Capital Area
Community Action
Agency

Board of Directors Meeting
Tuesday, September 22, 2026
TLN Performing Arts Center

AGENDA

Dinner will be served at 5:30 p.m. Please come prepared to take a photo to be placed on our website and other Agency materials.

I.	**Call to Order – 6:00 p.m. – Melissa Miller, Chair**		**PAGE**
II.	Agenda Approval		**1**
III.	Attendance/Quorum Declaration/Introductions		
IV.	**Action Items for Review and Approval**		
	A. Nominating Committee Report		**3**
	1) Introduction of Board Applicants • John Paul Fiore • Jenness Jones • Christy McElroy • Dannie McMillon • Alexandra Tolmich		
	2) Board vote of approval and seating of new members		
	B. Board Activity		**11**
	1) Approval of Board meeting minutes – June 23, 2026, and July 28, 2026		
	C. Financial Report	Keith Dean, CFO	**23**
	1) Budget narrative and update for period ended 7/31/26 2) Presentation of FY2026/2027 Agencywide Budget		
V.	**Chief Executive Officer's Report**	Nina Self, CEO	**37**
VI.	**Chair's Report**	Melissa Miller	**53**
	A. Committee Reports (if any)		
IX.	**Adjournment**		

Next Executive Committee Meeting – October 27, 2026 – 5:30 p.m.
Next Board Meeting – November 17, 2026 – 6:00 p.m.

MEMORANDUM

TO: BOARD MEMBERS

FROM: Nominating Committee

DATE: September 22, 2026

RE: Board Recommendations

The Nominating Committee has received five applications for Board membership. After reviewing the applications, we recommend approval for the following people to join the Capital Area Community Action Agency Board of Directors:

- **Christy McElroy** served one term on the Board from 2016 through 2019. Her last year she was the Board Chair. Christy is a retired private sector executive who believes in the mission of the agency and helping children and adults in education and basic needs. (Leon and Gulf County resident)

- **Alexandra Tolmich** is a Legislative Analyst for the Florida Senate. She wants to serve on the Board because she wants to give back to the community and help create meaningful, lasting changes for individuals and families in need. It will give her an opportunity to be an advocate and a part of an organization that takes action to address some of the most critical issues in the community. (Leon County)

- **John Paul Fiore** is a Senior Attorney with The Florida Senate. He wants to serve on the Board because he believes everyone should have the opportunity to achieve economic stability and self-sufficiency. Throughout his career in public policy and state government he has worked to advocate for programs that serve Florida's most vulnerable residents and has seen the importance of responsible stewardship of public resources. He hopes to contribute his legal and policy experience to help the Agency strengthen the communities it serves throughout the Big Bend region. He is also a Head Start alumnus. (Leon County)

- **Jenness Jones** is a licensed Psychotherapist and Mental Health Counselor. She has experience in outpatient community mental health settings, as well as in correctional institutions where she provided both psychological evaluations and therapeutic interventions for incarcerated populations. She is deeply committed to reducing the stigma surrounding mental health within our communities and strives to provide compassionate, culturally responsive care that supports healing, resilience, and long-term wellness. She believes that it is essential to collaborate with community partners to explore new ways to strengthen the community and reach people who are in need. (Wakulla County)

- **Dannie McMillon** is an education advocate who is passionate about the well-being of school-aged children and their families. Her mission has been to find creative and meaningful ways to share valuable information that empowers families and strengthens community involvement in education. She recently relocated to Gadsden County and is looking forward to becoming involved in her community, (Gadsden County)

We would appreciate your consideration of these applicants.

Thank you.

John Paul Fiore

[redacted]

EDUCATION

UNIVERSITY OF FLORIDA LEVIN COLLEGE OF LAW, Gainesville, FL — *Juris Doctor*, May 2
Florida Bar Number: 1025398 — *Activities & Societies*: Florida Blue Key, Florida Journal of International

UNIVERSITY OF FLORIDA, Gainesville, FL — *Bachelor of Arts in Political Science*, cum laude, May 2
Academic: Minors in Geography and Chinese, Certificate in International Relations — *Activities & Societies*: Chi Phi Fraternity, Student Governm

EXPERIENCE

THE FLORIDA SENATE, Tallahassee, FL
Senior Attorney, August 2025–Present

- Provide legal and policy counsel to Senate leadership and committee members on legislation impacting children, families, seniors, and vulnerable populations, ensuring alignment with federal and state law.
- Collaborate with stakeholders, including state agencies, advocacy groups, and legal experts, to evaluate the practical and legal impact of proposed legislation.
- Monitor and interpret judicial decisions, regulatory developments, and legislation to assess implications for Florida's statutory framework.

VELOCITY BIOGROUP, LLC, Breckenridge, CO (Remote)
Government Alliances Director, September 2023–July 2025

- Developed and executed strategies to advance policy that expands access to and distribution of opioid antagonists in Florida, Georgia, North Carolina, South Carolina, and Virginia on behalf of the client, Hikma Specialty USA, Inc.
- Drafted legislation and budget requests to strengthen the client's position within each state, and conducted policy analysis to demonstrate the benefits and cost-effectiveness of expanding access to opioid antagonists.
- Managed contract lobbyists in each state to introduce and pass legislation, secure funding, and organize meetings wit legislators, regulatory agencies, and local governments to advocate for necessary policy changes.
- Worked cross-functionally with the advocacy and sales teams to build coalitions supporting the use of certain opioid antagonists.

FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES, Tallahassee, FL
Director of Legislative Affairs, December 2021–September 2023

- Oversaw all aspects of the Office of Legislative Affairs, serving as lead lobbyist, developing and executing legislative strategies to advance the Department's priorities and initiatives.
- Recruited, trained, and supervised a team of five members, setting performance expectations and conducting evaluations, and creating opportunities for professional development.
- Provided regular briefings to staff members within the Executive Office of the Governor and counseled the Department's Executive Leadership on how to align its initiatives with the Administration's stated priorities.

Deputy Director of Legislative Affairs, August 2021–December 2021

- Promoted the Department's legislative priorities by educating legislators and their staff, and maneuvering bills throug the legislative process.
- Maintained communication with the Department's legislative partners and external stakeholders, ensuring they were informed of key initiatives and developments.

Legislative Specialist, May 2019–August 2021

- Reviewed and edited dozens of policy proposals that were submitted for consideration as part of the Department's legislative package and assisted staff with statutory language drafting.
- Monitored proposed legislation and edited all analyses of bills that impacted the Department, conferring with the Department's subject-matter experts as necessary.

Florida Gubernatorial Fellow, August 2018–May 2019

- Assisted the Office of Legislative Affairs with promotion of the Department's legislative priorities, statutory language drafting, legislator engagement, and constituent services.

Jenness C. Jones, MA, LMHC

My name is Jenness C. Jones, and I am a licensed psychotherapist and Mental Health Counselor, dual-certified in Florida (#MH23067) and South Carolina (#9988). I earned my Master of Arts in Mental Health Counseling from Webster University in 2012 and have been practicing psychotherapy since that time.

Throughout my career, I have provided psychological evaluations and therapeutic services to hundreds of individuals facing a wide range of mental health challenges. My clinical experience includes working with individuals impacted by post-traumatic stress disorder (PTSD), depression, anxiety, domestic violence, substance use disorders, family separation, first-episode psychosis, and anger management concerns.

My **specialization** includes working with both adults and children, providing individualized, trauma-informed care tailored to each client's unique needs. I utilize a variety of evidence-based therapeutic approaches, including Cognitive Behavioral Therapy (CBT), Trauma-Focused CBT (TF-CBT), Solution-Focused Therapy, Person-Centered Therapy, and Psychoeducation. These approaches are commonly used to support individuals experiencing PTSD, psychosis, depression, anxiety, and difficulties with emotional regulate on and anger management.

I have extensive experience in outpatient community mental health settings, as well as in correctional institutions, where I provided both psychological evaluations and therapeutic interventions for incarcerated populations.

Since 2024, I have been in private practice, offering psychological assessments and therapy services to adults and children. Additionally, I have completed specialized training to conduct psychological evaluations for individuals seeking immigration-related relief, including extreme hardship waivers, asylum cases, and protections under the Violence Against Women Act (VAWA).

I am deeply committed to reducing the stigma surrounding mental health within our communities and strive to provide compassionate, culturally responsive care that supports healing, resilience, and long-term wellness.

Christy McElroy [redacted]

__List of Boards, Committees and participation for Gulf County and Bay__

- Gulf County EDC Board Chairman
- Career Source Board of Directors and Executive Board
- Career Source Children's summer program volunteer with children's program
- Career Source Ladder's Program for young adults
- PSJ Planning & Development Review Board
- Gulf County Appointee for past Economic Development Agency
- Competitive Florida (community, economy, leadership) stakeholder member
- Girls Inc. Board of Directors for Bay County
- PSJ David B. Langston Drive Side walk and Street Lights Committee
- PSJ Bay Park Advisory Board
- Gulf County Homeless Shelter Committee and ordinance work Chair for city and county
- Work with the Port Authority on several team and documentation projects. Wrote the highest rank application by Dewberry for Restore funds.
- BP Restore meetings member
- Work on campaigns for three different Party affiliations
- Church Elder includes spear heading funding for summer program library transfer, PanCare dental program for Gulf county children, Gulf Coast scholarship selection, food bank support, Senior Cit support, yard sale for church
- Community Action Agency Board, Executive Board and Chairman of the Board
- Friend of Gulf County Library
- Secret Santa

Dannie McMillon

[redacted]

[redacted]

Bio:

Dannie McMillon is an education advocate who is passionate about the well-being of school-aged children and their families. Her mission has been to find creative and meaningful ways to share valuable information that empowers families and strengthens community involvement in education.

Dannie has assisted with coordinating town hall meetings, forums, (virtual and in-person) and presented televised opportunities designed to encourage parents, grandparents, guardians, and community members to become more involved in children's education. She was a former President of Miami-Dade County Council PTA/PTSA, she served on the Education Committee for the Miami-Dade NAACP and the Miami-Dade Government Black Affairs Advisory Board. Dannie was also a founding member of the Miami-Gardens Commission for Women.

Dannie's commitment to education reached a global stage when she traveled to Kigali, Rwanda, in Africa as a parent representative, teaming with a student and teacher to represent Miami-Dade County Public Schools.

As a past District Title I Parent Chair, she helped support quarterly meetings held throughout different areas of the Miami-Dade School District to stimulate and increase parental involvement.

