION, ADM SUPPLIES, USDA, PRESERVICE ITEMS/MEAL
TRANSPORTATION		
CASSIDAY, INEZ		
MORRIS, AUBREY		
STATEN, VINCE		
TOTAL	\$ 5,512.85	

PD EFT 08/27/26

**TCCC VISA REVIEW
AUGUST 2026 ACTIVITY**

ADMIN	TOTAL CHARGES	DESCRIPTION
CRAFT, HEATHER	\$ 84.00	NET CLOUD ESSETIALS RENEWAL (OR PHONE SYEM)
KENT, SHARON	\$ 1,691.53	NEWSPAPER ADD BOD MEETING, PLAQUE FOR RETIRING CHAIR, JOB ADD EX DIR., BACKGROUND/ DL CHECK, FOOD FOR BOARD MEETING, GOOGLE SUITE
PAUL, JR., JOEL		
CSBG		
ANDERSON, JENNIFER	\$ 164.00	POSTAGE STAMPS
ARNOLD, ANITA	\$ 82.00	POSTAGE STAMPS
HAYNES, HARTENSE	\$ 82.00	POSTAGE STAMPS
MATTHEWS, SHERRY		
MCCREARY, LISA	\$ 2,860.00	HOTEL ROOM CHARGE FOR TRAINING
MOORE, BETTY	\$ 147.09	FUEL
ROMERO, CANDICE	\$ 80.75	FUEL, OFFICE SUPPLIES
SHIRAH, CHARLOTTE	\$ 179.00	FUEL, POSTAGE STAMPS
THOMPSON, VANESSA	\$ 138.91	OFFICE SUPPLIES, POSTAGE STAMPS
WISE, BETTY		
HEAD START		
GILLIS, KIM	\$ 2,628.79	CENTER/KITCHEN SUPPLIES, PRESERVICE TRAINING/FOOD, ADM SUPPLIES, STAFF MEAL
KELLEY, RUTH	\$ 468.02	USDA
THOMAS, MANDI	\$ 1,049.70	PRE-SERVICE MEAL/TRINING SUPPLIES, EMPLOYEE TRAINING/EDUCATION, CHAT GPT, FIRST AID/CPR TRAINING
TRANSPORTATION		
CASSIDAY, INEZ		
MORRIS, AUBREY	\$ 101.16	SUNPASS
STATEN, VINCE		
TOTAL	\$ 9,756.95	
PD 09/15/26 EFT		

TCCC VISA REVIEW
SEPTEMBER 2026 ACTIVITY

ADMIN	TOTAL CHARGES	DESCRIPTION
CRAFT, HEATHER	\$ 126.99	OUTDOOR CAMERA
KENT, SHARON	\$ -	
PAUL, JR., JOEL	\$ 204.64	LUNCH W/MR KELLEY TO PRESENT PLAQUE
CSBG		
ANDERSON, JENNIFER	\$ 157.34	OFFICE SUPPLIES
ARNOLD, ANITA	\$ 82.00	POSTAGE STAMPS
HAYNES, HARTENSE	\$ -	
MATTHEWS, SHERRY	\$ 245.40	OFFICE SUPPLIES, POSTAGE STAMPS
MCCREARY, LISA	\$ 336.68	OFFICE SUPPLIES
MOORE, BETTY		
ROMERO, CANDICE	\$ 44.92	FUEL
SHIRAH, CHARLOTTE	\$ 124.01	FUEL
THOMPSON, VANESSA	\$ 144.88	POSTAGE STAMPS, OFFICE SUPPLIES
WISE, BETTY		
HEAD START		
GILLIS, KIM	\$ 94.98	ADM SUPPLIES
KELLEY, RUTH	\$ 182.06	USDA
THOMAS, MANDI	\$ 329.99	CPR/FIRST AID TRAINING, ADM SUPPLIES, CENTER SUPPLIES, OBSERVER RECERTIFICATION
TRANSPORTATION		
CASSIDAY, INEZ	\$ -	
JONES, HELEN		
STATEN, VINCE		

TOTAL \$ 2,073.89
PD EFT 09/22/26

TCCC MONTHLY CREDIT CARD REVIEW
JULY 2026 ACTIVITY

	TOTAL CHARGES	DESCRIPTION
LOWE'S		
PD 08/17/26 EFT	\$ 491.24	OFFICE/CENTER REPAIRS AND/OR MAINT.
	<u>\$ 491.24</u>	
WALMART - CSBG		NO PURCHASES
	<u>\$ -</u>	
WALMART - HEADSTART / EHS		NO STATEMENT
	<u>\$ -</u>	
WRIGHTS EXPRESS		
ADM, HS, SVCS, & TRANS	\$ 25,033.88	FUEL
PD 08/21/26 EFT	<u>\$ 25,033.88</u>	

TCCC MONTHLY CREDIT CARD REVIEW
AUGUST/SEPTEMBER 2026 ACTIVITY

	TOTAL CHARGES	DESCRIPTION
LOWE'S		NO PURCHASES
	\$ -	
WALMART - CSBG		NO PURCHASES
	\$ -	
WALMART - HEADSTART/EHS		NO STATEMENT
	\$ -	
WRIGHTS EXPRESS		
ADM, HS, SVCS, & TRANS	\$ 24,379.65	FUEL
PD 09/21/26 EFT	\$ 24,379.65	

