ANNUAL REPORT

For audited information as of 9-30-2021

Community Services of Northeast Texas, Inc.
Our Community Services Vision

To be the leading organization in our region which empowers families to be self-reliant, educated, and healthy

Our Head Start Vision

To provide a system of education and encouragement which results in school-readiness for young children and their families
COMMUNITY ACTION CODE OF ETHICS

We, as Community Action Professionals, dedicate ourselves to eliminating poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training; the opportunity for work; and the opportunity to live in decency and dignity; and with respect for cultural diversity, commit ourselves to:

- Recognize that the chief function of the Community Action movement at all times is to serve the best interests of the poor, thereby serving the best interests of all people.
- Accept as a personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the board of directors.
- Keep the community informed about issues affecting the poor; facilitate communication by the poor with locally elected public officials and the private sector.
- Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.
- Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- Lead the Community Action movement with respect, concern, courtesy, and responsiveness, recognizing that service to the poor is beyond service to oneself.
- Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our Community Action activities in order to inspire confidence and trust in the Community Action movement.
- Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.
- Avoid any interest or activity that is in conflict with the conduct of official duties.
- Respect and protect privileged information to which we have access in the course of official duties.
- Strive for professional excellence and encourage the professional development of our associates, including those seeking to become certified Community Action professional.
Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to Helping People Help themselves and each other.
PROFESSIONALISM
I exhibit professionalism in every level of my actions allowing myself and those around me to be mission-driven.

INTEGRITY
I conduct myself in a manner of integrity regardless of whether I am working alone or with others.

TEAMWORK
I work with all members of my team toward the realization of our goals, acknowledging that each member of the team is vital to our success.

CHARACTER
I am a person of moral distinction and I always take the highest position possible in matters of character.

HONESTY
I understand the value of truth and accept it as the only option in my daily activities.

ETHICS
I am guided by the highest ethical standards and the Agency’s mantra, “We do things the right way, the first time.”

RESPECT
I understand respect is an essential part of professional relationships. I get respect when I give respect.
COMPASSION
I will embrace the human condition, acknowledge when only kind efforts will suffice, and lead by example.

ACCOUNTABILITY
I know that all my actions will be viewed by others, and as such, I am committed to excellence and accuracy.

TRANSPARENCY
I believe my actions and the actions of my team are pure, and will withstand public scrutiny.

COURTESY
I know that all issues are more easily solved with courteous efforts. When deciding to either win a debate on principle or to be kind, I choose kindness every time.

HUMILITY
I know that I am no better nor worse than anyone. I try to see myself as others see me.

EMPATHY
I seek to understand. When I can see issues from another’s perspective, I can be a greater help to them.

RELIABILITY
I maintain reliable standards, keeping appointments and promises, and never letting anyone down.
Our Core Values

A great team needs good pitchers and good catchers

Professionalism  Compassion
Integrity          Accountability
Teamwork          Transparency
Character          Courtesy
Honesty           Humility
Ethics            Empathy
Respect           Reliability
There are two types of values recognized by CSNT:

- Pitcher Values
- Catcher Values

PITCHER VALUES
Pitcher Values are those which we ‘throw’ out each day with our forward actions. It might be difficult for someone to see us exemplifying these values without our outward actions.

CATCHER VALUES
Catcher Values are those which are more visible by others simply by watching us do what we do each day. They are the things that people ‘catch’ us doing in our daily routine.
I exhibit professionalism in every level of my actions allowing myself and those around me to be mission-driven.
I conduct myself in a manner of integrity regardless of whether I am working alone or with others.

Core Values
PITCHER Value # 2
I work with all members of my team toward the realization of our goals, acknowledging that each member of the team is vital to our success.

Core Values
PITCHER Value # 3
I am a person of moral distinction and I always take the highest position possible in matters of character.
I understand the value of truth and accept it as the only option in my daily activities.
I am guided by the highest ethical standards and the Agency’s mantra,

“We do things the right way, the first time.”
I understand respect is an essential part of professional relationships.

I get respect when I give respect.

