



Board of Directors’ Report
June 2024
Index

	<u>Page</u>
Index	1 – 2
Agenda	3 – 5
Minutes of the April 2, 2024 regular meeting	6 – 8
Agency Reports for March 31, 2024:	
Clients Served	9
Direct Client Assistance	10 – 11
Program Performance Targets	12
Financial Report	
• Balance Sheet	13
• Statement of Revenues and Expenditures – Budget to Actual	14
• Statement of Functional Expenditures – Budget to Actual	15
• Summary of Grant Activity	16 – 17
Program Reports for March 31, 2024:	
Housing Services Overview	18
Energy Assistance	19
Water Assistance	20
Veterans Services	21
Weatherization Services	22
Supportive Services Overview	23
SHARP Lines Rural Public Transportation	24
Community Services	25
Child Care Assistance	26
Head Start / Early Head Start / Daycare Overview	27
• Head Start/Daycare - Enrollment & Attendance by Center	28
• Early Head Start - Enrollment & Attendance by Center	29
• Meals Served	30 – 31
• Waiting List	32
• Health Services	33
• Transportation	34

• Family and Community Partnerships	35
Head Start / Early Head Start Correspondence	
• ACF-OHS-IM-24-01, Strategies and Recommendations for Supporting Mental Health	36 – 57
• ACF-OHS-PI-24-02, Fiscal Year 2024 (FY 2024) Head Start Funding Increase	58 – 60
• Office of Head Start COLA Funding Guidance – Grant #06CH012396	61 – 63
• Office of Head Start COLA Funding Guidance – Grant # 06HP000265	64 – 66
• Notice advising Office of Head Start of incident at Wilbarger County Preschool on 4/11/2024.	67
• Notice advising Office of Head Start of incident at Turner Child Development Center on 5/13/2024.	68
• Disposition Instructions for Graham modular unit – Grant # 06CH01745	69 – 98
Monitoring reports	
• Workforce Solutions North Texas – Annual Child Care Financial Monitoring Evaluation	99 – 105
• Texas Department of Transportation – Quarterly/Financial Monitoring	106 – 122
• Texas Department of Housing and Community Affairs – CEAP Contract No. 58230003843, CSBG Contract No. 61230003807, DOE Contract No. 56230004085, LIHEAP Contract No. 81230003886, CSBG Disc Contract No. 61220003923, CSBG Disc Contract No. 61220003958	123 – 128
Financial Activity by Program (selected programs)	129 – 132
Credit Card Activity	133
Agency	
Updated Conflict of Interest Policy for the Board of Directors	134 – 143
Conflict of Interest Disclosure Statement	144 – 149
Updated Private Child Care Rates	150
2024 Customer Satisfaction Survey Report	151 – 160
2024 Head Start/Early Head Start Customer Satisfaction Survey Report	161 – 165



AGENDA
BOARD OF DIRECTORS MEETING
June 4, 2024 6:30 P.M.
Available via Video Conference or in Person at
118 East Donnell
Crowell, Texas

1. Establish quorum, call to order, invocation and introduction
2. *Seat new members of Board of Directors
3. *Consent Agenda – Items on the Consent Agenda may be removed at the request of any Board member and considered at another appropriate time on this agenda. Placement on the Consent Agenda does not limit the possibility of any presentation, discussion or approval at this meeting.
 - a. Approval of Minutes of the April 2, 2024 regular meeting
 - b. Approval of Agency Reports:
 - i. Clients Served
 - ii. Direct Client Assistance
 - iii. Program Performance Targets
 - iv. Financial Reports
 1. Balance Sheet
 2. Statement of Revenues and Expenditures – Budget to Actual
 3. Statement of Functional Expenditures - Budget to Actual
 4. Summary Grant Activity
 - v. Energy Assistance
 - vi. Water Assistance
 - vii. Veterans Services
 - viii. Weatherization Services
 - ix. SHARP Lines Rural Public Transportation
 - x. Community Services
 - xi. Child Care Assistance
 - xii. Head Start / Early Head Start / Daycare - Enrollment & Attendance by Center
 - xiii. Head Start / Early Head Start / Daycare - Meals Served
 - xiv. Head Start / Early Head Start - Waiting List
 - xv. Head Start / Early Head Start - Health Services
 - xvi. Head Start – Transportation
 - xvii. Head Start / Early Head Start - Family and Community Partnerships

(Consent Agenda – continued)

xviii. Head Start / Early Head Start Correspondence

1. ACF-OHS-IM-24-01, Strategies and Recommendations for Supporting Mental Health
2. ACF-OHS-PI-24-02, Fiscal Year 2024 (FY 2024) Head Start Funding Increase
3. Office of Head Start COLA Funding Guidance – Grant #06CH012396
4. Office of Head Start COLA Funding Guidance – Grant #06HP000265
5. Notice advising Office of Head Start of incident at Wilbarger County Preschool on 4/11/2024.
6. Notice advising Office of Head Start of incident at Turner Child Development Center on 5/13/2024.

xix. Monitoring reports

7. Workforce Solutions North Texas – Annual Child Care Financial Monitoring Evaluation
8. Texas Department of Transportation – Quarterly/Financial Monitoring
9. Texas Department of Housing and Community Affairs – CEAP Contract No. 58230003843, CSBG Contract No. 61230003807, DOE Contract No. 56230004085, LIHEAP Contract No. 81230003886, CSBG Disc Contract No. 61220003923, CSBG Disc Contract No. 61220003958

xx. Selected Financial Activity by Program

10. Administrative and Unrestricted Funds
11. Child Care/ ISD Partnerships (non-grant funded)
12. Head Start
13. Early Head Start

xxi. Credit Card Report

Training

4. Training on Board of Directors’ roles and responsibilities regarding Conflict of Interest.

Agency

5. *Review, discussion and approval of updated Conflict of Interest Policy for the Board of Directors.
6. *Review, discussion and approval of updated Private Child Care rates for August 1, 2024.
7. Receive report on Rolling Plains’ 2024 Customer Satisfaction Survey.
8. Receive report on Head Start/Early Head Start’s 2024 Customer Satisfaction Survey.
9. Agency updates
 - a. Notification of grant awards from the Texas Veterans Commission for July 1, 2024 to June 30, 2025.
 - b. Notification of volunteer driver program

10. Adjourn

Rolling Plains Board of Directors Meeting

June 4, 2024, 6:30 – 8:30 PM (America/Chicago)

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/672322813>

You can also dial in using your phone.

Access Code: 672-322-813

United States (Toll Free): [1 866 899 4679](tel:18668994679)

United States: [+1 \(571\) 317-3116](tel:+15713173116)

Get the app now and be ready when your first meeting starts:

<https://meet.goto.com/install>

* While any item on this agenda may require a board vote after discussions, items indicated with an * are items identified as requiring board approval.

Rolling Plains Management Corporation Board of Directors reserves the right to adjourn into closed session at any time during the course of this meeting to discuss any of the matters listed in the above agenda. If, during the course of the meeting, discussion of any item on the agenda should be held in a closed meeting, the Board will conduct a closed meeting in accordance with the Texas Open Meetings Act, Government Code, Chapter 551, Subchapters D and E, including, but not limited to deliberation on the appointment, employment compensation, evaluations, reassignment, duties, discipline, or dismissal of employees pursuant to Texas Government Code § 551.074; consultation with attorney regarding potential or contemplated litigation or matters involving attorney client privilege pursuant to Texas Government Code § 551.071; deliberation on the purchase, exchange, lease, or value of real property pursuant to Texas Government Code § 551.072; deliberation regarding gifts and donations pursuant to Texas Government Code § 551.073; deliberation regarding security devises pursuant to Texas Government Code § 551.076; and deliberation regarding Economic Development negotiations pursuant to Texas Government Code § 551.087.

Before any closed meeting is convened, the presiding officer will publicly identify the section or sections of the Act authorizing the closed meeting. All final votes, actions, or decisions will be taken in open meeting.

POSTED: May 30, 2024



BOARD OF DIRECTORS MEETING
April 2, 2024 6:30 P.M.
Available via Video Conference or in Person at
118 East Donnell, Crowell, Texas

Agenda Item 1 - Establish quorum, call to order, invocation and introduction.

Board Chair, Mark Christopher, announced a quorum was present and called the meeting to order. The invocation was given by Ronnie Allen. Board members, staff, and guests introduced themselves.

Agenda Item 2 - *Seat new members of Board of Directors.

The Wilbarger County Preschool nominated Jennifer Varela to represent the low-income sector on Rolling Plains Management Corporation’s Board of Directors. Karl Holloway made a motion to seat Jennifer Varela as a Board member and was seconded by Chuck Henderson. The motion passed unanimously.

Agenda Item 3 - *Consent Agenda – Items on the Consent Agenda may be removed at the request of any Board member and considered at another appropriate time on this agenda. Placement on the Consent Agenda does not limit the possibility of any presentation, discussion or approval at this meeting.

There was a motion made by Rick Hardcastle and seconded by Susie Byars. The motion passed unanimously to approve all items on the agenda as follows:

- a. Approval of Minutes of the February 6, 2024 regular meeting
- b. Approval of Agency Reports:
 - i. Clients Served
 - ii. Direct Client Assistance
 - iii. Program Performance Targets
 - iv. Financial Reports
 - 1. Balance Sheet
 - 2. Statement of Revenues and Expenditures – Budget to Actual
 - 3. Statement of Functional Expenditures - Budget to Actual
 - 4. Summary Grant Activity
 - v. Energy Assistance
 - vi. Water Assistance
 - vii. Veterans Services
 - viii. Weatherization Services
 - ix. SHARP Lines Rural Public Transportation
 - x. Community Services
 - xi. Child Care Assistance
 - xii. Head Start / Early Head Start / Daycare - Enrollment & Attendance by Center
 - xiii. Head Start / Early Head Start / Daycare - Meals Served

118 North 1st Street, P. O. Box 490, Crowell, Texas 79227 --- Phone (940) 684-1571

Rolling Plains Management Corporation is an equal opportunity employer and provider.

- xiv. Head Start / Early Head Start - Waiting List
- xv. Head Start / Early Head Start - Health Services
- xvi. Head Start - Transportation
- xvii. Head Start / Early Head Start - Family and Community Partnerships
- xviii. Head Start / Early Head Start Correspondence
 - 1. Notice regarding closeout of contract # 06HE001321.
 - 2. Funding Guidance Letter for Early Head Start contract # 06HP000265.
 - 3. Notice advising Office of Head Start of incident at Wilbarger County Preschool on 3/2/2024.
 - 4. Notice advising Office of Head Start of incident at Turner Child Development Center on 3/7/2024.
- xix. Selected Financial Activity by Program
- xx. Credit Card Report

Head Start / Early Head Start

Agenda Item 4 - *Review, discussion and approval of change of scope for Early Head Start contract # 06HP000265

Sarai Meza, Head Start/Early Head Start/Child Care Director, presented the change of scope for Early Head Start contract # 06HP000265 to the Board for approval. The presentation included: the ongoing problem of under unenrollment, factors contributing to under enrollment, the proposed change of scope, and a description of how the change of scope would impact the budget and programming. Additionally, Debra Thomas, Executive Director, highlighted how the change of scope would invest in staff through an increase in salary. Following a discussion by the Board, Dusty Johnston made a motion to approve the change of scope for Early Head Start contract # 06HP000265 as recommended. The motion was seconded by Michael Dishman and passed unanimously.

Agenda Item 5 – *Review, discussion and approval of change of scope Head Start contract #06CH012396

Sarai Meza, Head Start/Early Head Start/Child Care Director, presented the change of scope for Early Head Start contract # 06HP000265 to the Board for approval. The presentation included: the ongoing problem of under unenrollment, factors contributing to under enrollment, the proposed change of scope, and a description of how the change of scope would impact the budget and programming. Additionally, Debra Thomas, Executive Director, highlighted how the change of scope would invest in staff through an increase in salary. Following a discussion by the Board, Dusty Johnston made a motion to approve the change of scope for Head Start contract #06CH012396 as recommended. The motion was seconded by Michael Dishman and passed unanimously.

Agenda Item 6 – Executive Director’s Report

Debra Thomas advised the Board that the upcoming transit Service Expansion Grant was scheduled to begin service in July.

Agenda Item 7 - *Adjourn

There being no further business, the meeting was adjourned at 7:44 pm by Mark Christopher.

Respectfully submitted,

Debra K. Thomas, Executive Director and Secretary to the Board

<u>Name</u>	<u>Public Sector</u>	<u>Private Sector</u>	<u>Low-Income Sector</u>	<u>Staff/Guest</u>
Karl Holloway	X			
Michael Woods	Absent			
Mark Christopher	X			
Ronnie Allen	X			
Dale Eaton	Absent			
Cathy Young	Excused			
Pam Gosline	Excused			
Rusty Stafford	Excused			
Lauren Bush	Absent			
Rick Hardcastle	X			
Chuck Henderson		X		
Jim Castagna		X		
David Brinkerhoff		X		
Susie Byars		X		
Nanette Ashby		X		
Dusty R Johnston		X		
Jim Novak		X		
Phil McCuistion		X		
Delisa Piper		X		
Robert Webb		Excused		
Juan Hinojosa			X	
Annette Walker			X	
Seth Tabor			X	
Toby Hines			X	
Carolyn Henry			X	
Rebecca Hardin			Absent	
Denise Foster			Absent	
Tamika Toombs			X	
Michael Dishman			X	
Norris Thomas			X	
Jennifer Varela			X	
Patty Hines				X
Debra Thomas				X
Jessica McLain				X
Wade Davis				X
Sarai Meza				X
Keren Whitney				GoToMeeting

**Rolling Plains Management Corporation
Clients Served**

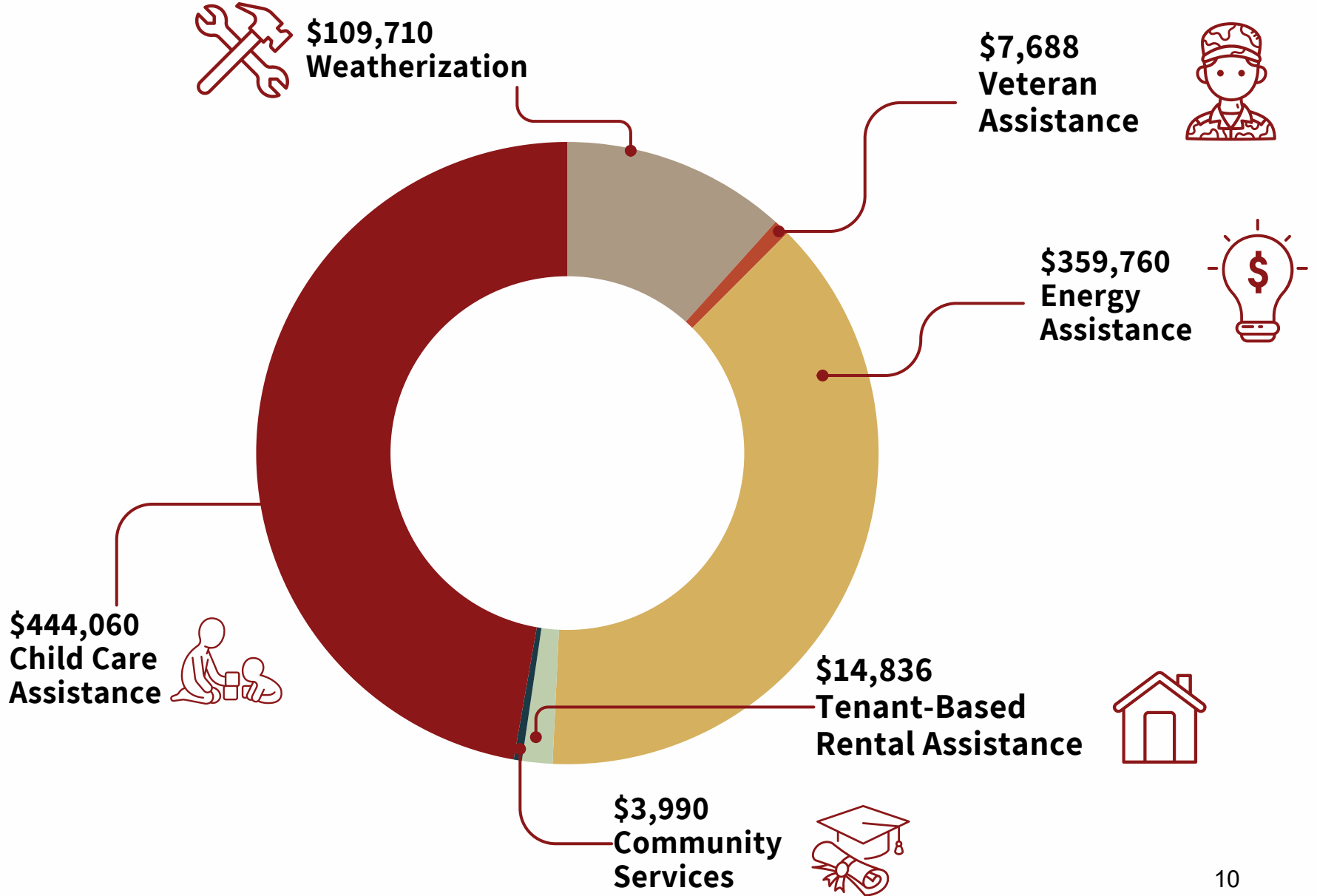
March 2024

Program	People Served in March	People Served YTD	Number of Units Served in March	Units Served YTD	Description of Units
Tenant-Based Rental Assistance (TBRA)	41	60	16	22	Households
Energy Assistance	393	908	218	492	Households
Water Assistance	-	2	-	1	Households
Veteran Services	46	133	22	74	Households
Weatherization	40	56	25	31	Homes
SHARP Lines Rural Public Transportation	631	997	6,171	19,468	Trips
Community Services	58	65	17	20	Households
Child Care Assistance	1,332	1,470			
Head Start	169	174			
Early Head Start	115	118			
Day Care	47	49			

* People/Households may be served in more than one category and therefore counted more than once.

Direct Client Services

March 2024



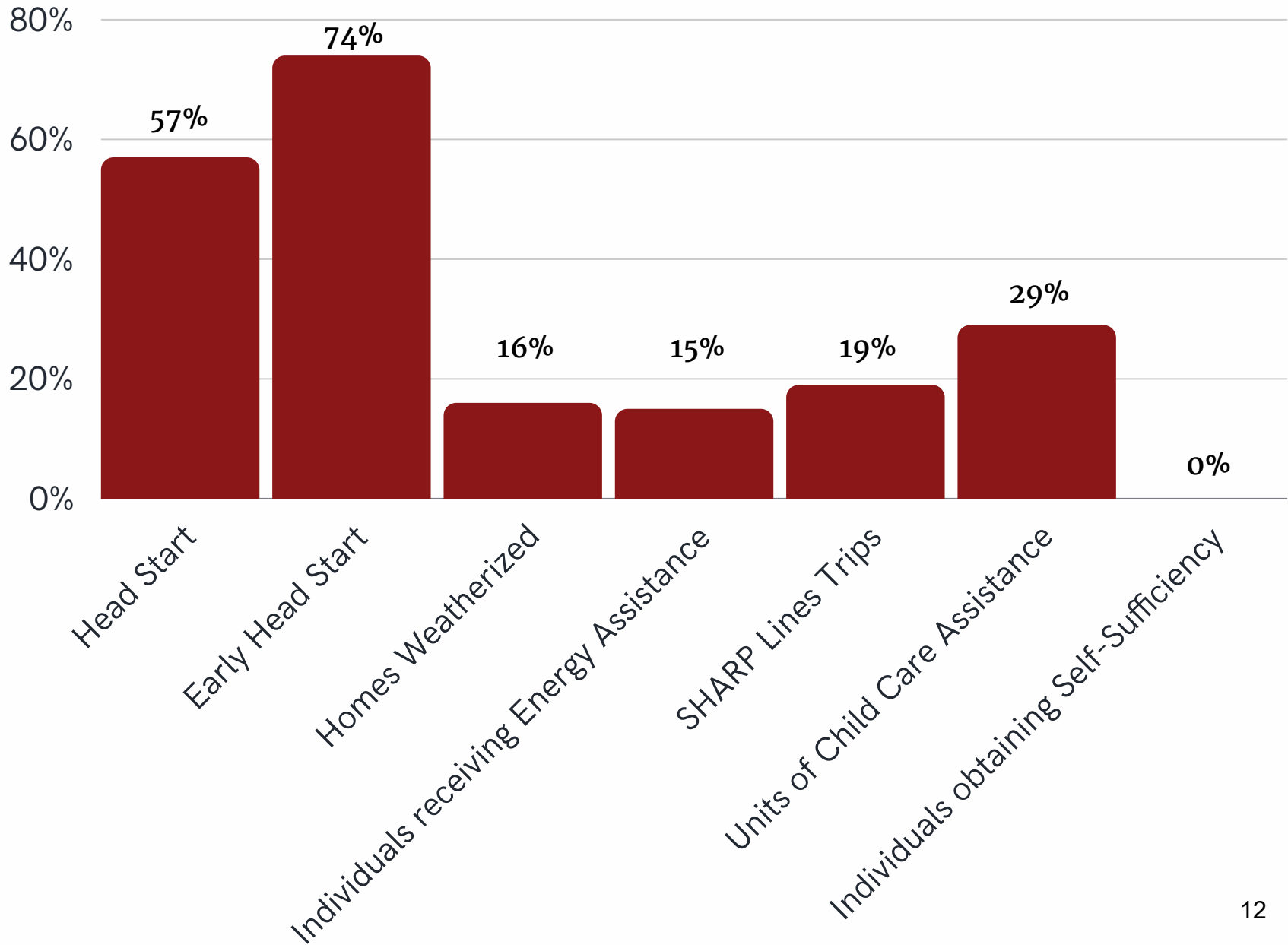
**Rolling Plains Management Corporation
Direct Client Assistance**

March 2024

Program	Expended in March	Expended YTD	Pledged/Projected	Total
Tenant Based Rental Assistance	\$ 14,836.00	\$ 41,617.00	\$ 108,618.00	\$ 150,235.00
Energy Assistance	\$ 359,759.85	\$ 913,812.43	\$ 820,056.63	\$ 1,733,869.06
Water Assistance	\$ -	\$ 844.92		\$ 844.92
Veterans Assistance	\$ 7,687.98	\$ 64,819.75		\$ 64,819.75
Weatherization	\$ 109,710.17	\$ 176,163.91		\$ 176,163.91
Community Services	\$ 3,990.04	\$ 14,672.20		\$ 14,672.20
Child Care Assistance	\$ 444,059.90	\$ 1,632,838.56		\$ 1,632,838.56
TOTAL	\$ 940,043.94	\$ 2,844,768.77	\$ 928,674.63	\$ 3,773,443.40

Program Performance Report

March 2024



ROLLING PLAINS MANAGEMENT CORPORATION

Balance Sheet - Entire Agency

As of March 31, 2024

Assets

Current Assets

Cash (operating accounts)	3,011,105.38
Other Cash Accounts	
Petty cash	1,000.00
Certificate of Deposit - Interest & Sinking Fund	32,901.71
Certificate of Deposit - Capital Reserve	<u>1,282,901.71</u>
Total Other Cash Accounts	1,316,803.42
Receivables	
Grants receivable	3,620,917.16
Other	<u>170,197.36</u>
Total Receivables	3,791,114.52
Other Assets	
Prepaid expenses	101,494.92
Inventory	<u>5,379.16</u>
Total Inventories	<u>106,874.08</u>
Total Current Assets	8,225,897.40

Long-term Assets

Property & Equipment	
Property, Plant & Equipment	15,169,956.14
Land	65,683.81
Software license	13,500.00
Construction in Progress	2,048,795.47
Accumulanted depreciation	(6,036,503.71)
Total Property & Equipment	<u>11,261,431.71</u>
Total Assets	<u>19,487,329.11</u>

Liabilities

Short-term Liabilities

Accounts Payable	1,254,797.13
Accrued (payroll) liabilities	171,496.82
Other payroll liabilities	6,455.85
Loan - Crowell State Bank	0.00
Deferred Revenue	<u>460,067.78</u>
Total Short-term Liabilities	1,892,817.58

Long-term Liabilities

Loan - USDA	<u>279,206.94</u>
Total Long-term Liabilities	<u>279,206.94</u>
Total Liabilities	2,172,024.52

Net Assets

Beginning Net Assets	17,155,390.86
Current YTD Net Income	<u>159,913.73</u>
Total Net Assets	<u>17,315,304.59</u>

Total Liabilities and Net Assets 19,487,329.11

ROLLING PLAINS MANAGEMENT CORPORATION

Statement of Revenues and Expenditures - Budget to Actual

For the period ended March 31, 2024

Percentage of budget expired 33%

	<u>Approved Budget</u>	<u>Actual</u>		% of
	12/1/2023 to	12/1/2023 to	Remaining	Budget
	<u>11/30/24</u>	<u>03/31/24</u>	in Budget	<u>Expended</u>
Operating Revenue				
<u>Grant Revenue</u>				
Funding - federal	9,140,907.00	3,092,393.74	6,048,513.26	
Funding - state	8,175,675.00	2,435,179.44	5,740,495.56	
Funding - other	<u>9,069,833.00</u>	<u>2,773,303.03</u>	<u>6,296,529.97</u>	
Total Grant Revenue	26,386,415.00	8,300,876.21	18,085,538.79	31%
<u>Contributions</u>				
Donations (cash)	<u>3,000.00</u>	<u>29,910.00</u>	<u>(26,910.00)</u>	
Total Contributions	3,000.00	29,910.00	<u>(26,910.00)</u>	
<u>Program Revenue</u>				
Medical transportation fees	1,840,000.00	468,418.91	1,371,581.09	
Box fares	5,000.00	3,418.50	1,581.50	
Subscription fares	254,000.00	85,913.00	168,087.00	
Parent fees received	0.00	40.00	<u>(40.00)</u>	
Student Fees	210,000.00	17,601.30		
Daycare fees	<u>218,400.00</u>	<u>50,679.06</u>	<u>167,720.94</u>	
Total Program Revenue	2,527,400.00	626,070.77	1,708,930.53	25%
<u>Other Income</u>				
Insurance proceeds	50,000.00	255,405.56	<u>(205,405.56)</u>	
Sale of vehicles	63,195.00	0.00	63,195.00	
Cost of property disposed of	0.00	0.00	0.00	
Miscellaneous	206.00	1.00	205.00	
Interest income	<u>160,332.00</u>	<u>42,464.48</u>	<u>117,867.52</u>	
Total Other Income	<u>273,733.00</u>	<u>297,871.04</u>	<u>(24,138.04)</u>	
Total Revenue	29,190,548.00	9,254,728.02	19,743,421.28	<u>32%</u>
Expenditures by Program				
<u>Program Services</u>				
Child care assistance	8,679,729.00	2,664,382.10	6,015,346.90	31%
Child development programs	5,193,885.00	1,668,721.99	3,525,163.01	32%
Transportation	6,818,451.00	2,369,477.49	4,448,973.51	35%
Energy assistance and community services	4,359,533.00	1,407,765.72	2,951,767.28	32%
Weatherization and home rehabilitation	<u>2,779,105.00</u>	<u>565,396.20</u>	<u>2,213,708.80</u>	20%
Total Program Services	27,830,703.00	8,675,743.50	19,154,959.50	31%
<u>Supporting Services</u>				
Total Expenditures	<u>1,696,481.00</u>	<u>419,070.79</u>	<u>1,277,410.21</u>	25%
Net Revenue Over Expenditures	<u>29,527,184.00</u>	<u>9,094,814.29</u>	<u>20,432,369.71</u>	31%
	<u>(336,636.00)</u>	<u>159,913.73</u>		

ROLLING PLAINS MANAGEMENT CORPORATION
Statement of Functional Expenditures - Budget to Actual
For the period ended March 31, 2024

	<u>Approved Budget</u> 12/1/2023 to 11/30/24	<u>Actual</u> 12/1/2023 to 03/31/24	Remaining in Budget	Percent of Total Expended
Expenditures				
Personnel Expenses	7,621,409.00	2,294,016.41	5,327,392.59	25.2%
Fringe Benefits & Other Employee Expenses	2,466,282.00	742,891.10	1,723,390.90	8.2%
Direct Client Assistance	12,773,521.00	3,799,947.64	8,973,573.36	41.8%
Other Direct Program Costs	555,175.00	161,746.78	393,428.22	1.8%
Travel	212,994.00	36,792.87	176,201.13	0.4%
Professional Fees	108,733.00	14,126.90	94,606.10	0.2%
Supplies	632,015.00	158,361.42	473,653.58	1.7%
Occupancy	656,717.00	211,735.04	444,981.96	2.3%
Maint, Repairs & Lease of Equipment	576,241.00	261,571.74	314,669.26	2.9%
Purchase of equipment	976,350.00	395,292.48	581,057.52	4.3%
Purchase of land/buildings	0.00	250,775.44	(250,775.44)	2.8%
Major Renovations	2,884,382.00	732,362.73	2,152,019.27	8.1%
Interest	13,000.00	4,232.06	8,767.94	0.0%
Miscellaneous	<u>50,365.00</u>	<u>30,961.68</u>	<u>19,403.32</u>	<u>0.3%</u>
Total Expenditures	<u>29,527,184.00</u>	<u>9,094,814.29</u>	<u>20,432,369.71</u>	<u>100.0%</u>

ROLLING PLAINS MANAGEMENT CORPORATION

Summary of Grant Activity

As of March 31, 2024

<u>Grant</u>	<u>Program Director / Contact</u>	<u>Beginning</u>	<u>Ending</u>	<u>Funding Available</u>	<u>Expended</u>	<u>% of contract expired</u>	<u>% of Funding spent</u>
<u>Child development programs</u>							
Head Start ##	Sarai Meza	12/1/23	11/30/24	\$2,493,672.00	\$766,302.32	33%	31%
Early Head Start	Sarai Meza	8/1/23	7/31/24	\$2,400,847.00	\$1,349,550.84	67%	56%
Child and Adult Food Program	Sarai Meza	10/1/23	9/30/24	\$ 390,860.84	\$179,469.31	50%	46%
Summer Food Service Program	Sarai Meza	5/1/24	8/31/24	NA	\$0.00		
<u>Transportation</u>							
Texas Dept of Transportation	Donna Moore	9/1/23	8/31/24	\$ 632,006.00	\$179,696.00	58%	28%
Texas Dept of Transportation	Donna Moore	9/1/22	8/31/24	\$ 578,308.00	\$578,308.00	79%	100%
Texas Dept of Transportation	Donna Moore	9/1/23	11/30/24	\$ 208,779.00	\$208,779.00	47%	100%
Texas Dept of Transportation	Donna Moore	9/1/23	11/30/24	\$ 965,554.00	\$735,513.00	47%	76%
Texas Dept of Transportation	Donna Moore	9/1/22	12/31/23	\$ 1,226,726.00	\$1,226,819.00	100%	100%
Texas Dept of Transportation	Thomas/Halsell	9/1/21	3/31/24	\$ 1,810,000.00	\$1,810,000.00	100%	100%
Texas Dept of Transportation	Thomas/Halsell	10/1/22	8/31/24	\$ 249,382.00	\$249,382.00	78%	100%
Texas Dept of Transportation	Thomas/Halsell	9/1/22	8/31/24	\$ 2,348,590.00	\$2,291,948.00	79%	98%
Texas Dept of Transportation	Thomas/Halsell	9/1/23	8/31/24	\$ 661,380.00	\$0.00	58%	0%
Texas Dept of Transportation	Donna Moore	9/1/23	8/31/24	\$ 554,157.00	\$554,711.00	58%	100%
<u>Energy assistance and community services</u>							
Tx Veterans Comm - General	Marsha Anderson	7/1/23	6/30/24	\$ 300,000.00	\$278,917.71	75%	93%
Comprehensive Energy Assistance	Marsha Anderson	1/1/24	12/31/24	\$ 181,362.00	\$0.00	25%	0%
Comprehensive Energy Assistance	Marsha Anderson	1/1/24	12/31/24	\$ 3,387,845.00	\$1,089,482.34	25%	32%
Comprehensive Energy Assistance	Marsha Anderson	1/1/23	12/31/23	\$ 3,742,600.00	\$3,742,600.00	100%	100%
Comprehensive Energy Assistance	Marsha Anderson	1/1/23	12/31/23	\$ 915,338.00	\$915,338.00	100%	100%
Low Income Household Water Assist.	Marsha Anderson	1/1/22	12/31/23	\$ 686,080.00	\$686,080.00	100%	100%
Community Service Block Grant	Jessica McLain	1/1/24	12/31/24	\$ 485,762.00	\$79,508.23	25%	16%
Community Service Block Grant	Jessica McLain	1/1/23	12/31/23	\$ 490,526.00	\$490,526.00	100%	100%
CSBG - Discretionary Grant	Marsha Anderson	11/1/23	8/31/24	\$ 18,965.00	\$2,285.00	50%	12%
CSBG - Discretionary Grant	Jessica McLain	11/1/23	8/31/24	\$ 6,451.00	\$0.00	50%	0%
Tenant Based Rental Assistance	Marsha Anderson	12/1/23	11/30/24	As needed	\$63,971.38		
Utility Company Energy Funds	Marsha Anderson	1/1/24	12/31/24	\$ 19,922.40	\$5,648.84	NA	28%

ROLLING PLAINS MANAGEMENT CORPORATION

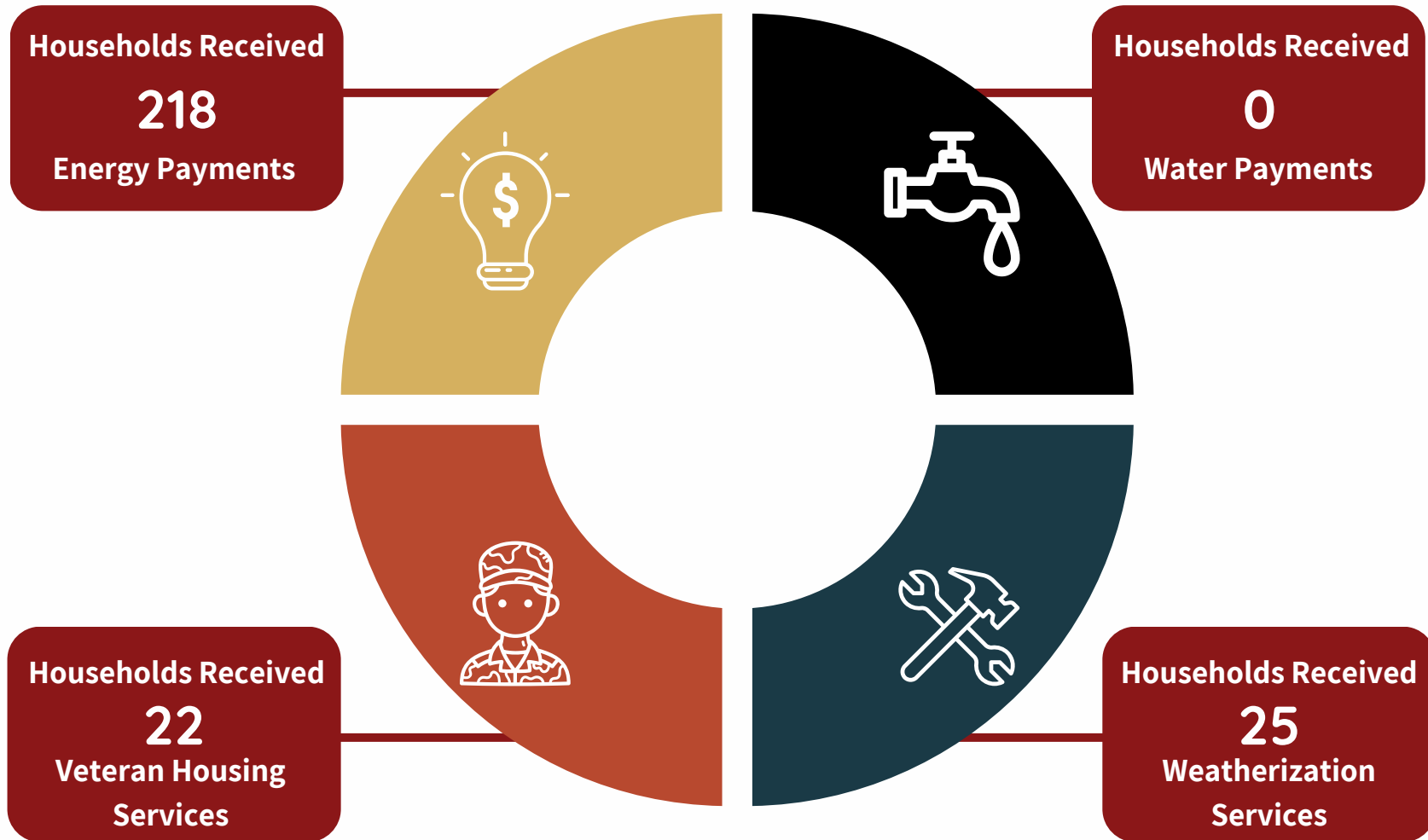
Summary of Grant Activity

As of March 31, 2024

<u>Grant</u>	<u>Program Director / Contact</u>	<u>Beginning</u>	<u>Ending</u>	<u>Funding Available</u>	<u>Expended</u>	<u>% of contract expired</u>	<u>% of Funding spent</u>
<u>Weatherization and home rehabilitation</u>							
TVC - Housing 4 Texas Heroes	Lacy Tamplen	7/1/23	6/30/24	\$ 200,000.00	\$151,734.74	75%	76%
USDA Housing Preservation Grant	Lacy Tamplen	11/2/23	11/1/24	\$ 150,000.00	\$64,699.52	42%	43%
USDA Housing Preservation Grant	Lacy Tamplen	11/2/23	11/1/24	\$ 150,000.00	\$853.05	42%	1%
Weatherization - DOE	Lacy Tamplen	7/1/23	6/30/24	\$ 438,569.00	\$272,947.80	75%	62%
Weatherization - DOE BIL	Lacy Tamplen	7/15/23	6/30/26	\$ 1,963,884.00	\$519,927.74	25%	26%
Weatherization - LIHEAP	Lacy Tamplen	1/1/24	12/31/24	\$ 470,468.00	\$57,666.45	25%	12%
Weatherization - LIHEAP	Lacy Tamplen	1/1/23	12/31/23	\$ 684,812.00	\$684,812.00	100%	100%
Weatherization - ONCOR	Lacy Tamplen	1/1/24	10/31/24	\$ 80,000.00	\$0.00	30%	0%
Weatherization - AEP	Lacy Tamplen	1/1/24	10/31/24	\$ 60,000.00	\$0.00	30%	0%
<u>Child care assistance</u>							
Child Care Assistance (CPS care)	Donna Adams	9/1/23	8/31/24	\$632,404.55	\$333,845.15	58%	53%
Child Care Assistance (operations/dir)	Donna Adams	10/1/23	10/31/24	\$7,111,626.00	\$2,423,536.00	46%	34%
Child Care Assistance (local match)	Donna Adams	10/1/23	12/31/24	\$585,132.00	\$0.00	40%	0%
Child Care Assistance (quality)	Donna Adams	10/1/23	10/31/24	\$699,443.00	\$110,874.00	46%	16%
<u>Non grant programs</u>							
Administrative /Unrestricted Funds	Debra Thomas	12/1/23	11/30/24	\$ 649,329.21	\$ 442,392.17	\$	206,937.04
Child Care /ISD Partnership	Sarai Meza	12/1/23	11/30/24	\$ 144,566.17	\$ 264,321.92	\$	(119,755.75)
Transportation (excluding grants)	Donna Moore					\$	48,660.27
Other						\$	24,072.17
Net Revenue Over Expenditures						\$	<u>159,913.73</u>