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	TOTAL	FUND	DEVELOPMENT SERVICE	FDOT 5311	FDOT 5339	AGENCY FEES	PAYROLL	HEAD START	EHS	AGENCY
REVENUE										
Federal	\$ 5,476,663.21			\$ 593,000.00	\$ 596,961.00			\$ 1,719,340.00	\$ 1,058,149.00	
State	\$ 1,696,756.00		\$ 133,333.00							
Farebox/ Private Pay	\$ 170,701.00					\$ 15,000.00				
Fuel Tax	\$ 400.00		\$ 400.00							
Local Government	\$ 38,000.00									
Fee For Service	\$ -									
Inkind	\$ 705,806.00							\$ 429,835.00	\$ 275,962.00	
Other (Interest, donations, etc.)	\$ 37,950.00	\$ 350.00				\$ 20,000.00	\$ 200.00			\$ 300.00
TOTAL REVENUE	\$ 8,126,276.21	\$ 350.00	\$ 133,733.00	\$ 593,000.00	\$ 596,961.00	\$ 35,000.00	\$ 200.00	\$ 2,149,175.00	\$ 1,334,111.00	\$ 300.00
TOTAL EXPENSES	\$ 8,113,726.21	\$ -	\$ 133,733.00	\$ 593,000.00	\$ 596,961.00	\$ 35,000.00	\$ -	\$ 2,149,175.00	\$ 1,334,111.00	\$ 300.00

EXPENSES

Admin

Payroll Expenses	\$ 814,425.52	\$ -	\$ 2,200.00	\$ 87,925.00	\$ 675.00	\$ -	\$ 214,155.00	\$ 90,431.00	\$ -	\$ -
Wages	\$ 604,075.52		\$ 1,300.00	\$ 65,000.00	\$ 400.00		\$ 165,442.00	\$ 57,462.00		
Fica	\$ 61,714.00		\$ 200.00	\$ 6,000.00	\$ 50.00		\$ 15,101.00	\$ 10,550.00		
Pension	\$ 36,725.00		\$ 200.00	\$ 3,750.00	\$ 75.00		\$ 6,333.00	\$ 4,616.00		
Insurance	\$ 84,832.00		\$ 400.00	\$ 9,575.00	\$ 75.00		\$ 24,357.00	\$ 15,825.00		
Workers Compensation	\$ 27,079.00		\$ 100.00	\$ 3,600.00	\$ 75.00		\$ 2,922.00	\$ 1,978.00		
Professional Service	\$ 54,276.00	\$ -	\$ 4,550.00	\$ 300.00	\$ 500.00	\$ -	\$ 7,070.00	\$ 7,986.00	\$ -	\$ -
Audit	\$ 46,756.00		\$ 4,000.00	\$ 250.00	\$ 250.00		\$ 5,900.00	\$ 6,856.00		
Legal	\$ 6,870.00		\$ 550.00	\$ 50.00	\$ 250.00		\$ 1,170.00	\$ 1,130.00		
Bonding	\$ 375.00									
Article of Inc.	\$ 275.00		\$ -				\$ -	\$ -		
Consultant	\$ -									
Facilities	\$ 23,792.00	\$ -	\$ 1,300.00	\$ -	\$ -	\$ -	\$ 9,062.00	\$ 2,530.00	\$ -	\$ -
Exterminator	\$ 1,243.00		\$ 150.00				\$ 305.00	\$ 188.00		
Utilities	\$ 11,599.00		\$ 650.00	\$ -			\$ 3,757.00	\$ 1,692.00		
Maintenance	\$ 10,950.00		\$ 500.00	\$ -			\$ 5,000.00	\$ 650.00		
Rent	\$ -									

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	TOTAL	FUND	DEVELOPMENT SERVICE	FDOT 5311	FDOT 5339	AGENCY FEES	PAYROLL	HEAD START	EHS	AGENCY
Communication	\$ 24,808.00	\$ -	\$ 1,250.00	\$ -	\$ -	\$ -	\$ -	\$ 6,818.00	\$ 1,480.00	\$ 300.00
Phones/ Internet	\$ 16,093.00		\$ 650.00	\$ -				\$ 6,093.00	\$ 1,200.00	
Copier/Postage	\$ 6,685.00		\$ 500.00	\$ -		\$ -		\$ 725.00	\$ 250.00	\$ 300.00
Printing/Publ	\$ 2,030.00		\$ 100.00					\$ -	\$ 30.00	
Equipment	\$ 8,950.00	\$ -	\$ 50.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -									
Office	\$ 8,950.00		\$ 50.00					\$ -		
IT	\$ 27,400.00	\$ -	\$ 900.00	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 300.00	\$ -
Tech support	\$ 14,750.00		\$ 700.00	\$ -				\$ 1,500.00	\$ 50.00	
Software/Hardware	\$ 12,650.00		\$ 200.00	\$ -				\$ 3,500.00	\$ 250.00	
Vehicles	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ -	\$ -
Fuel	\$ -									
Maint/Repairs	\$ 200.00		\$ -					\$ 200.00		
Inspection	\$ -									
Supplies	\$ 22,376.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ 3,000.00	\$ 1,250.00	\$ -
Office Supplies	\$ 22,376.00		\$ 1,000.00	\$ -		\$ -		\$ 3,000.00	\$ 1,250.00	
Travel/ Training	\$ 16,652.00	\$ -	\$ 1,150.00	\$ -	\$ -	\$ 250.00	\$ -	\$ 200.00	\$ 190.00	\$ -
Out of Town travel	\$ 2,232.00		\$ 200.00	\$ -				\$ -		
Local Travel	\$ 4,972.00		\$ 200.00			\$ 100.00		\$ 100.00	\$ 90.00	
Training/Tech Assist.	\$ 5,930.00		\$ 500.00	\$ -		\$ 100.00		\$ -	\$ -	
Board Travel/Training	\$ 3,518.00		\$ 250.00	\$ -		\$ 50.00		\$ 100.00	\$ 100.00	
Insurance	\$ 38,241.00	\$ -	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 17,300.00	\$ 850.00	\$ -
Building/General liability	\$ 29,540.00		\$ 600.00					\$ 15,000.00	\$ 500.00	
Vehicles	\$ 8,701.00		\$ 200.00					\$ 2,300.00	\$ 350.00	
Other	\$ 4,390.00	\$ -	\$ 400.00	\$ -	\$ -	\$ -	\$ -	\$ 375.00	\$ 150.00	\$ -
Drug/Alcohol Testing & Physicals	\$ 1,850.00		\$ 200.00					\$ 100.00	\$ 50.00	
Dues & Subscriptions	\$ 2,540.00		\$ 200.00					\$ 275.00	\$ 100.00	
Uniforms	\$ -									
Total Admin Expense	\$ 1,035,510.52	\$ -	\$ 13,600.00	\$ 88,225.00	\$ -	\$ 1,425.00	\$ -	\$ 263,180.00	\$ 105,167.00	\$ 300.00
Admin Percent			10%	15%	0%	4%	0%	12%	8%	100%

