



**together,
we can create
a new
future.**



Northeast Florida Community Action Agency

Report to the Community

2007 – 2008



Mission:
To defeat poverty and erase its devastating effects on Northeast Florida families by providing the education, empowerment and assistance that leads to self-sufficiency and a positive place within our community.

Results at a Glance

Through the Northeast Florida Community Action Agency's administration of the Community Services Block Grant program, more than 14,000 individuals and more than 5,100 households in Northeast Florida received services designed to help customers obtain the tools and support needed to improve their health, housing, education and employment status. This report describes the programs and positive outcomes of customers who have received services from NFCAA.

Family Self-Sufficiency Program

85 customers pursued Adult Basic Education/GED credentials; **6 obtained their GED**
145 customers pursued vocational training; **94 achieved certification**
71 customers entered post-secondary programs; **22 achieved degrees**
94 customers completed pre-employment skills training and achieved certification
81 customers obtained employment through job placement
50 customers increased their household income during the year
2,461 customers received tax preparation assistance; with **\$3,542,956 in total tax credits, refunds or savings**
19 customers established Individual Development Accounts, **with deposits and matches totaling \$100,000**

Housing Programs

117 customers received weatherization/housing rehabilitation improvements

Independent Living

1,438 senior citizens and **1,679 individuals with disabilities** received services to maintain independent living

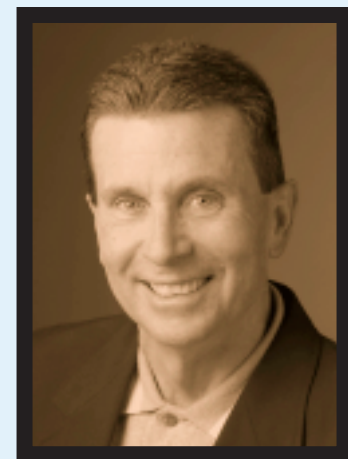
Youth Development

87 teens participated in Data Busters, a summer computer skills training and employment program
516 youth participated in Youth In Action
141 youth were selected for the Jaguars Honor Rows program

Emergency Assistance

5,940 residents received food staples
3,660 residents received emergency utility assistance
9,297 hours in volunteer help

Chairman's Message



During the past fiscal year, The Northeast Florida Community Action Agency faced increasing challenges, like nearly every business and social agency in Northeast Florida as the economy began its freefall. But our challenge was, and remains, unique – to meet the increasing demand for services by more customers affected by the dramatic economic downturn.

We were, and still are, working in a difficult financial environment. With a growing customer base, our commitment to our mission – to defeat poverty and erase its devastating effects on Northeast Florida families – remains not only unchanged, but reignited, knowing that we, along with our partners and volunteers, can help create better futures for our customers. Keeping true to this mission, I'm proud to report that NFCAA staff and volunteers have risen to the challenge of helping more neighbors than the previous year, and we are looking forward to making a difference in the lives of others in the coming year.

But NFCAA doesn't work alone. Improving the quality of life for our customers is only possible through valued partnerships with federal, state, county and city governments, nonprofit agencies, civic organizations, educational institutions, local businesses and volunteers. By working together, we make a powerful and positive impact on our community's current and future economic status – and more importantly – a difference in the lives of our neighbors.

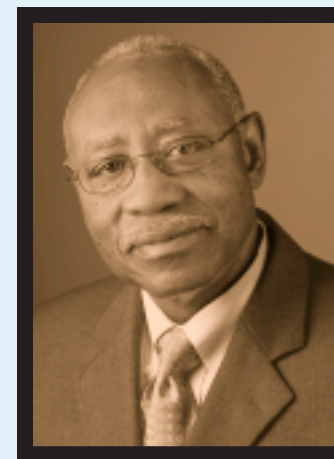
This report is intended to describe our outcomes for the year – the numbers, if you will. But numbers are only one way to measure success. To get the full measure of NFCAA's success, we've included profiles of customers who have worked to improve their lives and their futures by using our services, truly reflecting our theme: together, we can create a new future. I'm sure you will be inspired by their stories.