Housing Services

March 2024



**Rolling Plains Management Corporation
Energy Assistance**

March 2024

Households Served

Direct Client Dollars (\$)

<u>COUNTY</u>	Households Served		Direct Client Dollars (\$)			
	Households Assisted in March	Households Assisted Year to Date	Expended in March	Expended Year to Date	Pledged through December	Expended and Pledged through December
ARCHER	3	5	\$ 5,533.68	\$ 9,486.70	\$ 4,796.13	\$ 14,282.83
BAYLOR	11	12	\$ 2,688.79	\$ 8,233.83	\$ 49,130.46	\$ 57,364.29
CLAY	4	6	\$ 8,643.10	\$ 12,514.89	\$ 4,777.44	\$ 17,292.33
COTTLE	8	14	\$ 18,642.65	\$ 31,348.02	\$ 13,527.65	\$ 44,875.67
FOARD	8	17	\$ 13,424.34	\$ 27,119.31	\$ 15,053.70	\$ 42,173.01
HARDEMAN	9	26	\$ 17,724.67	\$ 53,723.04	\$ 40,047.24	\$ 93,770.28
JACK	4	8	\$ 9,749.29	\$ 17,711.97	\$ 5,755.10	\$ 23,467.07
MONTAGUE	2	11	\$ 2,865.27	\$ 21,630.86	\$ 20,808.14	\$ 42,439.00
SHACKELFORD	1	3	\$ 826.99	\$ 3,400.43	\$ 664.26	\$ 4,064.69
STEPHENS	8	14	\$ 12,792.12	\$ 24,313.53	\$ 3,759.03	\$ 28,072.56
TAYLOR	43	124	\$ 59,973.15	\$ 220,736.91	\$ 293,194.11	\$ 513,931.02
WICHITA	74	180	\$ 129,878.60	\$ 346,106.66	\$ 242,629.88	\$ 588,736.54
WILBARGER	33	58	\$ 63,246.13	\$ 115,777.55	\$ 111,702.52	\$ 227,480.07
YOUNG	10	14	\$ 13,771.07	\$ 21,708.73	\$ 14,210.97	\$ 35,919.70
TOTAL	218	492	\$359,759.85	\$913,812.43	\$820,056.63	\$1,733,869.06

**Rolling Plains Management Corporation
Water Assistance**

March 2024

COUNTY	Households Served		Direct Client Dollars (\$)	
	Households Assisted in March	Households Assisted Year to Date	Expended in March	Expended Year to Date
ARCHER	-	-	\$ -	\$ -
BAYLOR	-	-	\$ -	\$ -
CLAY	-	-	\$ -	\$ -
COTTLE	-	-	\$ -	\$ -
FOARD	-	-	\$ -	\$ -
HARDEMAN	-	-	\$ -	\$ -
JACK	-	-	\$ -	\$ -
MONTAGUE	-	-	\$ -	\$ -
SHACKELFORD	-	-	\$ -	\$ -
STEPHENS	-	-	\$ -	\$ -
TAYLOR	-	-	\$ -	\$ -
WICHITA	-	1	\$ -	\$ 844.92
WILBARGER	-	-	\$ -	\$ -
YOUNG	-	-	\$ -	\$ -
TOTAL	0	1	\$0.00	\$844.92

**Rolling Plains Management Corporation
Veterans Services**

March 2024

Households Served

Direct Client Dollars (\$)

COUNTY	Households Receiving Rental/ Mortgage Assistance	Households Receiving Utility Assistance	Households Receiving Home Modification Assistance	Total Households Receiving Assistance	Expended in March	Expended Year to Date
ARCHER	-	-	-	-	\$ -	\$ -
BAYLOR	-	-	-	-	\$ -	\$ 437.29
BROWN	-	-	-	-	\$ -	\$ -
CALLAHAN	-	-	-	-	\$ -	\$ -
CLAY	-	-	-	-	\$ -	\$ 156.18
COMMANCHE	-	-	-	-	\$ -	\$ -
COTTLE	-	-	-	-	\$ -	\$ 1,196.00
EASTLAND	-	-	-	-	\$ -	\$ -
FOARD	-	-	-	-	\$ -	\$ -
HARDEMAN	-	1	-	1	\$ 387.15	\$ 2,140.79
HASKELL	-	-	-	-	\$ -	\$ -
HOOD	-	-	-	-	\$ -	\$ -
JACK	-	-	-	-	\$ -	\$ -
JONES	-	-	-	-	\$ -	\$ -
KENT	-	-	-	-	\$ -	\$ -
KNOX	-	-	-	-	\$ -	\$ -
MONTAGUE	-	1	-	1	\$ 398.14	\$ 398.14
PALO PINTO	-	-	-	-	\$ -	\$ -
PARKER	-	-	-	-	\$ -	\$ -
SHACKELFORD	-	-	-	-	\$ -	\$ -
STEPHENS	-	-	-	-	\$ -	\$ -
STONEWALL	-	-	-	-	\$ -	\$ -
TAYLOR	6	13	-	18	\$ 5,627.24	\$ 32,004.69
THROCKMORTON	-	-	-	-	\$ -	\$ -
WICHITA	1	1	-	2	\$ 1,275.45	\$ 20,980.56
WILBARGER	-	-	-	-	\$ -	\$ 7,506.10
WISE	-	-	-	-	\$ -	\$ -
YOUNG	-	-	-	-	\$ -	\$ -
TOTAL	7	16	-	22	\$ 7,687.98	\$ 64,819.75

Comment:

Rolling Plains Management Corporation Weatherization

March 2024

Households Served

Direct Client Dollars (\$)

COUNTY	Homes Weatherized in March	Homes Weatherized Year to Date	Expended in March	Expended Year to Date	Average Cost per Home
ARCHER	-	-	\$ -	\$ -	\$ -
BAYLOR	1	1	\$ 925.00	\$ 925.00	\$ 925.00
BROWN	1	1	\$ 14,353.15	\$ 14,353.15	\$ 14,353.15
CALLAHAN	1	1	\$ 1,283.00	\$ 1,283.00	\$ 1,283.00
CLAY	1	1	\$ 8,305.60	\$ 8,305.60	\$ 8,305.60
COMANCHE	-	-	\$ -	\$ -	\$ -
COTTLE	-	-	\$ -	\$ -	\$ -
EASTLAND	2	3	\$ 6,185.20	\$ 8,056.20	\$ 2,685.40
FOARD	1	1	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
HARDEMAN	1	1	\$ 2,390.00	\$ 2,390.00	\$ 2,390.00
HASKELL	-	-	\$ -	\$ -	\$ -
HOOD	1	2	\$ 270.25	\$ 4,911.25	\$ 2,455.63
JACK	1	1	\$ 7,291.42	\$ 7,291.42	\$ 7,291.42
JONES	-	-	\$ -	\$ -	\$ -
KENT	-	-	\$ -	\$ -	\$ -
KNOX	3	3	\$ 12,935.90	\$ 12,935.90	\$ 4,311.97
MONTAGUE	1	1	\$ 175.00	\$ 175.00	\$ 175.00
PALO PINTO	-	-	\$ -	\$ -	\$ -
PARKER	-	-	\$ -	\$ -	\$ -
SHACKELFORD	-	-	\$ -	\$ -	\$ -
STEPHENS	-	1	\$ -	\$ 1,061.00	\$ 1,061.00
STONEWALL	-	-	\$ -	\$ -	\$ -
TAYLOR	1	4	\$ 2,430.00	\$ 35,654.64	\$ 8,913.66
THROCKMORTON	-	-	\$ -	\$ -	\$ -
WICHITA	10	10	\$ 51,665.65	\$ 77,321.75	\$ 7,732.18
WILBARGER	-	-	\$ -	\$ -	\$ -
WISE	-	-	\$ -	\$ -	\$ -
YOUNG	-	-	\$ -	\$ -	\$ -
TOTAL	25	31	\$ 109,710.17	\$ 176,163.91	\$ 5,682.71
COMMENTS:					

Supportive Services

March 2024



Individuals Received

631

Transportation



Individuals Received

17

Self-Sufficiency
Services



Children Received

1,332

Childcare

**Rolling Plains Management Corporation
SHARP Lines Rural Public Transportation**

March 2024

Trips Provided

COUNTY	Trips Provided in the Month of March	Trips Provided YTD
ARCHER	116	334
BAYLOR	689	2,114
COTTLE	107	300
FOARD	86	275
HARDEMAN	434	1,441
JACK	727	2,404
WICHITA	2,489	7,778
CLAY, MONTAGUE, & WISE	251	849
WILBARGER	621	2,024
YOUNG	651	1,949
TOTAL	6,171	19,468
Comment:		

**Rolling Plains Management Corporation
Community Services**

March 2024

Households Served					Direct Client Dollars (\$)	
COUNTY	Households Receiving Rental Assistance	Households Receiving Other Emergency Assistance	Households Receiving Self-Sufficiency Assistance	Total Households Receiving Assistance	Expended in March	Expended Year to Date
ARCHER	-	-	-	-	\$ -	\$ -
BAYLOR	-	-	-	-	\$ -	\$ -
CLAY	-	-	-	-	\$ -	\$ -
COTTLE	-	-	-	-	\$ -	\$ -
FOARD	-	-	-	-	\$ -	\$ -
HARDEMAN	-	-	-	-	\$ -	\$ 602.02
JACK	-	-	-	-	\$ -	\$ -
MONTAGUE	-	-	-	-	\$ -	\$ -
SHACKELFORD	-	-	-	-	\$ -	\$ -
STEPHENS	-	-	-	-	\$ -	\$ -
TAYLOR	-	-	7	7	\$ 562.13	\$ 4,727.09
WICHITA	2	-	8	8	\$ 3,302.91	\$ 7,735.13
WILBARGER	-	-	2	2	\$ 125.00	\$ 1,607.96
YOUNG	-	-	-	-	\$ -	\$ -
TOTAL	2	-	17	17	\$ 3,990.04	\$ 14,672.20

*Includes households who are enrolled in case management

**Households Receiving Self-Sufficiency Assistance includes households that received services in addition to payments.

Case Management Clients Obtaining Self-Sufficiency		
Households Enrolled in Case Management	Individuals Obtaining Self-Sufficiency	Individuals Obtaining Self-Sufficiency in
March	March	Year to Date
17	-	-

Rolling Plains Management Corporation
Child Care Assistance
Operated through: Workforce Solutions North Texas

March 2024

People Served

Contracted Providers

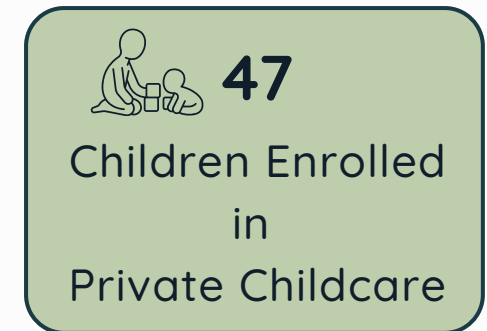
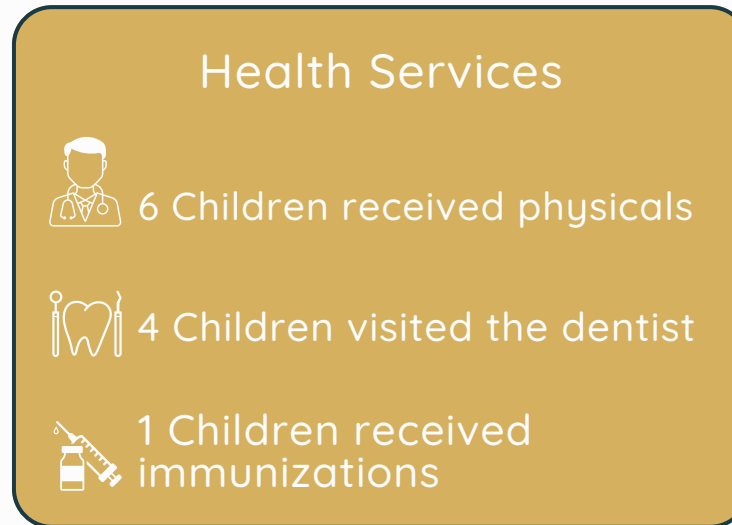
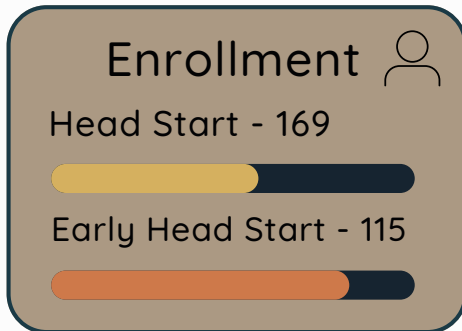
<u>COUNTY</u>	Children in Care in March	Children in Care Year to Date	Children on the Wait list at the end of March	<u>Licensed Centers</u>		<u>Licensed Child Care Home</u>		<u>Registered Child Care Home</u>	
				TRS	Other	TRS	Other	TRS	Other
				ARCHER	13	16	4		1
BAYLOR	3	3	0		2				
CLAY	29	34	9		1				
COTTLE	0	0	0	1					
FOARD	2	2	0	1					
HARDEMAN	2	12	5	1					
JACK	33	33	5	3					
MONTAGUE	27	33	5	1	3				
WICHITA	1114	1223	249	26	21	3	3		2
WILBARGER	29	33	45	1	3	2			
YOUNG	80	81	19	3	2				
TOTAL	1332	1470	341	37	33	6	3	0	2

Comment:



Head Start Monthly Report

March 2024



Rolling Plains Management Corporation
Head Start /Day Care Monthly Enrollment & Attendance by Center

March 2024

Head Start		Actual	Funded	Attendance
County	Center	Enrollment	Enrollment	ADA %
ARCHER	Archer City Child Development Center	3	17	100%
ARCHER	Charles Finnell Child Dev. Center	3	17	100%
BAYLOR	Seymour Child Development Center	16	17	88%
COTTLE	Paducah Child Development Center	3	15	84%
FOARD	Crowell Child Development Center	11	17	88%
HARDEMAN	Chillicothe Child Development Center	12	17	91%
HARDEMAN	Turner Child Development Center	13	17	86%
KNOX	Knox City Child Development Center	11	34	86%
KNOX	Munday Child Development Center	14	17	90%
WILBARGER	Wilbarger County Preschool	40	54	88%
YOUNG	Graham Child Development Center	16	35	95%
YOUNG	Olney Child Development Center	27	37	91%
TOTAL		169	294	90%

Childcare		Actual	Funded	Attendance
County	Center	Enrollment	Enrollment	ADA %
COTTLE	Paducah Child Development Center	1		
FOARD	Crowell Child Development Center	16		
HARDEMAN	Turner Child Development Center	17		
YOUNG	Olney Child Development Center	13		
TOTAL		47		

COMMENTS:

**Rolling Plains Management Corporation
Early Head Start Monthly Enrollment & Attendance by Center**

March 2024

Early Head Start		Actual	Funded	Attendance
County	Center	Enrollment	Enrollment	ADA %
ARCHER	Archer City Child Development Center	4	8	97%
ARCHER	Charles Finnell Child Dev. Center	5	8	85%
COTTLE	Paducah Child Development Center	5	7	86%
FOARD	Crowell Child Development Center	7	6	93%
HARDEMAN	Turner Child Development Center	22	28	87%
WILBARGER	Wilbarger County Preschool	48	55	87%
YOUNG	Olney Child Development Center	24	30	87%
TOTAL		115	142	87%

**Rolling Plains Management Corporation
Head Start / Early Head Start / Day Care Meals Served**

March 2024

Head Start

County	Center	Children Enrolled				Attendance Total for Month	Meals Served		
		Total	Free	Reduced	Paid		Breakfast	Lunch	Snack
ARCHER	Archer City Child Development Center	3	3			37	37	35	0
ARCHER	Charles Finnell Child Dev. Center	3	3			36	36	36	0
BAYLOR	Seymour Day Care	17	17			223	220	223	157
COTTLE	Paducah Child Development Center	3	3			38	38	38	37
FOARD	Crowell Child Development Center	11	11			136	136	136	0
HARDEMAN	Chillicothe Child Development Center	12	12			164	164	164	162
HARDEMAN	Turner Child Development Center	13	13			168	168	166	157
KNOX	Knox City Child Development Center	12	12			138	138	137	131
KNOX	Munday Child Development Center	18	14	2	2	200	197	193	181
WILBARGER	Wilbarger County Preschool	39	39			471	456	467	427
YOUNG	Graham Child Development Center	17	17			193	190	190	148
YOUNG	Olney Child Development Center	28	28			371	355	368	357
TOTAL		176	172	2	2	2175	2135	2153	1757

Daycare

County	Center	Children Enrolled				Attendance Total for Month	Meals Served		
		Total	Free	Reduced	Paid		Breakfast	Lunch	Snack
COTTLE	Paducah Child Development Center	1	0	0	1	12	12	12	12
FOARD	Crowell Child Development Center	16	3	3	10	199	75	75	79
HARDEMAN	Turner Child Development Center	17	4	0	13	190	148	146	140
YOUNG	Olney Child Development Center	14	0	0	14	152	93	95	92
TOTAL		48	7	3	38	553	328	328	323

**Rolling Plains Management Corporation
Head Start / Early Head Start / Day Care Meals Served (continued)**

March 2024

Early Head Start

County	Center	Children Enrolled				Attendance Total for Month	Meals Served		
		Total	Free	Reduced	Paid		Breakfast	Lunch	Snack
ARCHER	Archer City Child Development Center	5	5			66	64	65	62
ARCHER	Charles Finnell Child Dev. Center	5	5			64	63	64	63
COTTLE	Paducah Child Development Center	7	7			79	77	79	78
FOARD	Crowell Child Development Center	7	7			98	97	97	90
HARDEMAN	Turner Child Development Center	23	23			272	270	270	261
WILBARGER	Wilbarger County Preschool	48	48			601	582	589	565
YOUNG	Olney Child Development Center	24	24			295	277	290	286
TOTAL		119	119	0	0	1475	1430	1454	1405
TOTAL FOR ALL PROGRAMS ALL LOCATIONS		343	298	5	40	4203	3893	3935	3485

Comment:

Rolling Plains Management Corporation Head Start / Early Head Start Waiting List

March 2024

Head Start

Children on Wait list		
<u>County</u>	<u>Center</u>	Total
ARCHER	Archer City Child Development Center	2
ARCHER	Charles Finnell Child Dev. Center	3
BAYLOR	Seymour Day Care	4
COTTLE	Paducah Child Development Center	3
FOARD	Crowell Child Development Center	17
HARDEMAN	Chillicothe Child Development Center	4
HARDEMAN	Turner Child Development Center	5
KNOX	Knox City Child Development Center	7
KNOX	Munday Child Development Center	7
WILBARGER	Wilbarger County Preschool	5
YOUNG	Graham Child Development Center	10
YOUNG	Olney Child Development Center	2
TOTAL		69

Early Head Start

Children on Wait list		
<u>County</u>	<u>Center</u>	Total
ARCHER	Archer City Child Development Center	1
ARCHER	Charles Finnell Child Dev. Center	1
COTTLE	Paducah Child Development Center	0
FOARD	Crowell Child Development Center	2
HARDEMAN	Turner Child Development Center	6
WILBARGER	Wilbarger County Preschool	13
YOUNG	Olney Child Development Center	2
TOTAL		25
TOTAL FOR ALL PROGRAMS ALL LOCATIONS		94
COMMENTS: Waitlist as of 3/1/2024.		

Rolling Plains Management Corporation Head Start / Early Head Start

Report: Health Services
 Report Month: March 2024
 Report Year: August 2023 - July 2024

Head Start

County	Center	Children Enrolled	Children receiving services this Month				
			Physicals		Dentals		Immunizations in March
			Initial Visit & Follow-ups in March	Children receiving Services YTD	Initial Visit & Follow-ups in March	Children receiving Services YTD	
ARCHER	Archer City Child Development Center	3	0	3	0	2	0
ARCHER	Holliday Child Development Center	3	2	8	0	3	0
BAYLOR	Seymour Day Care	17	0	16	0	8	0
COTTLE	Paducah Child Development Center	3	0	0	0	0	0
FOARD	Foard County Neighborhood Center	11	0	10	0	12	0
HARDEMAN	Chillicothe Child Development Center	12	0	7	0	15	0
HARDEMAN	Turner Child Development Center	13	2	14	1	15	0
KNOX	Knox City Child Development Center	11	0	9	0	6	0
KNOX	Munday Child Development Center	14	0	7	0	12	1
WILBARGER	Wilbarger County Preschool	40	1	32	2	33	0
YOUNG	Graham Child Development Center	17	0	6	0	11	0
YOUNG	Olney Child Development Center	28	1	21	1	17	0
TOTAL		172	6	73	4	134	1

Early Head Start

ARCHER	Archer City Child Development Center	4	0	4	0	0	0
ARCHER	Holliday Child Development Centet	5	1	9	0	2	1
COTTLE	Paducah Child Development Center	5	0	4	0	2	0
FOARD	Foard County Neighborhood Center	7	4	7	1	10	0
HARDEMAN	Turner Child Development Center	22	0	11	2	18	0
WILBARGER	Wilbarger County Preschool	47	1	40	3	34	1
YOUNG	Olney Child Development Center	24	2	14	0	28	1
TOTAL		114	8	89	6	94	3

TOTAL FOR ALL PROGRAMS ALL LOCATIONS	286	14	162	10	228	4
---	------------	-----------	------------	-----------	------------	----------

**Rolling Plains Management Corporation
Head Start Transportation**

March 2024

Head Start

<u>County</u>	<u>Center</u>	Children enrolled in transportation services
WILBARGER	Wilbarger County Preschool	19
TOTAL		19

COMMENT:

Rolling Plains Management Corporation Head Start / Early Head Start

Report: Family and Community Partnership
Report Month: March 2024

Head Start/Early Head Start

County	Center	Unduplicated Volunteers	Volunteer Hours		Parent Meeting Participants	Father Engagement Activity	
			Low-Income Hours	Total Hours		Father Figures	Children of Participants
ARCHER	Archer City Child Development Center	0	2	3	0	0	0
ARCHER	Charles Finnell Child Dev. Center	0	0	2	0	0	0
BAYLOR	Seymour Child Development Center	0	35	42	0	0	0
COTTLE	Paducah Child Development Center	2	2	3	5	0	0
FOARD	Crowell Child Development Center	0	9	18	1	0	0
HARDEMAN	Chillicothe Child Development Center	1	4	3	0	0	0
HARDEMAN	Turner Child Development Center	2	7	13	0	0	0
KNOX	Knox City Child Development Center	0	2	21	0	0	0
KNOX	Munday Child Development Center	2	23	29	3	0	0
WILBARGER	Wilbarger County Preschool	8	16	28	6	0	0
YOUNG	Graham Child Development Center	0	33	35	0	0	0
YOUNG	Olney Child Development Center	1	12	15	0	0	0
TOTAL		16	145	212	15	0	0

Community Organizations/Businesses Utilized for Parent Trainings, Referrals, ...

County	Center	Community Partner
ARCHER	Archer City Child Development Center	
ARCHER	Holliday Child Development Center	
BAYLOR	Seymour Child Development Center	
COTTLE	Paducah Child Development Center	Leslie Hutchinson (PISD School Counselor)
FOARD	Crowell Child Development Center	Texas Health and Human Services
HARDEMAN	Chillicothe Child Development Center	
HARDEMAN	Turner Child Development Center	
KNOX	Knox City Child Development Center	
KNOX	Munday Child Development Center	Munday Nursing Center
WILBARGER	Wilbarger County Preschool	
YOUNG	Graham Child Development Center	
YOUNG	Olney Child Development Center	

ACF Administration for Children and Families	U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES	
	1. Log No: ACF-OHS-IM-24-01	2. Issuance Date: 05/09/2024
	3. Originating Office: Office of Head Start	
	4. Key Words: Head Start, Early Head Start, Mental Health, Behavioral Health, Social and Emotional Development	

INFORMATION MEMORANDUM

TO: All Head Start Grant Recipients

SUBJECT: Strategies and Recommendations for Supporting Mental Health

PURPOSE: This Information Memorandum (IM) highlights the Head Start Program Performance Standards and related strategies for integrating mental health supports across all Head Start programs.

BACKGROUND: Head Start programs, including preschool programs, Early Head Start programs, Migrant and Seasonal programs, and American Indian and Alaska Native programs, have a long history of providing comprehensive services alongside early education services. They support a program-wide culture that promotes children’s mental health and social and emotional well-being. Children’s mental health is foundational for family well-being, children’s overall healthy development, and long-term success.¹ In recent years, Head Start programs have called for guidance on how to be more intentional in integrating [mental health supports](#) into programs. These calls stem from a reported rise in behavioral and developmental concerns, higher rates of staff turnover, and limited availability of specialized mental health services. This IM provides evidence-informed mental health strategies and associated resources that can help address these challenges as part of a renewed effort across federal early childhood funding agencies to integrate mental health supports into programs.

To integrate mental health supports effectively into Head Start programs, it is important to first understand and destigmatize what is meant by “mental health.” Young children’s mental health, often referred to as early childhood mental health (ECMH), is not mental illness. Rather, it is the same as [social](#)

¹ <https://www.acf.hhs.gov/ecd/policy-guidance/dear-colleague-social-emotional-development-and-mental-health>

[and emotional development](#) and well-being. It is a child’s capacity to express and regulate emotions, form trusting relationships, explore, and learn — all in the cultural context of family and community. ECMH approaches should support every child’s development of social and emotional skills, in addition to providing specialized supports for the up to 20 percent of children under the age of 5 who experience social and emotional difficulties.²

Strengthening the focus on mental health is particularly appropriate given the Head Start program's mission to serve the most vulnerable children and families and break the cycle of poverty. Individuals living in high-poverty neighborhoods often have less access to high-quality resources and supports compared to individuals living in low-poverty neighborhoods, and are more likely to have worse mental health outcomes as a result.³ Furthermore, Black, Indigenous, and People of Color (BIPOC) families⁴ and families in remote or rural areas have less access to mental health and substance use services.⁵ BIPOC families, including families in tribal communities, are disproportionately affected by chronic stress resulting from structural racism and historical trauma, which further narrows access to services they can trust.⁶

Head Start programs play a vital role in addressing ECMH and reducing disparities in ECMH, because they focus on the whole child as well as partner with families and communities. Family-focused efforts in particular ensure children’s mental health continues to be supported in the long-term, after children transition to kindergarten. Many Head Start programs have already adopted [diverse strategies](#) to address ECMH. Programs support family well-being and staff-wellness, which ensures caregivers are well equipped to support ECMH. They directly support the child by strengthening relationships with responsive caregivers, such as [parents](#) and [early childhood staff](#), which is the foundation of ECMH. They provide stable, nurturing environments in

² National Research Council and Institute of Medicine Committee. Preventing mental, emotional, and behavioral disorders among young people: progress and possibilities. Washington, DC: National Academies Press; 2009. Brauner, C. B., & Stephens, C. B. (2006). Estimating the prevalence of early childhood serious emotional/behavioral disorders: Challenges and recommendations. *Public health reports*, 121(3), 303-310.

³ <https://www.acf.hhs.gov/ecd/policy-guidance/dear-colleague-social-emotional-development-and-mental-health>

⁴ Rafla-Yuan, E., Moore, S., Carvente-Martinez, H., Yang, P. Balasuriya, L., Jackson, K., McMickens, C., & Ropbles-Ramamurthy, B. (2022). Striving for equity in community mental health: Opportunities and challenges for integrating care for BIPOC youth. *Child and Adolescent Psychiatric Clinics of North America*, 31(2), 295-312.

⁵ Morales, D. A., Barksdale, C. L., & Beckel-Mitchener, A. C. (2020). A call to action to address rural mental health disparities. *Journal of clinical and translational science*, 4(5), 463-467.

⁶ Winters M-F. Black Fatigue: How Racism Erodes the Mind, Body, and Spirit. 1st ed. Berrett-Koehler Publishers; 2020. [Mental-Health-Facts-for-American-Indian-Alaska-Natives.pdf \(psychiatry.org\)](#)

Gone, J. P., & Trimble, J. E. (2012). American Indian and Alaska Native mental health: Diverse perspectives on enduring disparities. *Annual review of clinical psychology*, 8, 131-160.

GUIDANCE: which children can safely learn and practice social and emotional skills, and partner with families to do the same at home. Head Start staff build trusting relationships with families and partner within the community to identify and leverage resources. These steps make it more likely that mental health supports will meet the needs of families and make a difference.

Although there are many ways mental health can be supported in Head Start programs, it is important for programs to develop a comprehensive, integrated early childhood mental health approach that promotes child and adult mental health, prevents concerns from developing, and supports early identification and referrals for treatment when needed. Using a continuum⁷ of mental health supports ensures every child and family receives the appropriate level of care. This continuum includes:

- I. **Mental health promotion** – An approach aimed at strengthening positive aspects of mental health and well-being and is focused on setting children and families up for success.
- II. **Prevention services and supports** – An approach aimed at reducing the likelihood of future disorders in the general population or for people who are identified as at risk of a disorder.
- III. **Access to mental health treatment** – Interventions are delivered to people who continue to be at risk after engaging in prevention services or have been diagnosed with a mental disorder.

The Office of Head Start (OHS) continues to strongly encourage grant recipients to use quality improvement funds available to all Head Start, Early Head Start, American Indian and Alaska Native Head Start, Migrant and Seasonal Head Start, and Early Head Start-Child Care Partnership grant recipients to support these strategies and invest in mental health supports across roles and program service areas. Suggestions of allowable uses for quality improvement funds as specified in the Head Start Act can be found in the [FY 2023 Head Start Funding Increase Program Instruction](#).

For Head Start State Collaboration Offices and recipients closely working with states, it may be of interest to review [related program guidance](#).

Strategies and Recommendations to Support Mental Health

These strategies support program quality and describe resources that can help programs comply with applicable Head Start Program Performance Standards.

⁷ Purgato M, Uphoff E, Singh R, Thapa Pachya A, Abdulmalik J, van Ginneken N (2020). Promotion, prevention and treatment interventions for mental health in low- and middle-income countries through a task-shifting approach. *Epidemiology and Psychiatric Sciences* 29, e150, 1–8. <https://doi.org/10.1017/S204579602000061X>

INCREASE MENTAL HEALTH PROMOTION

1. A focus on social determinants of health, or the conditions in which individuals are born, grow, live, work, and age, can lead to better mental health outcomes and prevent future mental illness. To promote social conditions that support family well-being, such as family safety, health, and economic stability, programs are encouraged to develop innovative two-generation approaches that leverage community partnerships and address prevalent needs of children and families ([45 CFR §1302.50\(a-b\)](#)). To achieve this, programs can:
 - Create authentic partnerships with families using the [Building Partnerships with Families Series](#) as a guide. Programs can support family mental health and well-being by using the family assessment and partnership process to help families with their biggest life stressors.
 - Update the program’s intake process with families to include targeted discussions on mental health, such as the families’ perceptions about mental health and addressing potential stigma. Include information on mental health supports in the program, such as mental health consultation services and resources and supports available in the community.
 - Establish formal and informal [check-ins with families](#) with the intent to support family mental health. For example, build in time during parent-teacher conferences to discuss how families are doing, create a drop-box for parents to discreetly communicate their needs to staff, and devote time in every parent meeting to wellness activities.
 - Invite the mental health consultant to introduce themselves at program events, such as an “Open House” to explain the Head Start program’s commitment to supporting mental health. This is an opportunity to familiarize parents with the mental health services available to them, including the role of the mental health consultant and how consultation is used throughout the program.

2. To promote family well-being, programs must collaborate with parents by providing mental health education support services. These services include opportunities for parents to learn about healthy pregnancy and postpartum care that encompasses mental health and substance use treatment options ([45 CFR §1302.46\(a\)](#)). To achieve this, programs can:
 - Offer opportunities for families to connect to [talk about their child’s development](#), how they are coping with potential stressors, and what resources they are using. Create a parent group, either virtually or in person, that serves as a space for parents to express their emotions, thoughts, and feelings. For guidance on facilitating this activity, refer to [Leading Online Parent Meetings and Groups](#).
 - Provide training and opportunities for parents to learn about children’s health, well-being, and mental health (i.e., in person trainings, virtual trainings, resources/handouts, etc.), as well as developing safe, stable, and nurturing relationships and environments. For example:
 - i. Use the mental health consultant to provide group wellness sessions with parents. In these sessions include information on resources in the community and how to access these resources.

- ii. Invite speakers from mental health and substance use agencies to give talks about mental health and substance use.
 - Regularly check in with families about providing supports for their own mental health and well-being, such as education materials on [reducing stress](#) and [understanding depression](#).
 - For pregnant women and expectant families enrolled in Early Head Start services, include a mental wellness check during the [newborn visit](#) that a program must provide to each mother and baby within two weeks after the infant's birth ([45 CFR §1302.80\(d\)](#)). These mental wellness checks are geared towards the parent or family members caring for the child and can be incorporated into a daily health check. Consider incorporating screenings for adult mental health, including [depression](#), and [substance use](#), with appropriate guidance from a mental health professional.
3. To promote staff well-being, programs must make mental health and wellness information available to staff regarding issues that may affect their job performance and must provide staff with regularly scheduled opportunities to learn about mental health, wellness, and health education ([45 CFR §1302.93\(b\)](#)). To achieve this, programs can:
- Implement identified policies, procedures, and strategies to support staff wellness that are informed by program data, such as those described in [ACF-IM-HS-21-05 Supporting the Wellness of All Staff in the Head Start Workforce](#). It is important to gather feedback from staff on their [well-being](#) and [job satisfaction](#), as well as wellness strategies, to determine if refinements or improvements are needed.
 - Provide program leaders with foundational training in supporting workforce mental health such as through the [National Child Traumatic Stress Network \(NCTCSN\)](#). The NCTCSN offers resources and trainings on a wide range of topics, including strategies to prevent, recognize and address secondary traumatic stress, which may be experienced by Head Start staff caring for children affected by trauma.
 - Consider establishing communities of practice or [reflective supervision](#) groups that help directors and managers focus on creating safe environments and communications that convey to staff that it is safe to disclose and receive support if and when they experience mental health challenges.
 - Promote employee assistance services and build a culture to address the stigma of seeking help for mental health reasons. Raise employee awareness around free or low-cost mental health supports available, such as benefits included in health insurance plans.
4. To promote child well-being, a program must ensure staff, consultants, contractors, and volunteers implement positive strategies to support children's well-being ([45 CFR §1302.90\(c\)\(i\)](#)). To facilitate implementation of positive strategies, programs can:
- Train staff, consultants, contractors, and volunteers to have basic knowledge of developmentally appropriate strategies to support positive behaviors. Since developmental expectations and appropriate strategies may differ depending on a child's age and developmental skills, staff working with [preschool-age children](#), may still benefit from a basic understanding of how to support [infants and toddlers](#).

- Ensure staff understand that [following children’s lead](#) in structured play activities is an impactful way to understand children’s developmental skills, identify and offer positive attention to their strengths, and practice self-regulation skills in a controlled environment.
- Make sure learning environments are designed to support children’s self-regulation. This could include creating “[cozy spaces](#)” that are clearly visible to adult supervision where children can go if they are feeling overwhelmed. Similarly, spaces can be created with activities or sensory materials as places to express energy. These types of spaces are designed so that teachers can still observe the child or children who are in them, while also providing them the needed supports to self-regulate.
- Partner with families to understand the development, communication style, strengths, and [temperament](#) of each child in order to establish predictable routines, transition strategies, and developmentally appropriate behavioral expectations for children in the program.

INCREASE PREVENTION SERVICES AND SUPPORTS

5. To support children’s ongoing social and emotional development, programs must provide supports for effective classroom management and positive learning environments; supportive teacher practices; and strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns ([45 CFR §1302.45\(a\)](#)). To achieve this, programs can:
 - Implement an [all-hands-on deck](#) approach by creating a multidisciplinary team that works together in your program to support children’s mental health. This team can be comprised of individuals that already work with the child or family across disciplines. The benefit of having a team of professionals with multiple perspectives (i.e., mental health, early childhood, special education, family service, health, nutrition, etc.) is that it ensures the most comprehensive approach to support the needs of a child and family.
 - i. For example, consider ways to integrate prevention-focused approaches such as the [Pyramid Model](#) with mental health supports such as mental health consultation.
 - Seek direct guidance from a mental health or child development professional to ensure that findings from developmental screening and assessment required in [45 CFR §1302.33](#), including social and emotional screenings, are used when making a referral to determine if the child is eligible for services through [IDEA](#) or [section 504 of the Rehabilitation Act](#). While programs wait for an eligibility evaluation and possible services, programs can consider an [individualized approach](#) to support positive behaviors and teach new skills.
 - Review your program’s educational curriculum to ensure it offers appropriate [social and emotional learning](#) opportunities, including intentionally planned learning experiences to help practice self-regulation skills. If you notice that many children in the group need social and emotional development support, spend some time intentionally embedding more of the experiences and activities from your curriculum that support these skills. Work these activities and supports into your daily routines and revisit them as needed to ensure children are developing skills in this area.