Core Values
PITCHER Value # 7
**Programs operated and counties served:**

**Head Start**  
Operated in four counties  
- Bowie  
- Camp  
- Cass  
- Morris

**Early Head Start**  
Operated in one county  
- Cass

**Children/Adult Care Food Program**  
Operated in four counties  
- Bowie  
- Camp  
- Cass  
- Morris

**Community Services Block Grant**  
Operated in twelve counties  
- Bowie  
- Camp  
- Cass  
- Delta  
- Franklin  
- Hopkins  
- Lamar  
- Marion  
- Morris  
- Rains  
- Red River  
- Titus

**Comprehensive Energy Assistance Program**  
Operated in twelve counties  
- Bowie  
- Camp  
- Cass  
- Delta  
- Franklin  
- Hopkins  
- Lamar  
- Marion  
- Morris  
- Rains  
- Red River  
- Titus

**Food Banks**  
Operated in four counties  
- Bowie  
- Camp  
- Cass  
- Marion  
- Titus

**Salvation Army**  
Operated in four counties  
- Bowie  
- Camp  
- Cass  
- Hopkins  
- Marion  
- Morris

**Tenant Based Rental Assistance**  
Operated in twelve counties  
- Bowie  
- Camp  
- Cass  
- Delta  
- Franklin  
- Hopkins  
- Lamar  
- Marion  
- Morris  
- Rains  
- Red River  
- Titus

**Targeting Local Communities (TLC)**  
Operated in twelve counties  
- Bowie  
- Camp  
- Cass  
- Delta  
- Franklin  
- Hopkins  
- Lamar  
- Marion  
- Morris  
- Rains  
- Red River  
- Titus

**Veterans Services Now**  
Operated in fifteen counties  
- Bowie  
- Panola  
- Gregg  
- Upshur  
- Cass  
- Delta  
- Franklin  
- Hopkins  
- Lamar  
- Marion  
- Morris  
- Rains  
- Red River  
- Titus

**Offices, occupied buildings, and locations of operation in the following cities:**

- Atlanta  
- Hughes Springs  
- Mt Pleasant
- Bloomburg  
- Linden  
- Sulphur Springs
- Naples  
- New Boston  
- Paris
- Daingerfield  
- Texarkana
- Jefferson
Community Services of Northeast Texas, Inc. currently employs 108 employees. The total payroll for fiscal year ending September 30, 2021 was $4 million.

CSNT, Inc. currently operates in 21 locations in a twelve county area. Eight of the locations operate the Head Start program. Early Head Start is provided at one of the eight Head Start locations. CSNT has the ability to provide certain services in additional counties.

### Revenue

Federal Awards

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td></td>
<td>$4,194,699</td>
</tr>
<tr>
<td>Early Head Start</td>
<td></td>
<td>206,852</td>
</tr>
<tr>
<td>Community Services Block Grant</td>
<td>387,991</td>
<td></td>
</tr>
<tr>
<td>Community Services Block Grant - CARES</td>
<td>455,185</td>
<td></td>
</tr>
<tr>
<td>Comprehensive Energy Assistance Program</td>
<td>1,956,179</td>
<td></td>
</tr>
<tr>
<td>Comprehensive Energy Assistance Program - CARES</td>
<td>1,071,725</td>
<td></td>
</tr>
<tr>
<td>Tenant Based Rental Assistance Program</td>
<td>33,659</td>
<td></td>
</tr>
<tr>
<td>SS Administration</td>
<td></td>
<td>34,570</td>
</tr>
</tbody>
</table>

Fee-for-service contracts

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans Services Now</td>
<td>235,808</td>
</tr>
<tr>
<td>USDA-CACFP</td>
<td>156,436</td>
</tr>
</tbody>
</table>

Private & State Funds

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Nutrition</td>
<td>0</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>5,083</td>
</tr>
<tr>
<td>Targeting Local Communities</td>
<td>2,162</td>
</tr>
<tr>
<td>Other cash donations</td>
<td>41,820</td>
</tr>
<tr>
<td>In-kind donations</td>
<td>1,538,575</td>
</tr>
<tr>
<td>Youth Empowerment</td>
<td>0</td>
</tr>
<tr>
<td>Upshur Rural Power Company</td>
<td>8,193</td>
</tr>
</tbody>
</table>

Total revenue all categories $10,330,937

Community Services of Northeast Texas, Inc. is a 501(c)3 charity, and as such retains no earnings from Federal awards, and all revenues are expended according to federal, state, and local regulations.

### Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Head Start</th>
<th>Early Head Start</th>
<th>CSBG</th>
<th>CEAP</th>
<th>All others</th>
<th>Org. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>3,198,308</td>
<td>132,456</td>
<td>261,384</td>
<td>353,462</td>
<td>67,200</td>
<td>4,012,810</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>733,115</td>
<td>35,782</td>
<td>44,535</td>
<td>79,001</td>
<td>12,394</td>
<td>904,826</td>
</tr>
<tr>
<td>Travel</td>
<td>60,958</td>
<td>0</td>
<td>6,633</td>
<td>12,646</td>
<td>11,135</td>
<td>91,370</td>
</tr>
<tr>
<td>Equipment‡</td>
<td>124,541</td>
<td>18,590</td>
<td>13,618</td>
<td>3,510</td>
<td>118,767</td>
<td>279,026</td>
</tr>
<tr>
<td>Supplies§</td>
<td>424,304</td>
<td>18,184</td>
<td>22,250</td>
<td>7,561</td>
<td>30,619</td>
<td>502,918</td>
</tr>
<tr>
<td>Contractual services‡</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (rent, utilities, operating expenses)§</td>
<td>1,316,828</td>
<td>47,690</td>
<td>480,853</td>
<td>2,571,727</td>
<td>213,341</td>
<td>4,630,439</td>
</tr>
<tr>
<td>Direct assistance services to, or on behalf of clients</td>
<td>5,858,054</td>
<td>252,701</td>
<td>829,272</td>
<td>3,027,905</td>
<td>453,456</td>
<td>10,421,389</td>
</tr>
</tbody>
</table>

1 For Head Start, this line item includes vehicles and equipment over the cost of $5,000
2 Supplies in 'all others' includes all consumable and food costs for the nutrition programs
3 This line item is for contracted services outside the normal scope of program operation
4 The 'Other' category is used for all programs to include non-delineable items including, but not limited to rent, space costs, utilities, telephone, publications, fees, printing, legal, audit, insurance, fuel, repairs, travel costs not previously used.
stated, building maintenance, safety costs, memberships, and all other standard operating costs.
**Note:** Revenue amounts represent program funding; expense amounts represent fiscal year amounts and may not equal entire program funding amounts

### PROPOSED BUDGETS

**Head Start / Early Head Start**

<table>
<thead>
<tr>
<th>Category</th>
<th>Head Start</th>
<th>Early Head Start</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$2,142,878</td>
<td>$135,602</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$525,005</td>
<td>Fringe Benefits</td>
<td>$33,223</td>
</tr>
<tr>
<td>Travel (4120)</td>
<td>$10,000</td>
<td>Travel (4120)</td>
<td>$2,190</td>
</tr>
<tr>
<td>Equipment</td>
<td>$35,000</td>
<td>Equipment</td>
<td>$0</td>
</tr>
<tr>
<td>Supplies (4122)</td>
<td>$631</td>
<td>Supplies (4122)</td>
<td>$200</td>
</tr>
<tr>
<td>Supplies</td>
<td>$193,446</td>
<td>$19,350</td>
<td></td>
</tr>
<tr>
<td>Contractual</td>
<td>$275,350</td>
<td>Contractual</td>
<td>$0</td>
</tr>
<tr>
<td>Facilities / Construction</td>
<td>$0</td>
<td>Facilities / Cor</td>
<td>$0</td>
</tr>
<tr>
<td>Other (4120)</td>
<td>$29,750</td>
<td>Other (4120)</td>
<td>$2,867</td>
</tr>
<tr>
<td>Other (4122)</td>
<td>$457,503</td>
<td>Other (4122)</td>
<td>$25,918</td>
</tr>
<tr>
<td>Indirect Costs</td>
<td>$403,242</td>
<td></td>
<td>$23,788</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,072,805</td>
<td></td>
<td>$243,138</td>
</tr>
</tbody>
</table>