Sincerely,



Kevin Gartland

Executive Director's Message



So much about our future rests in the decisions we make today. But when adverse circumstances appear to diminish or reduce viable options, it's difficult for one to consider the future. That's why it is even more important to be mindful of the future when making choices and taking action during times of hardship. Options and goals for a new future are two of the most powerful services NFCAA delivers to our customers.

Our customers come to NFCAA seeking help with a desire to improve their futures despite the hardships and challenges they face. NFCAA provides the tools, resources and support to help them achieve the futures they envision.

The Family Self-Sufficiency Program (FSSP) is NFCAA's keystone to helping customers achieve their goals. This comprehensive program starts with customers assessing their current situation and needs and formulating their goals. With a clear vision of their future, customers develop a personal plan to achieve their goals. As they work toward those goals, NFCAA provides resources and support such as literacy training, educational development, financial assistance for household needs,

job skills development and placement, and financial management education. Through FSSP, customers can envision a future that's possible by making the choice to learn new skills today.


Perhaps no one is quite so vulnerable for seeing the possibilities for a better future than at-risk youth, who have witnessed firsthand limited options for success yet yearn for more. Our Youth In Action program helps underprivileged youth recognize their potential to see the alternatives and opportunities available to them and provide the support they need on their path to a promising future.

In times of crisis, NFCAA keeps options open for customers with emergency assistance for utilities, rent or mortgage, temporary food supplies and transportation.

We help residents see that a safe, clean community is an option available to them through a collective effort of volunteers, residents and youth. The results show that together, residents can improve their communities through Crime Watch programs and neighborhood beautification and cleanup.

By providing the combination of support that helps people move out of tough circumstances and opens pathways to focus on a new future, NFCAA makes it possible for people to look beyond the immediate need and see the impact of the change set in motion today. In this report, we've highlighted the experiences of customers who have chosen options and attained their goals by partnering with NFCAA. These profiles bring to life our purpose, and illustrate the lasting effects of our work to create better futures for our neighbors and communities.

Sincerely,



John W. Edwards, Jr.



“The NFCAA gave me hope and it has given me a place where I can direct others. I tell them that they helped me and could probably help you.”

Cedric Twillie

Family Self-Sufficiency Program: a personalized plan for success

NFCAA's Family Self-Sufficiency Program (FSSP) offers a continuum of services designed to help customers with incomes less than 125% of federal poverty guidelines self-identify their professional goals, find the support and resources needed to overcome barriers, and achieve their education and employment goals. Case managers work closely with customers to help them develop a personalized plan of action and monitor their progress. The result is a road map that gives customers a clear and complete overview of what's required to achieve success, with milestones to mark progress.

Cedric Twillie: Raising a family and building a business

When his first wife left home to get something to eat and never returned, Cedric Twillie was forced to resign from the Navy to take care of his five young children. The single father tried to make a living doing odd jobs before determining he needed to go back to school to better support his family.

After enrolling in what is now known as Florida State College at Jacksonville, a fellow student referred Twillie to the Northeast Florida Community Action Agency, where he enrolled in the Family Self-Sufficiency Program (FSSP) at age 30. He went through needs assessment and goal-setting activities and developed an Individual Training and Service Plan (ITSP) – his road map to achieving his goals.

As Twillie worked toward his AS and AA degrees, NFCAA helped him with child care, books and tuition costs. “I don't think I could have finished getting my degrees without the Family Self-Sufficiency Program. As you can imagine, it's very expensive to take care of five kids. I needed all the help I could get. They would work with me if I was short on book money or couldn't pay my electric bill,” said Twillie, who also received academic scholarships and graduated with honors from Florida State College at Jacksonville.

In order to purchase a larger home for his family, Twillie worked with NFCAA to establish an Individual Development Account (IDA) – a matching funds savings account that is set aside for specific purposes such as funding college or vocational education, purchasing a home, or starting or growing a business. Within a short period of time, he adjusted his plan to redirect the funds toward expanding and upgrading a direct marketing business he had started.

Twillie consistently adhered to the program guidelines and attended financial classes and workshops. “I had already started my business at a lower level. However, when I got in the program a couple of years later, it allowed me to take my business to a new level. I was doing about \$1,500 to \$2,000 a week in sales. After the upgrades, I went up to \$3,000-\$4,000 per week in sales because of the program,” he explained. “It made it easier for me to compete in the market.”