- Implement a systems-level approach for adult regulation such as the “Tap-In/Tap-Out” system⁸ when an education staff member is feeling frustrated, overwhelmed, or otherwise dysregulated. This strategy allows for education staff to engage another staff member from a predetermined list to “tap-in” and cover the class. The education staff member can then “tap-out” and engage in strategies for accessing a calm state before returning to the learning environment.
6. Infant and early childhood mental health consultation (IECMHC) is a prevention-based approach. Mental health consultants work with Head Start leaders, staff, and families to support children’s healthy social and emotional development. Grant recipients have shared that it can be challenging to obtain mental health consultants, particularly in rural areas. A few strategies for building mental health consultation access include:
- Encourage existing staff to use educational benefits, such as tuition and fee support, to work towards mental health consultant qualifications. These and other strategies are described in [ACF-IM-HS-22-06 Strategies to Stabilize the Head Start Workforce](#).
 - Reach out to mental health organizations and other early childhood programs to identify potential partners for mental health consultation services. For example, ask other local Head Start or early childhood programs, home visiting programs, and state or tribal [early care and education offices](#) how they find mental health consultants. Ask local pediatricians, community health clinics, and hospitals where they refer children and adults for mental health services. After identifying possible partners, reach out to orient them to the role of mental health consultation in Head Start programs and explore potential collaborations.
 - Prioritize finding a mental health professional who is familiar with the families in your program or community. Your Head Start program can help them learn about child development, group care, the culture of your program, relevant HSPPS, and IECMHC.
 - Consider implementing approaches such as [telehealth or remote consultation](#), especially in rural areas, while efforts to build capacity for in-person mental health consultation are underway.⁹
 - Consult IECMHC.org’s [interactive map of consultants](#).
7. To ensure mental health consultants engage in prevention-focused activities, programs must ensure the mental health consultant assists, at a minimum, with the requirements listed in 45 CFR §1302.45(b). To achieve this, programs can:
- Provide professional development opportunities for staff during onboarding and periodically after. For example, the [Foundations of Infant and Early Childhood](#)

⁸ Venet, A. S. (2019, September 13). *The evolution of a trauma-informed school*. Edutopia.

⁹ [Mental Health Services for Children Policy Brief | CSELS | Rural Health | CDC](#)

Terry-Leonard et al (2022). Early childhood mental health consultation: Brief report of adaptations in the virtual learning environment. [ECMHCvirtualAdaptations_v6.pdf \(iecmhc.org\)](#)

- [Mental Health Consultation iPD Course](#) can ensure that all staff understand that IECMHC is a way to grow the capacity of adults to support the child’s social and emotional well-being, rather than a direct intervention or treatment approach.
- Use the expertise of the mental health consultant at a programmatic level, in addition to consulting at the level of specific children, families and classrooms. For example, the mental health consultant can help program leaders and staff explore strategies for enhancing systems that support staff well-being. They can also help design program-wide policies and procedures related to mental health supports, such as positive discipline or screening and assessment practices.

ACCESS TO MENTAL HEALTH TREATMENT

8. Programs must build community partnerships to facilitate access to additional mental health services as needed (45 CFR §§1302.45(a)(4), [1302.53\(a\)\(2\)](#), 1302.80(c)). To achieve this, programs can:
 - Consult with your Health Services Advisory Committee on local opportunities and potential partnerships. Identify grant funds available in your local community that are designated to support early childhood mental health. For example:
 - i. Partner with local [Certified Community Behavioral Health Clinics](#) (CCBHCs). CCBHCs are designed to ensure access to coordinated comprehensive behavioral health care. CCBHCs are required to serve anyone who requests care for mental health or substance use, including developmentally appropriate care for children and youth, regardless of their ability to pay, place of residence, or age.
 - ii. Leverage community health workers, family navigators, [promotores](#), and peer specialists to reduce mental health stigma and provide support to families navigating mental health systems and other systems that address social determinants of health.
 - Use resources that offer expertise in culturally grounded mental health practices, such as partnering with tribal healers to connect families to traditional ways of healing.
 - Build partnerships with local colleges and universities that may provide sliding scale mental health services through their mental health training clinics. A sliding scale is a flexible fee structure or payment system that asks a client to pay based on their ability to do so.
 - [Facilitate access to community](#) enrichment activities that can both protect and promote child and family mental health (i.e., sporting activities, cultural events, religious organizations, farmers’ markets, and play groups).
 - Assess [barriers to obtaining mental health services](#) and provide supports based on this assessment to facilitate access. Examples could include providing transportation from the program to clinics or providing families with private spaces equipped with appropriate technology to access tele-mental health services.

These evidence-informed mental health strategies can support Head Start programs in intentionally integrating mental health supports across their program. They can address challenges programs face such as behavioral and developmental concerns, staff burnout, and the

limited availability of specialized mental health services. The accompanying [appendix](#) includes more specific resources to support these recommendations.

OHS will continue to work with programs to support the mental health of children, families, and staff in Head Start programs. Please direct any questions about the content of this IM to your OHS regional office.

Thank you for all you do on behalf of children and families.

Sincerely,

/ Khari M. Garvin/

Khari M. Garvin
Director
Office of Head Start

APPENDIX: RESOURCES TO SUPPORT RECOMMENDATIONS

The Appendix includes a variety of resources that support the promotion of mental health and well-being of children, families, and the child care workforce. Examples include different funding streams and supports from initiatives, programs, and agencies that support early childhood development and family well-being.

The Appendix is by no means exhaustive but includes examples of best and promising practices that are research- and/or evidence-based. Specific mention of organizations does not imply endorsement by ACF, HHS, or the U.S. government.

MENTAL HEALTH PROMOTION

STRATEGY 1. A focus on social determinants of health, or the conditions in which individuals are born, grow, live, work and age, can lead to better mental health outcomes and prevent future mental illness. To promote social conditions that support family well-being, such as family safety, health, and economic stability, programs are encouraged to develop innovative two-generation approaches that leverage community partnerships and address prevalent needs of children and families (45 CFR §1302.50(a–b)).

- Resources on the ECLKC to support programs in understanding and addressing broader social conditions and events that impact mental health include:
 - The [Mental Health and Wellness chapter](#) of the Health Manager Orientation Guide describes the importance of social determinants of health and equity as it relates to mental health.
 - The [Head Start Heals Campaign](#) is a collection of resources on the ECLKC describing how to support the mental health of children and families, particularly when children and families are exposed to traumatic events or situations that overwhelm their ability to cope.
 - [Family Support and Well-being](#) is a collection of resources on the ECLKC for ensuring family members are safe, healthy, and have chances for educational advancement and economic mobility.
 - [Building Partnerships with Families](#) is a four-module learning series to enhance knowledge and practice about engaging families using strengths-based attitudes, relationship-based practices, and reflective practice. This professional development course accessible for free on the Individualized Professional Development Portfolio with continuing education units awarded for completion.
 - [Family Engagement and Cultural Perspectives: Applying Strengths-based Attitudes tool](#), can be used as part of training and reflective practice and supervision.
 - [Check In and Partner with Families](#) offers relationship-based competencies to support family engagement, recognizing that partnering with families supports child and family well-being.
 - [Challenges and Benefits of Making Parent Connections](#) provides strategies for connecting with parents.
- Resources on the ECLKC to support partnerships with families around mental health include:

- [Family Connections: A Mental Health Consultation Model](#) provides preventative, systemwide mental health consultation and training approach for staff. These resources and training modules support staff to work with families dealing with parental depression and related adversities, with children in classrooms and in the home, and to engage and support parents struggling with adversities.
- [Infant and Early Childhood Mental Health Consultation: Information for Families](#) provides an overview of mental health consultation for families.
- [Leveraging Sources of Resilience to Support Mental Health](#) webinar discusses the importance of finding, understanding, and elevating sources of resilience to support mental health, with a focus on racially and ethnically diverse and under-resourced communities.
- Other resources to support family relationships and partnerships include:
 - [Information for Caregivers on Infant and Early Childhood Mental Health Consultation](#) is a one-page resource to help caregivers learn about the benefits of infant & early childhood mental health consultation.
 - [ACF Video Series on Early Childhood Social Emotional Development and Mental Health and Caregiver Well-being](#) is a series of short videos spotlighting the importance of robust social emotional development and mental health support strategies within programs serving young children and their families.
- Potential partnership opportunities for Head Start programs include:
 - [Healthy Start programs](#) are Health Services and Resources Administration (HRSA) grant recipients situated in many communities and can work as partners with Head Start programs. Healthy Start programs seek to improve health outcomes before, during, and after pregnancy. Local Healthy Start programs match families with a care coordinator, who then develops personalized plans that can include prenatal and post-partum care, mental health and substance use screening, intimate partner violence screening, and linkages to other services such as assistance with transportation and housing. Every Healthy Start project also has a Healthy Start Community Action Network to increase awareness of and partnerships with a wide range of programs offering health, behavioral health, and social supports. As of 2023, there were [111 Healthy Start projects](#); some Healthy Start grant recipients already collaborate with Head Start programs.

STRATEGY 2. To promote family well-being, programs must collaborate with parents by providing mental health education support services, including opportunities for parents to learn about healthy pregnancy and postpartum care that encompasses mental health and substance use treatment options (45 CFR §1302.46(a)).

- Resources on the ECLKC that support families during pregnancy, infancy, and the transition to parenthood can be found in the [Pregnancy](#) collection, including:
 - [The Newborn Visit: Information for Early Head Start Staff](#) describes and provides tips for the newborn visit.
 - [Head Start Services as a Maternal Health Intervention](#) webinar includes information on maternal depression and conversations on health equity in maternal health.
 - [Connecting All Parents with Perinatal Mental Health Services](#) webinar addresses the unique needs of specific birthing people — such as LGBTQI+ people,

- indigenous people, immigrants, and refugees — who may benefit from specialized or tailored mental health resources during and after pregnancy.
- These resources support screenings for [depression](#) and [substance use](#).
 - Other resources to promote healthy pregnancy and postpartum care and support families experiencing perinatal mental health challenges include:
 - The [Perinatal Mental Health](#) page provides basic information on perinatal mental health and links to a wide range of resources, webinars, and free trainings. It is developed by the Substance Abuse and Mental Health Services Administration (SAMHSA)'s [Mental Health Technology Transfer Center Network](#). SAMHSA also has a webpage with [Resources for Parents and Caregivers](#).
 - The [Mom's Mental Health Matters Initiative](#) provides extensive information about depression and anxiety during pregnancy and postpartum, including signs and symptoms, risk factors, and treatment options. It is developed by the National Institute of Child Health and Human Development (NICHD) at the National Institutes of Health (NIH). They have [materials \(such as posters and postcards\)](#) that can be ordered and disseminated by Head Start programs.
 - The [Action Plan for Depression and Anxiety Around Pregnancy](#) serves as a checklist to help identify and seek help for anxiety and depression from the NIH.
 - [Depression During and After Pregnancy](#) provides information about perinatal depression and links to find effective treatment and community resources such as Postpartum Support International, the National Suicide Prevention Lifeline, and the National Alliance on Mental Illness. It is developed by the Centers for Disease Control and Prevention (CDC).
 - Resources on the ECLKC that support family engagement activities include:
 - [Talking with Families about Their Child's Development](#) provides strategies to partner with families in ongoing conversations about growth and development.
 - [Leading Online Parent Meetings and Groups](#) resource offers examples to consider before, during, or after leading online parent activities.
 - [Family Engagement in Early Care and Education Learning Series](#) modules guide early childhood professionals to consider how the relationships they build with families can support positive parent-child relationships, learn how to use reflective practice as one strategy to enhance work with families, and explore how larger systems and cultural contexts influence family engagement. This resource includes modules on understanding children's behavior as communication and responding with families to developmental concerns.
 - [Partnering with Families to Support Inclusion: Part 1](#) webinar offer strategies that program staff can use to support families to learn about and act on developmental concerns.
 - [Supporting Social and Emotional Well-being](#) is a collection of resources that can inform professional and parental development.
 - Other resources to help families understand their child's development and mental health include:
 - [Essentials for Parenting Toddlers and Preschoolers](#) is an online resource for parents of 2- to 4-year-olds which provides information on positive parenting strategies. The website includes articles and FAQs answered by parenting experts, videos, and free print resources developed by the CDC.

- [“Learn the Signs. Act Early.”](#) is a CDC initiative that provides [free materials](#) and resources to help families and early childhood professionals promote developmental monitoring and screening activities, track developmental milestones, and recognize signs of developmental concerns. With family-friendly resources available in print, online, and via CDC’s Milestone Tracker App, information can help families and professionals learn the signs of social-emotional development and encourage them to act early to access screening and additional services when they have any questions or concerns.
- The [aRPy Ambassador Program](#) identifies individuals who can help Head Start programs and families implement the [Division of Early Childhood \(DEC\) Recommended Practices](#): a set of research-based best practices for working with young children with disabilities or delays, their families, and the personnel who serve them. The program is co-led by the Early Childhood Technical Assistance Center (ECTA) through a Department of Education Office of Special Education Programs cooperative agreement.
- [Healthy Steps: Healthy Steps Should I be concerned? Understanding and talking about mental health with your child](#) is a video about parenting and signs of mental health concerns in children. It features parents and caregivers from around the country who talk about how they noticed and responded to their child’s mental health concerns. This video highlights federal resources about mental health and where to get help.
- [Talking about mental health: Tips for parents and caregivers from young people](#) is a tip sheet created by young people who have experienced mental health challenges. Youth share what has helped and what they wish parents and caregivers would say and do when talking about mental health. The tip sheet also includes links to additional resources. ACF also has a webpage dedicated to [Mental Health Resources for Parents and Caregivers](#).
- Potential partnership opportunities for Head Start programs to promote healthy child development and mental health include:
 - [Healthy Steps](#) Specialists in pediatric primary care practices offer developmental, social-emotional, and behavioral screening for all young children (birth to 3), screening for family needs, care coordination, parenting support, and consultation for children and families. Where applicable, Head Start programs can partner with [Healthy Steps sites](#) in their communities to coordinate care for families. There are currently Healthy Steps sites in 24 states and the District of Columbia, and more than 200 primary care practices.
- Resources on the ECLKC to support a family’s own mental health include:
 - Several materials designed for use with families, including materials on [reducing stress](#), [understanding depression](#), [taking care of yourself](#), and [coping with grief and loss](#).
 - [Fathers, Families, and Mental Health](#) is a webinar that explores how to best support the family system by learning about the unique experiences of fathers, appropriate screening tools and interventions, and the impact of the father on the family.

- [Understanding Addiction and Substance Use Stigma: What You can Do to Help](#) provides information on substance use disorders and how to support those impacted by substance use.
- [Strategies to Support Families Who May Be Experiencing Domestic Violence](#) provides resources for staff working with families who may be experiencing intimate partner violence.
- [Should I be concerned? Understanding and talking about mental health with your child](#)
- [Talking about mental health: Tips for parents and caregivers from young people](#)
- [Mental Health Resources for Parents and Caregivers](#).
- Various helplines have been developed to provide free and direct mental health support to individuals, including staff and families:
 - HRSA funds the [National Maternal Mental Health Hotline](#) which provides free and confidential support (in English and Spanish) before, during, and after pregnancy.
 - SAMHSA has a number of national helplines and free resources to help individuals access behavioral health treatment that can be made available to families. These include:
 - [Findtreatment.gov](#) offers a confidential and anonymous resource for persons seeking treatment for mental and substance use disorders in the United States and its territories.
 - [988 Suicide and Crisis Lifeline](#) offers free and confidential support for people in distress, 24/7.
 - [National Helpline](#) offers treatment referral and information
 - [Disaster Distress Helpline](#) offers immediate crisis counseling related to disasters, 24/7.
 - Programs can order free printed posters and other materials from [SAMHSA's store](#).
 - [Stronghearts Native Helpline](#) 1-844-7NATIVE (762-8483) is a safe, anonymous, and confidential domestic and sexual violence helpline for Native Americans and Alaska Natives, offering culturally appropriate support and advocacy.
 - [The Native Crisis Text Line](#) connects those seeking crisis support with a trained counselor by texting the word “NATIVE” to 741741.

STRATEGY 3. To promote staff well-being, programs must make mental health and wellness information available to staff regarding issues that may affect their job performance and must provide staff with regularly scheduled opportunities to learn about mental health, wellness, and health education ([45 CFR §1302.93\(b\)](#)).

- [Promoting Staff Well-being](#) is a collection of resources on the ECLKC website to support staff wellness and mental health, including:
 - [Cultivating Wellness: 8 Dimensions of Staff Well-being](#) offers early childhood program staff strategies to cultivate their health and well-being. This professional development course accessible for free on the Individualized Professional Development Portfolio with continuing education units awarded for completion.
 - [Managing Stress with Mindful Moments](#) offers resources such as breathing and movement exercises.

- [You Make the Difference Posters](#) can be displayed to help staff find inspiration and practical strategies to reduce stress.
- [Promoting Organizational Staff Wellness](#) webinar explores how to build an organizational and program-wide culture of wellness.
- [Practical Strategies for Improving Staff Wellness](#) webinar discusses practical strategies for nurturing staff's well-being and hear about ideas and resources to build wellness into their everyday routines.
- [Tips to Support Family Services Staff Wellness](#) is a resource that offers program strategies for leaders and supervisors and self-care tips for family services professionals and home visitors.
- [Staff Wellness for Home Visitors](#) webinar explores the importance of staff wellness and professional boundaries in home-based settings.
- [Strengthening Trauma-Informed Staff Practices](#) brief outlines different strategies to strengthen trauma-informed practices for staff.
- [Promoting Healing and Resilience with Staff and Families](#) webinar offers ideas and strategies for creating trauma-informed and healing-centered interactions before, during, and after traumatic events.
- Resources on the ECLKC that focus on ensuring workforce job satisfaction and engagement include:
 - [Improving Head Start Workforce Compensation, Wellness, and Career Advancement](#), Office of Head Start staff discussed strategies related to compensation, benefits, and well-being.
 - [Improving Staff Wellness and Job Satisfaction](#) webinar explores meaningful self-care strategies that improve wellness and job satisfaction and help staff perform their job with resilience.
 - [Using Brain Science to Inspire and Motivate Education Staff](#) webinar explores how to create and sustain motivation and commitment to high-quality service, even when the work is challenging and at times stressful.
 - [Tips on Becoming a Reflective Supervisor and a Reflective Supervisee](#) includes information sheets to support the workforce in using reflective supervision practices.
 - [Using Reflective Supervision to Build Capacity](#) webinar outlines information for supervisors and staff on how reflective supervision can be used to build reflective capacity for education staff and improve program quality and practice.
- Other resources to support Head Start workforce well-being and mental health include:
 - [Psychological First Aid](#) resources are designed to reduce the initial distress caused by traumatic events and to foster short- and long-term adaptive functioning and coping. Psychological First Aid is developed by The National Child Traumatic Stress Network and National Center for PTSD.
 - [Infant/Toddler Workforce Wellness: Focusing on Wellness is Critical for Early Childhood Professionals](#) offers resources for child care providers looking to reduce stress and prioritize their own wellness, curated by Office of Child Care.
 - [Mental Health and Wellness Resources](#) contains resources for child care providers to support both their own mental health and the mental health of the children they serve curated by the Office of Child Care.

- SAMHSA’s [National Child Traumatic Stress Initiative \(NCTSI\)](#) raises awareness about the impact of trauma on children and adolescents. Through this initiative, the [National Child Traumatic Stress Network \(NCTSN\)](#) offers [resources](#) and [trainings](#) on a wide range of topics, including strategies to prevent, recognize and address secondary traumatic stress, which may be experienced by early childhood providers caring for children affected by trauma.
 - [Secondary Traumatic Stress: A Fact Sheet for Child-Serving Professionals](#), from NCTSN For example, [Secondary Traumatic Stress: A Fact Sheet for Child-Serving Professionals](#), describes how individuals experience secondary traumatic stress (STS), how to identify STS, and strategies for prevention and intervention. NCTSN was created through SAMHSA’s National Child Traumatic Stress Initiative.
 - [Trauma-Informed Care for Schools Before, During, and After Possible Emergency Events](#) resources are created by the Department of Education’s Readiness and Emergency Management for Schools (REMS) Technical Assistance Center.
 - [Understanding Educator Resilience and Developing a Self-Care Plan](#) is a webinar which provides educators with information on the concepts of resilience and compassion fatigue, and the impact of stress and burnout on the education environment, as well as ways to identify signs and symptoms of compassion fatigue and concrete steps for developing a professional self-care plan. It was developed by the Department of Education’s Readiness and Emergency Management for Schools Technical Assistance Center.
 - [Total Worker Health®: A Guide to Worksite Wellness and Safety in the Child Care Setting](#) is a comprehensive toolkit based on CDC evidence for child care center leaders and staff to learn safe and healthy skills for themselves and learn how to be healthy role models for the children they see every day.
 - [Supporting Mental Health in the Workplace](#) is a CDC/NIOSH Science blog that discusses workplace strategies to support worker mental health and well-being and organizational success.

STRATEGY 4. A program must ensure staff, consultants, contractors, and volunteers implement positive strategies to support children’s well-being and prevent and address challenging behavior (45 CFR §1302.90(c)(i)).

- Resources on the ECLKC on positive strategies to support children’s behaviors include:
 - [Infant/Toddler Positive Behavior Support](#) and [Preschool Positive Behavior Support](#) from the Pyramid Model Framework are webinars from the Teacher Time series focused on building relationships, emotional literacy, problem-solving and relationship skills, responding to persistent challenging behavior, and more.
 - [Engaging Interactions and Learning Environments](#) in-service suites are a professional development resource that include several resources for social and emotional support, well-organized classrooms, and instructional interactions. Several suites have additional materials that have been specifically designed for programs with American Indian and Alaska Native populations.

- [Following Children’s Lead](#) is a webinar on social and emotionally intelligent ways in which teachers can engage children in learning.
- [Understanding and Managing Children’s Behavior](#) Tip sheet offers information on supporting children who need more help managing strong emotions by developing and using an Individual Support Plan (ISP).
- [Mindfulness Practices with Children](#) provides audio recordings of mindfulness practices with the Sesame Street Muppets.
- Resources on the ECLKC to help families understand child development include:
 - [Introduction to Temperament](#) is an ECLKC resource providing an overview of what temperament is, including the nine common traits that can help to describe a child’s temperament and how they react to and experience the world. This form can be used by families to help understand where their child falls on the [Temperament Continuum](#).
 - [Positive Solution for Families: Routine Guide](#) is a resource for families of children 2-5 years old. It offers suggestions and strategies to prevent, teach, and respond, to the challenging behavior a child may be having.
- The National Center on Pyramid Model Innovation’s resource library includes several resources on positive behavior supports, such as:
 - [Pyramid Model Practices Implementation Checklist for Preschool \(2-5 years\) Classrooms](#) this checklist highlights high quality practices to support nurturing and responsive relationships; high quality, supportive environments; teaching social-emotional skills; and addressing challenging behavior.
 - [Taking a Break: Using a Calm Down Area at Home](#) resource to support families in creating environments that support a child’s self-regulation at home.
 - [Help Us Calm Down: Strategies for Children](#) visual support that can be used in learning settings.
- Other programs that offer resources to support parenting and help families understand and promote their child’s development include:
 - [Introduction to Temperament](#) is an ECLKC resource providing an overview of what temperament is, including the nine common traits that can help to describe a child’s temperament and how they react to and experience the world. This form can be used by families to help understand where their child falls on the [Temperament Continuum](#).
 - [Positive Solution for Families: Routine Guide](#) is a resource for families of children 2-5 years old. [Parent Training and Information Centers \(PTIs\)](#) serve families of children (birth to 26) and inclusive of all disabilities. These [centers](#) provide training and information that meets the needs of families of children with disabilities.
 - [Community Parent Resource Centers \(CPRCs\)](#) are parent training and information centers operated by local parent organizations that help ensure underserved families of children with disabilities (including low-income families, parents of children who are English learners, and parents with disabilities) have the training and information they need to participate effectively in helping their children. [CPRCs](#) are required to establish cooperative partnerships with the parent training and information centers in their states.

- [Parent Cafes](#): Many communities have implemented parent cafes with funding and other supports from state or local health and mental health departments, grants from SAMHSA (Project LAUNCH), or family resource centers and other community organizations. Learn more in the [March 2020 Children’s Bureau brief](#) on approaches to strengthening [protective factors](#) in child welfare.
- [The Grandfamilies & Kinship Support Network](#) offers free technical assistance and resources to government agencies and nonprofit organizations in states, tribes, and territories to improve supports and services for grandfamilies and kinship families. For example, this [tip sheet discusses starting grandfamily support groups](#). The network is funded through the Administration for Community Living (ACL).
- [Thriving and Healthy Kids: We All Have a Role to Play in Promoting Positive Childhood Experiences](#) is a resource website created by ACF and CDC in partnership with parent leaders and the American Academy of Pediatrics and Prevent Child Abuse America. The resources were developed to help individuals learn more about how they can use existing strategies and resources to play a role in preventing adversity and promoting positive experiences so children can thrive.

PREVENTION SERVICES AND SUPPORTS

STRATEGY 5. To support children’s ongoing social and emotional development, programs must provide supports for effective classroom management and positive learning environments; supportive teacher practices; and strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns (45 CFR §1302.45(a)).

- Resources on the ECLKC to support multidisciplinary team approaches include:
 - [All Hands-on Deck: Partnering with Infant and Early Childhood Mental Health \(IECMH\) Consultants to Implement the Pyramid Model](#) is a resource from the National Center for Pyramid Model Innovations and highlights different ways an IECMH consultant can directly support Pyramid Model implementation.
 - The [Crosswalk of Infant Early Childhood Mental Health Consultation and Pyramid Model Coaching: Building Capacity in Early Childhood for the Promotion of Social and Emotional Health](#) supports visualization of the unique and complimentary aspects of IECMH consultation and the Pyramid Model.
- Resources on the ECLKC on individualizing approaches for children, include:
 - [IDEA](#) resource collection offers information related to the federal law that guarantees early intervention and early childhood special education services for children with disabilities from birth to age 5.
 - [Section 504 of the Rehabilitation Act](#) is a federal statute that prohibits discrimination based on disability in certain programs, including those that receive Federal financial assistance. Section 504 requires these programs to provide qualified individuals with disabilities, including preschool-aged children, equal opportunity to participate in the program. Programs that provide preschool education must also take into account the needs of qualified preschool-aged children with disabilities in determining the aids, benefits, or services to be provided.

- [Highly Individualized Practices Series](#) is a webinar series that offers effective strategies for teachers, home visitors, and coaches to use when supporting children with disabilities or suspected delays.
- [The Inclusion Lab App](#) is a mobile application designed to help disability service coordinators, education managers, and coaches support education staff to provide highly individualized instruction for young children with disabilities or suspected delays.
- [Understanding and Managing Children’s Behaviors: Individual Support Plans \(ISP\)](#) this ECLKC resource offers strategies, resources, and a process for developing an ISP.
- [Developing a Neutralizing Routine](#) is a resource that supports a plan for how to address challenging behavior when it occurs to ensure responses to the behavior does not escalate it and aims to neutralize the effects of implicit bias on decision making.
- [Social Emotional Learning](#) is a collection of resources on the ECLKC such as webinars and 15-minute in service suites. Social and emotional learning begins with positive relationships, supportive learning environments, actively teaching social emotional skills, and understanding behavior including challenging behavior.

STRATEGY 6. Infant and early childhood mental health consultation (IECMHC) is a prevention-based approach. Mental health consultants work with Head Start leaders, staff, and families to support children’s healthy social and emotional development. Grant recipients have shared that it can be challenging to obtain mental health consultants, particularly in rural areas.

- Resources on the ECLKC to support programs to access mental health consultants include:
 - [Infant and Early Childhood Mental Health Consultation and Your Program](#) is a resource collection that includes information about how to choose and use an IECMH consultant, how to deliver effective IECMH consultation services.
 - The ECLKC offers [Tips for Offering Effective Mental Health Consultation in Ever-changing Contexts](#). This resource explores strategies and tips Head Start programs can use to build strong IECMH consultation services, including using technology as a substitute or supplement to in-person services.
- [Early care and education offices](#) are state or local entities that oversee early care and education programs and services. Programs can reach out to offices to identify potential partners for mental health consultation services.
- Resources to help identify mental health consultants developed by the Center of Excellence (CoE) for IECMHC include:
 - [Infant and Early Childhood Mental Health Consultation Hiring Guidance](#)
 - Infant and [Early Childhood Mental Health Consultation Workforce Development Plan Overview](#)
 - Virtual Community [interactive map of consultants](#) who self-identify as infant and early childhood mental health consultants

STRATEGY 7. To ensure mental health consultants engage in prevention-focused activities, programs must ensure the mental health consultant assists, at a minimum, with the requirements listed in 45 CFR §1302.45(b).

- Resources on the ECLKC on mental health consultation activities include:

- [Foundations of Infant and Early Childhood Mental Health Consultation](#) offers a detailed learning experience for mental health consultants and anyone who currently uses or wants to learn more about Infant and Early Childhood Mental Health Consultation. This professional development course accessible for free on the Individualized Professional Development Portfolio with continuing education units awarded for completion.
- The [Infant and Early Childhood Mental Health Consultation](#) section of the Health Managers Orientation Guide describes the role, services, and supports of a mental health consultant.
- The CoE for IECMHC has several resources to support mental health consultants to engage in prevention-focused activities, tailored to specific needs or early childhood populations, including:
 - [Racial Equity Toolkit](#) is a collection of videos, tools, and resources that can help consultation systems, leaders, and practitioners in building capacity for understanding race and systemic racism, bias, and culturally responsive practices.
 - [Equity in IECMHC: Looking back, looking forward](#) is a webinar that features a panelist of practitioners who are meaningfully advancing the work of equity in IECMHC, including an example how a community developed their own IECMH consultants
 - [Making a Difference: Maternal Depression](#): This video describes how maternal depression affects infants and toddlers, and how IECMH consultants can build the capacity of home visitors and early care and education staff to address maternal depression. This video includes highlights from a webinar presented on 3/27/18.
 - [Considerations for Providing Infant and Early Childhood Mental Health Consultation in Early Care and Education Settings to Support Children in Foster Care](#) is a brief that explains how infant and early childhood mental health consultation can mitigate the challenges children in foster care face, as well as the challenges that early childhood education teachers and other program staff face in providing the best possible care for them.
 - [Family Engagement: Explore IECMHC Strategies for Enhancing Family Engagement](#) webinar highlights the family engagement framework developed by the National Center on Parent, Family and Community Engagement. The webinar features examples of how IECMH consultants can support enhanced family engagement in early care and education programs.
 - [Beyond the 101: Providing IECMHC to Infant Toddler Caregivers](#) is an e-learning module that explores the needed shifts in thinking and perspective when providing IECMHC in settings serving primarily infants and toddlers.

ACCESS TO MENTAL HEALTH TREATMENT

STRATEGY 8. Programs must build community partnerships to facilitate access to additional mental health services as needed (45 CFR §§1302.45(a)(4), 1302.53(a)(2), 1302.80(c))

- Resources on the ECLKC to support community engagement include:

- The [Engaging Community Partners to Support Mental Health](#) section of the Health Manager Orientation Guide describes mental health specific considerations for community engagement to support mental health.
- [Strategies and Examples for Community Partnerships](#) is a resource that outlines how Head Start programs can work with community partners to support positive outcomes for children and families.
- Resources on the ECLKC relevant to culturally grounded mental health approaches include:
 - [Mental Health and Equity](#) webinars highlight the importance of understanding, affirming, and supporting nondominant ways of responding to mental health challenges and raise awareness about the effect of historical trauma on mental health and how to reduce barriers of bias.
 - [Head Start Programs, Indigenous Families, and Addiction](#) links to a video series that discusses the most important concepts and facts regarding addiction, explores the experience of many Indigenous people, and uncovers how to make substance use recovery support more responsive.
- Resources on the ECLKC that support access to mental health treatment information and referrals:
 - [Finding a Mental Health Provider for Children and Families in Your Early Head Start/Head Start Program](#) offers guidance in identifying mental health providers who best meet a family's needs, culture, and personality and ideas to overcome barriers.
 - [Facilitating a Referral for Mental Health Services for Children and their Families](#) is a brief that offers Head Start program staff guidance on special considerations for [making and supporting successful referrals](#).
- Other resources to support engagement with community mental health partners include:
 - [Certified Community Behavioral Health Clinics \(CCBHCs\)](#) are designed to ensure access to coordinated comprehensive behavioral health care. This SAMHSA resource outlines the history and background of CCBHCs, offers information about expansion grants and certification criteria, as well as technical assistance and resources. Visit the [CCBHC locator page](#) to view an interactive map and downloadable PDF list of CCBHCs by state.
 - Visión y Compromiso offers information on the roles of [promotores](#) and community health workers.
 - The [Find a HRSA Health Center](#) tool provides information about where HRSA-supported health centers are located in each community. These centers provide comprehensive primary care services through permanent, fixed service delivery sites, temporary locations, mobile units, and service delivery sites located in or proximate to schools. Health center school-based service sites help to facilitate access to essential services for students, family members and other members of the community. [Find a Health Center](#) provides information about where health centers are located in each community. The [Children's Health and Education Mapping Tool](#) from the School Based Health Alliance enables health, education, and other partners to identify each other at a local level and develop new partnerships.

- The [HHS School-Based Health Services resource list \(March 2022\)](#) is an expansive compendium of resources for educators grouped topically and including early care and education, emergency response, behavioral health and trauma, social determinants of health, and health care coverage.
- [Regional Partnership Grants \(RPG\)](#) are administered by the Administration for Children, Youth, and Families Children’s Bureau (CB) to improve the well-being of children affected by parental substance use disorders. The projects support interagency collaborations and integration of programs, services, and activities designed to increase the well-being, improve the permanency, and enhance the safety of children who are in, or at risk of, out-of-home placements as the result of a parent or caregiver’s substance use disorder.
- [National Center on Substance Abuse and Child Welfare \(NCSACW\)](#) provides technical assistance to RPG grantees and community partners on cross-systems collaborative capacity; program sustainability; trauma-informed and culturally responsive evidence-based and evidence-informed services for children, parents, and family members; family-centered substance use and mental health disorder treatment and recovery support services; and lasting systems change.
- The [Child Welfare Capacity Building Center for States](#) is part of a collaborative funded by the CB at ACF to provide support to state and territorial child welfare agencies and their partners. The Center for States helps agencies to deliver services that are grounded in racial equity, follow evidence-based processes and practices, and keep children, youth, and families safe and thriving. There are 10 [Child Welfare Capacity Building Collaborative Liaisons](#) who serve as single points of contact for all Center activities within their regions.
- [Infant-Toddler Court Program – National Resource Center](#) grants change child welfare practices and improve the early developmental health and well-being of infants, toddlers, and their families by expanding research-based infant toddler court teams.
- Resources relevant to providing culturally grounded and responsive mental health services from SAMHSA include:
 - The [Improving Cultural Competence Treatment Intervention Protocol](#) guide helps professional care providers and administrators understand the role of culture in the delivery of mental health and substance use services. It describes cultural competence and discusses racial, ethnic, and cultural considerations.
 - [Racial Equity and Cultural Diversity Resource Collection](#) webpage includes a compilation of products and resources on cultural responsiveness, racial equity, and cultural diversity for the mental health workforce.
 - [Information on IECMHC and Tribal Nations](#) is a web page created to support programs, local governments, and tribal nations in creating better services and systems for their infants, toddlers and young children and their families through Infant and Early Childhood Mental Health Consultation program.

ACF Administration for Children and Families	U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES	
	1. Log No. ACF-OHS-PI-24-02	2. Issuance Date: 04/24/2024
	3. Originating Office: Office of Head Start	
	4. Key Words: Consolidated Appropriations Act; Appropriations; Fiscal Year 2024; Funding Increase; Cost of Living Adjustment; Quality Improvement	

PROGRAM INSTRUCTION

TO: All Head Start recipients, including Head Start, Early Head Start, Early Head Start-Child Care Partnerships, Collaboration Offices, and National Centers

SUBJECT: Fiscal Year 2024 (FY 2024) Head Start Funding Increase

INSTRUCTION:

President Biden signed the Further Consolidated Appropriations Act, 2024 (P.L. 118-47), into law on March 23, 2024. The funding level for programs under the Head Start Act (the Act) is \$12,271,820,000, an increase of \$275 million over FY 2023. This funding level provides all Head Start, Early Head Start, and Early Head Start-Child Care (EHS-CC) Partnership grant recipients a 2.35% cost-of-living adjustment (COLA).

Recipients subject to competition for continued funding through the Designation Renewal System (DRS) are entitled to COLA funds through the end of their current award. Head Start Collaboration Offices are not eligible for COLA funding due to the statutory cap on their funding in the Head Start Act.

FY 2024 COLA

Each eligible recipient will receive a COLA increase of 2.35% of the FY 2023 base funding level. Base funding excludes training and technical assistance funds and any one-time funding received during FY 2023.

Recipients must use COLA funds to permanently increase their Head Start pay scale, which includes the salaries of current staff and unfilled vacancies. Recipients may consider a permanent uniform percent increase to the pay scale or differential COLA increases to the pay scale across specific position types within the program. For example, a recipient may apply a larger increase to lower paid positions that are not currently receiving wages sufficient to cover costs of living, or to positions that are challenging to fill due to low wages. Recipients are encouraged to focus larger COLA increases on positions with the most staffing challenges and those which are blocking the program from fully serving children and families. Recipients are further encouraged to use findings from their wage comparability study to make every effort to offer wages competitive to similar positions in their

communities, including teachers and other staff of local elementary schools. A recipient must maintain documentation that justifies applying differential adjustments to its pay scale and ensure the process is approved by its governing bodies.