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	TOTAL	FUND	DEVELOPMENT SERVICE	FDOT 5311	FDOT 5339	AGENCY FEES	PAYROLL	HEAD START	EHS	AGENCY
Program										
Payroll Expenses	\$ 3,894,222.77	\$ -	\$ 43,600.00	\$ 460,025.00		\$ 18,475.00	\$ -	\$ 1,205,359.00	\$ 773,584.00	\$ -
Wages	\$ 3,023,541.77		\$ 32,800.00	\$ 363,025.00		\$ 12,725.00		\$ 932,183.00	\$ 586,763.00	
Fica	\$ 275,060.00		\$ 3,450.00	\$ 30,000.00		\$ 1,500.00		\$ 80,051.00	\$ 65,387.00	
Pension	\$ 124,874.00		\$ 1,250.00	\$ 20,000.00		\$ 1,500.00		\$ 33,125.00	\$ 24,287.00	
Insurance	\$ 386,288.00		\$ 3,600.00	\$ 35,000.00		\$ 2,000.00		\$ 140,000.00	\$ 85,938.00	
Workers Compensation	\$ 84,459.00		\$ 2,500.00	\$ 12,000.00		\$ 750.00		\$ 20,000.00	\$ 11,209.00	
Facilities	\$ 219,493.00	\$ -	\$ 7,000.00	\$ 50.00	\$ -	\$ 100.00	\$ -	\$ 67,640.00	\$ 25,303.00	\$ -
Exterminator	\$ 9,240.00		\$ 300.00			\$ 100.00		\$ 2,140.00	\$ 1,200.00	
Utilities	\$ 114,003.00		\$ 3,500.00	\$ 50.00				\$ 40,500.00	\$ 16,953.00	
Maintenance	\$ 46,850.00		\$ 200.00	\$ -		\$ -		\$ 25,000.00	\$ 7,150.00	
Construction	\$ -									
Rent	\$ 49,400.00		\$ 3,000.00					\$ -		
Communication	\$ 131,570.00	\$ -	\$ 3,800.00	\$ -	\$ -	\$ 2,200.00	\$ -	\$ 17,300.00	\$ 6,150.00	\$ -
Phones/ Internet	\$ 107,500.00		\$ 3,500.00	\$ -		\$ 2,000.00		\$ 17,000.00	\$ 6,000.00	
Copier/Postage	\$ 20,500.00		\$ 200.00	\$ -		\$ 100.00		\$ 50.00	\$ 30.00	
Printing/Publ	\$ 3,570.00		\$ 100.00			\$ 100.00		\$ 250.00	\$ 120.00	
Equipment	\$ 611,377.00	\$ -	\$ 500.00	\$ -	\$ 596,961.00	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ 596,961.00				\$ 596,961.00			\$ -		
Office	\$ 14,416.00		\$ 500.00	\$ -				\$ -		
IT	\$ 59,770.00	\$ -	\$ 3,000.00	\$ -	\$ -	\$ 2,000.00	\$ -	\$ 200.00	\$ 70.00	\$ -
Tech support	\$ 20,270.00		\$ 2,500.00	\$ -		\$ 1,500.00		\$ 50.00	\$ 20.00	
Software/Hardware	\$ 39,500.00		\$ 500.00	\$ -		\$ 500.00		\$ 150.00	\$ 50.00	
Vehicles	\$ 431,483.00	\$ -	\$ 41,633.00	\$ 44,500.00	\$ -	\$ 5,850.00	\$ -	\$ 8,650.00	\$ 700.00	\$ -
Fuel	\$ 282,533.00		\$ 32,733.00	\$ 39,500.00		\$ 3,000.00		\$ 7,000.00	\$ 300.00	
Maint/Repairs	\$ 143,000.00		\$ 8,500.00	\$ 5,000.00		\$ 2,500.00		\$ 1,250.00	\$ 350.00	
Tag/Regis	\$ 1,900.00		\$ 200.00			\$ 100.00		\$ 400.00	\$ 50.00	
Inspection	\$ 4,050.00		\$ 200.00			\$ 250.00				
Supplies	\$ 315,401.92	\$ -	\$ 2,500.00	\$ 200.00	\$ -	\$ 750.00	\$ -	\$ 49,214.00	\$ 86,970.00	\$ -
Office Supplies	\$ 104,174.00		\$ 2,500.00	\$ 200.00		\$ 750.00		\$ 15,250.00	\$ 26,470.00	
Center Supplies	\$ 102,264.00							\$ 33,264.00	\$ 60,400.00	