Uncommon Success, Twillie's direct marketing company, initially provided flyers, brochures, business cards and paper products, then expanded to include banners, car signs, magnets, t-shirts and other specialty advertising products.

“The Northeast Florida Community Action Agency is phenomenal. The people there genuinely care. Mrs. Burke was my caseworker most of the time and she often went above and beyond. When you're having a hard time, it's sometimes difficult to share your needs with people, but she made it easier for me. Mrs. Burke was like family – she watched my kids grow up,” said Twillie, who frequently recommends the agency to others.

“The NFCAA gave me hope and it has given me a place where I can direct others. I tell them that they helped me and could probably help you,” he said.

A three-fold focus

Cedric Twillie's assistance with NFCAA encompassed several integrated components of the Family Self-Sufficiency Program. Designed to help motivated individuals develop the skills they need to gain employment, establish, maintain and grow an income, FSSP focuses on three areas: education, employment assistance and asset building.

Through its educational programs, last year, NFCAA helped:

- **85 customers** pursue Adult Basic Education/GED credentials with **six customers obtaining their GED;**
- **145 customers** pursue certification in various vocational programs, with **94 customers achieving certificates;** and
- **71 customers** enter college level programs, with **22 achieving their degrees.**

During our last fiscal year, results for employment assistance include:

- **94 customers** completed pre-employment skills training and achieved certification;
- **81 customers** obtained employment through the job placement program; and
- **50 customers** increased their household income during the year.

Asset building

Establishing and earning an income is one part of the journey to self-sufficiency, but for sustainability, knowledge of financial management is critical to long-term financial independence. To this end, we partner with the United Way of Northeast Florida to offer the Real Sense Prosperity Campaign, a program that teaches customers the fundamentals of personal finance. Money Smart, a free ten-hour course, covers topics such as spending plans, saving, credit, consumer protection issues and managing a checking account. A home buyer education course familiarizes customers with the process of buying a home and empowers them to make informed choices about lending options. And the course Managing in Tough Times helps customers develop personal financial plans.

Tax preparation can be vexing for the most experienced and trained professional. And for those on limited incomes, affording tax advice can be financially out of reach. That's why another component of the Real Sense Prosperity Campaign includes income tax preparation. NFCAA, along with the United Way of Northeast Florida, other local agencies and businesses offer help with income tax preparation for customers with annual incomes less than \$50,000. Last year, 2,461 customers received help preparing their income tax returns, resulting in approximately \$3,542,956 in total tax credits, refunds or savings.

In the profile of Mr. Twillie, he credits a tool called the Individual Development Account (IDA) with helping him buy a home and build his business. This unique savings program matches every dollar saved with \$2. Last year, 19 customers established IDAs, with deposits and matches totaling approximately \$100,000.

Road map for success

While the FSSP helps customers design their personalized road map for success, NFCAA offers additional services to help customers as they progress. By providing comprehensive support for all facets of life – nutrition, education, youth development and community involvement – customers have the encouragement and tools they need to achieve their personal ideals of success.

Education

Success in life and the workplace are largely contingent upon education and literacy levels. FSSP provides access to educational programs that include literacy training and preparation for the General Educational Development (GED) exam, vocational training for professions such as cosmetology, health care, child care and transportation, and post-secondary education. While pursuing educational goals, customers may also receive financial assistance for tuition, books, transportation, childcare, rent/mortgage, food and other expenses, along with support and encouragement as they work toward their personal goals.

Employment assistance

In today's highly competitive job market, job seekers need every advantage to win a coveted position. NFCAA offers job seeking customers training designed to polish their professional demeanor and successfully conduct a job search. Our pre-employment training covers topics such as resumé writing, interviewing techniques, completing employment applications, punctuality and attendance, establishing good working relationships, professional appearance and developing positive attitudes and behaviors. NFCAA also provides job search and placement assistance, rounding out a full package of employment assistance services.



Patrina McGowen: Help during schooling leads to graduation and employment

Patrina McGowen – a single mother with a small child – faced major expenses while attending dental hygiene school as a full-time student. The Nassau County resident couldn't afford childcare or the gas required to drive five days a week to Florida State College at Jacksonville for classes.