Dannie recently relocated to Gadsden County and is looking forward to becoming involved again now that she has settled in. She recognizes that public education, as she once knew it, has changed tremendously. Yet, her journey continues to prepare her to stay the course, stand up, and speak up for children, families, and the future of public education.

POLICY ANALYST

Alexandra Tolmich

OBJECTIVE

To be a part of a culture where I can apply strategic expertise to drive community impact. My goal is to be in a collaborative environment, grow personally, and pursue a career with increasing responsibility in public administration.

CONTACT

Alexandra Tolmich
[redacted]

EDUCATION

FLORIDA STATE UNIVERSITY
Master of Public Administration (MPA)
December 2025

FLORIDA STATE UNIVERSITY
B.S. Political Science, Summa Cum Laude
April 2021

PARK VISTA COMMUNITY H.S.
H.S. Diploma
May 2018

SKILLS

Policy Analysis and Research
Organization
Project Management
Customer Service

EXPERIENCE

LEGISLATIVE ANALYST
Florida Senate | Committee on Community Affairs |December 2025 - Present
Conduct research on various policy matters, specifically those impacting local governments, and produce legislative analyses for proposed bills during the Legislative Session.

LEGISLATIVE POLICY ANALYST
Florida League of Cities |November 2024 – December 2025
Engaged in data analysis, conducted research projects impacting municipalities, managed various projects.

LEGISLATIVE RESEARCH ASSISTANT
Florida House of Representatives | State Affairs Committee | December 2023 – November 2024
Assisted with research projects regarding a variety of subject matters.

ADMINISTRATIVE ASSISTANT
Florida House of Representatives | State Affairs Committee | October 2021 – November 2023
Coordinated the planning and functioning of legislative committee meetings, conducted administrative duties, and implemented unit policies.

Special Board Meeting
Meeting Minutes
TNL Performing Arts Center
June 23, 2026

Members in Attendance
Melissa Miller, Chair
Carolyn Francis, Secretary
Linette Williams, Treasurer
Jeannie Fortune, Member-at-Large
Lakeisha Campbell
Spencer Conner
Sandra Saunders
Akhenaton Thomas

CACAA Staff
Nina Self, Interim CEO/COO
Keith Dean, Chief Financial Officer
Margaret Watson, HR Manager
Darrel James, Head Start Director
Anna McCoy, Parent/Family Eng. Manager
Venita Treadwell, Education Manager
Victoria Mathis, Emergency Services Manager
Terry Mutch, Weatherization Manager
Michelle Hawkins, Family Support Services Mgr.

Absent: Eddie Fields, Valerie Russell, Steve Lanier, Derick Jennings

Call to Order. The meeting was called to order at 6:07 p.m. by the Chair. A quorum was established.

APPROVAL OF AGENDA

The Chair entertained a motion to approve the agenda.

Motion: Ms. Frances moved to approve the agenda
Second: Mr. Thomas seconded the motion
Vote: The motion was unanimously approved

ACTION ITEMS

Approval of prior minutes
The Board reviewed the Executive Committee Meeting minutes of April 28, 2026.

Motion: Ms. Frances moved to approve the minutes of April 28, 2026
Second: Mr. Thomas seconded the motion
Vote: The motion was unanimously approved

FINANCIAL REPORT

Chief Financial Officer Keith Dean presented the financial report for the period ending April 30, 2026. He reviewed the financial report revenues, expenses, and net income. There were no new expense variances or issues reported.

Motion: Ms. Frances moved to approve the financial reports.
Second: Ms. Williams seconded the motion
Vote: The motion was unanimously approved.

INTERIM CEO REPORT

Strategic Plan

Nina Self Interim CEO introduced the need for a strategic plan, and the upcoming planning process.

- The CSBG Organizational Standards requires us to have an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years. Our next one is due in December 2027, which gives us a year to work on it.
- Input is needed from the board, management team, staff, partners, clients, and the community across eight counties.
- Ms. Self shared the current agency strategic plan and noted that it was not a complete plan. After review, it was noted that there was a need to review and revise the current mission statement to make it easier to understand and create a vision statement and core values.
- The purpose of the strategic plan is to establish a clear organizational direction by identifying priorities, aligning the work of the Board and staff, guiding resource allocation, strengthening fundraising efforts, measuring organizational outcomes, anticipating future challenges, and enhancing accountability and public trust
- Ms. Self reviewed the National and State Community Action principles to ensure what we develop is in line with them. The focus includes human rights, social fairness, community involvement, gender equality, inclusion, empowerment, self-sufficiency, and collaboration.
- Emphasis will be on the CSBG "Whole Family Approach" utilizing resources of all agency programs to address the needs of the entire family. The focus will be on Head Start children and parents.

Committees

After the strategic plan overview the Board and staff separated into their committee groups. The task was to introduce the members of the committee, find at least one issue they need to address, and schedule the next committee meeting. The reports were as follows:

Personnel

- The agency currently employs approximately 80 staff. There is a moderate turnover rate, especially in Head Start.
- The Strategic Plan must include strategy to reduce operating expenses so the agency can increase staff wages to enable it to compete with the higher wages offered by other employers in our service area.
- Proposed retention approaches included offering incentives, promotions, and professional development. Fundraising could support incentives where the budget is constrained.

Program Planning & Oversight

- There is a need for wrap-around services for families using the services our agency provides, and other resources available in the community.