Sections 653 and 640(j) of the Act provide further guidance on the uses and limitations of COLA funds. [Sec. 653](#) restricts compensation to an employee paid with Head Start funds that is higher than the average rate of compensation paid for substantially comparable services in the program's operating area. Any recipient concerned that it cannot increase salaries for staff due to wage comparability issues should ensure public school salaries for elementary school staff are included in its considerations. Sec. 653 also prohibits the use of Head Start funds of any employee compensated at a rate exceeding that of an Executive Schedule Level II position, including employees being paid through indirect costs. [Sec. 640\(j\)](#) of the Act requires that compensation of Head Start employees be improved regardless of whether the agency has the ability to improve the compensation of staff employed by the agency that do not provide Head Start services.

In addition, recipients must provide delegate agencies and other partners an equivalent increase of 2.35% to adjust their wage scales. A recipient must justify applying differential COLA increases between delegates or partners. COLA funds must be applied from the start of a recipient's FY 2024 budget period, which may require COLA to be retroactively applied. For example, for a recipient whose FY 2024 budget period began on November 1, 2023, the COLA must be applied from that date.

As specified in [45 CFR §1302.90](#), each recipient is required to establish written personnel policies and procedures that are approved by the governing body and Policy Council. They must be made available to all staff. Personnel policies and procedures should be reviewed as they may contain information relevant to this COLA.

Following the required permanent adjustment to Head Start pay scales, recipients may apply any remaining funds to fringe benefits costs or to offset increased operating costs in other areas of the budget. This includes increased costs in rent, utilities, facilities maintenance and insurance, contractual arrangements, vehicle fuel and maintenance, and supplies.

COLA Funding Notice of Awards

Each eligible recipient will receive a Notice of Award specifying its COLA increase and instructions for how the funding must be applied. Awards will also include instructions for recipients proposing to use funds for any other purposes than instructed.

Additional guidance on how COLA funds will be distributed will be forthcoming through the Head Start Enterprise System (HSES).

One-time Program Improvement Funding Requests

Recipients encountering program improvement needs that cannot be supported by the agency's budget or other resources are invited to apply for one-time funding. This funding must be applied for through the appropriate supplemental amendment type in HSES. Program improvement requests generally include, but are not limited to, facility projects (construction, purchase, or major renovations requiring 1303 applications or minor repairs and enhancements). Requests are prioritized and funded based on funding availability and may require additional time before a final decision is made.

Please direct any questions about this PI to your Regional Office.

Thank you for your work on behalf of children and families.

/ Khari M. Garvin /

Khari M. Garvin
Director
Office of Head Start



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

April 27, 2024

Grant No. 06CH012396

Dear Head Start Grant Recipient,

The Further Consolidated Appropriations Act, 2024, contains an increase for Head Start of \$275 million over the Fiscal Year (FY) 2023 level for a cost-of-living adjustment (COLA). The COLA supports a 2.35 percent adjustment above FY 2023 funding levels to increase the pay scales of Head Start and Early Head Start staff, including vacant positions, and delegate agency or other partners providing direct services.

The following table reflects the COLA increase(s) available for FY 2024.

Funding Type	Head Start
Cost-of-Living Adjustment (COLA)	\$57,930
Total Funding	\$57,930

Please note, this permanent increase is effective at the start of the FY 2024 budget period and is retroactive if this period has already commenced. Applicable to recipients operating both a Head Start and Early Head Start program, allocations for each program **must** be applied accordingly.

Application Submission Requirements/Notice of Award (NoA)

Recipients that have already submitted a FY 2024 non-competing new (NCN) or non-competing continuation (NCC) application **are not** required to submit a COLA supplemental request. Each recipient will receive a Notice of Award for an amount proportionate to the COLA increase appropriated by Congress. The table above reflects the increase(s) added to your FY 2024 base levels.

Recipients that have not yet submitted their FY 2024 NCN or NCC application must include their COLA allocation in the annual application.

For additional information on the allowable uses of COLA funding, refer to Program Instruction ACF-OHS-PI-24-02.

Required Use of COLA Funds

Recipients are required to ensure COLA funds are applied as follows:

- A permanent increase to the pay scale of no less than the required 2.35 percent adjustment for each Head Start/Early Head Start (including EHS-CCP) position, including current employees and unfilled vacancies subject to the provisions of Sections 653 and 640(j) of the Head Start Act;
- The provision of a no less than 2.35 percent increase to all delegate agencies and partners providing direct services;
- Ensure increases are applied retroactively to the start of the FY 2024 budget period including distributing funds to affected employees, if applicable;
- Any remaining amount following the required 2.35 percent increase to the Head Start pay scale, and delegate agencies and partners, may be applied to fringe benefits, and other costs necessary to operate the program.

Recipients must maintain documentation to justify applying differential COLA adjustments to pay scales and/or to delegate agencies and partners.

Other Uses or Declination of COLA Funds

Recipients planning to use COLA funds for any purpose other than as required above, must submit a budget revision amendment for consideration in the Head Start Enterprise System (HSES) no later than thirty (30) days from the issuance date of the Notice of Award.

If any portion of the funding identified above will not be needed, a statement regarding this decision must be submitted through HSES Correspondence no later than thirty (30) days from the issuance date of the Notice of Award. The subject line of the HSES Correspondence should read –“[recipient grant number] [recipient name] –declination of [all or portion] COLA funds”. Please note, this declination must be signed by the Board Chair. As a reminder, these funds are permanent increases to the Head Start and Early Head Start base funding levels. A declination of any portion of the funds may impact budgets for subsequent years.

Non-Federal Match

The requirements of Sec. 640(b) of the Head Start Act are applicable to COLA funding increases. Any previously approved non-federal match waivers for a recipient’s FY 2024 budget period will apply to the entire budget, including COLA. The non-federal match requirement will be reduced proportionally.

Program Improvement (One-Time) Requests

Recipients encountering program improvement needs that cannot be supported by the agency budgets or other resources are invited to apply for one-time funding. This funding must be applied for through the appropriate supplemental amendment type in HSES. Program Improvement requests generally include, but are not limited to, facility projects (construction, purchase, or major renovations requiring 1303 applications or minor repairs and enhancements). Requests are prioritized and funded based on funding availability and may require additional time before a final decision is made. For questions regarding program improvement needs and requests, please contact your regional office.

For any questions or assistance, please contact Jennifer Cobbs, Head Start Program Specialist, at 214-767-2976 or Jennifer.Cobbs@acf.hhs.gov or Sheri Harmon, Grants Management Specialist, at 206-615-2558 or sheri.harmon@acf.hhs.gov.

Sincerely,

The Office of Head Start



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

April 27, 2024

Grant No. 06HP000265

Dear Head Start Grant Recipient,

The Further Consolidated Appropriations Act, 2024, contains an increase for Head Start of \$275 million over the Fiscal Year (FY) 2023 level for a cost-of-living adjustment (COLA). The COLA supports a 2.35 percent adjustment above FY 2023 funding levels to increase the pay scales of Head Start and Early Head Start staff, including vacant positions, and delegate agency or other partners providing direct services.

The following table reflects the COLA increase(s) available for FY 2024.

Funding Type	Early Head Start
Cost-of-Living Adjustment (COLA)	\$57,100
Total Funding	\$57,100

Please note, this permanent increase is effective at the start of the FY 2024 budget period and is retroactive if this period has already commenced. Applicable to recipients operating both a Head Start and Early Head Start program, allocations for each program **must** be applied accordingly.

Application Submission Requirements/Notice of Award (NoA)

Recipients that have already submitted a FY 2024 non-competing new (NCN) or non-competing continuation (NCC) application **are not** required to submit a COLA supplemental request. Each recipient will receive a Notice of Award for an amount proportionate to the COLA increase appropriated by Congress. The table above reflects the increase(s) added to your FY 2024 base levels.

Recipients that have not yet submitted their FY 2024 NCN or NCC application must include their COLA allocation in the annual application.

For additional information on the allowable uses of COLA funding, refer to Program Instruction ACF-OHS-PI-24-02.

Required Use of COLA Funds

Recipients are required to ensure COLA funds are applied as follows:

- A permanent increase to the pay scale of no less than the required 2.35 percent adjustment for each Head Start/Early Head Start (including EHS-CCP) position, including current employees and unfilled vacancies subject to the provisions of Sections 653 and 640(j) of the Head Start Act;
- The provision of a no less than 2.35 percent increase to all delegate agencies and partners providing direct services;
- Ensure increases are applied retroactively to the start of the FY 2024 budget period including distributing funds to affected employees, if applicable;
- Any remaining amount following the required 2.35 percent increase to the Head Start pay scale, and delegate agencies and partners, may be applied to fringe benefits, and other costs necessary to operate the program.

Recipients must maintain documentation to justify applying differential COLA adjustments to pay scales and/or to delegate agencies and partners.

Other Uses or Declination of COLA Funds

Recipients planning to use COLA funds for any purpose other than as required above, must submit a budget revision amendment for consideration in the Head Start Enterprise System (HSES) no later than thirty (30) days from the issuance date of the Notice of Award.

If any portion of the funding identified above will not be needed, a statement regarding this decision must be submitted through HSES Correspondence no later than thirty (30) days from the issuance date of the Notice of Award. The subject line of the HSES Correspondence should read –“[recipient grant number] [recipient name] –declination of [all or portion] COLA funds”. Please note, this declination must be signed by the Board Chair. As a reminder, these funds are permanent increases to the Head Start and Early Head Start base funding levels. A declination of any portion of the funds may impact budgets for subsequent years.

Non-Federal Match

The requirements of Sec. 640(b) of the Head Start Act are applicable to COLA funding increases. Any previously approved non-federal match waivers for a recipient’s FY 2024 budget period will apply to the entire budget, including COLA. The non-federal match requirement will be reduced proportionally.

Program Improvement (One-Time) Requests

Recipients encountering program improvement needs that cannot be supported by the agency budgets or other resources are invited to apply for one-time funding. This funding must be applied for through the appropriate supplemental amendment type in HSES. Program Improvement requests generally include, but are not limited to, facility projects (construction, purchase, or major renovations requiring 1303 applications or minor repairs and enhancements). Requests are prioritized and funded based on funding availability and may require additional time before a final decision is made. For questions regarding program improvement needs and requests, please contact your regional office.

For any questions or assistance, please contact Jennifer Cobbs, Head Start Program Specialist, at 214-767-2976 or Jennifer.Cobbs@acf.hhs.gov or Sheri Harmon, Grants Management Specialist, at 206-615-2558 or sheri.harmon@acf.hhs.gov.

Sincerely,

The Office of Head Start



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

From: Sarai Meza (sarai.meza@rollingplains.org)

Grant Number: 06CH012396

Grantee Name: Rolling Plains Management Corporation

April 12, 2024

Jennifer,

I am writing to inform you of a bus accident involving Wilbarger County Preschool Head Star Students on Thursday, April 11, 2024. The bus driver was changing lanes, and as he switched, he bumped into a car. There were ten children on the bus with one attendant. Everyone was wearing their seatbelts. No medical treatment was needed. The incident report is attached.

If you have additional questions, please let me know.

Thank you,
Sarai Meza
HS/EHS Program Director

Attachments: There are (1) attachment(s) related to this message available to be viewed or downloaded in HSES.

Please login to HSES (<https://hses.ohs.acf.hhs.gov/>) to view and respond.

To be able to log in and respond to a message in HSES under the Correspondence tab, you will need an account. If you do not yet have one, please contact the HSES Help Desk to obtain a user ID and password.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

From: Sarai Meza (sarai.meza@rollingplains.org)

Grant Number: 06HP000265

Grantee Name: Rolling Plains Management Corporation

Jennifer,

I am writing to inform you of an incident at Turner Child Development Center in which a child received medical treatment. The incident report is attached.

If you have additional questions, please let me know.

Thank you,

Sarai Meza
Program Director

Attachments: There are (1) attachment(s) related to this message available to be viewed or downloaded in HSES.

Please login to HSES (<https://hses.ohs.acf.hhs.gov/>) to view and respond.

To be able to log in and respond to a message in HSES under the Correspondence tab, you will need an account. If you do not yet have one, please contact the HSES Help Desk to obtain a user ID and password.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start, 1301 Young Street, Room 106-1060, Dallas, TX 75202 www.eclkc.ohs.acf.hhs.gov

April 12, 2024

Sent Electronically through HSES Correspondence

Ms. Sarai Meza, Head Start Director
Rolling Plains Management Corporation
118 N 1st St, PO Box 490
Crowell, TX 79227-0490

Grant Number: 06CH010745

RE: Disposition Instructions for Graham modular unit

Dear Ms. Meza,

This letter is in response to your request, submitted March 19, 2024 and revised April 11, 2024 via SF-429-C in OLDC, to release the federal interest on the Graham Child Development Center modular unit that is currently located on leased property at 1805 4th St, Graham, TX 76450 and is no longer suitable for Head Start program purposes.

This letter conveys our official disposition instructions per 45 CFR 75.318(c)(1) directing the grantee to retain title after compensating the HHS awarding agency. Per the cited regulation, “The amount paid to the HHS awarding agency will be computed by applying the awarding agency’s percentage of participation in the cost of the original purchase (and costs of any improvements) to the fair market value of the property.”

Per ACF-IM-HS-20-02, “Modular units classified as real property are usually firmly attached to the land upon which they are located. If the grantee does not own the land, all costs related to the proposed disposition (e.g., demolition, site restoration, takedown, moving, and new site preparation) must be identified in the disposition request. If the overall cost of all disposition options result in a net value that is \$0 or less, there is no value for the Office of Head Start to recover in the modular unit.”

Based on the documentation submitted by Rolling Plains Management Corporation, the cost to relocate the modular unit is \$42,000 and the appraised value of the modular unit is \$14,000; therefore, the federal interest in the modular unit is released with \$0 compensation due to the HHS awarding agency. Rolling Plains Management Corporation may allow the landowner to dispose of the modular unit with no further obligation to the Office of Head Start.

Please ensure a copy of this letter is provided to your Board, Chief Financial Officer, key staff, and auditor at the time your agency undergoes a scheduled audit of your Head Start program.

If additional information regarding the above matter is required, please contact Sheri Harmon, your assigned Grants Management Specialist at sheri.harmon@acf.hhs.gov or 206-615-2558.

Sincerely,

Jennifer Curtiss
Grants Management Officer

Cc: Mr. Mark Christopher, Board Chair, Rolling Plains Management Corporation
Ms. Keren Whitney, Chief Financial Officer, Rolling Plains Management Corporation
Ms. Debra Thomas, Executive Director, Rolling Plains Management Corporation


Enc: SF429C Disposition Request

Cover Page

OMB Control No.: 4040-0016

Expires: 02/28/2025

REAL PROPERTY STATUS REPORT SF-429 ATTACHMENT C (COVER PAGE)

1. Federal Agency and Organizational Element to Which Report is Submitted: Administration for Children and Families		2. Federal Grant: 06CH010745		2a. Other Identifying Number(s) by Federal Agency(ies): 06CH010745	
3. Recipient Organization (name and complete address including zip code): Rolling Plains Management Corporation					
Address Line 1 118 N 1ST ST		Address Line 2			
Address Line 3		City CROWELL	State TX	Zip Code 79227	Zip Ext.
4a. DUNS Number: 621106368	4b. EIN: 1756047309A1	5. Recipient Account or Identifying Number:	6. Contact Person for this Report:		
			First Name: Sarai	Middle Initial:	Last Name: Meza
			Phone: (940) 684-1571	Phone Extension: 301	
			Email: sarai.meza@rollingplains.org		
			Fax: 9406841718		
04/11/2024					
8. Real Property Status Report - Attachments: [check the applicable block(s)]:					
Attachment A (<i>General Reporting</i>) attached					
Attachment B (<i>Request to Acquire, Improve or Furnish</i>) attached					
<input checked="" type="checkbox"/> Attachment C (<i>Disposition Request</i>) attached					
9. Comments (attach additional sheets if necessary):					
The letter requesting the disposal of a portable building in Graham is due to the cost of relocating the modular building exceeding its value.					
10. Certification: I certify to the best of my knowledge and belief that all information presented in this report is true, correct and complete and constitutes a material representation of fact upon which the Federal government may rely.					
11a. First Name: Sarai1			11c. Telephone (area code, number, extension):		
11a. Middle Initial:			11d. Email Address: sarai.meza@rollingplains.org		
11a. Last Name: Meza			11e. Date Report Submitted (MM/DD/YYYY): 04/11/2024		
11a. Title of Authorized Certifying Official: Head Start Program Director			12. Agency use only.		
11b. Signature of Authorized Certifying Official: 					

**ATTACHMENT C (Disposition or Encumbrance Request)Property Name: Modular Building #1,
Graham Texas**

OMB Control No.: 4040-0016 Expires: 02/28/2025
REAL PROPERTY STATUS REPORT SF-429 ATTACHMENT C

Federal Grant or Other Identifying Number Assigned by Federal Agency (#2 on cover page) 06CH010745
Real Property Details Attachment C

Complete the applicable information in subsections 13a. through 16. of Attachment C for each parcel of real property for which the recipient is requesting disposition/encumbrance or other instructions. Use a separate sheet to request disposition/encumbrance or other instructions on each parcel of real property under the Federal financial assistance award identified in section 2. If a section does not apply, enter "N/A". Below is a summary of the required information to be provided for each subsection of Attachment C:

13a. Description of Real Property: 2000 Square Feet Modular Building
--

Real Property Name Modular Building #1, Graham Texas

13b. Address of Real Property (legal description and complete address including zoning information):

Legal description West fenced lot of a 390 acre tract owned by Little Page Real Estate LLP, being a strip of land running North and South approximately 230 ft wide of out JW Terry Survey, Abstract #1544, Young County Texas

Address Line 1 1805 4th St	Address Line 2			
Address Line 3	City Graham	StateTX	Zip Code 76450	Zip Ext. 2929
County/Parish Young	CountryUSA			
GPS Location Latitude 33.113139	GPS Location Longitude -98.558916	Verified		

Zoning information Mixed Use
--

13c. Land Acreage or Square Units:	13d. Gross and Usable Square Footage/Meters (i.e., of building, house, etc.):	
Enter Amount: 2,226	Enter Amounts: Gross 2,226	Enter Amounts: Usable 2,226
Select Units: <input type="radio"/> Acres <input checked="" type="radio"/> Square Feet <input type="radio"/> Square Kilometers <input type="radio"/> Square Meters	Select Units: <input checked="" type="radio"/> Square Feet <input type="radio"/> Square Meters	

14a. Disposition Preference or Encumbrance Request [Check one]:
<input type="checkbox"/> A. Sell <input type="checkbox"/> B. Transfer to different award <input type="checkbox"/> C. Use in other Federally sponsored project/program
<input type="checkbox"/> D. Transfer title <input checked="" type="checkbox"/> E. Retain Title <input type="checkbox"/> F. Encumber Property

14b. If this is a request to transfer to a different award, specify the proposed grant number and funding agency:	
Proposed grant number	
Transfer Receiving Entity	

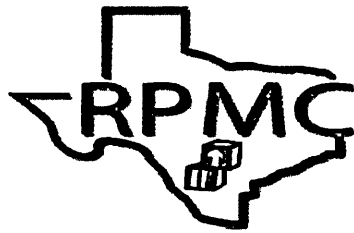
14c. If this is a request to use the real property in other Federal-sponsored projects/activities, describe the proposed use of the real property:

14d. If this is a request to transfer title, identify the proposed receiving entity:
Proposed receiving entity

Contact Person for this entity :		
First Name: Sarai	Middle:	Last Name: Meza
Phone: (940) 684 1571	Phone Extension: 301	
Email: sarai.meza@rollingplains.org		
Fax: (940) 684 1718		

14e. Appraised Value \$14,000	Share Percentage %
--------------------------------------	---------------------------

Federal Share: \$14,000	100.00%
Non-Federal Share: \$0	0.00%
Total (sum of Federal and Non-Federal Share): \$14,000	100.00%
14f. Are there any Uniform Relocation Act (URA) requirements applicable to this real property? <input type="radio"/> Yes <input checked="" type="radio"/> No	
14g. Are there any environmental compliance requirements related to the real property? <input type="radio"/> Yes <input checked="" type="radio"/> No	
14g. If yes, describe them (<i>Attach additional sheets if necessary for 14g</i>):	
14h. In accordance with the National Historic Preservation Act (NHPA), does the property possess historic significance, and/or is listed or eligible for listing in the National Register for Historic Places? <input type="radio"/> Yes <input checked="" type="radio"/> No	
14h. If yes, describe them (<i>Attach additional sheets if necessary for 14h</i>):	
14i. If this is a request to encumber the property, identify the party or parties to whom the property is proposed to be encumbered and attach related information (<i>See instructions for more details</i>):	
15. If this is a request for a release from the obligation to report on the real property, describe the reasons for the request (<i>attach additional sheets if necessary</i>):	
Based on the cost of the takedown and relocation of the modular exceeds the value of the modular.	
16. Remarks (<i>attach additional sheets if necessary</i>):	
The lease ends on May 31, 2024, and the modular must be removed or disposed of by the end of the term lease.	



**Rolling Plains
Management Corporation**

March 19, 2024

Sheri Harmon
Grants Management Specialist
ACF/Office of Grants Management

Dear Ms. Harmon,

Rolling Plains Management Corporation's Head Start Program requests the disposition and removal of Federal Interest on a portable building used for our Head Start services located at 1805 4th Street in Graham, Texas. The leased property is up and will not be renewed after May 31, 2024. The portable building has been used since October 1994 and must be removed at the end of the term lease.

The building was purchased on October 11, 1994, with federal funds for \$79,9331. It is 29 years old and no longer suitable for program purposes. The takedown, moving, and site preparation cost exceeds the portable building's fair market value.

We have partnered with a local church to provide Head Start services in the fellowship hall for the next three years. We plan to move into the new location by late March and continue providing Head Start services.

The portable building has not undergone major renovations. If approved for disposition, the program plans to follow Rolling Plains Management Corporation's rules and regulations for property disposal.

I have attached a copy of the Notice of Federal Interest, an appraisal of the portable building, and the costs of the proposed disposition.

Thank you in advance for considering our request.

Sincerely,

Sarai Meza
Head Start/Early Head Start Program Director

3855

THE STATE OF TEXAS []
COUNTY OF YOUNG []

OCT 30 2008

NOTICE OF FEDERAL INTEREST

This Notice of Interest is being filed by Rolling Plains Management Corporation, P.O. Box 490, Crowell, Texas in accordance with Federal regulations 45 CFR Part 1309.21.

BE IT KNOWN THAT:

1. Rolling Plains Management Corporation purchased with Federal funds two (2) modular buildings in 1994 with grant funds approved that same year.

Said property being two (2) modular buildings, identical in description, built by Hindman Homes, Lubbock, TX, purchased with federal funds in the amount of \$79, 931 each. Each modular building is a 2 classroom, office, kitchen, and 3 restrooms with appropriate hallways, closets, etc. consisting of approximately 2000 square feet.

The legal description of the land where the buildings are located is lying and situated in the County of Young, State of Texas and described as follows:

- a. Modular Building I, Graham, Texas

J.W. Terry Survey
Abstract # 1544
Young County, Texas

West fenced lot of a 4.66 acre tract owned by A.J. Ramsey Estate,
Being a strip of land running North and South approximately 230 feet
Wide; out of J.W. Terry Survey, Abstract # 1544, Young County, Texas.

- b. Modular Building II, Olney, Texas

316 West Springcreek Road, Block 7, Groves Original, 210 x 185 feet in the City of
Olney.

2. The grant for which the modular building was purchased provides for a Federal interest in the property.

- 3. The property may not be used for any purpose inconsistent with that authorized by the Head Start Act and applicable regulations.
- 4. The property may not be mortgaged or used as collateral, sold or otherwise transferred to another party, without the written consent of the responsible HHS official.
- 5. All conditions and requirements of the grant cannot be altered or nullified through a transfer of ownership/grantee.

Prepared and signed on this date, October 15, 2008 by:



 F. W. Taylor, Executive Director
 Rolling Plains Management Corporation

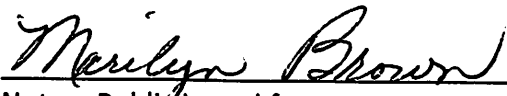
THE STATE OF TEXAS []

COUNTY OF FOARD []

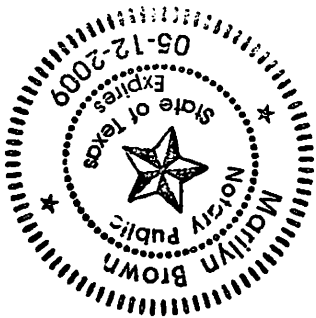
This instrument was acknowledged before me on this the 16 day of

October, 2008 by F.W. Taylor as

Executive Director of Rolling Plains Management Corporation.



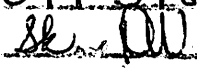
 Notary Public in and for
 The State of Texas




CLERK'S NOTICE: ANY PROVISION HEREIN WHICH RESTRICTS THE SALE, RENTAL OR USE OF THE DESCRIBED REAL PROPERTY BECAUSE OF COLOR OR RACE, IS INVALID AND UNENFORCEABLE UNDER FEDERAL LAW.

FILED
 AT 9:05 O'CLOCK a M
 ON THE 17 DAY OF Oct
 A.D., 2008.

STATE OF TEXAS
COUNTY OF YOUNG
 I hereby certify that this instrument was FILED on the date and at the time stamped hereon by me and was duly RECORDED in the Volume and Page of the Official Public Records of Young County, Texas.

1044-398




 Shirley Choate
 COUNTY CLERK, YOUNG CO., TEXAS
 BY Alba Villar

 DEPUTY





 County Clerk, Young County, Texas

VOL. 1044 PAGE 76 398
 RECORDED 10-24-08

FILED FOR RECORD
9.05 O'CLOCK a M

OCT 17 2008

SHIRLEY CHOATE
COUNTY CLERK, YOUNG COUNTY, TEXAS
BY fw DEPUTY

Rolling Plains Mngt Corp.
P.O. Box 490
Crawell, TX 79227

ESTIMATE



Ellis Hoyt III

(940) 456-4893
1411 Scenic DR
Graham, TX 76450

BILL TO

Mark Halsell
Rolling Plains Management Corporation
PO Box 490
Crowell, Texas 79227

ESTIMATE #

601

ESTIMATE DATE

02/28/2024



DESCRIPTION	AMOUNT
Moving the old head start building (DEPEND'S ON THE ROUTE, LOCATION TO TAKE THE BUILDING)	30,000.00
Disconnection of the utilities	6,000.00
Permits and road fee's	6,000.00
TOTAL	\$42,000.00

TERMS & CONDITIONS

- 1- PAYMENT TERMS (unless other arrangements have been made in writing)... 1/2 down up front and the remaining balance immediately following the completion of the install.
- 2- We're not responsible for any unmarked utilities hit from trenching or digging or post hammering, but we will repair them at the owner's expense if we hit something.
- 3- This Quote is only good if accepted within 20 days from the day it was sent because of the constant change in material pricing. We will update the quote if necessary after the 20 day period.

Thank you

Thank You For Your Business!!
Ellis Hoyt III

APPRAISAL OF REAL PROPERTY

Graham Child Development Center
1805 4th Street, Graham, Texas



LOCATED AT

1805 4th St
Graham, TX 76450
JW Terry Abstract 1544 Tract 13

FOR

Rolling Plains Management Corporation
PO Box 490
Crowell, Tx 79227
Attention: Mark Halsell

OPINION OF VALUE

\$14,000

AS OF

10/20/2023

BY

John Barnhart
Turner Appraisal Company
4001 Call Field Road, PO Box 9121
Wichita Falls, Texas 76308
940-696-9209
john@turnerappraisaltx.com
John Barnhart SRA - Appraiser

Appraiser Independence Certification


I do hereby certify, I have followed the appraiser independence safeguards in compliance with Appraisal Independence and any applicable state laws I may be required to comply with. This includes but is not limited to the following:

- I am currently licensed and/or certified by the state in which the property to be appraised is located. My license is the appropriate license for the appraisal assignment(s) and is reflected on the appraisal report.
- I certify that there have been no sanctions against me for any reason that would impair my ability to perform appraisals pursuant to the required guidelines.

I assert that no employee, director, officer, or agent of Rolling Plains Management Corporation, or any other third party acting as joint venture partner, independent contractor, appraisal management company, or partner on behalf of Rolling Plains Management Corporation, influenced, or attempted to influence the development, reporting, result, or review of my appraisal through coercion, extortion, collusion, compensation, inducement, intimidation, bribery, or in any other manner.

I further assert that Rolling Plains Management Corporation has never participated in any of the following prohibited behavior in our business relationship:

- 1) Withholding or threatening to withhold timely payment or partial payment for an appraisal report;
- 2) Withholding or threatening to withhold future business with me, or demoting or terminating or threatening to demote or terminate me;
- 3) Expressly or impliedly promising future business, promotions, or increased compensation for myself;
- 4) Conditioning the ordering of my appraisal report or the payment of my appraisal fee or salary or bonus on the opinion, conclusion, or valuation to be reached, or on a preliminary value estimate requested from me;
- 5) Requesting that I provide an estimated, predetermined, or desired valuation in an appraisal report prior to the completion of the appraisal report, or requesting that I provide estimated values or comparable sales at any time prior to my completion of an appraisal report;
- 6) Provided me an anticipated, estimated, encouraged, or desired value for a subject property or a proposed or target amount to be loaned to the borrower, except that a copy of the sales contract for purchase transactions may be provided;
- 7) Provided to me, or my appraisal company, or any entity or person related to me as appraiser, appraisal company, stock or other financial or non-financial benefits;
- 8) Any other act or practice that impairs or attempts to impair my independence, objectivity, or impartiality or violates law or regulation, including, but not limited to, the Truth in Lending Act (TILA) and Regulation Z, or the USPAP.

 _____ John Barnhart SRA Signature	_____ 10/27/2023 Date
_____ John Barnhart Appraiser's Name	_____ 1321652-G State License or Certification #
_____ SRA and General Certification State Title or Designation	_____ 12/31/2023 Expiration Date of License or Certification
	_____ TX State

1805 4th St, Graham, TX 76450

 Address of Property Appraised

Turner Appraisal Company
4001 Call Field Road, P.O. Box 9121
Wichita Falls, Texas 76308
940-696-9209
John Barnhart SRA - Appraiser

10/27/2023

Mark Halsell
Rolling Plains Management Corporation
Main
PO Box 490
Crowell, Tx 79227

Re: Property: 1805 4th St
Graham, TX 76450
Borrower: na & na
File No.: 1805 4th St

Opinion of Value: \$ 14,000
Effective Date: 10/20/2023

In accordance with your request, we have appraised the above referenced property. The report of that appraisal is attached. I have not previously appraised the subject of this assignment. Note! The value indicated in the appraisal is only to the improvements. The land is excluded as it is owned by a separate entity. The purpose of the appraisal is to develop an opinion of market value for the property described in this appraisal report, as improved, in unencumbered fee simple title of ownership. Note! The value is to the building only.

This report is based on a physical analysis of the site and improvements, a locational analysis of the neighborhood and city, and an economic analysis of the market for properties such as the subject. The appraisal was developed and the report was prepared in accordance with the Uniform Standards of Professional Appraisal Practice.

The opinion of value reported above is as of the stated effective date and is contingent upon the certification and limiting conditions attached.

It has been a pleasure to assist you. Please do not hesitate to contact me or any of my staff if we can be of additional service to you.

Sincerely,



John Barnhart
SRA
License or Certification #: 1321652-G
State: TX Expires: 12/31/2023
john@turnerappraisaltx.com

1805 4th Street Graham Texas

File No.: 1805 4th St

Property Address: 1805 4th St	City: Graham	State: TX	Zip: 76450
County: Young	Legal Description: JW Terry Abstract 1544 Tract 13		
Building Name (if applicable): Subject is a 2,205 SF manufactured building with two canopies, fence, playground, etc.			
Parcel ID #(s): 57383			
Borrower (if applicable): na & na			
Current Owner of Record: Rolling Plains Management Corporation			
Property Use (if mixed, check all that apply): <input type="checkbox"/> Office <input checked="" type="checkbox"/> Commercial <input type="checkbox"/> Industrial <input type="checkbox"/> Retail <input checked="" type="checkbox"/> Other (describe) Day Care.			
Comments on Property Use: Commercial			
Market Area Name: Graham		Map Reference: SMSA/1990	Census Tract: 9506.00

The purpose of this appraisal is to develop an opinion of: <input checked="" type="checkbox"/> Market Value (as defined), or <input checked="" type="checkbox"/> other type of value (describe) Value of Mfg Home.	
Intended Use: The client who occupies the building but not the land is a rolling Plains Management Corporation. The land is owned by Littlepage Real Estate Lp. The client use of the appraisal report is internal.	
Intended User(s) (by name or type): Assigns, associates, officers, directors with Rolling Plains Management Corporation.	
This report is not intended by the appraiser(s) for any other use or by any other user(s). The appraiser(s) assume no liability for any unauthorized use of this appraisal report.	
Client: Rolling Plains Management Corporation	Contact: Mark Halsell
Address: PO Box 490, Crowell, Tx 79227	
Phone: 1-940-684-1571	Fax: E-mail: mark.halsell@rollingplains.org
Appraisal Company: Turner Appraisal Company	
Address: 4001 Call Field Road, PO Box 9121, Wichita Falls, Texas 76308	
Phone: 940-696-9209	Fax: 940-696-1523
Web: John Barnhart SRA - Appraiser	
Appraiser: John Barnhart	Co-Appraiser:
Designation: SRA	Designation:
Certificate or License #: 1321652-G	Certificate or License #:
Expiration Date: 12/31/2023	State: TX
Property Rights Appraised: <input checked="" type="checkbox"/> Fee Simple <input type="checkbox"/> Leasehold <input type="checkbox"/> Leased Fee <input type="checkbox"/> Other (describe)	
Reporting Option(s): <input checked="" type="checkbox"/> Appraisal Report <input type="checkbox"/> Restricted Appraisal Report <input type="checkbox"/> Other (describe)	
This report reflects the following value (if not Current, see comments): <input checked="" type="checkbox"/> Current (the Inspection Date is the Effective Date) <input type="checkbox"/> Retrospective <input type="checkbox"/> Prospective	
<input checked="" type="checkbox"/> If checked, this report is also subject to the following Hypothetical Conditions and/or Extraordinary Assumptions:	
Hypothetical Conditions (if applicable): In it's "As Is" Condition. A Hypothetical Condition is assumed in this appraisal assignment. In this type of assumption it is assumed something that does not exist on the effective date of the appraisal report is actually complete. The subject is appraised in its "As Is" Condition.	
Extraordinary Assumptions (if applicable): The assumption in this assignment is that the subject is not adversely influenced by easements, encroachments, or environmental hazards. I assume in this report that the light industrial land use does not have any environmentally hazardous materials in accordance with the TNRCC and the EPA Guidelines. Extraordinary Assumption also assumes something to be true that may not be so on the Prospective Date of the appraisal assignment. In this appraisal report the subject is appraised in its "As Is" condition.	

Extent of Inspection of Subject Property:	Data Sources Used: <input checked="" type="checkbox"/> MLS <input checked="" type="checkbox"/> Public Records <input checked="" type="checkbox"/> Appraiser's Files
Appraiser: <input checked="" type="checkbox"/> Interior & Exterior <input type="checkbox"/> Exterior Only <input type="checkbox"/> None	<input checked="" type="checkbox"/> Lender and/or Client <input checked="" type="checkbox"/> Owner <input type="checkbox"/> Plans & Specifications <input type="checkbox"/> Contract
Date of Inspection: 10/20/2023	<input type="checkbox"/> Other (describe) I have not previously appraised the subject of this assignment. I did enter the interior of the manufactured building. I did inspect the facility on the exterior. I did measure the buildings.
Co- or Supervisory Appraiser: <input type="checkbox"/> Interior & Exterior <input type="checkbox"/> Exterior Only <input type="checkbox"/> None	
Date of Inspection:	
Building Area Measured? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Existing Building.	
Approaches to Value Developed for This Appraisal: <input checked="" type="checkbox"/> Cost Approach <input checked="" type="checkbox"/> Sales Comparison Approach <input checked="" type="checkbox"/> Income Approach	
Reasons for Excluding an Approach to Value: All three approaches to value are included in the valuation of the appraised property. The Sales Comparison Approach is given the most weight in the valuation process. The Cost and Income Approach are supportive of the Sales Comparison Approach. The Cost Approach is given weight and supportive of the Sales Comparison Approach. The subject building is owned by Rolling Plains Management Corporation. The land is owned by Littlepage Real Estate. I was requested to value the subject building and attached improvements. The land value based on the assessed value is deducted to indicate just a value to the building.	
Additional Scope of Work Comments: The scope of the appraisal included physical inspection/observation, photographing, also GIS software & other mapping systems were used; in an attempt to prepare an appraisal report in conformance with the valuation process set forth in the body of the report. The Sales Comparison Approach was used in the estimating of the land and improvements. The Cost & Income Approaches to value were utilized in the valuation process and supportive of the Sales Comparison Approach. The appraisal process was applied in a manner consistent with the Standard of Professional Practice and the Uniform Standards of Professional Appraisal Practice promulgated by the Appraisal Standards Board of the Appraisal Foundation. The market value estimate requested is the as is market value of the 100% unencumbered fee simple interest of surface rights only. Additional data is analyzed from WFAR, NTREIS, CoStar, Lands of Texas, local realtors, lenders, appraisers in the area and other competing market areas. I inspected the subject on the exterior and the interior. This included the site and structural improvements.	