A family friend introduced Patrina to Mrs. Spaulding in the Northeast Florida Community Action Agency's Nassau County office, where she enrolled in the Family Self-Sufficiency Program and received child care support as well as gas cards while attending classes.

"The Northeast Florida Community Action Agency definitely helped decrease some of the stress in my life," says Patrina, who is now employed full time as a dental hygienist. "They were wonderful and I would not have been able to do it without them."

While enrolled in classes, Patrina was injured in an automobile accident and had to wear a cast for three months. Undeterred by her circumstances, she enlisted fellow classmates to drive her to and from classes.

Patrina graduated in May 2008 with an associate degree in science/dental hygiene and was later licensed through the state as a dental hygienist. She now works with the Callahan Family Dentist Office in Callahan, Florida.



The improvements not only made for a safer and healthier home, they had an added benefit of helping Mrs. Wright reduce her utility bills.

Improving housing for safety, independence and energy efficiency

The old adage, "There's no place like home" reflects the security and safety one's home offers. But for Janie Wright, a 79-year old widow in Duval County, she was finding little physical comfort in her home of 36 years, with its leaking roof, drafty windows and other structural and safety issues.

Mrs. Wright applied for NFCAA's housing program after learning about it from a friend. Soon after qualifying, Mrs. Wright was visited by an NFCAA inspector and contractor who assessed her home's condition. In the end, Mrs. Wright received a new roof, windows, doors (including a garage door), hot water heater, central air system and range. Weatherization and housing rehabilitation improvements included attic insulation and new carpet. Safety additions included high-profile toilets, sinks, and grab bars in her bathrooms, along with new handrails at her front and back doors. A new coat of paint for both the interior and exterior of her home topped off the project.

The improvements not only made for a safer and healthier home, they had an added benefit of helping Mrs. Wright reduce her utility bills. Prior to the home weatherization work, her utility bill averaged \$152, but with the improvements, the average decreased to \$103.

Like the work done for Mrs. Wright, repairs and services can include:

- Repair or replacement of roofs
- Repair to dangerous electrical conditions
- Addition of attic and floor insulation
- Replacement of exterior doors, windows and screens
- Abatement of health and safety hazards
- Modifications for handicap accessibility.

Mrs. Wright is but one of 117 residents who qualified last year for NFCAA's weatherization and housing rehabilitation programs that help structurally restore the homes of low-income homeowners and provide weatherization improvements to increase energy efficiency. The program is funded by federal programs, Weatherization, a Community Development Block Grant and the State Housing Initiative Partnership.

With the help of a friend, funding from federal, state and local agencies and NFCAA's assistance, Mrs. Wright now enjoys the comforts and security of her long-time home.

Helping others maintain independent living

Our community's more vulnerable residents, such as the elderly, the homebound, and those with disabilities living on limited incomes, may need periodic assistance to help maintain their independence and improve their quality of life. Last year, NFCAA provided services to 1,438 senior citizens and 1,679 individuals with disabilities that enabled them to remain in their homes, living with dignity, confidence and safety. NFCAA provides assistance with transportation, utilities, prescription medications, rent/mortgage and food.

Developing tomorrow's community leaders

Twenty-two years ago, Jason Hardwick participated in the Northeast Florida Community Action Agency's Data Busters program at his mother's urging. The summer employment program for youth ages 14-17 teaches computer, work and interpersonal skills. A good student who made honor roll, Jason was involved in the program for two summers. Each time, he won a computer for receiving the highest score on post-training testing.

"I had the opportunity to learn about computers, while also making a few extra bucks. Additionally, Data Busters gave me experience in an office environment, while the hands-on computer experience challenged me on the intellectual side," said Hardwick, who credits the program with directing his path for achieving a successful career, including his decision to go to college.

Hardwick's enthusiasm was apparently contagious because shortly after he got out of the Data Busters program, his mother began college and they ended up attending school simultaneously.

"Data Busters helped me in choosing a professional career. I knew I had the ability to do physical labor, but that's not the career path I wanted to choose," he said. "The program gave me the push to do well in college so the possibilities of my landing the kind of job I wanted would be greater."