Membership/Nominating

- Need to develop a plan for continuous recruitment so we won't fall below the twelve-member requirement.
- With the resignation of John Grant there is a need for an attorney or legal representative on the board.
- Need to recruit members that have access to financial resources for fundraising.

Public Relations/Fundraising

- Need to build a network of people who know what makes our community thrive.
- Need to create a signature, annual fundraiser.
- There is a need for diversified, unrestricted funds to give us a cushion to continue operations in crisis situations like a federal shutdown.
- Outreach is needed in our rural counties.

Budget & Finance

- Encourage board members to ask questions on the financial reports to have a clear understanding of the agency's financial position.
- More in-kind contributions are needed.
- We need to identify and reduce any waste to allow more funds for operational needs.

CHAIR'S REPORT

Special Committee – CEO Search

- The Chair and Mr. Dean reported on the issue of the CEO search. During their review it was noted that the Interim CEO has served effectively during a difficult year (CEO transition, audits, shutdown, local fundraising of $200,000–$300,000).
- Staff morale and collaboration were reported as strong; the transition has been smooth.
- Mr. Dean noted that as a nonprofit agency, public advertising is not a formal requirement.
- The Chair and CFO favor extending an offer to the Interim CEO to become the permanent CFO. The recommendation was for the board to make an offer to Ms. Self for the CEO position.

Motion: Ms. Frances moved to extend an offer to Ms. Self to become the new CEO
Second: Mr. Conner seconded the motion
Vote: The motion was unanimously approved

The Chair said she would work with Mr. Dean on the offer and extend it to Ms. Self for consideration. Ms. Self thanked everyone for their support, and said she looks forward to working with the board and staff to provide great service to our community.

The meeting adjourned at 7:45 p.m.

________________________ ________________________

Secretary Date

Capital Area
Community Action Agency

Board of Directors
Meeting Minutes
Via Microsoft Teams, Tallahassee, Florida
July 28, 2026

Members in Attendance:
Melissa Miller, Chair
Akhenaton Thomas
Jeannie Fortune
Lakiesha Campbell
Spencer Conner
Eddie Fields
Steve Lanier

CACAA Staff:
Nina Self, Interim CEO
Margaret Watson, HR Manager
Keith Dean, Chief Financial Officer
Darrel James, Head Start Director
Anna McCoy, Parent/Family Eng. Mgr.
Venita Treadwell, Education Mgr.
Victoria Mathis, Emergency Services Mgr.
Terry Mutch, Weatherization Mgr.
Michelle Hawkins, FSS Program Coord.

Absent: Valerie Russell, Carolyn Francis, Sandra Saunders, Derrick Jennnings, and Linette Williams

Others Present: Andrew Ferguson, James Moore & Company, Agency Auditors
Ricky Jones, Franklin County Commissioner
Franklin County Residents – David & Michaelyn Watts; Angie Hembry,
Shannon Boutwell, Bring Me A Book

CALL TO ORDER

The Chair called the meeting to order at 6:05 p.m. A quorum was established.

APPROVAL OF AGENDA

The Chair entertained a motion to approve the agenda.

Motion: Mr. Lanier moved approval of the agenda
Second: Mr. Conner seconded the motion
Vote: The motion was unanimously approved with necessary corrections

The Chair reported that John Grant submitted his letter of resignation from the Board of Directors. He shared that he has accepted a new role with responsibilities that conflict with the Board's meeting schedule, making it difficult for him to continue serving.

She asked Board members, staff and others in attendance to introduce themselves.

ACTION ITEMS

Approval of Minutes

The Chair entertained a motion to approve the minutes of May 26, 2026, Board of Directors meeting.

Motion: Mr. Lanier moved approval of the minutes
Second: Ms. Fortune seconded the motion
Vote: The motion was unanimously approved

The minutes from the Executive Committee meeting held on June 23, 2026 were presented to the Board for review. No action was required.

Franklin County Discussion

Mr. Lanier presented community concerns about the removal of the Head Start program from Franklin County. Questions were raised as to whether sufficient information was presented to the Board to support the decision to discontinue the program. Prior to the vote staff presented key concerns that led to their recommendation to not operate Head Start in Franklin County. The concerns included:

- **Staffing challenges:** For several years there had been challenges with recruiting and retaining teachers at the Head Start Center. Franklin County Schools pay more than the Head Start salaries and we often lose staff to them. After the 2026 federal government shutdown the teachers found other employment and didn't return to the center. We have not been successful in recruiting teachers with the required credentials to work in Franklin County.
- **Low enrollment:** Franklin County Head Start Center had low enrollment. When we were located in the Franklin County School we had two classrooms and 40 slots. As attendance dwindled and Franklin County wanted their classrooms back, it was reduced to one classroom with 19 slots. Many children ages 3 to 5 are home schooled, enrolled in the public school Pre-K program, or attend other childcare programs. At the end of the school year only four of the nineteen slots were filled.
- **Location:** When the program left the Franklin County School there was a problem finding an adequate location. The County let us use the Community Center for one year, but it turned into three years due to not being able to find another location. Head Start invested in renovating the old Chapman School location, and housed the program there this past school year. Although the program invested in the facility, it would not be cost effective to operate at less than capacity.

Mr. Lanier stated the following community concerns regarding the closing of Franklin County Head Start:

- **Relocation of Head Start slots:** The Department of Health and Human Services approved the transfer of 19 Head Start slots to Leon County. When the 19 slots were relocated, the associated funding and budget were transferred as well. As a result, Franklin County was left without Head Start funding for the current school year, significantly limiting the possibility of reopening the program until the next school year.