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	TOTAL	FUND	DEVELOPMENT SERVICE	FDOT 5311	FDOT 5339	AGENCY FEES	PAYROLL	HEAD START	EHS	AGENCY
Food Service Supplies	\$ 108,963.92							\$ 700.00	\$ 100.00	
Travel/ Training	\$ 67,367.00	\$ -	\$ 650.00	\$ -	\$ -	\$ 700.00	\$ -	\$ 18,040.00	\$ 16,627.00	\$ -
Out of Town travel	\$ 8,950.00		\$ 50.00	\$ -		\$ 100.00		\$ -	\$ -	
Local Travel	\$ 16,510.00		\$ 350.00	\$ -		\$ 100.00		\$ 2,100.00	\$ 210.00	
Training/Tech Assist.	\$ 41,907.00		\$ 250.00	\$ -		\$ 500.00		\$ 15,940.00	\$ 16,417.00	
Insurance	\$ 331,620.00	\$ -	\$ 16,350.00	\$ -	\$ -	\$ 2,250.00	\$ -	\$ 44,100.00	\$ 14,700.00	\$ -
Building/General liability	\$ 43,020.00		\$ 350.00			\$ 750.00		\$ 20,000.00	\$ 8,700.00	
Vehicles	\$ 288,600.00		\$ 16,000.00			\$ 1,500.00		\$ 24,100.00	\$ 6,000.00	
Other	\$ 1,015,911.00	\$ -	\$ 1,100.00	\$ -	\$ -	\$ 1,250.00	\$ -	\$ 475,492.00	\$ 304,840.00	\$ -
Drug/Alcohol Testing & Physicals	\$ 11,720.00		\$ 150.00			\$ 250.00		\$ 3,000.00	\$ 300.00	
Dues & Subscriptions	\$ 2,200.00		\$ 200.00					\$ 100.00	\$ 100.00	
Uniforms	\$ 1,150.00		\$ 150.00	\$ -						
Misc.	\$ 54,633.00		\$ 600.00			\$ 1,000.00	\$ -	\$ 27,211.00	\$ 15,872.00	
Purchased Trans.	\$ 23,000.00									
Engineer	\$ -									
Nutrition Service									\$ 12,000.00	
Client Services	\$ 217,402.00							\$ 15,346.00	\$ 606.00	
Inkind	\$ 705,806.00							\$ 429,835.00	\$ 275,962.00	
Total Program Expense	\$ 7,078,215.69	\$ -	\$ 120,133.00	\$ 504,775.00	\$ 596,961.00	\$ 33,575.00	\$ -	\$ 1,885,995.00	\$ 1,228,944.00	\$ -

FINANCE/AGENCYWIDESTATUS/AGENCYWIDEBUDGET/2020_2021

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	LIHEAP	NON-SPONSOR	HS USDA	CSBG ADMIN	CSBG PROGRAM	CANNING CENTER	FUNDRAISING	BOCC
REVENUE								
Federal	\$ 653,102.37		\$ 216,327.84	\$ 95,967.00	\$ 543,816.00			
State		\$ 1,563,423.00						
Farebox/ Private Pay		\$ 155,701.00						
Fuel Tax								
Local Government		\$ 18,000.00						\$ 20,000.00
Fee For Service								
Inkind		\$ 9.00						
Other (Interest, donations, etc.)						\$ 100.00	\$ 17,000.00	
TOTAL REVENUE	\$ 653,102.37	\$ 1,737,133.00	\$ 216,327.84	\$ 95,967.00	\$ 543,816.00	\$ 100.00	\$ 17,000.00	\$ 20,000.00
TOTAL EXPENSES	\$ 653,102.37	\$ 1,737,133.00	\$ 216,327.84	\$ 95,967.00	\$ 543,816.00	\$ 100.00	\$ 17,000.00	\$ 20,000.00

EXPENSES								
Admin								
Payroll Expenses	\$ 193,904.52	\$ 153,371.00	\$ -	\$ 71,764.00	\$ -	\$ -	\$ -	\$ -
Wages	\$ 140,904.52	\$ 115,000.00		\$ 58,567.00	\$ -			
Fica	\$ 15,000.00	\$ 9,000.00		\$ 5,813.00	\$ -			
Pension	\$ 12,500.00	\$ 7,571.00		\$ 1,680.00	\$ -			
Insurance	\$ 16,500.00	\$ 14,000.00		\$ 4,100.00	\$ -			
Workers Compensation	\$ 9,000.00	\$ 7,800.00		\$ 1,604.00	\$ -			
Professional Service	\$ 6,750.00	\$ 22,520.00	\$ -	\$ 4,600.00	\$ -	\$ -	\$ -	\$ -
Audit	\$ 6,000.00	\$ 20,000.00		\$ 3,500.00				
Legal	\$ 600.00	\$ 2,170.00		\$ 950.00				
Bonding	\$ 100.00	\$ 200.00		\$ 75.00				
Article of Inc.	\$ 50.00	\$ 150.00		\$ 75.00				
Consultant								
Facilities	\$ 4,100.00	\$ 4,700.00	\$ -	\$ 2,100.00	\$ -	\$ -	\$ -	\$ -
Exterminator	\$ 100.00	\$ 400.00		\$ 100.00				
Utilities	\$ 2,000.00	\$ 2,000.00		\$ 1,500.00				
Maintenance	\$ 2,000.00	\$ 2,300.00		\$ 500.00				
Rent								