Today, Hardwick manages the City Contract Program at Shands Jacksonville, where he has worked for eight years. In that time, he has held four positions working his way up to his current role.

"I highly recommend the Data Busters program to teenagers – it targets students at a very pivotal point in their lives. They're not adults, but they're making adult decisions. The program gives them a lot of insights as to what's to come in their adult lives and to help them get on the right track," said Hardwick. "The Northeast Florida Community Action Agency is a great organization that gives to the community without second guessing. I credit them with a lot of my successes in life."

Now in its 25th year, Data Busters has provided guidance and support for hundreds of teens through the years, giving them an opportunity to tap their potential to develop into successful, career-oriented adults like Jason Hardwick. Last year, 87 youth participated in Data Busters. Currently available in Duval, St. Johns and Flagler counties, our goal is to expand the program to Putnam and Nassau counties in the coming year through partnerships with local businesses, and eventually in Clay County.

A positive alternative to environmental challenges

At-risk youth face a number of negative influences stemming from economic deprivation that can shape the course of their adult lives. In addition to Data Busters, NFCAA offers these youth positive alternatives including Youth in Action (YIA), community service projects, crime prevention activities, structured volunteer opportunities and a host of educational, recreational and social activities. The after-school YIA program, open to youths aged 8-18, provides not only recreational and athletic activities, but also homework assistance, nutritional education, career exploration and more to help youth recognize and explore their potential. Each month YIA focuses on a specific theme, some of which include self-esteem, conflict resolution, problem solving, decision making, anger management, crime prevention, dating and relationships, and effective communication. Last year, 516 youth in Baker, Duval, Flagler, Nassau, Putnam and St. Johns counties participated in YIA. And YIA added another site at Collier Blocker Puryear Park in St. Johns County.

As a reward for hard work and goal achievement, kids participating in YIA have an opportunity to attend Jacksonville Jaguars football games through the annual Jaguars Honor Rows Program. Youth selected for this honor must successfully complete Data Busters and four hours of community service, read a book and write a report on it, achieve progress toward personal goals, and uphold a pledge to abstain from tobacco, drugs and alcohol. Last year, 141 exemplary youth were selected for the Honor Rows program.

Our youth programs are an effort to truly create a better future, not only in the individuals who take part in the program, but for our communities as a whole, as these youth mature to become community leaders of tomorrow.



"[Data Busters] gave me the push to do well in college so the possibilities of my landing the kind of job I wanted would be greater."

Jason Hardwick



Chazmann Williams: The promise of tomorrow

If Jason Hardwick represents the promise fulfilled through NFCAA's youth development efforts, Chazmann Williams epitomizes the promise of tomorrow.

Chaz, as he's known by family and friends, is a genteel, soft-spoken young man of 17. His mannerly nature belies a drive to not only succeed, but excel at everything he undertakes. He joined NFCAA's Flagler County Youth in Action (YIA) program in September 2008 at the urging of his mother.

Chaz not only quickly assimilated into the youth group; he emerged as its leader. Soon after joining, he was elected president of the youth Toastmaster's chapter, an organization that enables participants to learn successful public speaking and presentation techniques.

"If it wasn't for YIA, I would probably be sitting at home just doing homework," Chaz explains. Instead, every day after school, Chaz and his YIA friends study at the public library, enjoy recreational activities such as basketball and chess, or work on a community service project.

YIA and new friends complement and support Chaz's efforts to gain an education in preparation for a professional career. At only 17, Chaz earned his Certified Nursing Assistant certification, yet he cannot work as a CNA until he's 18. Currently a senior preparing to graduate from Matanzas High School, Chaz is also dual enrolled at Advanced Technology College in Daytona Beach. In May 2009, he'll graduate with a high school diploma, and be only two courses from achieving an Associate in Science degree in computer engineering technology. He plans to attend Johnson & Wales University in North Miami to study culinary arts.

"I like the program because I not only can devote time to homework, but I have fun, too," said Williams. "The best part of the program is I can motivate my friends, and they motivate me."

Easing the burden during crisis

For individuals and families in crisis, NFCAA provides help to meet the most critical household needs. Our services may include help with rent or mortgage, child care, transportation, food and housing. Last year, more than 9,400 individuals received emergency assistance from NFCAA.