- **Impact on children and families:** There was concern raised regarding three-year-old children who now have no Head Start placement and may lack access to an appropriate early childhood education option. The 3-year old students are too old for Early Head Start, and not old enough for Franklin County Schools Pre-K program.
- **Impact on teachers and staff:** Concern was expressed for teachers and other employees who need immediate income and may have been adversely affected by the program's removal.
- **Timing of the decision:** The removal of the Head Start program was premature and potentially harmful to Franklin County children and families.
- **Board members' understanding of the consequences:** Questions were raised about whether Board members were fully informed of the potential consequences of their vote in February 2026, including the loss of funding and the impact on children, families, and staff.
- **Executive oversight and procedural concerns:** There is reason to believe that stronger oversight from executive leadership may have been warranted. Specific procedural questions were identified regarding the decision-making process, the information provided to the Board, the basis for the enrollment determination, and the consequences of transferring the Head Start slots and associated funding.
- **Consultation with Local Partners:** Franklin County expressed disappointment that long-standing local partners were not consulted before the decision to relocate the 19 Head Start slots. Local representatives emphasized the importance of renewed collaboration and called for efforts to retain or restore the slots in Franklin County.
- **Availability of County Facility:** Franklin County confirmed that the county has a usable facility that was previously invested in and utilized by Head Start during the prior school year. What reason to not use this facility in the future. Franklin County advocates questioned whether Head Start is still providing payments related to the county facility and whether a formal lease agreement is currently in place.

After much discussion Mr. Lanier requested that the Board and advocacy group focus on constructive next steps. He suggested establishing a working group to identify solutions and develop a plan for restoring Head Start services in Franklin County.

Board members agreed that a separate meeting focused only on Franklin County Head Start issues is necessary. A meeting will be scheduled at a later date.

Motion: Mr. Lanier moved approval to setup a separate meeting to discuss Franklin Head Start issues
Second: Ms. Fortune seconded the motion
Vote: The motion was unanimously approved with necessary corrections.

Audit Presentation

FY 2025 Audit Presentation

- **Audit Presentation**
  - The FY 2025 financial statement audit for the year ended **September 30, 2025**, was presented by **Mr. Ferguson of James Moore & Company**.
  - Mr. Ferguson reported that the organization received an **unmodified opinion**, which represents the highest level of assurance an organization can receive from an independent financial statement audit.
- **Compliance Matters**
  - A compliance issue was identified in the previous audit regarding the **required number of members serving on the Tripartite Board**. This issue has been cured.
  - The Board will need to review and update its membership to ensure compliance with applicable requirements.
- **Board of Directors Bylaws**
  - The **Board of Directors Bylaws** need to be updated to reflect the organization's current Board membership.
  - The updated Bylaws should accurately identify the current representatives and membership structure.

Motion: Mr. Thomas moved approval of the Audit
Second: Mr. Lanier seconded the motion
Vote: The motion was unanimously approved

Leon County Lease Approval

The Agency has entered into lease agreements with **Leon County Schools** to provide Head Start services at the following elementary schools: South City, Pineview, Sabal Palm, Hartsfield, Fort Braden, Sealey, Astoria Park. The total annual lease cost for the **2026–2027 school year** is **$196,600.00**. All leases are for five years with the exception of South City.

The Agency asked for **Board approval to enter into lease agreements with Leon County Schools** for the seven elementary school locations at the current rent of $196,600 per year.

Motion: Mr. Lanier moved approval of the Leon County School Lease
Second: Ms. Campbell seconded the motion
Vote: The motion was unanimously approved

Financial Report

Mr. Dean, Chief Financial Officer presented the agency financial status for the period ended May 31, 2026. He reviewed the financial reports showing revenues, expenses, and net income. There were no new variances or issues reported.

Motion: Mr. Lanier moved approval of the Financial Report
Second: Mr. Conner seconded the motion
Vote: The motion was unanimously approved

INTERIM CEO REPORT

Ms. Self reported on Program updates as of June 2026.

Program Updates:

HEAD START:

- **Head Start Enrollment:** Head Start enrollment was 79% at the time of reporting. Students return on August 12, 2026, and staff anticipates to be much closer to the goal of 100% by then.
- **Pre-Service Training:** Pre-service training for Center Directors will be held, July 29 – July 31, 2026. Staff pre-service training will begin August 3 – 6, 2026. Guest speakers include Jenness Jones, Mental Health Counselor speaking on mental health and wellness, and Dr. El Brown discussing strengthening the eco system around children.
- **Classroom Readiness:** All classrooms have been approved by the Department of Children and Families (DCF), and classroom setup has been completed at most of the centers.

Jefferson County – Facility Renovation Proposal and HS1303 grant

- **Jefferson County Relocation Discussion:** Head Start staff met with the Jefferson County Superintendent to discuss the possibility of relocating the Head Start classrooms to the local K-12 school. During the discussion, staff learned that the school district's budget had been reduced. The district offered the use of a portable classroom, and office space may also be available. The proposed facility would result in substantially higher occupancy costs, including $2,510 per month for classroom and office space and an additional $425 per month for utilities, for a total monthly cost of $2,935. This is considerably higher than what we pay in Leon County. The proposed school location would require families to travel a greater distance, which could create an additional barrier to accessing Head Start services. Because of these issues staff is not recommending the move to Jefferson County Schools at this time.
- **Recommendation:** Instead of moving Head Start leadership team proposes continuing operations at the current location by utilizing the best existing classroom and beginning renovation repairs on the second modular unit.
- **1303 Grant:** After completion of the necessary repairs and improvements to the current modular classrooms the agency plans to pursue a HS1303 Grant application to replace the older modular unit. The goal is to maintain the existing playground and Head Start location throughout the process.