**Community Services Block Grant**

<table>
<thead>
<tr>
<th>Category</th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$221,654</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$39,641</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>$5,457</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>$15,221</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>$13,090</td>
<td></td>
</tr>
<tr>
<td>Contractual</td>
<td>$11,467</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$120,716</td>
<td></td>
</tr>
<tr>
<td>Indirect Costs</td>
<td>$6,701</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$433,947</td>
<td></td>
</tr>
</tbody>
</table>

**Comprehensive Energy Assistance Program**

<table>
<thead>
<tr>
<th>Category</th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$81,993</td>
<td></td>
</tr>
<tr>
<td>Household Crisis</td>
<td>$9,720</td>
<td></td>
</tr>
<tr>
<td>Utility Assistance</td>
<td>$589,441</td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>$206,851</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$887,605</td>
<td></td>
</tr>
</tbody>
</table>

### HEAD START / EARLY HEAD START SERVICE DATA

Total number of children to be served based on Head Start / Early Head Start funding: 481

Average number of children served daily (Head Start / Early Head Start): HS 448 EHS 16

Average monthly enrollment (as a percentage of funded enrollment HS/EHS): HS 89% EHS 80%

Percentage of eligible children served (Head Start / Early Head Start): HS 52% EHS 5%
RECENT REVIEWS

The most recent review of the Head Start program revealed the following findings:

CSSR - Comprehensive Services and School Readiness (no areas of non-compliance)

Health & Safety - (No areas of non-compliance - one concern (1304.53(a)(10)(xii)) (bathroom flooring was replaced)

Classroom Assessment Scoring System - Results within the benchmarks set by Head Start

Eligibility, Recruitment, Selection, Enrollment, Attendance (ERSEA) (no areas of non-compliance)

Leadership, Governance, and Management Systems - will be reviewed in the future

The most recent audit of Community Services of Northeast Texas, Inc. revealed the following:

Material weakness identified in financial reporting NO

Material weakness identified in control over federal awards NO

Significant deficiencies identified NONE

Audit findings required to be reported under 45 CFR Part 75 & 45 CFR Part 200 NONE

Auditee qualified as a low-risk auditee NO

Financial findings and questioned costs NONE

Broker's Opinion:

Frank Lanier, Broker Lic 279164

East Texas Realty

108 E Rush Street P.O. Box 509

Linden TX 75563

903-756-7781

620-431-6342

HEAD START MEDICAL AND DENTAL SERVICE INFORMATION

Percentage of enrolled children up-to-date on schedule of age appropriate preventive and primary health care (Head Start/Early Head Start) HS 90% EHS 100%

Percentage of enrolled children receiving dental exams (Head Start/Early Head Start) HS 84% EHS 63%

Percentage of enrolled children with up-to-date immunizations (Head Start/Early Head Start) HS 98% EHS 100%

Percentage of enrolled children with an IEP (Head Start/Early Head Start) HS 11% EHS 13%
PARENT ENGAGEMENT ACTIVITIES
CSNT, Inc. Head Start/Early Head Start coordinates the following activities to promote parent involvement:
• Parent Committee meetings
• Parent Trainings and Activities
• Monthly Policy Council meetings
• Volunteering in classrooms
• Budget management training
• Job search and counseling from local colleges
• Local college and universities financial aid training
• Partnering with Local Food Banks
• Implementation of the FRED (Families Reading Every Day) program
• Participation in SHOP WITH A COP Program

PREPARING CHILDREN FOR KINDERGARTEN
CSNT, Inc. Head Start/Early Head Start engages in the following efforts to prepare children for public school:
• Provide a variety of learning styles and skill levels for school readiness
• Provide opportunities for children to be independent and self-directed
• Provide "hands-on" activities
• Establish healthy eating habits and proper lunchtime procedures
• Provide orientation to Kindergarten Campus (when applicable)
• Track and analyze data on each child's development using state-adopted, research-based assessments
• Allow children to make a smooth transition into kindergarten, Head Start, or other receiving program
• Coordinate with school districts and receiving programs for records needed
• Initiate communication between Early Head Start, Head Start, and receiving program staff
• Initiate joint training with Head Start/Early Head Start teachers and receiving program staff
• Provide parent-teacher communication for children making transition