Help for necessities

It's hard to focus on improving one's life when hunger is ever present. That's why NFCAA distributes supplemental food items through The Emergency Food Assistance Program, funded by the U.S. Department of Agriculture. Items include fruit, juice, canned vegetables, rice and meat and fish, to help customers with a balanced and nutritional diet. Reaching out to families in need, we make quarterly distributions at community sites in Baker, Duval, Flagler, Nassau, Putnam, and St. Johns counties. Last year, 5,940 residents in Northeast Florida benefited from this program.

Energy assistance

As energy costs rise, we all experience the pinch in our wallets. For low income families and others with limited means, higher energy costs are especially hard to address. To compensate, many resort to alternative lighting and heating means, such as candles and heaters, that can pose safety and health hazards. In these situations, NFCAA can provide financial help through the Low Income Home Energy Assistance Program (LIHEAP), administered by the Florida Department of Community Affairs. Last year, 3,660 residents in Northeast Florida received relief through LIHEAP. NFCAA's community partners in this program include the Jacksonville Electric Authority, Florida Power & Light and the Okefenokee Rural Electric Membership Corporation, to name a few. These organizations help direct those in crisis to NFCAA and the help they need.

NFCAA, along with energy partners Jacksonville Electric Authority and Florida Power and Light, offers customers a free energy savings educational course called *Savings Without Sacrifice*. This program provides easy-to-implement tips on how to reduce energy and water consumption.

Although NFCAA's emergency assistance programs are designed to provide a temporary respite, providing customers the bridge they need to get through a crisis, they are often the gateway customers take to other services we offer.

Helping meet the most basic need



It's hard to keep a good man down, and 77-year-old Ronald Dilbert wasn't going to quit even after a serious stroke had lasting effects. As a food distribution volunteer for more than five years, Dilbert remains committed to helping his neighbors to the best of his abilities.

Upon retirement, the former merchant marine sought a volunteer opportunity, motivated to make a difference in his community after years of sailing around the world. Feeling that food is a basic necessity, he chose to volunteer his time to the food distribution program. "You can't go wrong providing food because we all need it," observes Dilbert. "Another project may not be as essential."

Last year, NFCAA distributed emergency food items to 5,940 individuals with household incomes of 125% or less of the Federal Poverty Guidelines.

Volunteers making a difference

NFCAA takes pride in the efficient and effective way its staff provides services and programs to customers, but we couldn't reach as many people or have as strong an impact in our communities without the support and passion of our volunteers. These individuals choose to give their time, talents and resources freely and without obligation to make better futures for their neighbors. In fact from Oct. 1, 2007 – Sept. 30, 2008, NFCAA programs and customers benefited from approximately 9,297 volunteer hours. Volunteers are selfless partners, working to help their neighbors and improve their communities. We are grateful for their service and honored to have them as partners in our mission. In this section, we highlight the efforts of a volunteer who is partnering with NFCAA to make a difference in her community.

Bernice Cabral: **Organizing and networking to improve her community**

Serious illness forced Bernice Cabral's move to Baker County in 2000, so she could recover in her daughter's home. The illness drained her resources, and once she was well, Bernice found she didn't have the funds to make a utility deposit for her own home. She heard that NFCAA may be able to help her, and soon, she had the money she needed to complete her transition to her own home. But that would only be her first connection to NFCAA.

As a new resident of Baker County, Bernice wasted no time making a difference in her new community. For five years she was involved first as a volunteer then as a staff member for Florida's Guardian ad Litem program, representing the interests of children who have been removed from their homes because of alleged abuse, abandonment or neglect. Armed with insight and knowledge gained from her Guardian ad Litem experience, Bernice and a friend began working to establish a non-profit agency to help abused children in Baker County. As word of her work and passion spread throughout the community, a member of her church encouraged Bernice to apply her organizing and networking skills to NFCAA, as a member of the Community Advisory Board (CAB).