- **Jefferson Head Start Center Renovation**: Board approval is requested to renovate the Jefferson Head Start Center and apply for the 1303 Grant to support the needed improvements.
- **Cost-Effectiveness:** Investing in repairs and renovations to the existing modular classrooms is more cost-effective than relocating the program and incurring rental expenses for another facility that would also require renovations or improvements.

Motion: Mr. Thomas moved approval to renovate Jefferson Head Start Center and Apply for 1303 Grant
Second: Mr. Conner seconded the motion
Vote: The motion was unanimously approved

FAMILY SUPPORT SERVICES (FSS)

- **Getting Ahead Transition Ceremony:** The Getting Ahead Summer Class Transition Ceremony will be held as part of the Pre-service Training activities since all but one of the participants are Head Start employees. During the ceremony, graduates will share their experiences and reflections, and key takeaways from their participation in Getting Ahead in an effort to recruit other employees to participate in the Getting Ahead program.
- **Getting Ahead: Classes** will resume in September. Both FSS staff and Head Start staff will continue to recruit Head Start parents for the classes as we move to the Whole Family Approach.
- **FSSP Staff:** Staff completed the final Whole Family approach Kickstarter session.
- **Florida Commerce Monitoring:** The Agency received a clearance letter from Florida Commerce for the closeout of the monitoring for the period October 1, 2021 through September 30, 2024. All corrective actions have been addressed.
- **Thomas Howell Ferguson:** Andrew Ferguson, Thomas Howell Ferguson presented the Monitoring report for the period October 1, 2024 through September 30, 2026, for Weatherization Assistance Program (WAP), Low-Income Home Energy Assistance Program (LIHEAP), and the Community Service Block Grant (CSBG).
- **Franklin County Program office:** The program office relocated to a new office location at 118 Oyster City Drive, Eastpoint, Fl 32328.

CHAIR'S REPORT

- **Board Recruitment:** The Chair reported that the Board is actively recruiting new members to fill current vacancies.
- **Potential Board Members:** There are five people who expressed interest in being a member of the Board. The Nominating Committee will present them at the September Board meeting for consideration and approval.

- **Fundraising Initiative:** The Public Relations and Fundraising Committees are exploring the possibility of hosting a **New Year's Eve fundraiser at the TNL Performing Arts** on December 31st.
- **Vice-Chair Vacancy:** The Board currently has a Vice-Chair vacancy following Mr. Grant's resignation. Board members were asked to volunteer to serve in an interim capacity until the vacancy is filled.

The meeting adjourned at 7:47 PM.

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Board Secretary Date

Financial Statement Narrative
For the Ten Months Ending July 31, 2026
Capital Area Community Action Agency

As of July 31, 2026, we have completed ten months of the fiscal year and we would expect the year-to-date actual expenses and revenue to be around 83% of the annual budget. At month end, the Year to Date Actual Revenue and Expenses are 75% and 75% respectively with excess expenditures of $36,585.

Non-Federal Share (NFS) Match at July 31, 2026, was $620,710 of the $1,071,944 target. No Updates for In Kind have been included since May 2026 but will be updated when provided.

Agency Wide Variances

- Rent/Space Cost – is slightly over the benchmark budget but should come closer in variance in July and August with reduced rents.
- Utilities- is slightly over the benchmark budget and projected to go over budget by $15,000 based on current spending.
- ***General Liability and Property Insurance – is over benchmark budget but the final payment of the 25.26 fiscal year has been processed so it will remain under budget.***
- ***Communications – is over benchmark budget and is forecast to go over budget by about 10%.***
- ***Repair & Building Maintenance – Non-Recurring – is significantly over budget due to the moving and setup of several new Head Start Centers.***
- ***Equipment Maintenance – is over benchmark budget with a few expenses related to server failures and battery backups.***
- ***Vehicle Expense – is over benchmark budget but the final auto insurance bill has been paid for the 25.26 fiscal year and this category should stay within budget.***
- Equipment Lease- is at budget and projected to go over budget by $1,200 based on current spending.
- Technology – is over the budget due to the addition of additional curriculums for Head Start and VPK.
- ***Dues/Subscriptions – is over budget with the addition of several Chat GPT and AI services not utilized in previous periods.***
- Special Events – is over budget with the purchase of the Head Start caps and gowns but is offset partially by the special event revenue.
- Registration Fees – is over budget with the addition of UPHS registration fees across the programs although there is no line item in the budget for registration fees. There are funds available in Meetings/Workshops or Training and Technical Assistance/Staff Development.
- Interest Expense - is over budget due to the Line of Credit being activated during the Government shut down.
- Bank Service Charges - is over budget due to the Line of Credit being activated during the Government shut down.

Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the 10 Months Ending 7/31/2026

	83%	Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	4,260,978	3,219,678	(1,041,300)	76%
Government Contracts - STATE	4010	2,565,606	1,762,878	(802,728)	69%
Government Contracts - LOCAL	4020	124,888	263,428	138,540	211%
Grants - Other Not-for-Profits	4100	6,573	6,620	47	101%
Grants - All Other Sources	4120	8,000	8,000	0	100%
Contributions	4200	2,000	9,107	7,107	455%
Contributions- Restricted	4210	29,000	2,168	(26,832)	7%
Special Events	4300	2,000	4,520	2,520	226%
Commissions-Vending/Photo	4320	0	1,729	1,729	100%
Interest Income	4950	0	618	618	100%
Fringe Pool Revenue	4960	956,000	698,381	(257,619)	73%
Indirect Pool Revenue	4970	839,909	589,233	(250,676)	70%
Other Revenue	4995	2,000	19,238	17,238	962%
Total Revenue		8,796,954	6,585,598	(2,211,356)	75%
Expenditures					
Salaries & Wages	6010	3,317,272	2,463,637	853,635	74%
Fringe	6110	971,448	698,381	273,067	72%
FICA	6120	257,000	185,458	71,542	72%
Unemployment	6130	43,000	11,748	31,252	27%
Workers Compensation	6140	40,000	22,838	17,162	57%
Health Insurance	6150	490,000	399,560	90,440	82%
Life Insurance	6160	36,000	27,347	8,653	76%
Retirement	6170	60,000	39,813	20,187	66%
Staff Screenings	6180	3,950	2,365	1,585	60%
Indirect Costs	6210	831,158	596,233	234,925	72%
Travel - In Area	6310	12,300	4,582	7,718	37%
Office Supplies	6410	17,500	8,917	8,583	51%
Program Supplies	6415	51,146	18,185	32,961	36%
Classroom Supplies	6420	33,000	16,851	16,149	51%
Kitchen Supplies	6430	18,000	11,071	6,929	62%
Medical/Dental Supplies	6440	500	324	176	65%
Copies/Printing/Copier	6510	28,450	19,064	9,386	67%
Postage and Delivery Expense	6600	5,150	1,759	3,391	34%
Contractual Services/Professional	6710	385,365	332,393	52,972	86%
Contractual Services – Health/Disabilities	6715	205,142	162,582	42,560	79%
Rent/Space Cost	**6810**	**284,194**	**261,286**	**22,908**	**92%**
Utilities	**6820**	**106,500**	**100,466**	**6,034**	**94%**
General Liability and Property Insurance	**6830**	**83,000**	**76,006**	**6,994**	**92%**
Communications	**6840**	**99,500**	**88,527**	**10,973**	**89%**
Repairs & Bldg Maintenance- Recurring	6850	174,080	150,338	23,742	86%

Capital Area Community Action Agency
Statement of Revenues and Expenditures
For the 10 Months Ending 7/31/2026

Repairs & Bldg Maintenance - Nonrecurring	**6855**	**15,500**	**28,792**	**(13,292)**	**186%**
Equipment Maintenance	**6910**	**30,500**	**28,907**	**1,593**	**95%**
Vehicle Expense	**6920**	**66,000**	**59,969**	**6,031**	**91%**
Equipment Lease	**6930**	**9,700**	**9,732**	**(32)**	**100%**
Technology	**6940**	**55,946**	**65,895**	**(9,949)**	**118%**
Fees, Licenses, and Permits	7010	3,360	1,695	1,665	50%
Dues/Subscriptions	**7020**	**8,800**	**10,624**	**(2,596)**	**121%**
Special Events	**7110**	**3,000**	**5,508**	**(2,508)**	**184%**
Client Assistance	7210	600,703	484,304	116,399	81%
Expendable Equipment	7320	15,000	8,063	6,937	54%
Registration Fees	**7410**	**0**	**1,995**	**(1,995)**	**100%**
Meetings/Workshops	7420	10,200	4,043	6,930	40%
Training and Technical Assistance/Staff	7435	69,998	37,024	32,974	53%
Advisory/Board Member Expenses	7440	4,700	2,603	2,097	55%
Advertising	7450	27,000	5,421	21,579	20%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	334,126	160,765	173,361	48%
Legal Expenses	7530	10,000	0	10,000	0%
Interest Expense	**7610**	**500**	**2,597**	**(2,097)**	**519%**
Bank Service Charges	**7630**	**2,900**	**4,516**	**(1,616)**	**156%**
Total Expenditures		8,822,788	6,622,183	2,200,605	75%
Excess Revenue over (under) Expenditures		**(25,834)**	**(36,585)**	**(10,751)**	