Value Indication - Total Site Value:	\$	97,500
Value Indication - Cost Approach:	\$	13,600
Value Indication - Sales Comparison Approach:	\$	12,800
Value Indication - Income Approach:	\$	14,200
Opinion of Value of any Personal Property and/or Other Non-Realty Interests Included:	\$	0)
DATE OF REPORT: 10/27/2023	DATE OF INSPECTION: 10/20/2023	
OPINION OF VALUE (as defined): \$ 14,000 (as is) and/or \$ (other, describe)		
EFFECTIVE DATE(S) OF VALUE: 10/20/2023 (as is) and/or (other, describe)		82



Market Area Name: Graham Market Area Boundaries: State Highway 16 North, Cliff Street West, Graham

Airport South, City Limit Line East. US 380 and State Highway 16 (Loving Hwy) are four lane, concrete and asphalt paved, and are regarded as major thoroughfares within the city limits of Graham, Texas. Fourth (4th) Street is two lane, asphalt paved with concrete curb and gutters. The subject is located in the North part of the city. Cliff Drive is two and four lane, asphalt and concrete paved.

Characteristics				Present Land Use					
Location:	<input checked="" type="checkbox"/> Urban	<input type="checkbox"/> Suburban	<input type="checkbox"/> Rural	Vacant:	17 %	Undersupply	Balanced	Oversupply	Vacancy
Built up:	<input type="checkbox"/> Over 75%	<input checked="" type="checkbox"/> 25-75%	<input type="checkbox"/> Under 25%	One-Unit Residential:	80 %	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5 %
Development:	<input type="checkbox"/> Increasing	<input checked="" type="checkbox"/> Stable	<input type="checkbox"/> Decreasing	Multi-Unit Residential:	%	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0 %
Value Trend:	<input type="checkbox"/> Increasing	<input checked="" type="checkbox"/> Stable	<input type="checkbox"/> Decreasing	Office:	1 %	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5 %
Rental Demand:	<input type="checkbox"/> Increasing	<input checked="" type="checkbox"/> Stable	<input type="checkbox"/> Decreasing	Retail:	1 %	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5 %
Vacancy Trend:	<input type="checkbox"/> Increasing	<input checked="" type="checkbox"/> Stable	<input type="checkbox"/> Decreasing	Industrial:	1 %	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5 %

Change in Land Use: Unlikely Likely * Taking Place * * From: * To:

Change in Economic Base: Unlikely Likely * Taking Place * * From: * To:

If any Changes in Land Use and/or Economic Base are Likely or Taking Place, indicate the impact on property values: Positive Negative None N/A

Comments on Land Use and/or Economic Base Changes and Impacts: The city of Graham has a population of 8,618 persons. The city was heavily dependent on the oil & gas industry for a number of years. This changed in the 1990's with the city diversifying into other industries and areas such as tourism. Graham is located near two large lakes (Lake Graham and Possum Kingdom Lake). The PK Lake area has seen more newer construction. There are a number of large mansion style homes located at both lakes. A newer 16 unit hotel is to be built in the business district of Graham. Major employment centers, schools and religious assemblies are located in Graham.

Marketability Factors	Exc.	Good	Avg.	Fair	Poor	N/A	Marketability Factors	Exc.	Good	Avg.	Fair	Poor	N/A
Employment Stability:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Adequacy of Utilities:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience to Employment:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Property Compatibility:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience to Shopping:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Protection from Detrimental Cond.:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience to Schools:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Police and Fire Protection:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequacy of Public Transport.:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	General Appearance of Properties:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreational Facilities:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Appeal to Market:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Description/Analysis of Market Area and Market Conditions (including support for the above characteristics and trends): I have considered relevant competitive listing and pr contract offerings in the performance of this appraisal; Any trends indicated that are relevant listing/offering are List to sales ratio 90%-100%, DOM range is 1-100 Days and seller concessions range from 0% to 6%. Foreclosure Rate is low with minimal influence on the market. Newer Construction tends to sell above predominant value. A number of existing single family residences are in bidding wars for purchases leading to some sale prices at or above list price. The subject land is located in an area controlled by zoning. The zoning designation is "M" Manufacturing (Pink Color). I observed office, retail, restaurant, light industrial and service land uses fronting US 380, and State Highway 16. There are industrial and the city airport fronting 4th street. The current population count from the census bureau in Graham is around 8,618. The subject is located in an area that has seen some growth. This growth has been with a newer light industrial warehouse. The Graham School District is popular. The town has a main square with a county courthouse at its center. Soil types appear to be conducive to development as existing commercial is located in the area. The elevation tends to slope downward to the Southwest. I am unaware of any issues in the neighborhood which would have an adverse influence on the appraised property. There are light and heavy industrial land uses in the neighborhood fronting US 380. The city growth pattern is to the South off State Highway 16 South. There is an older residential addition to the South of subject land. Homes in this area are smaller sided structures with some located on pier and beam foundations. The neighborhood life cycle is stable. Population counts will need to rise in the future to see more development in the area.

Description/Analysis of the usages of nearby properties and in the Subject's immediate area: The airport is South of subject. Light and heavy industrial land uses surround subject. The subject is located in an older industrial district. As previously explained there are a number of light and heavy industrial land uses fronting 4th Street and US 380 Bypass in the city of Graham. Some of these land uses have buildings at or larger than the subject structure. The industrial land uses in the neighborhood vary from oil and gas related to auto service and sales, self storage, etc. There are some older light and heavy industrial land uses fronting Cliff Drive farther Northeast of subject location. Traffic counts on 4th Street are moderate in comparison to other thoroughfares within the city. The central business district is located 1.5 miles Southwest.

Is the Subject Property currently listed for sale? No Yes If currently listed: List Price: \$ 0 Days on Market: 0

Analysis of Listing: I was not informed that subject was listed for sale. I was not informed of any real estate company involved in the sell of subject property. The subject is not in-contract. The subject is not currently listed for sale.

Is the Subject Property currently under Contract or Option? No Contract Option Has the Contract or Option been reviewed? Yes No N/A

Date of Contract or Option: 0 Expires: 0 Contract Price: \$ Closing Date:

Buyer: Na Seller: Rolling Plains Management Corporation

Analysis of Contract/Option: I was not informed that the subject was listed for sale, or in-contract.

My research did did not reveal any prior sales or transfers of the subject property for the three years prior to the effective date of this appraisal.

Data Source(s): Young County Appraisal District.

Subject Sale/Transfers	Prior Sale/Transfer # 1	Prior Sale/Transfer # 2	Prior Sale/Transfer # 3
Date of Sale/Transfer:	<u>na</u>	<u>Na</u>	<u>Na</u>
Sale/Transfer Price:	<u>Na</u>	<u>Na</u>	<u>Na</u>
Data Source(s):	<u>Appraisal District</u>	<u>Appraisal District</u>	<u>Appraisal District</u>

Analysis of Sale/Transfer History: The State of Texas is not a full disclosure state. I was not informed of the previous sale price. The subject tax card includes all of the land and improvements. There is one tax card. The subject did transact in the past 36 month period. The sale price was not disclosed to the appraiser.

Assessment Date: 2023 Parcel(s) Assessed: 57383

Assessed Value: Total: \$ 109,930 Comments: The assessed value of the improvements is \$86,510.

Current Taxes: Year: 2023 Tax Amount: \$ na Special Assessments: \$ na

Comments: As previously stated the subject is included with the land and improvements. The assessed land value is \$23,430.

Total Site Dimensions:

Total Site Area: 3.9 Acres Excess Site Area (if applicable): 0 Acres Net Site Area: 3.9 Acres

Street Frontage: North side of 4th Street.

Other Site Features or Elements: Inside Lot Corner Lot Cul de Sac Underground Utilities Other (describe) The subject has one gravel approach off 4th Street. There is chain link fencing. The yard is gravel paved. There is some concrete walks. There is a wood deck to the front door and a metal canopy on the front and back of the manufactured building.

Utilities	Public	Other	Provider/Description	Off-site Improvements	Type	Public	Private
Electricity:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Oncor</u>	Street:	<u>2 Lane Asphalt Paved</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gas:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Atmos</u>	Width:	<u>40+</u>		
Water:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>City</u>	Surface:	<u>Asphalt</u>		
Sanitary Sewer:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>City</u>	Curb/Gutter:	<u>Open Barrow</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Storm Sewer:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>City</u>	Sidewalk:	<u>None Observed</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telephone:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>AT&T</u>	Street Lights:	<u>Vapor Type</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Multimedia:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Time Warner</u>	Alley:	<u>None Observed</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Topography: Level with slopes downward to the Southwest.

Size: The subject site contains 41,477 SF.

Shape: Irregular.

Utility: Commercial.

Drainage: Appears adequate.

View: Into Commercial, land, and residential.

Rail Access: None observed.

Zoning: "M" Manufacturing

Does the Subject Property lie within a FEMA Special Flood Hazard Area: Yes No FEMA Flood Zone: X

FEMA Map #: 48503C0460E FEMA Map Date: 07/18/2011

Are any environmental issues known or suspected? No If Yes, describe: The appraiser assumes the subject is not adversely influenced from easements. The building onsite is metal and vinyl side(Manufactured typ home). I am not an expert in the identification of environmentally hazardous material. If more detailed information is needed the appraiser advises the client retain an expert in the area of a Phase I environmental inspection and subsequent report.

Soil Conditions: Appears to be conducive to development. There are existing commercial and residential land uses older than subject use.

Easements: The appraiser assumes that the subject of this assignment is not adversely affected by an adverse influence from the easements.

Encroachments: None observed having an adverse influence on the appraised property.

Site Comments: The subject is occupied with a day care part of the Head Start Program. The parking and drives are gravel paved. There is a gravel playground behind the mean building enclosed by a small chain link fence. There are concrete walks, canopies and a wood ramp and deck on the front of the building.

ZONING

Zoning Classification: "M" - Manufacturing

Zoning Description: Deed restrictions were not indicated. The subject is located inside the city limits of Graham, Texas. The subject day care facility appears to be an allowed land use.

Do present improvements comply with existing zoning requirements? Yes No Comments: The subject is a service type land use. This is common for land use in Graham Texas.

Does the subject site comply with existing zoning requirements? Yes No Comments: I found no evidence that subject is not an allowed land use.

Uses allowed under current zoning: I observed single family, light and heavy industrial, secondary retail, service and office land uses within a 3 mile radius of the subject location.

Zoning Change: Unlikely Likely * Taking Place * * To: _____ Comments: _____

General Description	
Property Type:	Year Built: 2000 Actual Age: 23 Effective Age: 20
# of Buildings: One # of Stories: One	Total Estimated Economic Life: 45
Construction Type: Fiberglass, or vinyl type siding	Estimated Remaining Economic Life: 25
Construction Status: <input checked="" type="checkbox"/> Existing <input type="checkbox"/> Proposed <input type="checkbox"/> Under Construction	Design or Style: Industrial
Quality: Average Condition: Average	Other:
Building Breakdown	
Building Identification and Areas	Floor Net Rentable Area Sq.Ft. Sq.Ft. Other Net Area Describe Total Net Area Sq.Ft. Common Area Sq.Ft. GBA Sq.Ft.
Existing Manufactured Building	1 2,205 2,205 2,205
Column Totals Sq.Ft. 2,205 2,205 2,205	

Describe Common Building Areas: The subject is a manufactured type building similar to a single wide manufactured home. There are two classrooms, office, kitchen, and three bathrooms. The subject is occupied with a Head Start Daycare. There are two large canopies, playground enclosed by a fence, wood ramp and deck.

Usage Breakdown - All Buildings		Building Ratios - Combined	
Usage Type	Total Net Sq.Ft. Usage %	Item	Calculated Value
Day Care:	2,205 100 %	Building Efficiency Ratio (Net Building Area Sq.Ft./GBA Sq.Ft.):	100.00 %
Retail:	0 0 %	Floor Area Ratio (GBA Sq.Ft./Net Site Sq.Ft.):	1.30 %
Warehouse:	0 0 %	Building(s) Total Footprint:	2,205 Sq.Ft.
Manufacturing:	0 0 %	Ground Coverage Ratio (Footprint Sq.Ft./Net Site Sq.Ft.):	1.30 %
Distribution:	0 0 %	Comments:	The subject is a Head Start Daycare Facility.
Research/Development:	0 0 %		
Residential:	0 0 %		

Parking Breakdown		Industrial Features		Other Building Features	
Item	Description	Item	#	Item	Description
On Site:	Gravel drive and parking	# of Overhead Doors:	0	na	na
Adequacy:	Average	# of Loading Bays:	0	na	na
Covered:	None	Floor Height (Feet):	0	na	na
Garage:	None	Ceiling Height (Feet):	0	na	na
Surface:	Gravel	Column Spacing (Feet):	0	na	na
Total # of Spaces:	10	Railroad Spur:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	na	na
Spaces/1,000 Sq.Ft. GBA:	4.52	Other:	0	na	na

	Improvement Rating						N/A	Improvement Rating						N/A	
	Exc.	Good	Avg.	Fair	Poor			Exc.	Good	Avg.	Fair	Poor			
Appeal/Appearance:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Heating:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Floor Plan/Design:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Air Conditioning:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Construction Quality:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Elevators:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exterior Condition:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Parking Area:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Interior Condition:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Fire Suppression:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Roof Cover:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Landscaping:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Insulation:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plumbing:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Building Characteristics	
Item	Description
Foundation:	Pier and Beam.
Frame:	Metal and wood
Exterior Walls:	Fiberglass or vinyl
Roof Support:	Wood and metal
Roof Cover:	Metal
Interior Partitions:	Wood framed drywall covered.
Ceiling:	Textured and insulated.
Insulation:	Some spray foam
Floor & Covering:	Vinyl and wood
Plumbing:	City. I Assume functional. Three bathrooms.
Electrical:	Fluorescent.
Heating:	Electric
Air Conditioning:	Central
Elevators:	None Observed.
Fire Suppression:	None Observed

Other Site Improvements: Gravel drive and parking. Playground enclosed by a chain link fence, Canopy on the front and back of the building. There is a wood ramp and deck on the front of the building.

Personal Property and/or Other Non-Realty Interests Included in Opinion of Value: \$ 0) I was not instructed to appraise and FF&E.

DESCRIPTION OF THE IMPROVEMENTS (continued)

Comments on the Improvements: The subject of this assignment is a two warehouse light industrial facility. Te larger warehouse building is located on the West side of the site. This structure has a small office with a half bathroom and a loading dock. The warehouse building on the East side of the site is smaller and heavily depreciated. I observed the interior of this building through the broken windows. There are small debris piles on the site that need to be removed. The site does need a general cleaning. I assume there are no environmental hazards associated with the appraised property.

Highest and best use is a basic premise of value. As with value, highest and best use is not an absolute fact; it reflects an appraiser's opinion of the best use of a property based on an analysis of prevailing market conditions. The term highest and best use, as used in this appraisal report, is defined as:

The reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and results in the highest value.

Highest and best use has also been defined as that use which produces the greatest return to land over time. Because existing improvements can limit the use of land, a determination of highest and best use for both 1) the site as if vacant and 2) the property as improved is based on the following four criteria:

1) Legally permissible - such use must be allowed under existing zoning, building codes, deed restrictions, and environmental regulations; 2) Physically possible - the size, shape, area and terrain of the property must be adequate to develop such use; 3) Financially feasible - the use must produce a positive return; and 4) Maximally productive - the use must produce a value, consistent with the rate of return indicated by the market, higher than all other uses which meet the first three criteria.

The analysis of these four criteria is based on consideration of several factors. These factors include any legal restriction on its utilization, the property's physical attributes, current supply and demand conditions, potential gross income and market derived rates or return.

HIGHEST AND BEST USE

Summary of Highest & Best Use: The highest and best use of the subject is for commercial development. The highest and best use "As Is" is its current use being a service or daycare land use. Demand and supply levels appear to be in balance. A service land use appears to be a needed use in the market area. The forecast is for a stable market with small growth trends. I did not view enough listings to indicate an oversupply of commercial land uses similar to the subject. It was observed that the current land value exceeds the improved value. This does call into question the current highest and best use of the subject property.

Highest & Best Use as if vacant: The alternative land use is secondary retail or office land use. The Highest and Best Use is indicated to be a retail, office or service land use such as a daycare land use. The alternative land use is to hold the property until land returns are high enough to warrant a newer commercial development.

Highest & Best Use as improved: Present use Proposed use (explain) Other use (explain) The highest and best use is the current use. Given the current uses being general commercial and light industrial. At this time the demand does not appear to be high enough to warrant this type of land use as new. Commercial and industrial land uses have been slow to develop in the Graham Market Area. The subject land could be developed with a newer commercial land use in the area of retail, or service land use. This type of land use would return income to the land, and represent the highest and best use of subject site as improved.

Actual Use as of Effective Date: Service Land Use.
Use as appraised in this report: Service Land Use.

Value Indication - Total Site Value:	\$	97,500
Value Indication - Cost Approach:	\$	13,600
Value Indication - Sales Comparison Approach:	\$	12,800
Value Indication - Income Approach:	\$	14,200
Opinion of Value of any Personal Property and/or Other Non-Realty Interests Included:	\$	0)

Final Reconciliation: The sales comparison Approach is given the most weight in the valuation process. Current sales were utilized in the direct comparative analysis. The cost and income approach were supportive of the sales comparison approach. Current sales similar to the subject were selected from the market. The sales were located in areas similar to the subject. I tried to find rent comparables similar to the subject and located in a small market area. The same for the land sales.

Please Note! The value indicated in this report is to the building.

FINAL RECONCILIATION


DATE OF REPORT:	10/27/2023	DATE OF INSPECTION:	10/20/2023
Based on the degree of inspection of the Subject Property, as indicated below, the defined Scope of Work, Statement of Assumptions and Limiting Conditions, and Appraiser's Certifications, my (our) Opinion of the Market Value (or other specified value type), as defined herein, of the Subject Property is:			
OPINION OF VALUE (as defined): \$	14,000	(as is) and/or \$	(other, describe)
EFFECTIVE DATE(S) OF VALUE:	10/20/2023	(as is) and/or	(other, describe)

A true and complete copy of this report contains 29 pages, including exhibits which are considered an integral part of the report. This appraisal report may not be properly understood without reference to the information contained in the complete report.

Attached Exhibits:	<input checked="" type="checkbox"/> Scope of Work	<input checked="" type="checkbox"/> Limiting Cond./Certification	<input type="checkbox"/> Narrative Addendum	<input checked="" type="checkbox"/> Photograph Addenda
<input type="checkbox"/> Sketch Addendum	<input type="checkbox"/> Map Addenda	<input type="checkbox"/> Cost Addendum	<input type="checkbox"/> Flood Addendum	<input type="checkbox"/> Additional Sites
<input type="checkbox"/> Additional Sales	<input type="checkbox"/> Additional Rentals	<input type="checkbox"/> Income/Expense Addenda	<input type="checkbox"/> Hypothetical Conditions	<input checked="" type="checkbox"/> Extraordinary Assumptions
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If required for this assignment, further attachments may be indicated elsewhere in this report.

Client Contact: Mark Halsell	Client Name: Rolling Plains Management Corporation
E-mail:	Address: PO Box 490, Crowell, Tx 79227

APPRaiser	SUPERVISORY APPRAISER (if required) or CO-APPRAISER (if applicable)
	
Appraiser Name: John Barnhart	Supervisory or Co-Appraiser Name:
Company: Turner Appraisal Company	Company:
Phone: 940-696-9209 Fax: 940-696-1523	Phone: Fax:
E-mail: john@turnerappraisaltx.com	E-mail:
Date of Report (Signature): 10/27/2023	Date of Report (Signature):
License or Certification #: 1321652-G State: TX	License or Certification #: State:
Designation: SRA	Designation:
Expiration Date of License or Certification: 12/31/2023	Expiration Date of License or Certification:
Inspection of Subject: <input checked="" type="checkbox"/> Interior & Exterior <input type="checkbox"/> Exterior Only <input type="checkbox"/> None	Inspection of Subject: <input type="checkbox"/> Interior & Exterior <input type="checkbox"/> Exterior Only <input type="checkbox"/> None
Date of Inspection: 10/20/2023	Date of Inspection:

ATTACHMENTS

SIGNATURES

Assumptions, Limiting Conditions & Scope of Work

1805 4th St

File No.: 1805 4th St

Property Address: 1805 4th St City: Graham State: TX Zip Code: 76450

Client: Rolling Plains Management Corporation Address: PO Box 490, Crowell, Tx 79227

Appraiser: John Barnhart Address:

STATEMENT OF ASSUMPTIONS & LIMITING CONDITIONS

- The appraiser will not be responsible for matters of a legal nature that affect either the property being appraised or the title to it. The appraiser assumes that the title is good and marketable and, therefore, will not render any opinions about the title. The property is appraised on the basis of it being under responsible ownership.
- The appraiser may have provided a sketch in the appraisal report to show approximate dimensions of the improvements, and any such sketch is included only to assist the reader of the report in visualizing the property and understanding the appraiser's determination of its size. Unless otherwise indicated, a Land Survey was not performed.
- If so indicated, the appraiser has examined the available flood maps that are provided by the Federal Emergency Management Agency (or other data sources) and has noted in the appraisal report whether the subject site is located in an identified Special Flood Hazard Area. Because the appraiser is not a surveyor, he or she makes no guarantees, express or implied, regarding this determination.
- The appraiser will not give testimony or appear in court because he or she made an appraisal of the property in question, unless specific arrangements to do so have been made beforehand.
- If the cost approach is included in this appraisal, the appraiser has estimated the value of the land in the cost approach at its highest and best use, and the improvements at their contributory value. These separate valuations of the land and improvements must not be used in conjunction with any other appraisal and are invalid if they are so used. Unless otherwise specifically indicated, the cost approach value is not an insurance value, and should not be used as such.
- The appraiser has noted in the appraisal report any adverse conditions (including, but not limited to, needed repairs, depreciation, the presence of hazardous wastes, toxic substances, etc.) observed during the inspection of the subject property, or that he or she became aware of during the normal research involved in performing the appraisal. Unless otherwise stated in the appraisal report, the appraiser has no knowledge of any hidden or unapparent conditions of the property, or adverse environmental conditions (including, but not limited to, the presence of hazardous wastes, toxic substances, etc.) that would make the property more or less valuable, and has assumed that there are no such conditions and makes no guarantees or warranties, express or implied, regarding the condition of the property. The appraiser will not be responsible for any such conditions that do exist or for any engineering or testing that might be required to discover whether such conditions exist. Because the appraiser is not an expert in the field of environmental hazards, the appraisal report must not be considered as an environmental assessment of the property.
- The appraiser obtained the information, estimates, and opinions that were expressed in the appraisal report from sources that he or she considers to be reliable and believes them to be true and correct. The appraiser does not assume responsibility for the accuracy of such items that were furnished by other parties.
- The appraiser will not disclose the contents of the appraisal report except as provided for in the Uniform Standards of Professional Appraisal Practice, and any applicable federal, state or local laws.
- If this appraisal is indicated as subject to satisfactory completion, repairs, or alterations, the appraiser has based his or her appraisal report and valuation conclusion on the assumption that completion of the improvements will be performed in a workmanlike manner.
- An appraiser's client is the party (or parties) who engage an appraiser in a specific assignment. Any other party acquiring this report from the client does not become a party to the appraiser-client relationship. Any persons receiving this appraisal report because of disclosure requirements applicable to the appraiser's client do not become intended users of this report unless specifically identified by the client at the time of the assignment.
- The appraiser's written consent and approval must be obtained before this appraisal report can be conveyed by anyone to the public, through advertising, public relations, news, sales, or by means of any other media, or by its inclusion in a private or public database.
- An appraisal of real property is not a 'home inspection' and should not be construed as such. As part of the valuation process, the appraiser performs a non-invasive visual inventory that is not intended to reveal defects or detrimental conditions that are not readily apparent. The presence of such conditions or defects could adversely affect the appraiser's opinion of value. Clients with concerns about such potential negative factors are encouraged to engage the appropriate type of expert to investigate.

The Scope of Work is the type and extent of research and analyses performed in an appraisal assignment that is required to produce credible assignment results, given the nature of the appraisal problem, the specific requirements of the intended user(s) and the intended use of the appraisal report. Reliance upon this report, regardless of how acquired, by any party or for any use, other than those specified in this report by the Appraiser, is prohibited. The Opinion of Value that is the conclusion of this report is credible only within the context of the Scope of Work, Effective Date, the Date of Report, the Intended User(s), the Intended Use, the stated Assumptions and Limiting Conditions, any Hypothetical Conditions and/or Extraordinary Assumptions, and the Type of Value, as defined herein. The appraiser, appraisal firm, and related parties assume no obligation, liability, or accountability, and will not be responsible for any unauthorized use of this report or its conclusions.

Certifications

1805 4th St

File No.: 1805 4th St

Property Address: 1805 4th St	City: Graham	State: TX	Zip Code: 76450
Client: Rolling Plains Management Corporation	Address: PO Box 490, Crowell, Tx 79227		
Appraiser: John Barnhart	Address:		

APPRAISER'S CERTIFICATION

I certify that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct.
- The credibility of this report, for the stated use by the stated user(s), of the reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions.
- I have no present or prospective interest in the property that is the subject of this report and no personal interest with respect to the parties involved.
- Unless otherwise indicated, I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- My analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice that were in effect at the time this report was prepared.
- I did not base, either partially or completely, my analysis and/or the opinion of value in the appraisal report on the race, color, religion, sex, handicap, familial status, or national origin of either the prospective owners or occupants of the subject property, or of the present owners or occupants of the properties in the vicinity of the subject property.
- Unless otherwise indicated, I have made a personal inspection of the property that is the subject of this report.
- Unless otherwise indicated, no one provided significant real property appraisal assistance to the person(s) signing this certification.


DEFINITION OF MARKET VALUE *:

Market value means the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

1. Buyer and seller are typically motivated;
2. Both parties are well informed or well advised and acting in what they consider their own best interests;
3. A reasonable time is allowed for exposure in the open market;
4. Payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and
5. The price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.

* This definition is from regulations published by federal regulatory agencies pursuant to Title XI of the Financial Institutions Reform, Recovery, and Enforcement Act (FIRREA) of 1989 between July 5, 1990, and August 24, 1990, by the Federal Reserve System (FRS), National Credit Union Administration (NCUA), Federal Deposit Insurance Corporation (FDIC), the Office of Thrift Supervision (OTS), and the Office of Comptroller of the Currency (OCC). This definition is also referenced in regulations jointly published by the OCC, OTS, FRS, and FDIC on June 7, 1994, and in the Interagency Appraisal and Evaluation Guidelines, dated October 27, 1994.

Client Contact: Mark Haisell	Client Name: Rolling Plains Management Corporation
E-Mail:	Address: PO Box 490, Crowell, Tx 79227

<p>APPRAISER</p>  <p>Appraiser Name: John Barnhart Company: Turner Appraisal Company Phone: 940-696-9209 Fax: 940-696-1523 E-Mail: john@turnerappraisaltx.com Date Report Signed: 10/27/2023 License or Certification #: 1321652-G State: TX Designation: SRA Expiration Date of License or Certification: 12/31/2023 Inspection of Subject: <input checked="" type="checkbox"/> Interior & Exterior <input type="checkbox"/> Exterior Only <input type="checkbox"/> None Date of Inspection: 10/20/2023</p>	<p>SUPERVISORY APPRAISER (if required) or CO-APPRAISER (if applicable)</p> <p>Supervisory or Co-Appraiser Name: _____ Company: _____ Phone: _____ Fax: _____ E-Mail: _____ Date Report Signed: _____ License or Certification #: _____ State: _____ Designation: _____ Expiration Date of License or Certification: _____ Inspection of Subject: <input type="checkbox"/> Interior & Exterior <input type="checkbox"/> Exterior Only <input type="checkbox"/> None</p>
--	---

SIGNATURES



DEFINITION OF MARKET VALUE: The most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller, each acting prudently, knowledgeably and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby: (1) buyer and seller are typically motivated; (2) both parties are well informed or well advised, and each acting in what he considers his own best interest; (3) a reasonable time is allowed for exposure in the open market; (4) payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and (5) the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions* granted by anyone associated with the sale. (Source: FDIC Interagency Appraisal and Evaluation Guidelines, October 27, 1994.)

* Adjustments to the comparables must be made for special or creative financing or sales concessions. No adjustments are necessary for those costs which are normally paid by sellers as a result of tradition or law in a market area; these costs are readily identifiable since the seller pays these costs in virtually all sales transactions. Special or creative financing adjustments can be made to the comparable property by comparisons to financing terms offered by a third party institutional lender that is not already involved in the property or transaction. Any adjustment should not be calculated on a mechanical dollar for dollar cost of the financing or concession but the dollar amount of any adjustment should approximate the market's reaction to the financing or concessions based on the appraiser's judgement.

STATEMENT OF LIMITING CONDITIONS AND CERTIFICATION


CONTINGENT AND LIMITING CONDITIONS: The appraiser's certification that appears in the appraisal report is subject to the following conditions:

1. The appraiser will not be responsible for matters of a legal nature that affect either the property being appraised or the title to it. The appraiser assumes that the title is good and marketable and, therefore, will not render any opinions about the title. The property is valued on the basis of it being under responsible ownership.
2. Any sketch provided in the appraisal report may show approximate dimensions of the improvements and is included only to assist the reader of the report in visualizing the property. The appraiser has made no survey of the property.
3. The appraiser will not give testimony or appear in court because he or she made an appraisal of the property in question, unless specific arrangements to do so have been made beforehand, or as otherwise required by law.
4. Any distribution of valuation between land and improvements in the report applies only under the existing program of utilization. These separate valuations of the land and improvements must not be used in conjunction with any other appraisal and are invalid if they are so used.
5. The appraiser has no knowledge of any hidden or unapparent conditions of the property or adverse environmental conditions (including the presence of hazardous waste, toxic substances, etc.) that would make the property more or less valuable, and has assumed that there are no such conditions and makes no guarantees or warranties, express or implied, regarding the condition of the property. The appraiser will not be responsible for any such conditions that do exist or for any engineering or testing that might be required to discover whether such conditions exist. This appraisal report must not be considered an environmental assessment of the subject property.
6. The appraiser obtained the information, estimates, and opinions that were expressed in the appraisal report from sources that he or she considers to be reliable and believes them to be true and correct. The appraiser does not assume responsibility for the accuracy of such items that were furnished by other parties.
7. The appraiser will not disclose the contents of the appraisal report except as provided for in the Uniform Standards of Professional Appraisal Practice, and any applicable federal, state or local laws.
8. The appraiser has based his or her appraisal report and valuation conclusion for an appraisal that is subject to satisfactory completion, repairs, or alterations on the assumption that completion of the improvements will be performed in a workmanlike manner.
9. The appraiser must provide his or her prior written consent before the lender/client specified in the appraisal report can distribute the appraisal report (including conclusions about the property value, the appraiser's identity and professional designations, and references to any professional appraisal organizations or the firm with which the appraiser is associated) to anyone other than the borrower; the mortgagee or its successors and assigns; the mortgage insurer; consultants; professional appraisal organizations; any state or federally approved financial institution; or any department, agency, or instrumentality of the United States or any state or the District of Columbia; except that the lender/client may distribute the property description section of the report only to data collection or reporting service(s) without having to obtain the appraiser's prior written consent. The appraiser's written consent and approval must also be obtained before the appraisal can be conveyed by anyone to the public through advertising, public relations, news, sales, or other media.
10. The appraiser is not an employee of the company or individual(s) ordering this report and compensation is not contingent upon the reporting of a predetermined value or direction of value or upon an action or event resulting from the analysis, opinions, conclusions, or the use of this report. This assignment is not based on a required minimum, specific valuation, or the approval of a loan.

CERTIFICATION: The appraiser certifies and agrees that:

1. The statements of fact contained in this report are true and correct.
2. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, impartial and unbiased professional analyses, opinions, and conclusions.
3. Unless otherwise indicated, I have no present or prospective interest in the property that is the subject of this report and no personal interest with respect to the parties involved.
4. Unless otherwise indicated, I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
5. I have no bias with respect to the property that is the subject of this report or the parties involved with this assignment.
6. My engagement in this assignment was not contingent upon developing or reporting predetermined results.
7. My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
8. My analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice that were in effect at the time this report was prepared.
9. Unless otherwise indicated, I have made a personal inspection of the interior and exterior areas of the property that is the subject of this report, and the exteriors of all properties listed as comparables.
10. Unless otherwise indicated, no one provided significant real property appraisal assistance to the person(s) signing this certification (if there are exceptions, the name of each individual providing significant real property appraisal assistance is stated elsewhere in this report).

ADDRESS OF PROPERTY ANALYZED: 1805 4th St, Graham, TX 76450

APPRAISER: 
Signature: John Barnhart SRA
Name: John Barnhart
Designation: SRA
State Certification #: 1321652-G
or State License #: _____
State: TX Expiration Date of Certification or License: 12/31/2023
Date Signed: 10/27/2023

SUPERVISORY or CO-APPRAISER (if applicable):
Signature: _____
Name: _____
Designation: _____
State Certification #: _____
or State License #: _____
State: _____ Expiration Date of Certification or License: _____
Date Signed: _____
 Did Did Not Inspect Property

JOHN WARNER BARNHART
6704 KIT CARSON
WICHITA FALLS, TX 76310



Certified General Real Estate Appraiser

Appraiser: **John Warner Barnhart**

License #: **TX 1321652 G**

License Expires: **12/31/2023**

Having provided satisfactory evidence of the qualifications required by the Texas Appraiser Licensing and Certification Act, Occupations Code, Chapter 1103, authorization is granted to use this title:
Certified General Real Estate Appraiser

For additional information or to file a complaint please contact TALCB at www.talcb.texas.gov.



Chelsea Buchholtz
Commissioner

John Barnhart
Statement of Qualifications

A. Professional Organizations

1. Texas Real Estate Broker #379043.
2. Member of the Wichita Falls Board of Realtors, and local MLS.
3. Member of the National Association of Realtors (NAR) & Tx Assoc. of Realtors.
4. SRA Designation - Appraisal Institute (1/99).
5. State Certified, General Real Estate Appraiser (12/91) TX - 1321652- G.

B. Education

1. Numerous RE Course with Board of Realtors for Broker License Requirements.
2. Numerous MCE Courses with Continuing Education for the Broker License.
3. Experience Credit Work and Demonstration Report Written for SRA designation.
4. Appraisal Institute Courses Attended are as follows:
 - A. 1A-1 (Principals of Real Estate)
 - B. 1A-2 (Principles of Real Estate - 2nd Part)
 - C. 8-2 (Market Sales Analysis)
 - D. 302 (Income Capitalization)
 - E. 510 (Advanced Income Capitalization)
 - F. General Highest and Best Use Analysis
 - G. Advanced Highest and Best Use Analysis
 - H. Case Studies
 - I. Standards (15 Hour USPAP Course)
 - J. Standards (7 Hour USPAP Update Course)
 - K. Advanced Spreadsheet Modeling for Valuation Application
 - L. Real Estate Finance Statistics & Valuation Modeling
 - M. Appraising Convenience Stores
 - N. Business Practice & Ethics
 - O. Scope of Work Analysis
 - P. General Appraisal Review
 - Q. REO Appraisal Analysis
5. Phase I Environmental Inspection Course - Texas A&M.
6. Business Valuation - American Society of Appraisers.
7. BBA (1986) from Midwestern State University.
8. High School Graduate from Wichita Falls High School, WF, Tx class of 1979.
9. Numerous Real Estate related seminars through the Appraisal Institute and NAR.

C. Experience:

1. In association with Turner Appraisal Company since May 1991.
2. Federal Housing Appraiser (FHA Chum # 2400) since January 1993.
3. In association with Saulsbury Appraisal Company from 1986 to 1991.
4. Central States Coca Cola, Springfield, Illinois from 1983 to 1986.
5. Tracy's Karate Studio from 1981 to 1983.
6. Attended, and was a member of the Univ. of Tx Longhorn Football Team 1980 -1981.
7. Born 10-13-60 in Wichita Falls, Texas.

From: [Sarai Meza](#)
To: [Harmon, Sheri \(ACF\)](#)
Subject: RE: Disposition Request Submission for Graham Portable Building
Date: Monday, April 8, 2024 8:11:12 AM

Good Morning, Sheri!

Sheri,

Below is the name and address to which to send the release of federal interest.

Name - Debra Thomas (Executive Director)

Address – 118 North 1st, Crowell, TX 79227

Thank you!

Sarai Meza

Head Start/Early Head Start Program Director
Rolling Plains Management Corporation

118 N. 1st Street

PO Box 490

Crowell, Texas 79227

1-940-684-1571 ext.301 - office

1-940-655-8572 – mobile

sarai.meza@rollingplains.org



Confidentiality Notice: This message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

This institution is an equal opportunity provider and employer.

From: Harmon, Sheri (ACF) <Sheri.Harmon@acf.hhs.gov>

Sent: Monday, April 8, 2024 9:14 AM

To: Sarai Meza <Sarai.Meza@rollingplains.org>

Subject: RE: Disposition Request Submission for Graham Portable Building

Thank you, Sarai. I will prepare a Release of Federal Interest with the Disposition Instructions for our Grants Management Officer.

Please provide the name and address where the Release of Federal Interest should be mailed.

Respectfully,

Sheri Harmon

Grants Management Specialist, School Readiness

sheri.harmon@acf.hhs.gov, 206-615-2558

From: Sarai Meza <Sarai.Meza@rollingplains.org>

Sent: Friday, April 5, 2024 4:11 PM

To: Harmon, Sheri (ACF) <Sheri.Harmon@acf.hhs.gov>

Subject: RE: Disposition Request Submission for Graham Portable Building

Happy Friday!

The attached Notice of Federal Interest, filed on October 17, 2008, in Volume 1044, Page 398, was filed for both Modular Building I (Graham, TX) and Modular Building II (Olney, TX).

Thank you,

Sarai Meza

Head Start/Early Head Start Program Director

Rolling Plains Management Corporation

118 N. 1st Street

PO Box 490

Crowell, Texas 79227

1-940-684-1571 ext.301 - office

1-940-655-8572 – mobile

sarai.meza@rollingplains.org



Confidentiality Notice: This message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

This institution is an equal opportunity provider and employer.

From: Harmon, Sheri (ACF) <Sheri.Harmon@acf.hhs.gov>
Sent: Friday, April 5, 2024 10:42 AM
To: Sarai Meza <Sarai.Meza@rollingplains.org>
Subject: RE: Disposition Request Submission for Graham Portable Building

Good Morning Sarai,

Thank you for your responses.