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	LIHEAP	NON-SPONSOR	HS USDA	CSBG ADMIN	CSBG PROGRAM	CANNING CENTER	FUNDRAISING	BOCC
Communication	\$ 3,500.00	\$ 7,200.00	\$ -	\$ 4,260.00	\$ -	\$ -	\$ -	\$ -
Phones/ Internet	\$ 2,000.00	\$ 3,950.00		\$ 2,200.00				
Copier/Postage	\$ 1,200.00	\$ 2,750.00		\$ 960.00				
Printing/Publ	\$ 300.00	\$ 500.00		\$ 1,100.00				
Equipment	\$ 2,700.00	\$ 3,500.00	\$ -	\$ 2,700.00	\$ -	\$ -	\$ -	\$ -
Vehicles				\$ -				
Office	\$ 2,700.00	\$ 3,500.00		\$ 2,700.00				
IT	\$ 9,000.00	\$ 9,200.00	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Tech support	\$ 5,300.00	\$ 6,200.00		\$ 1,000.00				
Software/Hardware	\$ 3,700.00	\$ 3,000.00		\$ 2,000.00				
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel								
Maint/Repairs				\$ -				
Inspection								
Supplies	\$ 5,026.00	\$ 9,500.00	\$ -	\$ 2,500.00	\$ -	\$ 100.00	\$ -	\$ -
Office Supplies	\$ 5,026.00	\$ 9,500.00		\$ 2,500.00		\$ 100.00		
Travel/ Training	\$ 9,214.00	\$ 3,200.00	\$ -	\$ 1,948.00	\$ -	\$ -	\$ 500.00	\$ -
Out of Town travel	\$ 982.00	\$ 550.00		\$ 500.00				
Local Travel	\$ 3,382.00	\$ 600.00		\$ 500.00				
Training/Tech Assist.	\$ 4,130.00	\$ 700.00		\$ 500.00				
Board Travel/Training	\$ 720.00	\$ 1,350.00		\$ 448.00			\$ 500.00	
Insurance	\$ 1,920.00	\$ 14,851.00	\$ -	\$ 2,520.00	\$ -	\$ -	\$ -	\$ -
Building/General liability	\$ 1,920.00	\$ 9,000.00		\$ 2,520.00				
Vehicles		\$ 5,851.00		\$ -				
Other	\$ 1,740.00	\$ 1,150.00	\$ -	\$ 575.00	\$ -	\$ -	\$ -	\$ -
Drug/Alcohol Testing & Physicals	\$ 900.00	\$ 450.00		\$ 150.00				
Dues & Subscriptions	\$ 840.00	\$ 700.00		\$ 425.00				
Uniforms								
Total Admin Expense	\$ 237,854.52	\$ 229,192.00	\$ -	\$ 95,967.00	\$ -	\$ 100.00	\$ 500.00	\$ -
Admin Percent	36%	13%	0%	100%	0%	100%	3%	0%

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	LIHEAP	NON-SPONSOR	HS USDA	CSBG ADMIN	CSBG PROGRAM	CANNING CENTER	FUNDRAISING	BOCC
Program								
Payroll Expenses	\$ 326,273.85	\$ 679,382.00	\$ 108,163.92	\$ -	\$ 279,360.00	\$ -	\$ -	\$ -
Wages	\$ 260,273.85	\$ 527,632.00	\$ 87,163.92		\$ 220,976.00			
Fica	\$ 20,000.00	\$ 50,000.00	\$ 6,000.00		\$ 18,672.00			
Pension	\$ 13,000.00	\$ 20,000.00	\$ 2,000.00		\$ 9,712.00			
Insurance	\$ 27,000.00	\$ 61,750.00	\$ 9,500.00		\$ 21,500.00			
Workers Compensation	\$ 6,000.00	\$ 20,000.00	\$ 3,500.00		\$ 8,500.00			
Facilities	\$ 34,250.00	\$ 50,150.00	\$ -	\$ -	\$ 35,000.00	\$ -	\$ -	\$ -
Exterminator	\$ 1,500.00	\$ 2,000.00			\$ 2,000.00			
Utilities	\$ 15,000.00	\$ 30,000.00			\$ 8,000.00			
Maintenance	\$ 2,750.00	\$ 6,750.00			\$ 5,000.00	\$ -		
Construction								
Rent	\$ 15,000.00	\$ 11,400.00			\$ 20,000.00			
Communication	\$ 22,220.00	\$ 58,800.00	\$ -	\$ -	\$ 21,100.00	\$ -	\$ -	\$ -
Phones/ Internet	\$ 14,000.00	\$ 53,000.00			\$ 12,000.00			
Copier/Postage	\$ 7,620.00	\$ 4,000.00			\$ 8,500.00			
Printing/Publ	\$ 600.00	\$ 1,800.00			\$ 600.00			
Equipment	\$ 4,400.00	\$ 3,500.00	\$ -	\$ -	\$ 6,016.00	\$ -	\$ -	\$ -
Vehicles								
Office	\$ 4,400.00	\$ 3,500.00			\$ 6,016.00			
IT	\$ 6,000.00	\$ 43,000.00	\$ -	\$ -	\$ 5,500.00	\$ -	\$ -	\$ -
Tech support	\$ 3,700.00	\$ 11,000.00			\$ 1,500.00			
Software/Hardware	\$ 2,300.00	\$ 32,000.00			\$ 4,000.00			
Vehicles	\$ -	\$ 330,150.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel		\$ 200,000.00			\$ -			
Maint/Repairs		\$ 125,400.00			\$ -			
Tag/Regis		\$ 1,150.00			\$ -			
Inspection		\$ 3,600.00			\$ -			
Supplies	\$ 2,004.00	\$ 52,000.00	\$ 108,163.92	\$ -	\$ 6,000.00	\$ -	\$ -	\$ 7,600.00
Office Supplies	\$ 2,004.00	\$ 52,000.00			\$ 5,000.00	\$ -		
Center Supplies					\$ 1,000.00			\$ 7,600.00