Bernice took her up on the offer and became a member of NFCAA's Baker County CAB in March 2008. In each county it serves, NFCAA has established Community Advisory Boards to help identify community needs and solutions and evaluate and recommend improvements to NFCAA's services. CAB members represent a cross section of the community, with NFCAA customers, business owners, community agencies and other committed residents collaborating to create better futures for each other and their community as a whole.

One need Bernice and the Baker County CAB identified is affordable fresh vegetables to enable residents living on limited incomes to supplement their diets. Their proposed solution is a hydroponic gardening outreach program. "Hydroponic gardening can be done on a small scale and doesn't require weeding and digging that many elderly or disabled people cannot do," explains Bernice.

Bernice and members of the CAB are working with the University of Florida Agricultural Extension Program, local businesses and others to gather the materials needed for the soil-free gardening method. They are also reaching out to other community agencies, such as the Council on Aging, to determine interest and need among their customers. The CAB is also working toward a community garden that will provide plots for residents to cultivate and grow not only healthy produce, but also relationships.



In March 2008, Bernice Cabral became a member of NFCAA's Baker County CAB, designed to help identify community needs and solutions and to evaluate and recommend improvements to services.

Statement of Financial Position

For the year ended September 30, 2008

Current Assets

Cash	\$1,135,910
Accounts receivable	
Grants	155,500
Other	7,562
Accrued Support	1,350
Prepaid Items	27,322
Deposits	12,875
Total current assets	1,340,519
Property and equipment, net	140,339
Total assets	\$1,480,858

Current Liabilities

Accounts payable	\$114,815
Due to grantor	207,661
Deferred support	492,623
Accrued expenses	303,571
Total current liabilities	1,118,670

Net Assets

Unrestricted	362,188
Total liabilities and net assets	\$1,480,858

Statement of Activities

For the year ended September 30, 2008

Unrestricted Net Assets

Support	
Grants	\$5,830,255
Donations	43,505
Interest	13,817
Other	20,369
In-kind contributions	107,280
Total increase in unrestricted net assets	6,015,226

Expenses

Program services	
Community Services Block Grant	\$1,718,776
LIHEAP	1,897,291
WAP/LIHEAP	389,978
Weatherization	57,278
CDBG	104,474
Emergency Food and Shelter Program	4,743
FCCJ Adult Education & Literacy	19,347
State Housing Initiative Partnership	787,470
Community Land Security	7,997
LEHRP	70,578
Assets for Independence	7,552
Supporting Services	
Administration	821,883
Total decrease in unrestricted net assets	5,887,367

Net Increase in Unrestricted Net Assets 127,859

Net Assets – Beginning of year 234,329

Net Assets – End of year \$362,188

Board of Directors

October 1, 2007 – September 30, 2008

Kevin Gartland, Chairman
Connie Haywood, Vice Chairwoman
Daphne Colbert, Secretary
Benjamin Coney, Treasurer
Charles Albert, Parliamentarian
Arva Butler
Richard Farmer
Johnny Green
Larry L. Jones
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Linda Myers
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John W. Edwards, Jr.
Executive Director

Denise T. Mandeville
Administrative Director

Ronald Howell
Program Coordinator

Karen Crosby-Card
Program Analyst

Charles Baker
Housing Manager

Offices and Locations

Main Office
4070 Boulevard Center Dr.
4500 Building, Suite 200
Jacksonville, FL 32207
(904) 398-7472

Baker County
84 West Lowder St., Suite B
Macclenny, FL 32063
(904) 259-4481

Clay County
1845 Town Center Blvd., Suite 150
Orange Park, FL 32003
(904) 213-3888

Green Cove Springs
321 Walnut St.
Green Cove Springs, FL 32043
(904) 529-2200

Duval County
Emmett Reed Center
1093 West 6th St.
Jacksonville, FL 32209
(904) 632-1470

Robert F. Kennedy Center
1133 Ionia St.
Jacksonville, FL 32206
(904) 632-1461

Flagler County
1003 East Moody Blvd.
Bunnell, FL 32110
(386) 313-2506

Nassau County
516 South 10th St.
Fernandina Beach, FL 32034
(904) 261-0801

Putnam County
820 Reid St., Suite 2
Palatka, Florida 32177
(386) 385-3954

St. Johns County
1300 Duval St.
St. Augustine, FL 32084
(904) 824-0978