I'm sorry to ask again. Can you please verify that the attached Notice of Federal Interest filed on October 17, 2008 in Volume 1044 on Page 398 was filed only for the highlighted modular building in Olney, TX?

If a Notice was filed in public records, we would issue a formal Release of Federal Interest to be filed in public records so there are no concerns about the property later.

If the Notice was only posted on the modular unit, then we can issue Disposition Instructions only.

Very Respectfully,

Sheri Harmon
Grants Management Specialist, School Readiness
sheri.harmon@acf.hhs.gov, 206-615-2558

From: Sarai Meza <Sarai.Meza@rollingplains.org>

Sent: Thursday, April 4, 2024 10:51 AM

To: Harmon, Sheri (ACF) <Sheri.Harmon@acf.hhs.gov>

Subject: RE: Disposition Request Submission for Graham Portable Building

Please see the responses below in red. Thank you!

- The Notice of Federal Interest attached to the SF429A includes the county clerk's stamp indicating it was recorded in public records. However, that stamp is missing from the copy attached to the SF429C. Are you requesting that we issue a formal Release of Federal Interest to be recorded in county records? **No. Because the building will no longer exist and is not a piece of property, there should be no issue as long as permission has been granted and there is documentation to confirm.**
- Your letter states that the modular unit must be removed from the leased property. Will RPMC be responsible for the removal? What is the intended plan for disposing of the modular unit (e.g., retain and use for other purposes, demolish, sell, transfer to landowner) and what is the estimated cost of disposal? **Since we do not plan on using the building, we plan to allow the landlord to demolish it.**
- The SF429A forms previously submitted in OLDC reported 80% Federal Share and 20% Non-Federal Share, which seems inaccurate. According to the recently submitted SF429C, the Federal Share is 100%. If that is correct, please revise the previously submitted SF429A forms in OLDC to reflect 100% Federal Share. **The previously submitted forms have been revised to reflect 100%.**

Sarai Meza

Head Start/Early Head Start Program Director
Rolling Plains Management Corporation

118 N. 1st Street

PO Box 490

Crowell, Texas 79227

1-940-684-1571 ext.301 - office

1-940-655-8572 – mobile

sarai.meza@rollingplains.org



Confidentiality Notice: This message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

This institution is an equal opportunity provider and employer.

From: Harmon, Sheri (ACF) <Sheri.Harmon@acf.hhs.gov>
Sent: Thursday, April 4, 2024 10:45 AM
To: Sarai Meza <Sarai.Meza@rollingplains.org>
Subject: RE: Disposition Request Submission for Graham Portable Building

Good Morning Sarai,

Our Grants Management Office had a few questions about the Graham modular unit.

- The Notice of Federal Interest attached to the SF429A includes the county clerk's stamp indicating it was recorded in public records. However, that stamp is missing from the copy attached to the SF429C. Are you requesting that we issue a formal Release of Federal Interest to be recorded in county records?
- Your letter states that the modular unit must be removed from the leased property. Will RPMC be responsible for the removal? What is the intended plan for disposing of the modular unit (e.g., retain and use for other purposes, demolish, sell, transfer to landowner) and what is the estimated cost of disposal?
- The SF429A forms previously submitted in OLDC reported 80% Federal Share and 20% Non-Federal Share, which seems inaccurate. According to the recently submitted SF429C, the Federal Share is 100%. If that is correct, please revise the previously submitted SF429A forms in OLDC to reflect 100% Federal Share.

Respectfully,

Sheri Harmon
Grants Management Specialist, School Readiness
sher.harmon@acf.hhs.gov, 206-615-2558

Report on the
Annual Financial
Monitoring
Evaluation
Of the:

Rolling Plains Management Corporation

In their capacity of, *Child Care* Contractor for the
Workforce Solutions North Texas

February 6 ,2024

Report Number: WFSNT 24-06

Report Type: FINAL

Report Issue Date: **Draft: February 6, 2024**
Final: February 28, 2024

Review Type: Annual *Child Care* financial monitoring evaluation

Entity Reviewed: *Rolling Plains Management Corporation, (RPMC)*
In their capacity of Child Care Contractor for the
Workforce Solutions North Texas (the Board)

Review Period: December 1, 2022 through October 31, 2023

Review Conducted by: **D**iaz, **S**mith, and **A**ssociates
Anna Rocha-Diaz
Sujuane Smith
Donna Richardson, CPA
Edward Taylor

Dates of Fieldwork: Off-site desk review

Exit Conference: January 26, 2024

Report Developed by: Edward Taylor

Applicable Definitions

Board: The *North Texas Workforce Development Board Dba Workforce Solutions North Texas* created pursuant to Texas Government Code §2308.253 and certified by the Governor pursuant to Texas Government Code §2308.261.

Briefing Items: are general noncompliance conditions that are observed and documented by the monitors based on established law, procedures, or other authoritative guidance. These noncompliance conditions are considered lower risk findings but could potentially result in a higher risk finding based on the nature of the deficiency (i.e., repeat violations, issues indicative of systemic problems). These items while documented in the workpapers may or may not be included in the report. All briefing items are discussed on-site during the review. The determination of report inclusion shall be based on criteria as determined by the Board.

Disallowed Costs: Those charges to an award that are determined to be unallowable, in accordance with the applicable Federal cost principles, applicable State rules, regulations, policies or other terms and conditions contained in the award.

Finding: an instance where noncompliance with requirements contained in federal or State law, regulation, administrative code, guidance or other promulgations are determined and are considered to be issues that are of high risk that could potentially result in questioned costs and/or impact the integrity of program operations.

FMGC: *Texas Workforce Commission Financial Manual for Grants and Contracts*

Notable Practices - are informative statements that highlight and recognize positive processes and improvements.

Observations: A reportable condition that does not currently have a material effect on internal controls and the accuracy of the financial information. An observation, if not addressed, presents the possibility of a future circumstance of non-compliance and/or internal control weaknesses. Additionally, observations are informative statements or constructive comments made to identify processes that can assist the entity being reviewed improve service delivery and result in positive program outcomes. Observations are not expected to be responded to

Questioned cost: A cost that is questioned by the monitor because of a monitoring finding **(1)** that resulted from a violation or possible violation of a provision of a law, regulation, contract, grant, cooperative agreement, or other agreement or document governing the use of Federal funds, including funds used to match Federal funds; **(2)** where the costs, at the time of the monitoring review, are not supported by adequate documentation; or **(3)** where the costs incurred appear unreasonable and do not reflect the actions a prudent person would take in the circumstances.

Recommendation: Suggested corrective action(s) for a finding and/or observation identified in a monitoring report. The recommendation, where and when appropriate, should address the cause of the problem, not the problem itself.

F inancial Monitoring Review Scope

This annual financial monitoring evaluation of the *Rolling Plains Management Corporation, (RPMC)* was conducted on behalf of the **Workforce Solutions North Texas (the Board)**. The review was performed to assess the reliability of review period fiscal data. Additionally, the review evaluated the degree of compliance with the applicable Board contract(s), policies, laws, regulations, and the adequacy of internal fiscal controls. The following areas/items were examined:

1. **Applicable Contracts:** The following contracts were applicable to this review:
 - 2022-008, CCS FY2023-2, Amend 2, in the amount of \$9,085,728.55, for the period 10/1/2022-10/31/2023
2. **Cash Management:** The following RPMC Bank, bank statements and reconciliations for the accounts for the three-month period ending October 31, 2023.
 - *Operating Account* October through November 2022
 - *Payroll Account* October through November 2022
 - *Herring Bank, RPMC (Baylor, Cottle, F.H.W),*
 - *Crowell State Bank, RMPC 1,*Our review included an evaluation of internal bank reconciliation controls and collateral agreement adequacy, if applicable, for any balances in-excess of FDIC coverage.
3. **Budget and Reporting:** We compared RPMC administration and program expenditures reported to the Board to applicable contract budgets and the RPMC general ledgers for the periods ended September and October 2023. Additionally, we projected expenditures by line item to the end of the current contract period using a *straight-line* method.
4. **Direct Child Care (COVID and Non-COVID):** We selected fifteen (15) Child Care clients from 230 reports for the months of December 2022, May 2023, and September 2023. Our review consisted of an evaluation and/or consideration of the following where applicable.
 - *Client Files*
 - *Provider files for each applicable client*
 - *Billing files for each selected provider*
 - *EFTs for the selected billings*
 - *Listing of TRS and School Ready Providers*
 - *Child Care Policies and Procedures*
 - *CCMS Maximum Rates*
 - *TWIST rate schedule for each provider selected*

5. **Cost Allocation Plan:** We examined the RPMC *Cost Allocation Plan* applicable to the review period.
6. **Payroll:** Payroll documentation for four (4) RPMC employees charged directly and/or indirectly all or in part, to its contracts with the Board was reviewed for the pay periods as follows:

No	PERIOD START	PERIOD END	PAY DATE
1	11/27/2022	12/10/2022	12/16/2022
2	12/11/2022	12/24/2022	12/30/2022
3	12/25/2022	1/7/2023	1/13/2023
4	4/30/2023	5/13/2023	5/19/2023
5	5/14/2023	5/27/2023	6/2/2023
6	5/28/2023	6/10/2023	6/16/2023
7	9/3/2023	9/16/2023	9/22/2023
8	9/17/2023	9/30/2023	10/6/2023

Items reviewed included employee time sheets, pay (rate) authorization documents, job descriptions, forms I-9 and W-4, canceled checks, leave authorizations, and allocation worksheets (where applicable).

7. **Disbursements:** Supporting documentation for forty-five (45), judgmentally selected direct disbursement transactions occurring during the review period was examined.
8. **Audit:** We examined the RPMC *Financial Statements and Independent Auditors Report* for the fiscal years ending November 30, 2021 and 2022. The reports were prepared by *MWH Group PC* and timely issued.
9. **Indirect Costs:** In response to intra-review inquiry the RPMC provided the following responses regarding its use of an *indirect cost rate* to allocate its overhead expenses. Per RPMC: "*RPMC 1st opted to use the De Minimis Indirect Rate*"
10. **Procurement:** We examined the RPMC procurement documentation associated with four (4) *micro/small purchase* procurements occurring during the review period.
11. **Insurance:** We examined RPMC insurance policy(s) applicable to the review period.

Findings

1. Disbursement Testing Travel

We examined supporting documentation for forty-five (45), judgmentally selected direct disbursement transactions occurring during the review period. Our sample included four (4) travel transactions. Our review of the travel transactions determined the following exceptions with three (3) of the four (4) tested.

- a) **Travel Transaction 1:** The correct mileage rate was utilized, however there were mileage variances on *reimbursement miles* paid to employee A (Paid 150 miles, should be (s/b) 148.7 miles, Variance \$0.81-over); employee B (Paid 188 miles SB 188.7 miles, Variance \$-0.44 under). **Total Net Variance \$0.38 (over) - Insignificant Variance**
- b) **Travel Transaction 2:** Employee C July 31, 2023 mileage for to attend annual training. The milage reimbursement rate used was 0.66 but s/b 0.655, variance of 0.005 per mile. Paid 170.80 miles, Paid \$112.73, should be \$111.87, Variance \$0.86. **Insignificant Variance**
- c) **Travel Transaction 3:** The milage reimbursement rate used was 0.66 but s/b 0.655, variance of 0.005 per mile. Employee D (Paid \$112.73, Variance \$0.86), Employee F (Paid \$112.79, Variance \$0.92) and Employee G Paid \$112.73, Variance \$0.86). **Total Variance \$2.63 - Insignificant Variance**

Our review determined the variances as outlined in items a-c above. While the individual variances are insignificant the frequency of occurrence dictates this finding.

Recommendations

RPMC should review its travel transactions to ensure that employees are reimbursed using the correct mileage and milage rate(s). RPMC should, in its response to this report, outline what it will do to ensure travel transactions billed to the Board in the period covered by this financial monitoring review and all periods subsequent thereto are correct. If the cumulative of the RPMC review results in a material variance (as defined by the Board) a method of resolution should be determined by the Board.

RPMC Response (02/15/2024):

RPMC implemented a new payroll processing system in August of 2023. It has been determined that the mileage reimbursement rate was set up incorrectly during the conversion at the rate of \$0.66 per mile not the GSA rate of \$0.655 per mile. Upon notification of this issue, RPMC pulled all mileage reports and reviewed the variances. There was a total of 12 mileage reports paid at the incorrect rate with a total overage

of \$5.20 during the contract in question. Six (6) of those reports had overages of less than \$0.10. With the highest overage on one (1) report of \$0.92. RPMC has re-classed \$3.49 of the \$5.20 in question to local funds at the request of DSA. In addition, RPMC has verified that the mileage rate in the automated payroll is currently set to the GSA rate and has the ability to conduct internal reviews with this system by running regular reports. Any discrepancies found during regular monitoring will be corrected by accounting staff.

Monitor's Response (2/28/24)

DSA applauds the depth, promptness, and comprehensiveness of the corrective action undertaken by RPMC. Accordingly, DSA considers this finding resolved.

Observations

Our financial review of the *Rolling Plains Management Corporation, (RPMC)* evaluated the areas outlined in the Review Scope section of this report and did not determine any reportable observations. Accordingly, no observations are presented.



Quarterly/Financial Monitoring Form

The Texas Administrative Code §31.48 requires TxDOT to conduct quarterly financial reviews that support requests for payment and discuss with the subrecipient: problems encountered, technical assistance needs, and other topics related to the provision of public transportation.

Form is applicable to subrecipients with an active grant agreement. Financial monitoring (Part B or C of the form) is required for subrecipients with a billing processed during the quarter. Part D is required for Davis-Bacon monitoring.

SUBRECIPIENT INFORMATION

Subrecipient: Rolling Plains Management Corporation 1st Qtr. Sep-Nov Onsite 2nd Qtr. Dec-Feb Onsite
 Date: 03/26/24 FY: 2024 3rd Qtr. Mar-May Onsite 4th Qtr. Jun-Aug Onsite

List the names and positions of PTN and Subrecipient staff participating in the quarterly monitoring:
 Eric Garcia - Public Transportation Coordinator
 Debra Thomas - Executive Director
 Nic Gray - Senior Accountant

Summary Results of Quarterly Review: Procedure: Complete the review and document results in the space below.	<input checked="" type="checkbox"/> Compliant <input type="checkbox"/> Non-compliant
1) Specify areas of non-compliance documented during the Quarterly Financial Monitoring: N/A	
2) Was an IAP issued as a result of this review? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
3) As a result of this review, is increased financial monitoring required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, describe the required increased financial monitoring:	

*Subrecipient and PTC signatures required upon completion of the form.

Debra Thomas		3/27/24
Subrecipient Representative Name	Subrecipient Representative Signature	Date
Eric Garcia		3/27/2024
PTC Name	PTC Signature	Date

PART A: SUBRECIPIENT CONSULTATION

- 1) Has there been a change in the subrecipient's accounting system, accounting or key personnel, or agency service delivery model during the quarter? Yes No If yes, please include the date of the change and explain the nature of the change: _____ Verify the signature of authority has been updated, if applicable.

Project Status

For each active grant, review the overall project and answer the following questions.

- 1) Is the Subrecipient billing on a monthly basis for service expenses (POS , Admin and Operating): Yes No
- 2) For any RFRs processed during the quarter were billings submitted within 90 days after the billing period ended? Yes No, If no explain why?

For billings to be current, billings should be submitted within 90 days after the billing period ends. For lead planning agencies, billings should be submitted quarterly at a minimum. For billings beyond a 90-day lag time, an IAP should be considered.

- 3) Since the last PTN126, were any partial month billings submitted? Yes No

If yes, explain the reason:

- 4) For agencies with multiple PGAs funded from different fiscal years, is the agency billing against older funds for operating/admin as appropriate? Yes No N/A

Note: In general, agencies should prioritize billing against older funds for operating and admin before billing against newer funds.

- 5) PGAs that expire within 90, 60, or 30 days (or by the time of the next PTN 126), please conduct an assessment of PGA status, discuss with agency, and communicate to the PM the potential for closing on time or need for other action (revision, amendment, re-write). Describe below, and set an agency follow-up schedule as needed:

1	IGX ID Document Name	5339-D-2021-RPMC-00004
	PGA expiration date	3/31/2024
	Assessment of the PGA	Agency is in the process of submitting the final billing and all funds will be expended.
2	IGX ID Document Name	5339-R-2022-RPMC-00034
	PGA expiration date	5/31/2024
	Assessment of the PGA	Agency will be submitting an extension

- 6) List any competitive procurement (including Coop procurements) that were not initiated within 60 days of execution of the PGA or relevant amendment where a competitive procurement item was added. **Add guidance on what initiate means (SOP)**

N/A	IGX ID Document Name	N/A
	Procurement Item	N/A
	Reason for Delay	N/A
	Was an IAP Issued?	<input type="checkbox"/> Yes <input type="checkbox"/> No If no, explain why the IAP is not warranted?

Form PTN-126

(Rev. 03/24)
Page 3 of 17

- 7) For each active grant discuss any other project delays, problems or concerns, **not already discussed above**. For example, match issues, third party provider issues, deliverables delays, running out of funds.

The agency has been on track with submitting timely reimbursements for the following grants: RD 2301 (05) 051_22, ED 2404 (05) 110_23, RPT 2401 (05) 108_23, RUR 2401 (05) and RPT 2401 (05) 063_21. Construction is close to completion for both the Admin and Wellness facilities. Currently, the agency is evaluating proposals for a camera system under the 5310 E&D grant. At this time there are no delays as the agency intends to expend all the funds on all the current active grants by each expiration date. All support documentation was complete and accurate at the time of the review with no issues.

- a) How long has the issue been ongoing and what is the agency's plan to address? (Set an agency follow-up schedule as needed)

No issues

Note: This information should be shared with the relevant Program Manager(s) and consider issuing an IAP.

Reportable Safety Incidents and Lawsuits

- 1) Inquire with the agency if there have been any reportable safety incidents (wrecks, accidents, etc.) in the previous three month period? (TAC 31.48(a)(1)) Yes No N/A (Planning or POS Agencies)

- a. If yes, was a PTN-101 form submitted to the PTC within 5 days of the incident? Yes No

- i. If no, a completed PTN-101 form needs to be submitted to the PTC.

Note: This requirement does not apply to Intercity Bus (ICB) and planning only agencies.

Note: Incident Reports. Sub recipients shall report all incidents that meet criteria established by the department. The subrecipient shall submit the report within five days of the incident or discovery of the incident.

- 2) Have there been any lawsuits filed against the subrecipient involving any part of their operation that are supported by federal or State transit grant funds? Yes No

- a) If yes, has PTN been notified?

- 3) What is the status of the subrecipient's single audit?

Single audit in progress

- N/A, Exemption letter uploaded into IGX on: _____, or Audit Due Date: 08/31/25

Note: Single audits are required if previous fiscal year expenditures exceeded \$750k in federal funds or \$750k in state funds. Audits are due no later than 9 months after the subrecipient's fiscal year ends. For "status" info, consider the following: has the subrecipient hired an audit firm, are the auditors onsite already, does it appear the subrecipient will meet the deadline, what is the estimated date the audit will be completed, etc. Completed audits should be uploaded into IGX and submitted to singleaudits@txdot.gov and the Federal Audit Clearinghouse at <https://harvester.census.gov/facweb/>.

- 4) Is the subrecipient's Administrative section of IGX up-to-date? Yes No

Subrecipients must ensure that all required documents are uploaded and current within the Administrative Requirements section of IGX. (e.g., Service Profile, civil rights plans, annual audits, indirect cost certificate, asset management, insurance, and signature authority documentation.)

- 5) List any areas where technical assistance is needed:

N/A

- 6) Were any Requests for Reimbursement (RFRs) processed during this quarter? Yes No
(If no, skip Parts B and C below.)

- 7) Did the subrecipient have any federally funded repair, construction, or rehab contracts with a contractor/vendor that was over \$2000? (Ex: painting, door repair, roofing) Yes No If yes, then Davis-Bacon may be applicable.
(If no, then Part C is not applicable.)

Form PTN-126

(Rev. 03/24)
Page 4 of 17

Disadvantaged Business Enterprises (DBE)

1) For this quarter, what procurable opportunities did the subrecipient have?
Note: A procurable opportunity occurs when a subrecipient seeks goods or services from a private/non-governmental entity (i.e. Office supply procurement could be a procurable opportunity.)
 Camera system

a. Of those listed in question 1, what efforts did the subrecipient take to promote DBE or small business participation?
 Agency uses the TUCP when seeking DBE's and includes a section on DBE participation in all procurement and solicitations.

2) For this quarter, did the subrecipient issue any new awards or commitments to a DBE or a small business?
 Yes No
Notes: An award is an agreement with a DBE business to provide supplies, materials, services, or construction whether as a "Prime" or "Subcontractor". This includes an existing contract that was awarded additional funds through a renewal or other process.

a. If yes, list the DBE name and amount awarded to the DBE:

Name	Award Amount	DBE	SB
		<input type="checkbox"/>	<input type="checkbox"/>

3) For the next quarter, do you anticipate issuing any new solicitations or procurable opportunities? Yes No
 a. If so, what efforts will be taken to promote DBE or small business?

PART B. REVIEWING FINANCIAL RECORDS

Procedure:

- ♦ For subrecipients that are in financial compliance*, a minimum of 10% of the total amount reimbursed to the subrecipient must be reviewed and documented for the quarter. One line item per budget category, excluding fleet should be reviewed, if possible. Budget category and line items reviewed should be rotated throughout the year. For RTDs, the Federal/State match PGAs must be reviewed. Billings selected for review will have each budget category billed reviewed (Admin, Operating, and Capital).
- ♦ For subrecipients that are not in full financial compliance, a minimum of 20% of the total amount reimbursed to the subrecipient must be reviewed and documented for the quarter. One line item per budget category, excluding fleet should be reviewed, if possible. Budget category and line items reviewed should be rotated throughout the year. For RTDs, the Federal/State match PGAs must be reviewed. Billings selected for review will have each budget category billed reviewed (Admin, Operating, and Capital).

*Note: Financial compliance means not placed on full doc, billing monthly, no partial billings, no excessive lag time – beyond 90 days)

1) What support did the subrecipient submit with RFRs?

- General ledger report (Streamlined approach)
- Full documentation (Detailed source documentation: invoices, canceled checks, check registers, etc)

If the subrecipient was placed on, or removed from, full documentation during this quarter answer the questions below as applicable:

- ♦ Date subrecipient required to provide Full Documentation with RFRs? _____ N/A
- ♦ Date subrecipient removed from Full Documentation? _____ N/A

2) Were any final billings processed during the quarter? Yes No

Grants that are fully expended or allowed to expire due to inactivity during the quarter should have a grant close-out form completed to verify completion of the project, expenditure of funds, and completion of all administrative requirements. Final billings for closed grants must be included as part of the quarterly financial review sample. The grant closeout process in IGX must also be initiated upon satisfactory financial review.

3) In the table below enter the total amount paid to subrecipient this quarter. (should be the same amount reported in question number 7, **Reportable Safety Incidents and Lawsuits** section, in IGX snapshot.)

Total Amount Paid to subrecipient this quarter:
\$1,056,928.00

4) Were any RFRs processed this quarter for vehicles? Yes No

If yes, list PGA and RFR Number below:

Amount paid to subrecipient this quarter	\$1,056,928.00
Total amount paid for vehicles	
Amount eligible for review	\$1,056,928.00

Form PTN-126

(Rev. 03/24)
Page 6 of 17

5) Select one of the options below relevant to subrecipient financial compliance and sample line item review.

Subrecipient in financial compliance:
Total amount to review (Total Amount Paid x 10%): _____ **\$105,692.80**

Subrecipient not in financial compliance:
Total amount to review (Total Amount Paid x 20%): _____

6) What was the amount reviewed for full documentation RFRs (Refer B-2)? _____ N/A

7) Was a regional coordination or planning grant selected for review? Yes No

PGAs and Billings Selected for Review:

Procedure: Use the table below to list the IGX ID, IGX RFR Number, and the Billing Amount for billings that have been selected for review during the quarterly monitoring process.

Sample No.	IGX ID.:	IGX RFR #:	Billing Amt:
1	RD-2022-RPMC-00014	RFR-2022-RPMC-01588	\$187,426.00
2	STATE-R-2023-RPMC-00081	RFR-2023-RPMC-00303	\$75,676.00
3	5311-2023-RPMC-00070	RFR-2023-RPMC-00302	\$15,747.00
4	5311-2021-RPMC-00012	RFR-2021-RPMC-02503	\$71,738.00

Form PTN-126

(Rev. 03/24)
Page 7 of 17

PART B-1: GENERAL LEDGER

Sample Number:	1		
-----------------------	---	--	--

IGX ID: RD-2022-RPMC-00014	IGX RFR #: RFR-2022-RPMC-01588	Billing Total: \$ 187,426.00	Full Doc: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
			Final Billing: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Expense categories included within RFR: Administration Operating Capital

Procedure: Review receipts, cancelled checks, expense invoices, and other source documentation to verify costs.

ADMIN Line Item Description and Amount				Total of Admin Line Items Reviewed \$:	
1		\$:	2		\$:
3		\$:			

OPERATING Line Item Description and Amount				Total of Operating Line Items Reviewed \$:	
1		\$:	2		\$:
3		\$:			

CAPITAL Line Item Description and Amount				Total of Capital Line Items Reviewed \$: 187,426.00	
1	Construction	\$: 187,426.00	2		\$:
3		\$:			

For the sample reviewed, answer questions below:	YES / NO
--	----------

a) Total dollar amount reviewed for this sample: (Admin + Operating + Capital)	\$ 187,426.00
b) Are costs allowed, necessary, and reasonable? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
c) Were purchases properly authorized? <input type="checkbox"/> N/A (no purchases made) <i>'Properly authorized' means the subrecipient has followed their internal procedures for authorizing purchases.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
d) Were any duplicate payments submitted for this reimbursement? If yes, what was the duplicate payment for and the amount paid? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input type="checkbox"/> <input checked="" type="checkbox"/>
e) Were costs incurred during the grant period? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
f) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
g) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
h) Were vendors and contractors paid in a timely manner? <input type="checkbox"/> N/A <i>Subrecipients must promptly pay vendors and contractors for goods or services provided. Instances of multiple payment requests from vendors/contractors, late payments, and assessed penalties or fees on contractor invoices should be reviewed to determine if prompt payment issues exist.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
i) Did the RFR reviewed with this sample include indirect cost expenses? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>(If no, go to question k.)</i>	

Form PTN-126

(Rev. 03/24)
Page 8 of 17

For the sample reviewed, answer questions below:	YES / NO
<p>j) Was the correct indirect rate applied to the appropriate allocation base items? <i>The approved indirect rate may only be applied to the approved base in accordance with the indirect cost rate certificate.</i></p>	<input type="checkbox"/> <input type="checkbox"/>
<p>k) Were expenses charged in accordance with agency's Cost Allocation Methodology? (If applicable) <input type="checkbox"/> N/A</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>l) For the RFR reviewed in this sample, was the required local match percentage(s) met? <input type="checkbox"/> N/A</p> <p>1. How is the local match requirement met? <input type="checkbox"/> N/A</p> <p><input type="checkbox"/> Local funds</p> <p><input type="checkbox"/> In-kind contributions (<i>subrecipient or third-party supply or service contribution</i>)</p> <p><input type="checkbox"/> Contract revenue from qualified human service contracts</p> <p><input type="checkbox"/> State funds (<i>there should be a corresponding RFR on the state PGA</i>)</p> <p><input checked="" type="checkbox"/> Transportation Development Credits</p> <p><input type="checkbox"/> Other: _____</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p><i>*Qualified human service transportation services are defined as service provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation-disadvantaged populations, especially individuals with disabilities, seniors, and people with low incomes.</i></p> <p>2. Does source documentation support the amount of reported match for the reviewed RFR? <input type="checkbox"/> N/A <i>All sources of match should be included as support, which may require expanded general ledger or other source documentation.</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>3. Did the subrecipient demonstrate that fare box revenue was deducted from gross operating expenses to request reimbursement for net expenses? <input checked="" type="checkbox"/> N/A <i>Fare box revenue must be used to reduce current expenses. Reimbursement is based on the net amount less fare box revenue or program income if not used as match.</i></p> <p><i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP</i></p>	<input type="checkbox"/> <input type="checkbox"/>
<p>In the space below, please provide any clarifying information relative to the review as well as an explanation for each "No" response. No duplicate payments</p>	

Form PTN-126

(Rev. 03/24)
Page 9 of 17

PART B-1: GENERAL LEDGER

Sample Number:	2		
-----------------------	---	--	--

IGX ID: STATE-R-2023-RPMC-00081	IGX RFR #: RFR-2023-RPMC-00303	Billing Total: \$ 75,676.00	Full Doc: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
			Final Billing: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Expense categories included within RFR: Administration Operating Capital

Procedure: Review receipts, cancelled checks, expense invoices, and other source documentation to verify costs.

ADMIN Line Item Description and Amount	Total of Admin Line Items Reviewed \$: 37.42
---	--

1	Computer Consulting	\$:	37.42	2		\$:	3		\$:
---	---------------------	-----	-------	---	--	-----	---	--	-----

OPERATING Line Item Description and Amount	Total of Operating Line Items Reviewed \$: 176.01
---	---

1	Software Maintenance	\$:	176.01	2		\$:	3		\$:
---	----------------------	-----	--------	---	--	-----	---	--	-----

CAPITAL Line Item Description and Amount	Total of Capital Line Items Reviewed \$:
---	---

1		\$:		2		\$:	3		\$:
---	--	-----	--	---	--	-----	---	--	-----

For the sample reviewed, answer questions below:	YES / NO
---	-----------------

a) Total dollar amount reviewed for this sample: (Admin + Operating + Capital)	\$ 213.43
--	-----------

b) Are costs allowed, necessary, and reasonable? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
--	--

c) Were purchases properly authorized? <input type="checkbox"/> N/A (no purchases made) <i>'Properly authorized' means the subrecipient has followed their internal procedures for authorizing purchases.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
--	--

d) Were any duplicate payments submitted for this reimbursement? If yes, what was the duplicate payment for and the amount paid? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input type="checkbox"/> <input checked="" type="checkbox"/>
---	--

e) Were costs incurred during the grant period? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
---	--

f) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
--	--

g) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
--	--

h) Were vendors and contractors paid in a timely manner? <input type="checkbox"/> N/A <i>Subrecipients must promptly pay vendors and contractors for goods or services provided. Instances of multiple payment requests from vendors/contractors, late payments, and assessed penalties or fees on contractor invoices should be reviewed to determine if prompt payment issues exist.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
---	--

i) Did the RFR reviewed with this sample include indirect cost expenses? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>(If no, go to question k.)</i>	
1. If yes, what is the rate and base listed on the indirect cost certificate? Rate: 10% Base: MTDC <i>Note: Verify current indirect cost certificate is in IGX.</i>	

Form PTN-126

(Rev. 03/24)
Page 10 of 17

For the sample reviewed, answer questions below:	YES / NO
<p>j) Was the correct indirect rate applied to the appropriate allocation base items? <i>The approved indirect rate may only be applied to the approved base in accordance with the indirect cost rate certificate.</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>k) Were expenses charged in accordance with agency's Cost Allocation Methodology? (If applicable) <input type="checkbox"/> N/A</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>l) For the RFR reviewed in this sample, was the required local match percentage(s) met? <input checked="" type="checkbox"/> N/A</p> <p>1. How is the local match requirement met? <input checked="" type="checkbox"/> N/A</p> <p><input type="checkbox"/> Local funds</p> <p><input type="checkbox"/> In-kind contributions (<i>subrecipient or third-party supply or service contribution</i>)</p> <p><input type="checkbox"/> Contract revenue from qualified human service contracts</p> <p><input type="checkbox"/> State funds (<i>there should be a corresponding RFR on the state PGA</i>)</p> <p><input type="checkbox"/> Transportation Development Credits</p> <p><input type="checkbox"/> Other: _____</p>	<input type="checkbox"/> <input type="checkbox"/>
<p><i>*Qualified human service transportation services are defined as service provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation-disadvantaged populations, especially individuals with disabilities, seniors, and people with low incomes.</i></p> <p>2. Does source documentation support the amount of reported match for the reviewed RFR? <input checked="" type="checkbox"/> N/A <i>All sources of match should be included as support, which may require expanded general ledger or other source documentation.</i></p>	<input type="checkbox"/> <input type="checkbox"/>
<p>3. Did the subrecipient demonstrate that fare box revenue was deducted from gross operating expenses to request reimbursement for net expenses? <input type="checkbox"/> N/A <i>Fare box revenue must be used to reduce current expenses. Reimbursement is based on the net amount less fare box revenue or program income if not used as match.</i></p> <p><i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>In the space below, please provide any clarifying information relative to the review as well as an explanation for each "No" response. No duplicate payments</p>	

PART B-1: GENERAL LEDGER

Sample Number:	3		
IGX ID: 5311-2023-RPMC-00070	IGX RFR #: RFR-2023-RPMC-00302	Billing Total: \$ 15,747.00	Full Doc: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
			Final Billing: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Expense categories included within RFR: Administration Operating Capital

Procedure: Review receipts, cancelled checks, expense invoices, and other source documentation to verify costs.

ADMIN Line Item Description and Amount				Total of Admin Line Items Reviewed \$:	
1	Computer Consulting	\$: 149.70	2	\$:	3
				149.70	
OPERATING Line Item Description and Amount				Total of Operating Line Items Reviewed \$:	
1		\$:	2	\$:	3
CAPITAL Line Item Description and Amount				Total of Capital Line Items Reviewed \$:	
1		\$:	2	\$:	3

For the sample reviewed, answer questions below:	YES / NO
a) Total dollar amount reviewed for this sample: (Admin + Operating + Capital)	\$ 149.70
b) Are costs allowed, necessary, and reasonable? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
c) Were purchases properly authorized? <input type="checkbox"/> N/A (no purchases made) <i>'Properly authorized' means the subrecipient has followed their internal procedures for authorizing purchases.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
d) Were any duplicate payments submitted for this reimbursement? If yes, what was the duplicate payment for and the amount paid? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input type="checkbox"/> <input checked="" type="checkbox"/>
e) Were costs incurred during the grant period? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
f) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
g) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
h) Were vendors and contractors paid in a timely manner? <input type="checkbox"/> N/A <i>Subrecipients must promptly pay vendors and contractors for goods or services provided. Instances of multiple payment requests from vendors/contractors, late payments, and assessed penalties or fees on contractor invoices should be reviewed to determine if prompt payment issues exist.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
i) Did the RFR reviewed with this sample include indirect cost expenses? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>(If no, go to question k.)</i> 1. If yes, what is the rate and base listed on the indirect cost certificate? Rate: 10% Base: MTDC <i>Note: Verify current indirect cost certificate is in IGX.</i>	

Form PTN-126

(Rev. 03/24)
Page 12 of 17

For the sample reviewed, answer questions below:	YES / NO
<p>j) Was the correct indirect rate applied to the appropriate allocation base items? <i>The approved indirect rate may only be applied to the approved base in accordance with the indirect cost rate certificate.</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>k) Were expenses charged in accordance with agency's Cost Allocation Methodology? (If applicable) <input type="checkbox"/> N/A</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>l) For the RFR reviewed in this sample, was the required local match percentage(s) met? <input type="checkbox"/> N/A</p> <p>1. How is the local match requirement met? <input type="checkbox"/> N/A</p> <p><input type="checkbox"/> Local funds</p> <p><input type="checkbox"/> In-kind contributions (<i>subrecipient or third-party supply or service contribution</i>)</p> <p><input type="checkbox"/> Contract revenue from qualified human service contracts</p> <p><input checked="" type="checkbox"/> State funds (<i>there should be a corresponding RFR on the state PGA</i>)</p> <p><input type="checkbox"/> Transportation Development Credits</p> <p><input type="checkbox"/> Other: _____</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p><i>*Qualified human service transportation services are defined as service provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation-disadvantaged populations, especially individuals with disabilities, seniors, and people with low incomes.</i></p> <p>2. Does source documentation support the amount of reported match for the reviewed RFR? <input type="checkbox"/> N/A <i>All sources of match should be included as support, which may require expanded general ledger or other source documentation.</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>3. Did the subrecipient demonstrate that fare box revenue was deducted from gross operating expenses to request reimbursement for net expenses? <input type="checkbox"/> N/A <i>Fare box revenue must be used to reduce current expenses. Reimbursement is based on the net amount less fare box revenue or program income if not used as match.</i></p> <p><i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>In the space below, please provide any clarifying information relative to the review as well as an explanation for each "No" response. No duplicate payments</p>	

Form PTN-126

(Rev. 03/24)
Page 13 of 17

PART B-1: GENERAL LEDGER

Sample Number:	4		
IGX ID: 5311-2021-RPMC-00012	IGX RFR #: RFR-2021-RPMC-02503	Billing Total: \$ 71,738.00	Full Doc: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
			Final Billing: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Expense categories included within RFR: <input type="checkbox"/> Administration <input checked="" type="checkbox"/> Operating <input type="checkbox"/> Capital			

Procedure: Review receipts, cancelled checks, expense invoices, and other source documentation to verify costs.