TRI-COUNTY COMMUNITY COUNCIL, INC.
AGENCY WIDE BUDGET FOR FISCAL YEAR
OCTOBER 1, 2026 - SEPTEMBER 30, 2027

FUND	LIHEAP	NON-SPONSOR	HS USDA	CSBG ADMIN	CSBG PROGRAM	CANNING CENTER	FUNDRAISING	BOCC
Food Service Supplies			\$ 108,163.92					
Travel/ Training	\$ 16,000.00	\$ 2,350.00	\$ -	\$ -	\$ 13,000.00	\$ -	\$ -	\$ -
Out of Town travel	\$ 4,000.00	\$ 800.00			\$ 4,000.00			
Local Travel	\$ 8,000.00	\$ 750.00			\$ 5,000.00	\$ -		
Training/Tech Assist.	\$ 4,000.00	\$ 800.00			\$ 4,000.00			
Insurance	\$ 3,000.00	\$ 249,000.00	\$ -	\$ -	\$ 2,220.00	\$ -	\$ -	\$ -
Building/General liability	\$ 2,000.00	\$ 9,000.00			\$ 2,220.00			
Vehicles	\$ 1,000.00	\$ 240,000.00			\$ -			
Other	\$ 1,100.00	\$ 39,609.00	\$ -	\$ -	\$ 175,620.00	\$ -	\$ 16,500.00	\$ 12,400.00
Drug/Alcohol Testing & Physicals	\$ 500.00	\$ 7,200.00			\$ 320.00			
Dues & Subscriptions	\$ 600.00	\$ 900.00			\$ 300.00			
Uniforms		\$ 1,000.00						
Misc.		\$ 7,500.00				\$ -	\$ 2,450.00	
Purchased Trans.		\$ 23,000.00						
Engineer								
Nutrition Service								
Client Services					\$ 175,000.00		\$ 14,050.00	\$ 12,400.00
Inkind		\$ 9.00						
Total Program Expense	\$ 415,247.85	\$ 1,507,941.00	\$ 216,327.84	\$ -	\$ 543,816.00	\$ -	\$ 16,500.00	\$ 20,000.00

FINANCE/AGENCYWIDESTATUS/

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM HS/EHS

FOR MONTH OF: July 2026

FAMILIES SERVED _____

PEOPLE SERVED 40

UNITS PROVIDED (if applicable) n/a

SIGNIFICANT ACCOMPLISHMENTS: We submitted a grant request to All in Credit for a piece of playground equipment and concrete work at our Walton center. We probably will not hear anything for a few months. Hopeful that we will receive it.

PROBLEM AREAS NOTED: We are struggling with enrollment in Westville and Chipley. We have discovered major water leaks and mold in one of our Walton Center classrooms.

ACTION OR RESOLUTION: We have been putting information out and looking for events that our families would be participating in. We have had air testing on the mold but have not received the results yet. We have filed an insurance claim. We are hoping that the insurance company will pay the majority of the repairs.

ANY OTHER INFO: We are planning on requesting an in-kind waiver at the next board meeting.

REPORTED BY: Kim Gillis

DATE: 8/6/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: CSBG

FOR MONTH OF: July 2026

TOTAL # FAMILIES SERVED: 103 TOTAL # PEOPLE SERVED: 142

INDIVIDUALS SERVED BY COUNTY:

BAY	HOLMES	JACKSON	OKALOOSA	SANTA ROSA	WALTON	WASHINGTON
27	11	1	27	10	45	21

SIGNIFICANT ACCOMPLISHMENTS: Staff is still working with Pathway's CNA program and working
to ensure all funds are spent by the end of the contract.

PROBLEM AREAS NOTED: Staff is still working with the new CSBG Promise system.

ACTION OR RESOLUTION: _____

ANY OTHER INFO: _____

REPORTED BY: Lisa McCreary DATE: 8/10/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: LIHEAP

FOR MONTH OF: July 2026

TOTAL # FAMILIES SERVED: 770 TOTAL # PEOPLE SERVED: 2129

INDIVIDUALS SERVED BY COUNTY:

BAY	HOLMES	JACKSON	OKALOOSA	SANTA ROSA	WALTON	WASHINGTON
N/A	194	N/A	829	655	255	196

SIGNIFICANT ACCOMPLISHMENTS: We are still seeing clients with high energy cost due to
summer heat. Staff is working to ensure all LIHEAP funds are spent before the contract ends.

PROBLEM AREAS NOTED: Staff is still working with the new system changes as Florida Commerce
and Promise continue making changes within the system.