EFFORTS IN BUILDING SCHOOL READINESS
CSNT, Inc. Head Start engages in the following efforts to prepare children for public school:
• Participation in the Texas Kindergarten Readiness System
• Implementation of the Texas Pre-K Guidelines and the Head Start Early Learning Outcomes Framework
• Implementation of a state-adopted, developmentally appropriate, research-based curriculum
• At least 15 hours of classroom-focused professional development annually for teachers
• Implementation of the Classroom Assessment Scoring System
• Implementation of Campus School Readiness Teams
• Monitoring of school readiness goals
• Partnerships with local education agencies
• Assessment systems that track data on a student's progress on a continuum
• Creation of student progress reports based on data
2021/2022 SCHOOL READINESS GOALS - Head Start

<table>
<thead>
<tr>
<th>Area Assessed</th>
<th>Goal</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social &amp; Emotional Development</td>
<td>Children will demonstrate an increasing ability to manage their own emotions and behaviors.</td>
<td>82%</td>
</tr>
<tr>
<td>Perceptual, Motor, and Physical Development</td>
<td>Children will demonstrate control of large and small muscles for movement, coordination and balance.</td>
<td>89%</td>
</tr>
<tr>
<td>Approaches to Learning</td>
<td>Children will demonstrate a positive approach to learning.</td>
<td>82%</td>
</tr>
<tr>
<td>Language and Literacy</td>
<td>Children will develop strong receptive and expressive language skills.</td>
<td>56%</td>
</tr>
<tr>
<td>Cognitive Mathematics Development</td>
<td>Children will learn and begin to use Math Concepts.</td>
<td>71%</td>
</tr>
<tr>
<td>Parent Involvement Goals</td>
<td>Families will work with child/children to complete weekly home activities.</td>
<td>95%</td>
</tr>
</tbody>
</table>

2021/2022 SCHOOL READINESS GOALS - Early Head Start

<table>
<thead>
<tr>
<th>Area Assessed</th>
<th>Goal</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social &amp; Emotional Development</td>
<td>Children will demonstrate the ability to interact with peers, cooperate, and solve social problems.</td>
<td>92%</td>
</tr>
<tr>
<td>Perceptual, Motor, and Physical Development</td>
<td>Children will demonstrate control of large and small muscles for movement, coordination and balance.</td>
<td>92%</td>
</tr>
<tr>
<td>Language and Literacy</td>
<td>Children will develop strong receptive and expressive language skills.</td>
<td>87%</td>
</tr>
<tr>
<td>Cognitive Mathematics Development</td>
<td>Children will learn and begin to use Math Concepts.</td>
<td>83%</td>
</tr>
<tr>
<td>Parent Involvement Goals</td>
<td>Families will work with child/children to complete weekly home activities.</td>
<td>95%</td>
</tr>
</tbody>
</table>

2021/2022 Student Assessment Data - Head Start

<table>
<thead>
<tr>
<th>Approaches to Learning</th>
<th>% Proficient at end of school year in each area - CIRCLE Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-yr-old</td>
<td>85% 79% 71% 85%</td>
</tr>
<tr>
<td>3-yr-old</td>
<td>93% 88% 84% 96%</td>
</tr>
<tr>
<td>Disability</td>
<td>71% 73% 74% 83%</td>
</tr>
<tr>
<td>Dual Language</td>
<td></td>
</tr>
</tbody>
</table>

2021/2022 Student Assessment Data - Early Head Start

<table>
<thead>
<tr>
<th>% - Proficient Frog Street Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-school Entry</td>
</tr>
<tr>
<td>Toddler</td>
</tr>
<tr>
<td>Infants</td>
</tr>
<tr>
<td>Disability</td>
</tr>
<tr>
<td>Dual Language</td>
</tr>
</tbody>
</table>
Number of persons receiving salary more than $50,000  
Federal minimum wage $7.25 per hour  
Agency internal minimum wage $7.50 per hour  
Head Start internal minimum wage $9.00 per hour

Community Service Division  
Clients Served 2021

<table>
<thead>
<tr>
<th>Program</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSBG</td>
<td>5,004</td>
</tr>
<tr>
<td>Energy Assistance</td>
<td>9,212</td>
</tr>
<tr>
<td>Food Banks</td>
<td>500</td>
</tr>
</tbody>
</table>

CSNT, Inc. is an equal opportunity employer.

For an employment application, visit our website:  www.csntexas.org