ADMIN Line Item Description and Amount				Total of Admin Line Items Reviewed \$:	
1		\$:	2		\$:
OPERATING Line Item Description and Amount				Total of Operating Line Items Reviewed \$: 176.01	
1	Software Maintenance	\$: 176.01	2		\$:
CAPITAL Line Item Description and Amount				Total of Capital Line Items Reviewed \$:	
1		\$:	2		\$:

For the sample reviewed, answer questions below:	YES / NO
a) Total dollar amount reviewed for this sample: (Admin + Operating + Capital)	\$ 176.01
b) Are costs allowed, necessary, and reasonable? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
c) Were purchases properly authorized? <input type="checkbox"/> N/A (no purchases made) <i>'Properly authorized' means the subrecipient has followed their internal procedures for authorizing purchases.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
d) Were any duplicate payments submitted for this reimbursement? If yes, what was the duplicate payment for and the amount paid? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input type="checkbox"/> <input checked="" type="checkbox"/>
e) Were costs incurred during the grant period? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
f) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
g) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
h) Were vendors and contractors paid in a timely manner? <input type="checkbox"/> N/A <i>Subrecipients must promptly pay vendors and contractors for goods or services provided. Instances of multiple payment requests from vendors/contractors, late payments, and assessed penalties or fees on contractor invoices should be reviewed to determine if prompt payment issues exist.</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
i) Did the RFR reviewed with this sample include indirect cost expenses? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>(If no, go to question k.)</i> 1. If yes, what is the rate and base listed on the indirect cost certificate? Rate: 10% Base: MTDC <i>Note: Verify current indirect cost certificate is in IGX.</i>	

Form PTN-126

(Rev. 03/24)
Page 14 of 17

For the sample reviewed, answer questions below:	YES / NO
<p>j) Was the correct indirect rate applied to the appropriate allocation base items? <i>The approved indirect rate may only be applied to the approved base in accordance with the indirect cost rate certificate.</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>k) Were expenses charged in accordance with agency's Cost Allocation Methodology? (If applicable) <input type="checkbox"/> N/A</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>l) For the RFR reviewed in this sample, was the required local match percentage(s) met? <input type="checkbox"/> N/A</p> <p>1. How is the local match requirement met? <input type="checkbox"/> N/A</p> <p><input type="checkbox"/> Local funds</p> <p><input type="checkbox"/> In-kind contributions (<i>subrecipient or third-party supply or service contribution</i>)</p> <p><input type="checkbox"/> Contract revenue from qualified human service contracts</p> <p><input checked="" type="checkbox"/> State funds (<i>there should be a corresponding RFR on the state PGA</i>)</p> <p><input type="checkbox"/> Transportation Development Credits</p> <p><input type="checkbox"/> Other: _____</p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p><i>*Qualified human service transportation services are defined as service provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation-disadvantaged populations, especially individuals with disabilities, seniors, and people with low incomes.</i></p> <p>2. Does source documentation support the amount of reported match for the reviewed RFR? <input type="checkbox"/> N/A <i>All sources of match should be included as support, which may require expanded general ledger or other source documentation.</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>3. Did the subrecipient demonstrate that fare box revenue was deducted from gross operating expenses to request reimbursement for net expenses? <input type="checkbox"/> N/A <i>Fare box revenue must be used to reduce current expenses. Reimbursement is based on the net amount less fare box revenue or program income if not used as match.</i></p> <p><i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP</i></p>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<p>In the space below, please provide any clarifying information relative to the review as well as an explanation for each "No" response. No duplicate payments</p>	

PART B-2: FULL DOCUMENTATION

Part – B2 Sample for Full Documentation

List all RFRs that were submitted within the quarter:

IGX ID	IGX RFR	Amount Reviewed
Total Amount		

	YES / NO
1) Did any of these RFRs require corrections before processing? If yes, list the IGX RFR number and the reason why.	<input type="checkbox"/> <input type="checkbox"/>

IGX RFR	REASON

	YES / NO
2) Were costs allowed, necessary and reasonable? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input type="checkbox"/> <input type="checkbox"/>
3) Were purchases properly authorized? <input type="checkbox"/> N/A <i>Properly authorized means the subrecipient has followed their internal procedures for authorizing purchases.</i>	<input type="checkbox"/> <input type="checkbox"/>
4) Was any duplicate payment submitted for reimbursement? <i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i>	<input type="checkbox"/> <input type="checkbox"/>
5) Were costs incurred during the grant period?	<input type="checkbox"/> <input type="checkbox"/>
6) Were reviewed expenses supported with source documentation? <i>Source documentation may include general ledger reports, salary/fringe payroll documentation, invoices, receipts, and account statements, lease/rental agreements and must be retained for program review and audit purposes.</i>	<input type="checkbox"/> <input type="checkbox"/>
7) Were expenses within the reviewed sample supported with proof of payment? <i>Proof of payment documentation may include cancelled checks, evidence of electronic payment, or funds disbursement, and must be retained for program review and audit purposes.</i>	<input type="checkbox"/> <input type="checkbox"/>
8) Were vendors and contractors paid in a timely manner? <input type="checkbox"/> N/A <i>Subrecipients must promptly pay vendors and contractors for goods or services provided. Instances of multiple payment requests from vendors/contractors, late payments, and assessed penalties or fees on contractor invoices should be reviewed to determine if prompt payment issues exist.</i>	<input type="checkbox"/> <input type="checkbox"/>
9) Did the RFRs reviewed with this sample include indirect cost expenses? a) If, yes, what is the rate and base listed on the indirect cost certificate? Rate: _____ Base: _____ b) Was the correct indirect rate applied to the appropriate allocation base items? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Note: Verify current indirect cost certificate is in IGX. The approved indirect rate may only be applied to the approved base in accordance with the indirect cost rate certificate.</i>	<input type="checkbox"/> <input type="checkbox"/>
10) Were expenses charged in accordance with the subrecipient Cost Allocation Methodology? <input type="checkbox"/> N/A	<input type="checkbox"/> <input type="checkbox"/>

Form PTN-126

(Rev. 03/24)
Page 16 of 17

<p>11) For the RFRs reviewed, that required local match, were the percentage(s) met? <input type="checkbox"/> N/A</p> <p>a) How was local match requirement met? (check all that apply):</p> <p><input type="checkbox"/> Local Match <input type="checkbox"/> State Funds (there should be corresponding RFR on the state PGA)</p> <p><input type="checkbox"/> In-Kind contributions <input type="checkbox"/> Transportation Development Credit</p> <p><input type="checkbox"/> Contract revenue from qualified human service contracts</p> <p><i>Qualified human service transportation services are defined as service provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation- disadvantaged populations, especially individuals with disabilities, seniors, and people with low incomes.</i></p>	<input type="checkbox"/> <input type="checkbox"/>
<p>12) Does source documentation support the amount of reported match for the reviewed RFR? <input type="checkbox"/> N/A</p> <p><i>All sources of match should be included as support, which may require expanded general ledger or other source documentation.</i></p>	<input type="checkbox"/> <input type="checkbox"/>
<p>13) Did the subrecipient deduct fare box revenue from gross operating expenses to request reimbursement for net operating expenses? <input type="checkbox"/> N/A</p> <p><i>Fare box revenue must be used to reduce current expenses. Reimbursement is based on the net amount less fare box revenue and program income is not used as match.</i></p> <p><i>Note: Overpayments that require a refund or refund adjustment must be documented in an IAP.</i></p>	<input type="checkbox"/> <input type="checkbox"/>
<p>14) Provide clarifying comments relative to this review as well as an explanation for each "No" response.</p>	

Form PTN-126

(Rev. 03/24)
Page 17 of 17

PART C: DAVIS-BACON AND RELATED ACTS MONITORING

Part C is applicable for federally-funded transit capital **construction or rehabilitation projects of \$2000 or more.** (<https://www.dol.gov/agencies/whd/government-contracts/construction>)

IGX ID: RD-2022-RPMC-00014

PGA Name: RD 2301 (05) 051_22

Sources of Funding: Rural Discretionary

Total funds awarded for construction/rehab \$ 2,348,590.00

Brief description of this construction/rehab project:

Worked has progressed on the Wellness facility and is coming closer to completion. The installation of the cabinetry has been completed along with all tile work in the restrooms. Ceiling tiles have been put in place inside the building. Also, the overhead doors for the covered parking have been installed. At this time there are no delays or issues as the project is on schedule. Prime contractor continues to submit timely pay apps and the agency has been on track with submitting monthly reimbursements.

List any new labor work categories for this quarter. (List each individual category i.e. painter, plumber, roofer, etc.) N/A

Cabinetry, tile and overhead door installation.

Review of Subrecipient Davis-Bacon Compliance:

Procedure: Review the documentation provided by the subrecipient that demonstrates compliance with Davis-Bacon.

For the items reviewed, answer questions 1 through 6.

YES / NO

1) Did the subrecipient document the DOL Wage Determination (Prevailing Wage Rate) for the project?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Did the subrecipient document that contractor payrolls were received weekly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) Did the subrecipient document a review of payrolls to include worker classifications, wage and fringe amounts for all hours worked, deductions, and a signature by an authorized contractor representative?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) If applicable, did the subrecipient review and retain apprentice/trainee records? <input checked="" type="checkbox"/> N/A	<input type="checkbox"/>	<input type="checkbox"/>
5) Did the subrecipient visit worksite to verify posting of Davis-Bacon Poster and Wage Determination? <i>(The subrecipient should document worksite visits with photographs. Photographs should easily identify the location in which the work was completed, include the date, time and the required poster.)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6) Does the subrecipient have a process in place to correct Davis-Bacon discrepancies or errors?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Results of review:

In the space below, please provide any clarifying information relative to this review as well as an explanation for each "No" response. The explanation should list the line item affected and the specific issue resulting in the selection of "No".

Does the subrecipient have any Davis-Bacon technical assistance needs?

N/A



TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

www.tdhca.texas.gov

Greg Abbott
GOVERNOR
Greg Abbott
GOVERNOR

BOARD MEMBERS
Leo Vasquez, Chair
Kenny Marchant, Vice Chair
Cindy Conroy, Member
Anna Maria Farías, Member
Holland Harper, Member
Ajay Thomas, Member

May 7, 2024

(512) 475-4608

Debra Thomas
Executive Director/NCRI
Rolling Plains Management Corporation
Crowell, TX
Email: debra.thomas@rollingplains.org

RE: MONITORING REPORT OF ON-SITE REVIEW CONDUCTED OCTOBER 30-NOVEMBER 1, 2023
CEAP CONTRACT NO. 58230003843, CSBG CONTRACT NO. 61230003807,
DOE CONTRACT NO. 56230004085, LIHEAP CONTRACT NO. 81230003886
CSBG DISC CONTRACT NO. 61220003923, CSBG DISC CONTRACT NO. 61220003958

Dear Ms. Thomas:

The Texas Department of Housing and Community Affairs (the Department) conducted a monitoring review of the above mentioned contracts. The goal of the review was to provide reasonable but not absolute assurance regarding compliance with federal and state requirements and program objectives.

To achieve this goal, a sample of client files, expenditures and physical inspections were selected and tested. The attached report details the findings and concerns identified during the review and requires corrective action. Please provide all requested documentation no later than June 28, 2024.

If Rolling Plains Management Corporation applies for funding from the Department a Previous Participation review will be conducted. The finding(s) noted in this report, as well as the timeliness and effectiveness of the corrective action provided will be taken into consideration. Therefore, if you do not agree with the findings in this letter or require additional time to correct the matter, please contact me, prior to the corrective action deadline.

The Department wishes to express our appreciation for the cooperation of your staff in facilitating this review. If you have any questions or concerns regarding this visit, please feel free to contact me via email at greg.reed@tdhca.state.tx.us.

Sincerely,

EARNEST L. HUNT

Earnest L. Hunt
Director of Subrecipient Monitoring

cc: glr
Michael De Young, Director of Community Affairs
CA - Community Affairs Training and Technical Assistance



Finding 1: Ensure CSBG Board Requirements are Met

CSBG Contract 61230003807

A review of Rolling Plains Management Corporation (RPMC) advisory board documentation revealed RPMC is not in compliance with CSBG board requirements. Items below details the specific areas RPMC is not aligned with their advisory board bylaws and program requirements.

- (a) Board does not meet tripartite status
 - (1) RPMC bylaws require thirty-three (33) board members, one third (1/3) of which to be representatives of the low income.
 - (2) At the time of this monitoring there are only thirty-one (31) representatives. One (1) low income and one (1) private board seat were vacant for an undetermined number of days.
 - (3) RPMC did not provide documentation of the date the seat held by Wallace Clay went vacant.
- (b) Board training requirements are not being met.
 - (1) Open Meeting and Public Information Act certificates were not provided for Michelle Gunther.

Criteria:

[Texas Administrative Code Chapter 6, Subchapter B, Rule §6.2010](#)

- (a) Eligible Entities that are Private Nonprofit Organizations shall administer the CSBG program through a tripartite board that fully participates in the development, planning, implementation, and evaluation of the program to serve low-income communities. Records must be retained for all seated board members in relation to their elections to the board for the longer of the board member's term on the Board, or the federal record retention period. Some of the members of the board shall be selected by the Private Nonprofit Organization, and others through a democratic process; the board shall be composed so as to assure that the requirements of the CSBG Act are followed and are composed as:
 - (1) One-third of the members of the board shall be elected public officials, holding office on the date of the selection, or their representatives. In the event that there are not enough elected public officials reasonably available and willing to serve on the board, the entity may select appointive public officials to serve on the board. The public officials selected to serve on the board may each choose one permanent representative or designate an alternate to serve on the board. Appointive public officials or their representatives or alternates may be counted in meeting the 1/3 requirement.
 - (2) Not fewer than 1/3 of the members are persons chosen in accordance with the Eligible Entity's Board-approved written democratic selection procedures adequate to assure that these members are representative of low-income individuals and families in the neighborhood served; and each representative of low-income individuals and families selected to represent a specific neighborhood within a community resides in the neighborhood represented by the member.
 - (3) The remainder are members of business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community serve.

Additional Criteria:

[10 TAC Chapter 6 Subchapter B Rule §6.209](#) - CSBG Requirements for Tripartite Board of Directors

[10 TAC Chapter 6 Subchapter B Rule §6.211](#) - Board Administrative Requirements

[10 TAC Chapter 6 Subchapter B Rule §6.212](#) - Board Size

Second Amended and Restated By-Laws of Rolling Plains Management Corporation

ARTICLE III - BOARD OF DIRECTORS

The principal representative body of this corporation shall be its Board of Directors, which shall be comprised in accordance with the terms of this Article.

The membership of the Board of Directors of Rolling Plains Management Corporation shall number thirty-three (33) representatives. The membership of the Board of Directors shall not exceed fifty-one (51) members. This Corporation shall have no stock holding members.

ARTICLE IV – MEMBERSHIP OF THE BOARD

B. REPRESENTATION OF THE LOW-INCOME

1. At least one-third of the Board of Directors must be made up of democratically elected representatives of the low-income.

Required Corrective Action:

Rolling Plains Management Corporation (RPMC) must submit to the Department’s Community Affairs Training and Technical Assistance CSBG Program Specialist Karen Keith the following documentation to ensure CSBG board requirements are met to be compliant:

- Provide a detailed plan of action and corresponding timeline to restore the board to a compliant status by filling the vacant low income seat.
- Provide a copy of Open Meetings Act Training and Public Information Act Training certifications for Michelle Gunther
- Provide documentation of the date the seat held by Wallace Clay went vacant.

Upon review of the plan of action and corresponding timeline, the Department Community Affairs Training and Technical Assistance may require additional actions to be taken.

General Concerns:

During the case file review of DOE Contract No. 56230004085 and LIHEAP Contract No. 81230003886, Department staff noted the following items of concern which do not require corrective action submitted to the Department. Concerns may be subject to subsequent review. Repeat concerns may be elevated to deficiencies. Procedures must be developed to ensure these concerns are corrected in the future:

Concern 1: Inadequate Final Inspection (DOE/LIHEAP)

An on-site inspection of nine (9) weatherized units using a combination of DOE and LIHEAP funds revealed the lack of a compliant QCI Final Inspection within prescribed DOE Quality Work Plan (QWP) requirements. As a result five (5) inspected units require a return to correct issues for those units. Table 1 below details the measures that were either not addressed properly, installed correctly or could not be located during onsite inspections.

NOTE: This concern is only one contributing factor for each inspected unit with processes and procedures used for justifying measures that can lead to questioned or disallowed costs in the future.

Table 1

Funding	Job No.	Description	Disposition
LIHEAP	100394	Return: Solar screen missing at entry window Action: Install solar screen as noted on BWR	Resolved
LIHEAP		Return: Gable vent on attic ventilation worksheet not installed resulting in inadequate attic ventilation. Action: Install gable vent and ensure attic ventilation meets NREL SWS 4.0188.2 & 2015 IRC R806.2	Resolved

LIHEAP		Return: New water heater installed with no drip pan. Action: Install drip pan and plumb drain to exterior of house (if possible) as required by NREL SWS 7.0302.2g and 2015 IRC P2801.6	Resolved
LIHEAP	103143	Return: Sufficient access not provided to verify attic insulation installed. Refer to IRC 2015 R807.1 for attic access requirements. Action: Provide pictures of attic insulation installed	Resolved
LIHEAP		Return: Door sweep listed on BWR missing Action: Install missing door sweep	Resolved
LIHEAP		Return: Smoke detector missing in bedroom Action: Install smoke detector	Resolved
DOE	103449	Return: Smoke detector missing in front bedroom Action: Install smoke detector	Resolved
DOE		Return: ASHRAE vent cap damaged Action: Replace damaged vent cap	Resolved
DOE		Return: ASHRAE fan at half bath back of house not vented through roof. Action: Vent fan as required by 2015 IRC M1502.3	Resolved
DOE		Return: Existing attic ventilation is not adequate as required by 2015 IRC R806.2 Action: Correct ventilation and provide new attic ventilation worksheet.	Resolved
DOE	102475	Return: Smoke detector missing in bedroom Action: Install smoke detector	Resolved
DOE	100995	Return: Water heater flue through attic is single wall and storm collar is missing above roof. Action: Replace single wall flue through ceiling with Type B double wall pipe per 2015 IRC G2427.7.6 and install storm collar.	Resolved
DOE		Return: Attic hatch does not meet required R- value Action: Add insulation to attic hatch to match the required R-value of the attic insulation per NREL SWS 3.0103g	Resolved
DOE		Return: Attic insulation is inadequate. Dam is missing at air handler resulting in less than required R-value. Action: Install dam and insulation at air handler to meet required R-value.	Resolved

Recommendation:

Rolling Plains Management Corporation must increase staff’s technical and programmatic knowledge for a sufficient understanding of DOE and LIHEAP requirements to allow adequate oversight of contractor weatherization installation crews and contractor inspection staff. RPMC staff must ensure satisfactory measure justification is maintained in the client file and measure installation meets [10 CFR 440.15](#), active [DOE WPNs and Memorandums](#), [10 TAC requirements](#), [2015 International Residential Code \(IRC\)](#), [NREL Standard Work Specifications](#), etc. Measures not justified or installed according to program guidelines can be questioned/disallowed.

General Observations:

During the case file review of DOE Contract No. 56230004085 and LIHEAP Contract No. 81230003886, Department staff noted the following observations which do not require corrective action submitted to the Department:

Observation #1: *Ensure Complete Client File Documentation (DOE/LIHEAP)*

A review of nine (9) WAP client files revealed that some of the records required in **Section 9. Recordkeeping Requirements** of DOE and LIHEAP contracts are incomplete or not included in the client files provided by RPMC. Specifically absent are **Utility Billing Histories, Consumption Release Forms** (included in only 2 of 9 client files) and **Client Education** verifications. BWR’s were included, however, **signed BWR Certifications** were not included. **Applications for Weatherization Services** were not signed by either client or subrecipient. Going forward RPMC must include all documentation required by **Section 9. Recordkeeping** of DOE and LIHEAP contracts in uploads for future monitoring.

Observation #2: *Not Meeting Air Sealing Targets (DOE/LIHEAP)*

During the onsite review of nine (9) weatherized units, it was noted that six (6) of the eight (8) units tested did not meet air sealing reduction targets. For homes with DOE funding, 10 Texas Administrative Code Rule §6.408(e)(1), states that Energy Saving Measures start with Duct Sealing and Infiltration Reduction. For homes with LIHEAP funding, the LIHEAP Priority List Instructions state that Major Measures are performed in the order they appear on the list. Air Sealing is second on list of Major Measures. It further states that 75% of the homes “MUST MEET or EXCEED the Blower Door Target”. For further guidance refer to the **Target Polices** tab on the [Blower Door and Duct Blaster Date Sheet](#). Rolling Plains Management Corporation should meet with their subcontractors and provide additional training. If needed, RPMC should contact their trainer at TDHCA for additional guidance.

Observation #3: *Not Meeting TOP Targets (CSBG)*

The Department reminds RPMC that the primary goal of the CSBG program is to help transition people out of poverty (“TOP”). Review of historical CSBG Performance reporting showed that RPMC is not consistently meeting their TOP targets for the past 5 years. RPMC should consistently review or evaluate the case management process and change or update processes to achieve better results.

Contract	TOP Reported	TOP Target
PY16	21	17
PY17	15	17
PY18	29	18
PY19	0	18
PY20	7	19
PY21	4	19
PY22	6	19
PY23	3 <i>(reported through March 2024)</i>	19

Observation #4: *Low Weatherization Readiness Funds (“WRF”) Expenditures*

Review of PY22 WRF expenditures revealed RPMC did not expend any of the available funding during the contract terms. Review of PY 23 WRF expenditures, through February MER reports revealed RPMC has spent 17.13% of their WRF budget. The department would like to remind RPMC they have \$46,692.00 of WRF funds to expend by 06/30/2024.

Observation #5: *Compliance Weatherization Staff Required Credentials*

Review of RPMC's current submitted WX Professional Certification form revealed that RPMC's is not in compliance with required workforce credential listed within the TDHCA WAP TTA Plan and/or those required within WPN 22-4. Specifically, Complete Efficiency Services, Eco Energy, Vann Construction, Warren Construction, Ferguson Veresh, and Complete Heating & Air WAP contractors that are lacking OSHA 10/OSHA 30 certifications, additionally RPMC failed to provide additional field staff members within certification form who are possibly actively working on the field to carry out weatherization duties whom may lack applicable certifications such as OSHA 10/30 & Lead Safe Renovator certifications. Moving forward RPMC must ensure all applicable staff and contractors working in the WAP program obtain, or are actively working to obtain, or maintain, applicable certifications required by the program to avoid future compliance related issues.

Monitoring Scope:

The scope of the monitoring review covered contract activity for PY2023 to determine if DOE, LIHEAP, CEAP, CSBG and CSBG_DISC funds were used to assist eligible households and whether those funds were expended in accordance with applicable federal and state regulations and contractual requirements. Department staff conducted the following steps:

An in-depth review of the following activities:

- Four (4) DOE Client files and physical inspections
- Five (5) LIHEAP Client files and physical inspections
- Five (5) WAP Client Denial files
- Five (5) CSBG Case Management Client files working towards TOP
- Five (5) CSBG Client Denial files
- Five (5) CEAP Utility Assistance files
- Five (5) CEAP Client Denial files
- Ten (10) CSBG Disc Direct Service Client files
- CSBG Board Analysis Procedures
- Selected expenditures, financial transactions and support documentation for DOE, LIHEAP, CEAP, CSBG and CSBG_DISC contracts.
- Weatherization Assistance Program procurement
- CSBG Board Analysis

ROLLING PLAINS MANAGEMENT CORPORATION

Statement of Receipts and Disbursements

Administrative and Unrestricted Funds
 Percentage of budget expired 33%

	Budget 12/1/2023 to <u>11/30/2024</u>	<u>Actual</u> 12/1/2023 to <u>3/31/2024</u>	Remaining in Budget / <u>(over budget)</u>	Percent of % of Budget <u>Expended</u>
Received as of report date				
Funding - other	0.00	0.00	0.00	
Donations (cash)	3,000.00	4,700.00	(1,700.00)	
Insurance proceeds	0.00	102,333.38	(102,333.38)	
Program support received	92,000.00	23,420.95	68,579.05	25%
Indirect Cost Contribution	1,544,514.00	476,433.42	1,068,080.58	31%
Depreciation allocation	12,323.00	0.00	12,323.00	0%
Miscellaneous receipts	0.00	0.00	0.00	
Interest income	210,000.00	42,441.46	167,558.54	20%
Sale of equipment (net of costs)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
 Total Received as of report date	 <u>1,861,837.00</u>	 <u>649,329.21</u>	 <u>1,212,507.79</u>	 35%
Expenses paid through report date				
Personnel Expenses	890,533.00	289,436.46	601,096.54	33%
Fringe Benefits & Other Employee Expenses	249,544.00	72,058.59	177,485.41	29%
Direct Client Assistance	10,000.00	4,999.00	5,001.00	50%
Other Direct Program Costs	9,600.00	2,720.39	6,879.61	28%
Travel	33,000.00	4,942.94	28,057.06	15%
Professional Fees	51,600.00	2,963.71	48,636.29	6%
Supplies	26,800.00	4,377.50	22,422.50	16%
Occupancy	42,463.00	14,007.96	28,455.04	33%
Maintenance, Repairs & Lease of Equip	75,356.00	25,781.69	49,574.31	34%
Purchase of Equipment	0.00	11,664.00	(11,664.00)	
Purchase of land/buildings	0.00	0.00	0.00	
Major Renovations	300,000.00	0.00	300,000.00	0%
Interest	13,000.00	4,232.06	8,767.94	33%
Miscellaneous	19,396.00	4,954.28	14,441.72	26%
Program support of programs	<u>79,510.00</u>	<u>253.59</u>	<u>79,256.41</u>	0%
Total	1,800,802.00	442,392.17	1,358,409.83	25%
 Receipts over (under) disbursements	 <u>61,035.00</u>	 <u>206,937.04</u>		

ROLLING PLAINS MANAGEMENT CORPORATION

Statement of Receipts and Expenditures

Child Care /ISD Partnership

(Non grant funded)

Percentage of budget expired 33%

	Budget 12/1/2023 to <u>11/30/2024</u>	<u>Actual</u> 12/1/2023 to <u>3/31/2024</u>	Remaining in Budget / <u>(over budget)</u>	% of Budget <u>Expended</u>
Received as of report date				
Daycare fees	218,400.00	50,679.06	167,720.94	23%
Write off of bad debts	0.00	0.00	0.00	
Donations	0.00	0.00	0.00	
Program support received	159,510.00	0.00	159,510.00	0%
Grant funding	0.00	0.00	0.00	
Student Fees	210,000.00	73,224.33	136,775.67	45%
Misc receipts/Insurance proceeds	0.00	20,639.76	(20,639.76)	
Interest income	<u>20.00</u>	<u>23.02</u>	(3.02)	
Total Received as of report date	<u>587,930.00</u>	<u>144,566.17</u>	<u>443,363.83</u>	25%
Expenses paid through report date				
<u>Program Costs</u>				
Personnel Expenses	336,581.00	124,356.93	212,224.07	37%
Fringe Benefits & Other Employee	113,002.00	40,698.11	72,303.89	36%
Direct Client Assistance	500.00	73.36	426.64	15%
Other Direct Program Costs	7,300.00	2,019.49	5,280.51	28%
Travel	1,075.00	1,404.42	(329.42)	131%
Professional Fees	3,450.00	623.78	2,826.22	18%
Supplies	13,485.00	5,453.44	8,031.56	40%
Occupancy	32,372.00	4,766.13	27,605.87	15%
Maint, Repairs & Lease of Equipment	20,054.00	8,023.20	12,030.80	40%
Purchase of equipment	0.00	0.00	0.00	
Major Renovations	0.00	42,066.00	(42,066.00)	
Interest	0.00	0.00	0.00	
Miscellaneous	3,080.00	569.07	2,510.93	18%
Cost of meals (Food program)	<u>25,917.00</u>	<u>15,447.40</u>	<u>10,469.60</u>	60%
	556,816.00	245,501.33	311,314.67	44%
<u>Administrative Costs</u>	<u>31,114.00</u>	<u>18,820.59</u>	<u>12,293.41</u>	60%
Total expenses as of report date	<u>587,930.00</u>	<u>264,321.92</u>	<u>323,608.08</u>	45%
Receipts over (under) expenditures	<u>0.00</u>	<u>(119,755.75)</u>		

ROLLING PLAINS MANAGEMENT CORPORATION

Statement of Revenues and Expenditures

Head Start (Regular funding)

Award Number: 06CH012396-01-00

Percentage of budget expired: 33%

	<u>Budget</u>	<u>Actual</u>	<u>Remaining</u>	<u>Percentage</u>
	<u>12/1/2023 to</u>	<u>12/1/2023 to</u>	<u>in budget</u>	<u>of Budget</u>
	<u>11/30/2024</u>	<u>3/31/2024</u>		<u>Used</u>
<u>Direct Program Expenses</u>				
Salaries	\$1,387,128.00	\$376,118.39	\$1,011,009.61	27%
Fringe	\$438,040.00	\$131,690.28	306,349.72	30%
Out of town travel	\$12,960.00	\$3,753.14	9,206.86	29%
Equipment	\$0.00	\$0.00	0.00	
Supplies	\$92,566.00	\$39,418.70	53,147.30	43%
Audit and contractual	\$52,708.00	\$20,982.99	31,725.01	40%
Facilities / Construction	\$0.00	\$0.00	0.00	0%
Other	\$295,898.00	\$128,899.79	166,998.21	44%
Total Direct Costs	2,279,300.00	700,863.29	1,578,436.71	31%
<u>Indirect Administrative Costs</u>	214,372.00	65,649.03	148,722.97	31%
Total Cost	2,493,672.00	766,512.32	1,727,159.68	31%
Less: Program income	0.00	(210.00)	210.00	
Total expenses (net of program income)	\$2,493,672.00	\$766,302.32	\$1,727,369.68	31%
Non-Federal Cost Sharing or Match Required	\$141,277.77			

ROLLING PLAINS MANAGEMENT CORPORATION

Statement of Revenues and Expenditures

Early Head Start (Regular Funding)

Award Number: 06HP000265-05-01

Percentage of budget expired: 67%

	<u>Budget</u> 8/1/2023 to 7/31/2024	<u>Actual</u> 8/1/2023 to 3/31/2024	Remaining in budget	Percentage of Budget Used
<u>Program expense</u>				
Salaries	\$1,390,239.00	\$754,618.33	\$635,620.67	54%
Fringe	452,163.00	222,018.44	230,144.56	49%
Out of town travel	12,715.00	3,394.38	9,320.62	27%
Equipment	0.00	0.00	0.00	
Supplies	86,102.00	57,374.15	28,727.85	67%
Audit and contractual	29,096.00	23,648.85	5,447.15	81%
Facilities / Construction	0.00	0.00	0.00	
Other	216,542.00	169,556.30	46,985.70	78%
Total Direct Costs	<u>2,186,857.00</u>	<u>1,230,610.45</u>	<u>956,246.55</u>	56%
<u>Indirect Administrative Costs</u>	213,990.00	118,940.39	95,049.61	
Total Cost	<u>2,400,847.00</u>	<u>1,349,550.84</u>	<u>1,051,296.16</u>	56%
Less: Program income	0.00	0.00	0.00	
Total expenses (net of program income)	<u>\$2,400,847.00</u>	<u>\$1,349,550.84</u>	<u>\$1,051,296.16</u>	56%
Non-Federal Cost Sharing or Match Required	<u>\$0.00</u>	<u>\$141,277.77</u>		

Rolling Plains Management Corporation

Charges by credit card account

Charges due in : **March 2024**

<u>Credit Company</u>	<u>Amount</u>
Alon	\$ 4,305.25
Global Fleet	\$ 18,576.21
Office Depot	\$ 3,224.89
Sam's Club	\$ 1,698.60
United Supermarkets	\$ 3,635.41
Master Card	\$ 27,538.29
Walmart	\$ 1,497.35
	<u><u>\$60,476.00</u></u>



Conflict of Interest Policy

A. What Is the Purpose of this Policy?

Conflicts of interest raise governance, tax, and regulatory issues Rolling Plains Management Corporation (RPMC). They also raise concerns in the mind of the public and members of the media, potentially undermining the organization's reputation and good standing.

Generally speaking, a conflict of interest is a situation in which a RPMC Board Member or one of his or her family members has a personal or financial interest that compromises or could compromise the Board Member's independence of judgment in exercising his or her responsibilities to RPMC.

RPMC Board Members are expected to minimize conflicts of interest, disclose ethical, legal, financial, and other conflicts, and remove themselves from decision-making if they would otherwise be called on to act on a conflict involving themselves, their family members or entities with which they or their family members are closely associated.

Under this policy, Board Members are required to disclose actual or potential conflicts of interest, as well as certain relationships and transactions, to enable RPMC to report required information on its IRS Form 990 and to enable the RPMC Board to take steps it considers necessary or advisable to address conflicts of interest. Depending on the circumstances, a relationship and/or transaction disclosed under this policy will fall into one of three categories: the relationship/transaction 1) is not a conflict of interest, 2) is a conflict of interest that is permitted provided that certain procedures are followed, or 3) is a conflict that is prohibited altogether.

B. Who Is Covered by this Policy?

This policy covers the members of RPMC's Board of Directors.

C. Who Is Responsible for Implementing this Policy?

RPMC's Board of Directors has primary responsibility for implementing this policy. The policy will be disseminated to Board Members upon joining the Board and annually thereafter. The Board may delegate the responsibility for disseminating this policy and collecting signed disclosure statements to a Board committee or the Board Chair, who shall oversee the process and may be assisted by RPMC staff. The Board shall designate a Board committee to review the policy with Board Members on an annual basis, to evaluate disclosure statements and make recommendations to the Board as to

whether Board action on information disclosed is required or advisable, and to monitor implementation of the policy.

D. What Is the Meaning of Terms Defined in this Policy?

1. **Board of Directors (Board)** means the RPMC board of directors.
2. **Board Member** means an individual currently serving as a member of the Board.
3. **Closely Associated** means that an individual:
 - a. Has a Compensation Arrangement with an entity;
 - b. Has an Ownership Interest in an entity; or
 - c. Is negotiating, applying for or considering acquiring a Compensation Arrangement with or ownership interest in an entity.

A Compensation Arrangement is an arrangement involving direct or indirect compensation for services.

An Ownership Interest means that an individual owns at least 5% of the ownership interests (for example, shares of stock or partnership or limited liability company interests) or assets of an entity or, in the case of a publicly held corporation, at least 1% of the corporation's outstanding capital stock.

Examples:

A board member or Immediate Family Member has a Compensation Arrangement with each of the following entities when he/she:

- is the executive director of a homeless shelter;
- receives directors' fees for serving as a board member of a bank;
- receives commissions from a technology vendor for sales of software.

A board member or Immediate Family Member has an Ownership Interest in each of the following entities when he/she:

- is one of 10 partners in a law firm;
- is the sole proprietor of an IT consulting business;
- owns 15% of the stock of an office supply company;
- is one of 3 members of a construction business organized as a limited liability company (LLC).

A board member or Immediate Family Member has a potential Compensation Arrangement or Ownership Interest in each of the following entities when he/she:

- is applying for a job at an insurance brokerage;
- is negotiating the purchase of 40% of the stock of a car dealership.

4. **Community Action Agency (CAA)** means Rolling Plains Management Corporation and any existing or yet to be formed entities controlled by or under common control with Rolling Plains Management Corporation.

5. Conflicts of Interest

- a. **Conflict of Interest** means a situation in which a Board Member or his or her Immediate Family Member has, directly him- or herself or indirectly through another individual or entity, a personal or financial interest that compromises or could compromise the Board Member's independence of judgment in exercising his/her responsibilities to RPMC. Conflicts of Interest include, but are not limited to, Actual Financial Conflicts of Interest.

Examples:

- A Board Member's wife is a board member of a nonprofit to which RPMC is considering making a grant.
- The RPMC Board is deciding whether RPMC should take an active role in supporting a bill in the state legislature that would prohibit certain predatory lending practices involving car loans. A Board Member owns a car dealership that engages in practices the bill would prohibit.

b. Actual Financial Conflict of Interest

- i. Generally. An Actual Financial Conflict of Interest is a type of Conflict of Interest in which a Board Member or a Board Member's Related Party engages in a Transaction with RPMC and the Board.

Member knows, or by the exercise of reasonable care and diligence should have known, of the Transaction.

Examples:

- A Board Member's husband is the president and employee of a bank from which a RPMC obtains a line of credit.
- A Board Member is a residential landlord to whom RPMC makes rental payments on behalf of its clients.
- RPMC hires a Board Member's son to provide IT consulting services.
- A Board Member owns a 30% interest in a construction company hired by RPMC to renovate its headquarters building.
- A Board Member is the executive director of a homeless shelter to which RPMC makes a grant; 7% of the grant is used to cover indirect costs, including a portion of the executive director's salary.

- ii. Donations Excluded. An Actual Financial Conflict of Interest does not include a donation from a Board Member or a Board Member's Related Party to RPMC.
- iii. Certain Transactions Excluded. An Actual Financial Conflict of Interest does not include a situation where: (i) a Board Member or his/her Immediate Family Member has an existing or potential Compensation Arrangement with an entity that enters into a Transaction with RPMC, and (ii) the Transaction does not affect the Compensation Arrangement or the individual's prospect of employment or promotion. In these situations, the Interested Board Members should disclose the Conflicts of Interest and recuse themselves from Board discussions and votes on the Transactions at issue.

Examples:

- A Board Member is the director of a city planning department responsible for overseeing a grant for which RPMC is applying.
- A Board Member is a cashier at the local Staples, from which RPMC purchases office supplies. RPMC's purchases do not affect the Board Member's salary, performance evaluations, or prospect of promotion.
- A Board Member's son is applying for a job as a secretary at the insurance brokerage firm through which RPMC purchases insurance. The son is married and has a different last name from the Board Member and no one at the insurance brokerage is aware that he is related to the Board Member.
- The Board Member's son is hired as a secretary at the insurance brokerage. RPMC's purchase of insurance does not affect his salary, performance evaluations or prospects of promotion.

6. **Potential Conflict of Interest** means a situation that is not currently a Conflict of Interest but is likely to be identified as, or result in, a Conflict of Interest.

7. **Immediate Family Member** means a Board Member's:

- a. Spouse or partner in a civil union recognized by state law;
- b. Domestic partner or partner in a committed, personal relationship;
- c. Parent;
- d. Child;
- e. Sibling;
- f. Father-in-law, Mother-in-law;
- g. Brother-in-law, Sister-in-law;
- h. Son-in-law, Daughter-in-law;
- i. Grandparent; or
- j. Grandchild.

The term includes individuals related by blood, adoption, or marriage (i.e., step family members).