ACTION OR RESOLUTION: Staff will continue attending any training on the new system and asking
Florida Commerce and Promise for guidance.

ANY OTHER INFO: _____

REPORTED BY: Lisa McCreary DATE: 8/10/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: Food Pantry

FOR MONTH OF: July 2026

TOTAL # FAMILIES SERVED: 162 TOTAL # PEOPLE SERVED: 451

INDIVIDUALS SERVED BY COUNTY:

BAY	HOLMES	JACKSON	OKALOOSA	SANTA ROSA	WALTON	WASHINGTON
N/A	N/A	N/A	N/A	N/A	147	304

SIGNIFICANT ACCOMPLISHMENTS: _____

PROBLEM AREAS NOTED: _____

ACTION OR RESOLUTION: _____

ANY OTHER INFO: _____

REPORTED BY: Lisa McCreary DATE: 08/10/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: Transportation

FOR MONTH OF: July 2026

NUMBER SERVED:

COUNTY	INDIVIDUALS	MILES	TRIPS
HOLMES	66	12,235	437
SANTA ROSA	116	17,305	1,401
WALTON	114	19,383	1,243
WASHINGTON	39	8,063	644

SIGNIFICANT ACCOMPLISHMENTS: _____

PROBLEM AREAS NOTED: _____

ACTION OR RESOLUTION: _____

ANY OTHER INFO: _____

REPORTED BY: Aubrey Morris DATE: 8/12/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM HS/EHS

FOR MONTH OF: August 2026

FAMILIES SERVED _____

PEOPLE SERVED 163

UNITS PROVIDED (if applicable) n/a

SIGNIFICANT ACCOMPLISHMENTS: We had a great pre-service with some great speakers/trainers. The title of our pre-service was Wellness Retreat. Our Non-federal waiver request was submitted and our Continuation grant was submitted to.

PROBLEM AREAS NOTED We are currently working to get our staff started on getting the required credentials needed. We have not been able to hire staff with credentials needed. Our enrollment had two slots vacant for August. We are struggling with enrollment in a couple of our counties. Non-federal share (in-kind) is a struggle for us.

ACTION OR RESOLUTION: We have updated where the staff are that are currently working on their credentials and working to get the new staff started on their requirements. We have been discussing ways and areas to recruit in.

ANY OTHER INFO: We are open to ideals and input concerning recruitment and non-federal share.

REPORTED BY: Kim Gillis

DATE: 9/2/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: CSBG

FOR MONTH OF: August 2026

TOTAL # FAMILIES SERVED: 89 TOTAL # PEOPLE SERVED: 111

INDIVIDUALS SERVED BY COUNTY:

BAY	HOLMES	JACKSON	OKALOOSA	SANTA ROSA	WALTON	WASHINGTON
30	9	6	6	10	39	11

SIGNIFICANT ACCOMPLISHMENTS: Staff is working to ensure all CSBG funds are spent by
the end of the contract. There was additional funds for services due to the changes in the way the budget
was recalculated.

PROBLEM AREAS NOTED: _____

ACTION OR RESOLUTION: _____

ANY OTHER INFO: _____

REPORTED BY: Lisa McCreary DATE: 9/9/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: LIHEAP

FOR MONTH OF: August 2026

TOTAL # FAMILIES SERVED: 793 TOTAL # PEOPLE SERVED: 2139

INDIVIDUALS SERVED BY COUNTY:

BAY	HOLMES	JACKSON	OKALOOSA	SANTA ROSA	WALTON	WASHINGTON
N/A	328	N/A	662	631	296	222

SIGNIFICANT ACCOMPLISHMENTS: We are still seeing clients with high energy cost due to
summer heat.

PROBLEM AREAS NOTED: _____

ACTION OR RESOLUTION: _____

ANY OTHER INFO: Staff is working to ensure LIHEAP funds are expended before the end of the contract.

REPORTED BY: Lisa McCreary DATE: 9/9/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: Food Pantry

FOR MONTH OF: August 2026

TOTAL # FAMILIES SERVED: 188 TOTAL # PEOPLE SERVED: 519

INDIVIDUALS SERVED BY COUNTY:

BAY	HOLMES	JACKSON	OKALOOSA	SANTA ROSA	WALTON	WASHINGTON
N/A	N/A	N/A	N/A	N/A	88	431

SIGNIFICANT ACCOMPLISHMENTS: _____

PROBLEM AREAS NOTED: _____

ACTION OR RESOLUTION: _____

ANY OTHER INFO: _____

REPORTED BY: Lisa McCreary DATE: 08/10/2026

TRI-COUNTY COMMUNITY COUNCIL, INC.
P.O. Box 1210; 302 North Oklahoma Street
Bonifay, FL 32425

PROGRAM REPORT

PROGRAM: Transportation

FOR MONTH OF: August 2026

NUMBER SERVED:

COUNTY	INDIVIDUALS	MILES	TRIPS
HOLMES	420	9,473	56
SANTA ROSA	1,425	17,720	117
WALTON	1,992	20,429	174
WASHINGTON	637	8,478	38

SIGNIFICANT ACCOMPLISHMENTS: _____

PROBLEM AREAS NOTED: _____

ACTION OR RESOLUTION: _____

ANY OTHER INFO: _____

REPORTED BY: Aubrey Morris DATE: 9/15/2026



Tri-County Community Council, Inc.