8. **Interested Board Member** means a Board Member with a Conflict of Interest.
9. **Transaction** means any financial agreement or relationship, including but not limited to those involving:
 - a. The sale, lease, purchase, transfer, or provision of goods, services, equipment, facilities, or rights of any kind;
 - b. The provision or receipt of a loan or grant;
 - c. A joint venture, partnership or collaboration; or
 - d. An investment.
10. **Related Party** means an Immediate Family Member or an entity with which a Board Member or his/her Immediate Family Member is Closely Associated.

E. What Types of Conflicts of Interest Are Prohibited by this Policy?

1. **Actual Financial Conflicts of Interest.** No RPMC Board Member may have an Actual Financial Conflict of Interest.
2. **Compensation and Employment.** A Board Member may not be compensated for his or her service on the RPMC Board or for providing services to RPMC. No Board Member or Immediate Family Member shall be an employee of RPMC. A former Board Member may be hired as an employee of RPMC, provided that at least 60 days have passed since he or she left the RPMC Board.

Examples:

- A Board Member may not receive a stipend for serving on the Board.
 - A Board Member who is a fundraising consultant may not be paid for providing her consulting services to RPMC.
 - A Board Member's sister-in-law may not be employed as a supervisor in RPMC's Weatherization program.
3. **Participation in Contracts.** Board Members shall not participate in the selection, award, or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest. Such a conflict would arise when the Board Member, any of his or her Immediate Family Members, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.
 4. **Organizational Conflicts of Interest.** Board members shall not enter into any transaction that creates an actual or perceived Organizational Conflict of interest. Organizational conflicts of interest may arise when the RPMC's relationship with a parent company, affiliate, or subsidiary organization causes the RPMC to be unable or appear to be unable to be impartial in conducting a transaction involving the parent company, affiliate, or subsidiary organization.

5. **Gifts.** Board Members are prohibited from soliciting or accepting gifts, gratuities, favors, or anything of monetary value, other than unsolicited items of nominal value, from:
 - a. Persons receiving benefits or services under any RPMC program;
 - b. Persons or organizations performing services for or providing goods or space to RPMC;
or
 - c. Persons who are otherwise in a position to benefit from the actions of a RPMC employee, officer, or Board Member.

Nominal value means \$50 or less per gift and \$75 or less for all gifts received from a particular individual or entity per calendar year. Acceptance of gifts of nominal value must be disclosed according to the procedures set forth in this policy. However, the prohibition on soliciting or accepting gifts does not include acceptance of token gifts of low-cost promotional items, such as pens, note pads, caps, calendars, and coffee mugs, and such gifts do not need to be disclosed.

Example: If RPMC's insurance broker offers a Board Member a week's free use of a beach house, the Board Member may not accept it.

6. **Federal Employees.** Board Members who are federal employees are prohibited from serving in any capacity that would require them to act as an agent of or attorney for RPMC in its dealings with any federal government departments or agencies (for example, as chair of RPMC's Board).
7. **Diversion of RPMC Resources.** Board Members and Board Members' Related Parties are prohibited from using RPMC equipment, facilities, assets, or staff time for non-RPMC purposes.

Example: RPMC's housing program has a construction crew on staff. A Board Member may not have the RPMC construction crew renovate her kitchen.

F. Are There Exceptions to What Is Considered a Conflict of Interest under this Policy?

The situations listed below are **not** considered to be either Conflicts of Interest or Actual Financial Conflicts of Interest under this policy.

1. **Provision of Services/Benefits.** Provision of services/benefits by RPMC to a Board Member or an Immediate Family Member solely because the individual is a member of a charitable class that RPMC, intends to benefit as part of the accomplishment of its charitable purposes, provided that:
 - a. The individual meets all applicable eligibility criteria for the services/benefits, including funding source rules on the provision of services/benefits to individuals with a close connection to the organization;

- b. The individual does not receive preferential treatment in receiving the services/benefits due to his or her connection with RPMC as a Board Member or as an Immediate Family Member;
 - c. The services/benefits are provided on terms similar to services/benefits provided to individuals who are neither Board Members nor Immediate Family Members; and
 - d. The Board Member is not involved in the decision about whether to provide services/benefits to the individual.
2. **Expense Reimbursements.** Expense reimbursements made by RPMC to a Board Member or Immediate Family Member for reasonable, necessary and documented expenses incurred by the Board Member or Immediate Family Member in the course of performing authorized services as a Board Member or volunteer for the organization, provided that the reimbursements are made pursuant to RPMC's Board-approved expense reimbursement plan and are permitted by any applicable funding source rules. Unless required by the Board in a particular circumstance, receipt of reimbursements meeting these criteria need not be disclosed under this policy.

G. What Information Must Be Disclosed under this Policy and How Should It Be Disclosed?

1. **Disclosures by Candidates for Board Seats.** The Board shall require each individual applying for a position on RPMC's Board to disclose on his or her application Conflicts of Interest (including Actual Financial Conflicts of Interest) involving him- or herself or any of his/her Related Parties.
2. **Disclosures by Board Members**
 - a. Obligation to Disclose. Each Board Member has a continuing obligation to disclose promptly and fully any actual or potential Conflicts of Interest of which he or she is aware.
 - b. Form and Frequency of Disclosure. Each Board Member shall complete and sign on an annual basis and at such times as Conflicts of Interest arise, a Conflict of Interest disclosure statement, in the form attached to this policy, fully and completely disclosing the material facts about any actual or potential Conflicts of Interest of which he or she is aware.

H. How Are Conflicts of Interest to Be Addressed under this Policy?

1. **Board Review.** The Board shall review and determine, with the assistance of legal counsel if necessary, how to address situations involving Conflicts of Interest.
2. **Exclusion of Interested Board Members.** An Interested Board Member shall not participate in any way in, or be present during, the deliberations and decision making with respect to an actual or potential Conflict of Interest in which s/he is involved. In addition, when the

Board is considering a proposed Transaction between RPMC and a Board Member or a Related Party, no Interested Board Member with respect to any proposed or existing Transaction with RPMC may participate in any way in, or be present during, the deliberations and decision making. Interested Board Members excluded from deliberation and decision making may, however, be available upon request to answer questions or provide material factual information about the situation under consideration.

Examples:

- The Board is considering whether to approve a grant to another nonprofit. A RPMC Board Member serves as a board member of that nonprofit. The Interested Board Member must disclose that Conflict of Interest and recuse herself from deliberations and decision making on the proposed grant. If the Interested Board Member does not voluntarily recuse herself, the Board must exclude her from deliberations and decision making on the grant.

- 3. Voting and Quorum.** The Board shall act on actual or potential Conflict of Interest situations by affirmative vote of a majority of Board Members at a meeting at which a quorum is present, provided that Interested Board Members with respect to the matter (and, in the case of a proposed Transaction between RPMC and a Board Member or Related Party, with respect to any proposed or existing Transaction with RPMC) shall not be counted for purposes of determining whether a quorum is present, nor for purposes of determining what constitutes a majority vote of Board Members in attendance.
- 4. Board Determination.** The Board (excluding any of the Interested Board Members required to be excluded by Subsections H.2. and H.3. above) shall decide whether there is: no Conflict of Interest; a Conflict of Interest that is not prohibited under this policy or other applicable laws, regulations or rules; or a Conflict of Interest that is prohibited.
 - a. No Conflict of Interest. If the Board determines that no Conflict of Interest exists, it shall inform any Board Members involved in the situation of its determination and take any other actions it deems prudent.
 - b. Conflict of Interest Not Prohibited.
 - i. Generally. If the Board concludes that a Conflict of Interest exists and it is not prohibited by this policy, the Board shall inform any Board Members involved in the situation of its determination and take any other actions it deems prudent to address the Conflict of Interest, including excluding Interested Board Members from deliberations and decision making as described in Sections H.2. and H.3. above.
 - ii. Proposed Transaction. Where a Conflict of Interest is not prohibited and involves a proposed Transaction between RPMC and a Board Member or Related Party, the Board shall gather and review appropriate data, including appropriate data as to

comparability, to determine whether the terms of the Transaction are fair and reasonable to and in the best interests of RPMC.

Examples of appropriate data as to comparability include:

- In the case of compensation, compensation levels paid by similarly situated organizations for functionally comparable positions, the availability of similar services in RPMC's geographic area, and current compensation surveys compiled by independent firms; and
- In the case of property, independent appraisals and offers received as part of an open and competitive bidding process.

In the event that the proposed Transaction involves procurement, RPMC's standard procurement rules, including any rules that may require competitive bidding, shall be followed.

If, after consideration of the comparability data and any other relevant factors (including, where appropriate, information on alternatives to the Transaction), the Board determines that, all factors being considered, the Transaction is fair and reasonable and in the best interests of RPMC, it may approve the Transaction.

Example: A RPMC Board Member is one of 150 partners at a law firm. RPMC is considering hiring the law firm to represent it in defending an employment discrimination claim. The Board Member will not work on the matter. Before hiring the law firm, the Board must determine whether the Board Member's compensation or her prospects of promotion will be affected by the services the firm will be providing to RPMC. The Board must also gather data (such as cost estimates from other law firms and the expertise of their attorneys) to determine whether the terms of the engagement are fair and in RPMC's best interests. The Board Member must recuse herself from all deliberation and decision-making on the matter. In addition, RPMC's standard procurement rules must be followed.

- c. Prohibited Conflict of Interest. If the Board determines that a prohibited Conflict of Interest exists or that a proposed Transaction would result in a prohibited Conflict of Interest, the Board shall decide either: (i) to decline to enter into the proposed Transaction, if applicable; or (ii) to request the resignation of Interested Board Member(s) and, if the Interested Board Member(s) do(es) not resign, follow appropriate legal procedures to remove the Interested Board Member(s).
- 5. Delegation to Committee.** The Board may establish or designate a committee of the Board to review any conflicts of interest questions raised by this policy, to determine whether a particular situation involves a Conflict of Interest, and to make recommendations to the Board about how to address Conflicts of Interest.

- 6. Reporting to Grantor.** RPMC must disclose in writing any actual or potential Conflict of Interest to the relevant federal awarding agency or pass-through entity in accordance with applicable federal awarding agency policy. This provision only applies to actual or potential Conflicts of Interest that involve the use of federal awards, whether those federal awards were received directly or through a pass-through entity.

I. How Should the Board's Decisions about Conflicts of Interest Be Documented?

The Board or committee shall document its decisions about a Conflict of Interest in its meeting minutes (and attachments to the minutes, if applicable). The minutes shall include: material facts regarding the Conflict of Interest; the basis for the Board's decision; the names of Board Members present and of those who voted on the matter; and any actions taken with respect to Interested Board Members with respect to the matter (for example, whether they were excluded from discussion and voting on the matter). The minutes must be prepared before the later of the next Board or committee meeting or 60 days after the final action is taken on the matter. Once prepared, the minutes must be reviewed and approved by the Board or committee (whichever is applicable) within a reasonable time.

J. What Are the Consequences of Violating this Policy?

If the RPMC Board has reason to believe that a Board Member has failed to disclose a Conflict of Interest or otherwise violated this policy, it shall inform the Board Member of the basis for this belief and afford him or her an opportunity to explain the alleged failure or violation.

If, after hearing the response of the interested party and making such further investigation as may be warranted in the circumstances, the Board determines that the Board Member has in fact failed to disclose an actual or Potential Conflict of Interest or otherwise violated this policy, it shall take appropriate disciplinary and corrective action, which may include removal from the Board.

Board Member:

Date:

Annual or Other Disclosure (circle one)



Conflict of Interest Disclosure Statement for RPMC Board Members

Reason for Policy. Conflicts of Interest raise governance, tax and regulatory issues for RPMC. They also raise concerns in the mind of the public and members of the media, potentially undermining RPMC's reputation and good standing. For these reasons, RPMC's Board Members should avoid Conflicts of Interest, disclose ethical, legal, financial and other such conflicts, and remove themselves from deliberations and decision-making on matters in which they have a Conflict of Interest.

Reason for this Statement. RPMC's Board of Directors is committed to the highest ethical standards in how RPMC conducts its business and operations. Completing this statement helps RPMC Board and management identify and evaluate situations and relationships that could be problematic for RPMC, including ones that could jeopardize its tax-exempt status or ability to obtain grants or other funding. It also assists RPMC in reporting information required on its IRS Form 990.

Completing this Statement. Each Board Member is required to complete and sign this statement annually and at such times as they become aware of actual or potential Conflicts of Interest. This statement should take no more than 10 to 15 minutes for most Board Members to complete. It asks intentionally broad questions, with the hope of identifying all relevant actual or potential Conflicts of Interest.

Defined Terms Used in this Statement. Capitalized terms used in this statement are defined in the Conflict of Interest Policy for RPMC Board Members.

Identifying a Conflict or Relationship Does Not Necessarily Mean There Is a Problem. In some instances, you may need to reveal a conflict or relationship when responding to a question. This does not necessarily mean that you have done something improper or violated the Conflict of Interest Policy for RPMC Board Members. By identifying conflicts and relationships, you permit RPMC's Board and management to make an informed judgment, further permitting them to address issues through appropriate action or safeguards. Being forthright now is the best approach.

If You Have Questions about the Policy or this Statement. If you have questions about RPMC's Conflict of Interest Policy for Board Members or this Statement, ask the Board Chair or a member of the [insert name of committee], which has been designated by the Board to implement the policy.

(Continued on next page)

Board Member:

Date:

Annual or Other Disclosure (circle one)

Please base your answers to the questions below on facts that exist now or that have arisen since you last completed this form.

Do any of your Immediate Family Members serve as a RPMC Board Member or RPMC officer?

Yes No

If yes, please identify the Immediate Family Member, his or her position and your relationship to him or her:

Do you or any of your Immediate Family Members serve as an employee of RPMC?

Yes No

If yes, please identify the individual, your relationship to him/her, and his/her employer and position there.

To the best of your knowledge, are you or any of your Related Parties engaged in any Transactions with a RPMC Board Member, with a RPMC officer, or with an employee of RPMC? For this purpose, a Transaction does not include a transaction between an attorney and client, or a medical professional (including psychologist) and patient.

Yes No

If yes, please identify the individuals or entities involved and the Transactions in which they are involved:

(Continued on next page)

Board Member:

Date:

Annual or Other Disclosure (circle one)

Are you or, to the best of your knowledge, are any other Board Members compensated for providing services to RPMC?

Yes No

If yes, please identify the Board Member and describe the services and compensation:

To the best of your knowledge, are you, any other Board Members, or any Immediate Family Members of Board Members (including your own Immediate Family Members) engaged in or considering engaging in a Transaction with RPMC?

Yes No

If yes, please identify the Board Member and/or Immediate Family Member and describe the Transaction:

To the best of your knowledge, are you, any other Board Members, or any Immediate Family Members of Board Members (including your own Immediate Family Members) Closely Associated with any entity that is engaged in or considering engaging in a Transaction with RPMC?

Yes No

If yes, please identify the Board Member and/or Immediate Family Member, the entity and the Compensation Arrangement or Ownership Interest, and describe the Transaction:

(Continued on next page)

Board Member:

Date:

Annual or Other Disclosure (circle one)

To the best of your knowledge, have you or any other Board Members solicited or accepted gifts, gratuities, favors, or anything of monetary value (other than token gifts of low-cost promotional items, such as pens, note pads, caps, calendars, and coffee mugs) from: (a) persons receiving benefits or services under any RPMC program; (b) persons or organizations performing services for or providing goods or space to RPMC; or (c) persons who are otherwise in a position to benefit from the actions of a RPMC employee, officer, or Board Member?

Yes No

If yes, please identify the Board Member, the item that was solicited or accepted, and the person or entity from whom the item was solicited or accepted:

To the best of your knowledge, have you or any other Board Members participated in the selection, award, or administration of a contract supported by a federal award if you have a real or apparent conflict of interest? Such a conflict would arise when the Board Member, any of his or her Immediate Family Members, his or her partner, or an organization which employs or is about to employ any of these parties, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.

Yes No

If yes, please identify the Board Member, the contract and the conflict of interest.

(Continued on next page)

Board Member:

Date:

Annual or Other Disclosure (circle one)

To the best of your knowledge, have you or any other Board Members entered into any Transaction that creates or would create an actual or perceived Organizational Conflict of Interest? Organizational Conflicts of Interest may arise when RPMC's relationship with a parent company, affiliate, or subsidiary organization causes RPMC to be unable or appear to be unable to be impartial in conducting a transaction involving the parent company, affiliate, or subsidiary organization.

Yes No

If yes, please identify the Board Member and the Conflict of Interest

To the best of your knowledge, have you, any other Board Members or Board Members' Related Parties (including your own Related Parties) used RPMC equipment, facilities, assets, or staff time for non-RPMC purposes?

Yes No

If yes, please identify the Board Member or Related Party, the RPMC equipment, facilities, assets or staff used, and the purpose for which it was used:

To the best of your knowledge, are you aware of any other Conflicts of Interest not already disclosed above? A Conflict of Interest is a situation in which a Board Member or his or her Immediate Family Member has, directly him- or herself or indirectly through another individual or entity, a personal or financial interest that compromises or could compromise the Board Member's independence of judgment in exercising his/her responsibilities to RPMC.

Yes No

If yes, please identify the Board Members and any other parties involved and describe the situation:

(Continued on next page)

Board Member:

Date:

Annual or Other Disclosure (circle one)

By signing this form, I certify that:

I have received a copy of the Conflict of Interest Policy for RPMC Board Members, that I have read and understand it; and I agree to abide by it; and;

To the best of my knowledge, my responses on this statement are accurate, true and complete.

Signature: _____

Print Name: _____

Date: _____



Proposed Updated Child Care Rates – 2024-2025

0-17 months

Full Day **\$38**

Half Day **\$35**

Weekly **\$190**

After School Rates (3:30 -5:00 p.m.) **\$10/Day**

18-5 years

Full Day **\$32**

Half Day **\$28**

Weekly **\$160**

After School Rates (3:30 -5:00 p.m.) **\$8/Day**

6 Yrs & Up

Full Day **\$28**

Half Day **\$23**

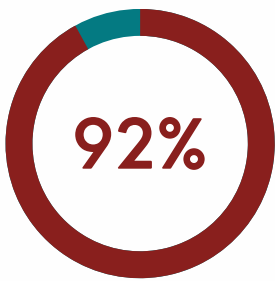
Weekly **\$140**

After School Rates (3:30 -5:00 p.m.) **\$8/Day**

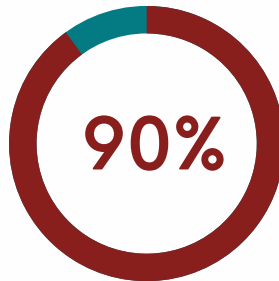
2024 Customer Satisfaction Report



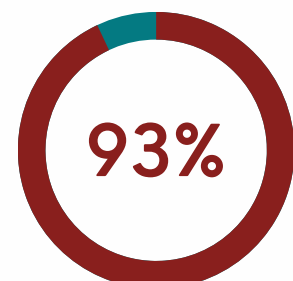
**4.5 Overall Service
Rating**



**Customers stated
services were easy
to access and
improved their
quality of life.**



**Customers stated
staff communicated
program
requirements and
services.**



**Customers stated
staff treated them
in a professional
manner.**

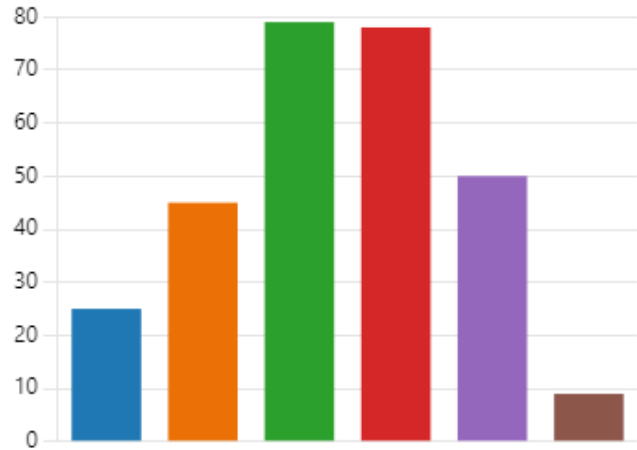
Rolling Plains Management Corporation (RPMC) distributed a Customer Satisfaction Survey to evaluate the quality of services provided to customers who received services from April 2023 – March 2024. An unknown number of surveys were distributed through mail, email, and in-person from April 8 - May 10, 2024. Some respondents did not respond to all questions. Microsoft Forms was used to aggregate data for analysis. Appendix A provides charts detailing client responses while the questionnaire is shown in Appendix B.



2. How long have you been a Rolling Plains Management Corporation Customer?

[More Details](#)

● Less than 6 months	25
● 6 months to 1 year	45
● 1 - 2 years	79
● 2 - 5 years	78
● More than 5 years	50
● Not a customer	9



3. Please choose the answer that describes you:

[More Details](#)

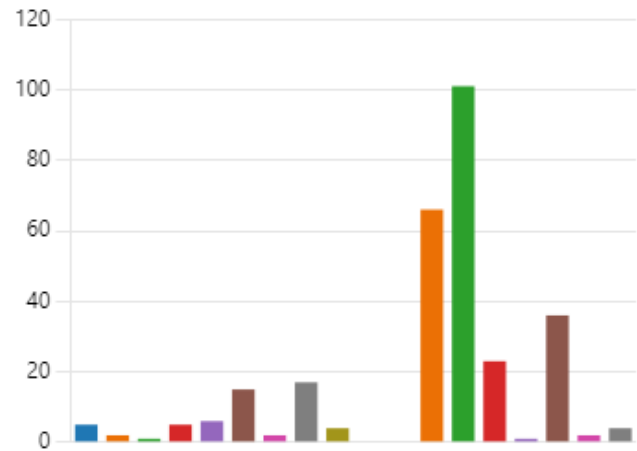
● Veteran	44
● Surviving Spouse of Veteran	8
● Not Applicable	197



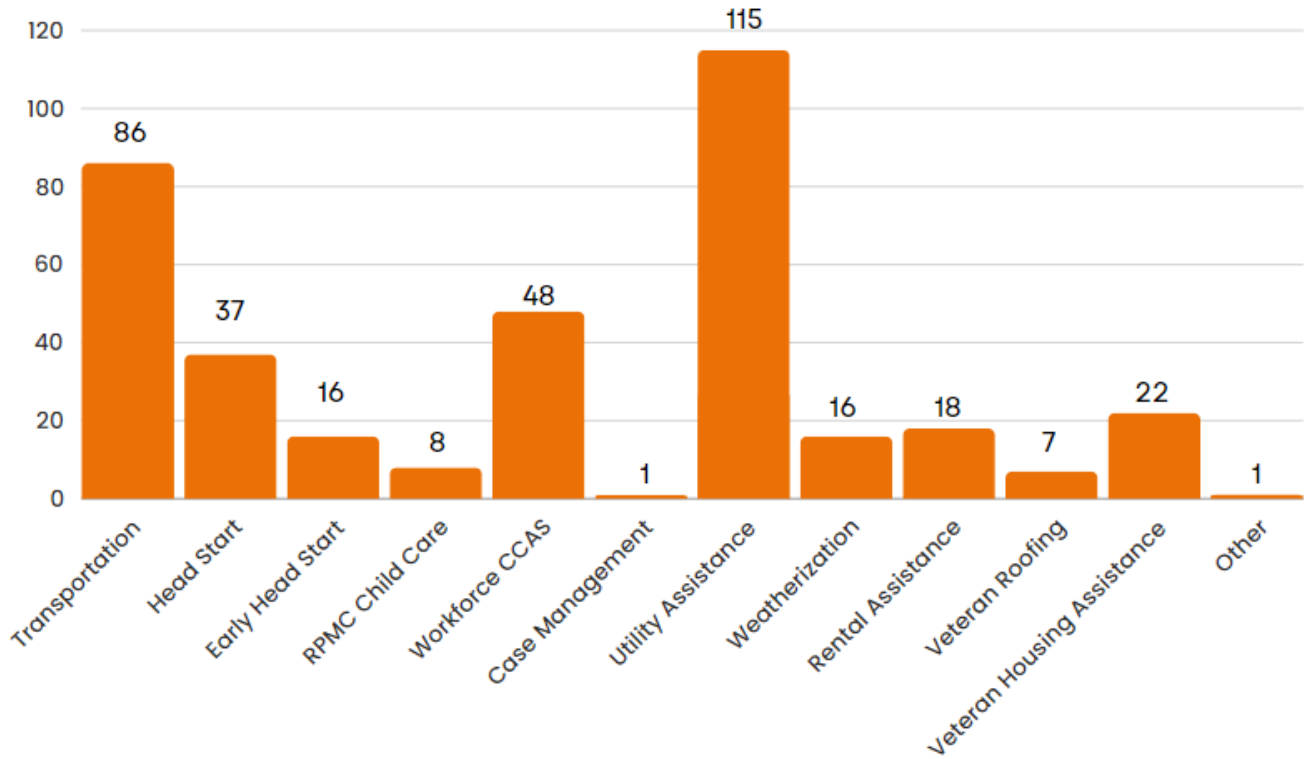
5. Choose the county where you live

[More Details](#)

Archer	5
Baylor	2
Clay	1
Cottle	5
Foard	6
Hardeman	15
Jack	2
Knox	17
Montague	4
Shackelford	0
Stephens	0
Taylor	66
Wichita	101
Wilbarger	23
Wise	1
Young	36
Unspecified	2
Other	4




Choose the service(s) you or your household member received from our agency:



12. Was the service easy to access?

[More Details](#)

 Insights

- Yes 264
- No 15
- No Opinion 9



13. Did the service you received improve your specific situation or quality of life?

[More Details](#)

[Insights](#)

● Yes	266
● No	10
● No Opinion	14



14. Did staff communicate program requirements and services?

[More Details](#)

[Insights](#)

● Yes	258
● No	14
● No Opinion	14



15. Did staff treat you in a professional manner?

[More Details](#)






● Yes	269
● No	7
● No Opinion	12



16. How would you describe your overall service experience?

[More Details](#)

 [Insights](#)

 Extremely Satisfactory	195
 Satisfactory	71
 No Opinion	8
 Unsatisfactory	9
 Very Unsatisfactory	7



17. Did you receive services from SHARP Lines Rural Public Transportation?





[More Details](#)

 Yes	88
 No	165



18. How often do you ride SHARP Lines?

[More Details](#)

 Weekly	37
 Monthly	22
 Every few months	8
 Other	12



19. How long have you been a SHARP Lines customer?

[More Details](#)

● Less than 6 months	13
● 6 months to 1 year	12
● 1 - 2 years	21
● More than 2 years	35
● Not a customer	3



20. Have you used any of the following items when you rode with SHARP Lines?

[More Details](#)

● Wheelchair	18
● Walker	13
● Cane	13
● Oxygen Tank	3
● Does not apply	39



21. How did you pay for your rides?

[More Details](#)

● Insurance/Medicaid	68
● Private Pay	5
● Veteran Assistance	1



22. Was it easy to schedule a ride?

[More Details](#)

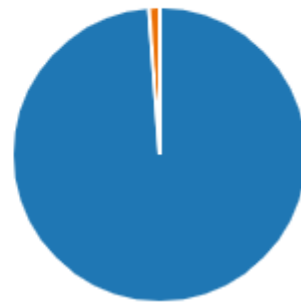
● Yes	80
● No	5
● No Opinion	0



23. Did the Transportation vehicle appear to be clean?

[More Details](#)

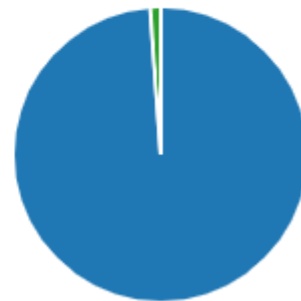
● Yes	85
● No	1
● No Opinion	0



24. Did the driver greet you at the door of the vehicle?

[More Details](#)

● Yes	86
● No	0
● No Opinion	1



25. Were proper safety measures taken when you rode? (seatbelts, harnesses, wheelchair straps)

[More Details](#)

● Yes	85
● No	2
● No Opinion	0



26. Did you feel safe riding on the bus?

[More Details](#)

● Yes	85
● No	0
● No Opinion	0



27. Were you on time to your appointment(s)?

[More Details](#)

● Yes	82
● No	0
● No Opinion	2



28. Were you comfortable on the bus? (temperature, vents, comfy seats)

[More Details](#)

● Yes	82
● No	5
● No Opinion	0



29. Was the driver helpful to resolve issues regarding your trip?

[More Details](#)

● Yes	78
● No	2
● No Opinion	6



30. Did the dispatcher communicate the rules and available services?

[More Details](#)

● Yes	76
● No	4
● No Opinion	5



31. Did the dispatcher treat you in a professional manner?

[More Details](#)

● Yes	83
● No	1
● No Opinion	2



32. Did the driver treat you in a professional manner?

[More Details](#)

● Yes	84
● No	0
● No Opinion	2



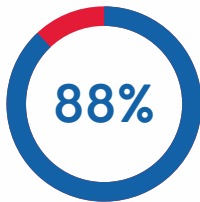


2024 Head Start/Early Head Start Customer Satisfaction Report

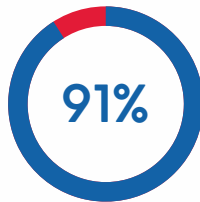


4.9 Overall Service Rating

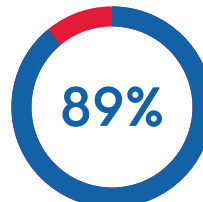
Rolling Plains Management Corporation's (RPMC) Head Start/Early Head Start program distributed a Customer Satisfaction Survey to evaluate the quality of services provided to currently enrolled children and families. Surveys were distributed through email and in-person from April 8 - May 10, 2024. Some respondents did not respond to all questions. Microsoft Forms was used to aggregate data for analysis. Appendix A provides charts detailing client responses while the questionnaire is shown in Appendix B.



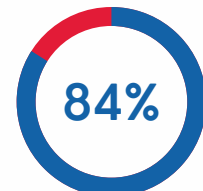
Parent/Guardian(s) felt welcomed while visiting the center



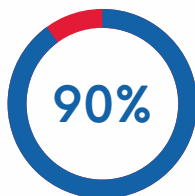
Parent/Guardian(s) felt child was treated with dignity/respect



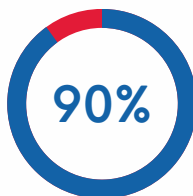
Parent/Guardian(s) felt they were treated with dignity/respect



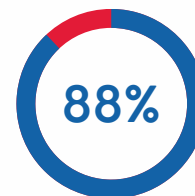
Parent/Guardian(s) felt they regularly received information on child's learning



Parent/Guardian(s) felt they had the opportunity to make goals for their child



Parent/Guardian(s) felt they had the opportunity to make goals for themselves/family

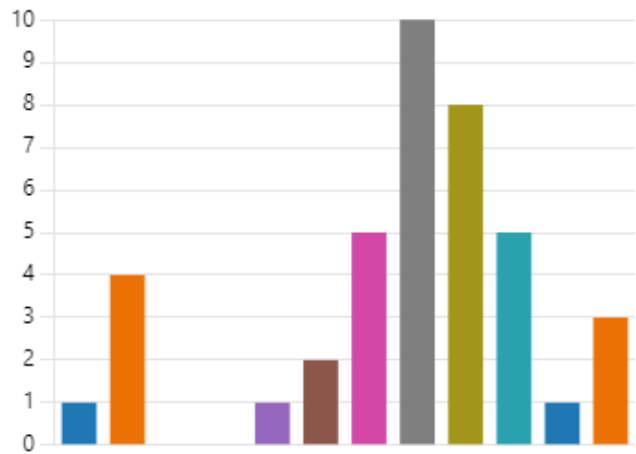


Parent/Guardian(s) felt they were offered parent training and hand-outs about topics of interest.

34. In which center was your child or children enrolled?

[More Details](#)

- Archer City Child Development ... 1
- Holliday Child Development Ce... 4
- Seymour Child Development Ce... 0
- Paducah Child Development Ce... 0
- Crowell Child Development Cen... 1
- Chillicothe Child Development C... 2
- Turner Child Development Center 5
- Knox City Child Development C... 10
- Munday Child Development Ce... 8
- Wilbarger County Preschool 5
- Graham Child Development Cen... 1
- Olney Child Development Center 3



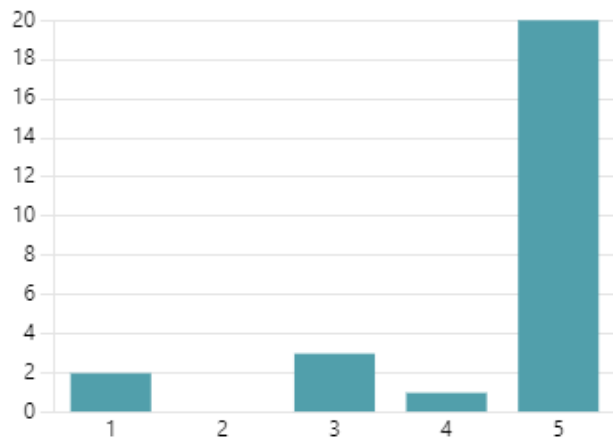
35. I felt welcome while visiting the center.

[More Details](#)

 Insights


4.42

Average Rating



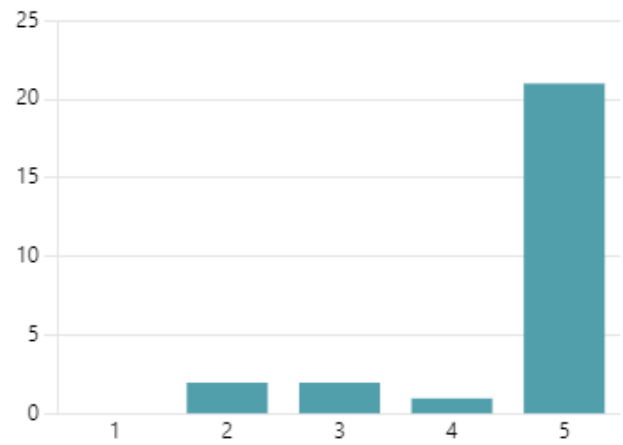
36. My child was treated with dignity and respect.

[More Details](#)

 Insights

4.58

Average Rating



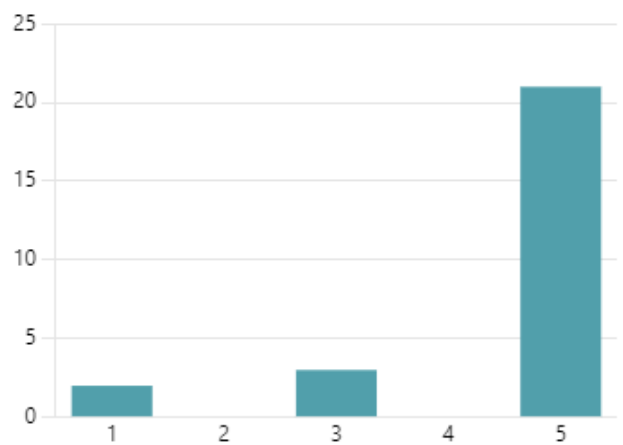
37. I was treated with dignity and respect.

[More Details](#)

 Insights

4.46

Average Rating

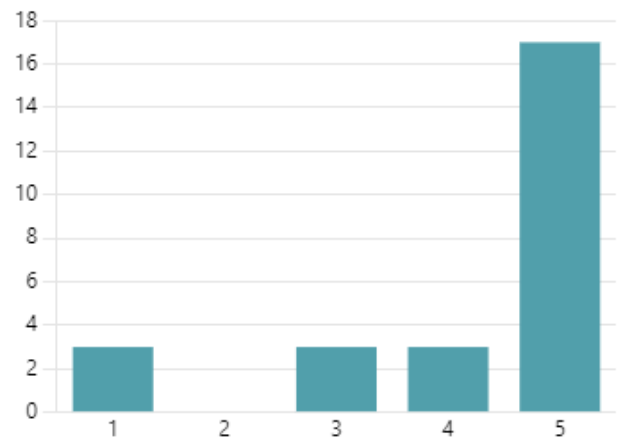


39. I regularly received information on what my child is learning.

[More Details](#)

[Insights](#)

4.19
Average Rating

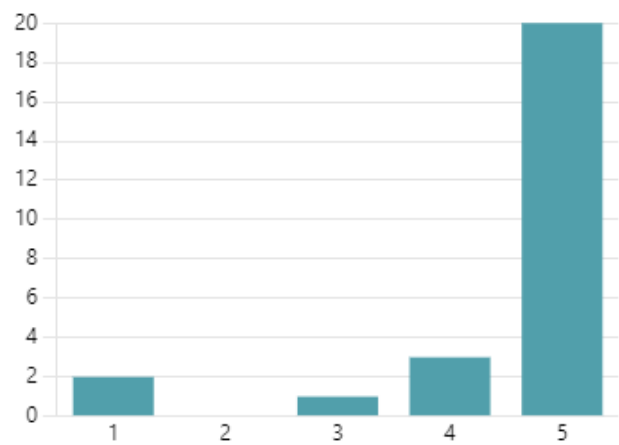


40. I had the opportunity to make goals for my child.

[More Details](#)

[Insights](#)

4.50
Average Rating

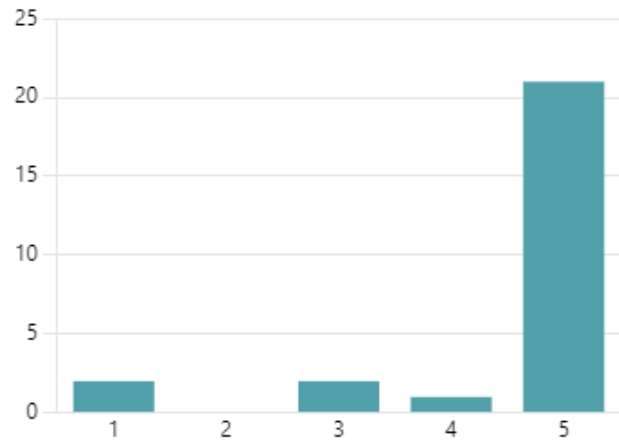


41. I had the opportunity to make goals for myself and my family.

[More Details](#)

 Insights

4.50
Average Rating



42. I was offered parent training and hand-outs about topics of interest to me and my family.

[More Details](#)

 Insights

4.42
Average Rating