Client Satisfaction Survey

County All Month July 2026
Total Surveys Completed 171

Please respond based on your recent experiences	Circle Appropriate Response		
	Yes	No	N/A
The office was clean and comfortable	171	0	0
I was treated with courtesy and respect	169	0	2
My request for assistance was attended to as quickly as possible	171	0	0
The staff listened and responded to my concerns	171	0	0
Overall, I am very satisfied with the services I received	171	0	0
Please respond to questions below only if applicable			
The staff informed me about additional Community Action Programs that might be helpful to me	131	4	20
The staff helped me find other services/programs outside of Community Action Agency	127	3	23
If staff was unable to meet my needs the reason was clearly explained to me	109	3	36
Phone calls were quickly answered and my messages were returned	136	0	16
If I had a complaint(s), it was handled well	99	5	47

How can we improve our services? (Comments welcome). The staff does a professional job and they are always courteous and answers your questions and concerns if needed. If they can't help you here, they do give you other resources. The process was simple and quick. The two ladies were Fabulous. Serve snacks & sodas. Everything went great. These people have always been so nice. I really appreciate their kindness.



Tri-County Community Council, Inc.

Client Satisfaction Survey

County All Month August 2026
 Total Surveys Completed 273

Please respond based on your recent experiences	Circle Appropriate Response		
	Yes	No	N/A
The office was clean and comfortable	273	0	0
I was treated with courtesy and respect	272	0	1
My request for assistance was attended to as quickly as possible	271	1	1
The staff listened and responded to my concerns	272	1	0
Overall, I am very satisfied with the services I received	272	0	1
Please respond to questions below only if applicable			
The staff informed me about additional Community Action Programs that might be helpful to me	200	4	37
The staff helped me find other services/programs outside of Community Action Agency	192	5	39
If staff was unable to meet my needs the reason was clearly explained to me	169	1	61
Phone calls were quickly answered and my messages were returned	211	1	28
If I had a complaint(s), it was handled well	158	2	71

How can we improve our services? (Comments welcome). You guys are awesome! No comments at this time. Great people, love talking with them, they always help me. Very helpful and courteous. Amazing staff. None you guys very much make me feel safe to come to my city for help I don't feel alone. This nice lady deserves a raise. The office looks great. More staff to help current staff member. She did what she could do. Your services are overall great for the community. I appreciate all you have done for me. Thank God we have a place like this to go to for help.

ENCLOSURE 8

Executive Director Position Recruitment Process

The following outlines the recruitment and interview process conducted for the Executive Director position:

- **Position Advertisement:** The Executive Director position was advertised in regional newspapers throughout the service area on the following dates:
 - Bay County August 26, 2026
 - Holmes County August 26, 2026
 - Jackson County September 3, 2026
 - Okaloosa County August 26, 2026
 - Santa Rosa County August 27, 2026
 - Walton County August 26, 2026
 - Washington County August 26, 2026

The position was also posted on the Agency's website and Facebook page. In addition, requests were made for the position to be advertised through CareerSource Chipola, CareerSource Okaloosa-Walton, the Commission for the Transportation Disadvantaged, and the Florida Association for Community Action.

- **Application Period:** The advertisement for the position closed on September 25, 2026. Applicants were directed to contact Joel Paul, Jr., Executive Director, regarding the position.
- **Applicant Pool:** A total of seven applicants were received by the deadline. Six applicants were selected for interviews. Two additional expressions of interest were received after the application period had closed.
- **Interviews:** Interviews were conducted on October 1, 2026.
- **Interview Committee Deliberation:** Following the interviews, the Interview Committee deliberated and will recommend the selected applicant for consideration by the Board at its October 8, 2026, meeting.

ROMA Board Training

October 8, 2026

Mission Statement

Because the “Not-for-Profit” agencies are “Mission Driven” as opposed to “Profit Driven”, it is important to understand the purpose and structure of a useful mission statement. This also applied to public CAA’s providing social services.

Key messages about mission statements;

- They should include outcome –something you believe in
- They must be clear – if not clear, your performance will suffer.

The questions that the mission statement should answer is

- Why are we in business?
- What results are we trying to achieve?
- Will we make a difference?

The organizations mission should be communicated clearly and concisely in a matter of seconds. The effective mission statement is short and sharply focused.

The organizations mission should be understood by the general public or your neighbor. Think of it as a “sound bite.” It should be able to fit on a T-shirt or on the back of a business card.

The mission says why you do what you do, not the means by which you do it. The mission is broad, even eternal, yet directs you to do the right things now and into the future so that everyone in the organization can say, “What I am doing contributes to the goal.”

It must be clear and inspire. Every board member, volunteer, and staff person should be able to see the mission and say, yes, this is something I want to be remembered for.

Community Action Agencies are required to address the purposes of the CSBG legislation as a part of their eligibility for receipt of funding. Some reference to the CSBG purposes should appear in the CAA’s mission statement. CAA’s are unique in the human service arena, in that they have a common anti-poverty mission which is established by legislation, and they are to act to focus resources on the issues related to poverty.

Another way to think about mission statements is:

What does the mission statement say about the agency’s assumptions about poverty and its role in the reduction of poverty? The agency mission statement will tell the public what change it expects to make or accomplish. It will also provide some insights into the underlying beliefs and values of the agency board and staff.

The Mission Statement is outlined in the Organizational Standards that Community Action Agencies must submit each year. The Standard refers to the CAA’s mission and outlines some basic requirements for the mission statement. The CAA’s mission statement is the agency’s guiding principle for the governing board. This, among other reasons, is why the Standard was included in the Leadership category. The Organizational Standard requires review every 5 years.