Capital Area Community Action Agency
Balance Sheet
As of 7/31/2026

		Current Period Balance
Assets		
Cash Operating Hancock Bank	1010	747,790
Health Insurance Imprest Account	1031	2,516
Petty Cash	1050	170
FLEXIBLE SAVING ACCOUNT-HANCOCK BANK	1065	21,307
Money Market Account - Hancock Bank	1080	27,323
Accounts Receivable	1100	29,935
Grants Receivable	1150	354,145
Employee Receivable	1175	(15)
Prepaid Other	1310	406
Building	1600	245,000
Work In Progress	1630	67,368
Equipment	1650	1,019,171
Capital Lease	1660	842,100
Accumulated Depreciation - Building	1700	(104,429)
Accumulated Depreciation - Equipment	1750	(622,793)
Accumulated Amortization - Capital Lease	1760	(799,462)
Total Assets		1,830,532
Liabilities and Net Assets		
Liabilities		
Accounts Payable	2000	45,450
Accrued Expenses - Other	2010	70,436
Accrued Wages	2040	107,525
Accrued Fringe Benefits	2060	462
Accrued Flexible Savings	2061	(1,789)
Accrued FICA	2065	(10,296)
Accrued Federal Withholding	2070	(8,611)
Accrued Georgia Estimated Taxes	2071	(328)
Accrued Health Insurance	2085	1,293
Accrued Other Health Insurance	2087	(2,162)
Accrued Life Insurance	2090	12,164
Accrued Retirement - Pre Tax	2095	404
Accrued Retirement - Post Tax	2096	1,799
Contract Advances	2100	119,642
Due to Grantor	2150	127
Due to Dept of Economic Opportunity	2300	164
Liability- Head Start Parent Activity	2330	7,079
Notes Payable	2350	(176)
Lease Payable	2360	41,069
Deferred Income	2400	35,527
Total Liabilities		419,779
Net Assets		
Beginning Net Assets		
Unrestricted Net Assets	3000	1,122,440
Invested Property and Equipment	3020	324,898
Total Beginning Net Assets		1,447,338
Current Net Income		(36,585)
Total Net Assets		1,410,753
Total Liabilities and Net Assets		1,830,532

Capital Area Community Action Agency
FSS Statement of Revenues and Expenditures
For the Ten Months Ending 7/31/2026

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - STATE	4010	1,667,052	1,380,301	(286,751)	83%
Total Revenue		1,667,052	1,380,301	(286,751)	83%
Expenditures					
Salaries & Wages	6010	589,504	479,411	110,093	81%
Fringe	6110	170,937	134,882	36,055	79%
Staff Screenings	6180	200	0	200	0%
Indirect Costs	6210	158,932	122,221	36,711	77%
Travel - In Area	6310	2,100	1,328	772	63%
Office Supplies	6410	5,500	3,771	1,729	69%
Program Supplies	6415	15,600	0	15,600	0%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	5,450	4,132	1,318	76%
Postage and Delivery Expense	6600	3,450	1,173	2,277	34%
Contractual Services/Professional	6710	24,229	21,173	3,056	87%
Rent/Space Cost	6810	50,194	74,141	(23,947)	148%
Utilities	6820	10,500	10,345	155	99%
General Liability and Property Insurance	6830	21,000	24,572	(3,572)	117%
Communications	6840	31,500	25,517	5,983	81%
Repairs & Bldg Maintenance- Recurring	6850	8,900	9,864	(964)	111%
Repairs & Bldg Maintenance - Nonrecurring	6855	0	100	(100)	100%
Equipment Maintenance	6910	6,700	7,495	(795)	112%
Vehicle Expense	6920	26,000	23,339	2,661	90%
Equipment Lease	6930	4,200	5,341	(1,141)	127%
Technology	6940	14,200	5,351	8,849	38%
Fees, Licenses, and Permits	7010	860	115	745	13%
Dues/Subscriptions	7020	1,300	575	725	44%
Client Assistance	7210	501,696	416,495	85,201	83%
Expendable Equipment	7320	2,000	412	1,589	21%
Registration Fees	7410	0	380	(380)	100%
Meetings/Workshops	7420	600	648	(48)	108%
Training and Technical Assistance/Staff Development	7435	9,000	6,841	2,159	76%
Advertising	7450	2,500	938	1,562	38%
Total Expenditures		1,667,052	1,380,559	286,493	83%
Excess Revenue over (under) Expenditures		0	(259)	(259)	

Capital Area Community Action Agency
Head Start Programs
For the Ten Months Ending 7/31/2026

		Total Budget - Original	Current Year Actual	Total Budget Variance - Original	%
Revenue					
Government Contracts - FEDERAL - DIRECT	4000	4,260,978	3,219,678	(1,041,300)	76%
Government Contracts - STATE	4010	898,554	382,577	(515,977)	43%
Government Contracts - LOCAL	4020	76,342	222,471	146,129	291%
Contributions	4200	0	7,214	7,214	100%
Other Revenue	4995	2,000	2,390	390	119%
Total Revenue		5,237,874	3,834,329	(1,403,545)	73%
Expenditures					
Salaries & Wages	6010	2,462,551	1,806,125	656,426	73%
Fringe	6110	713,651	513,360	200,291	72%
Staff Screenings	6180	3,500	2,365	1,135	68%
Indirect Costs	6210	663,826	467,011	196,815	70%
Travel - In Area	6310	10,000	3,255	6,745	33%
Office Supplies	6410	9,000	3,267	5,733	36%
Program Supplies	6415	35,000	18,185	16,815	52%
Classroom Supplies	6420	33,000	16,851	16,149	51%
Kitchen Supplies	6430	18,000	11,071	6,929	62%
Medical/Dental Supplies	6440	500	324	176	65%
Copies/Printing/Copier Maintenance/Toner/Paper	6510	12,000	10,142	1,858	85%
Postage and Delivery Expense	6600	1,200	441	759	37%
Contractual Services/Professional	6710	7,500	25,492	(17,992)	340%
Contractual Services – Health/Disabilities	6715	205,142	162,582	42,560	79%
Rent/Space Cost	6810	212,000	170,558	41,442	80%
Utilities	6820	90,000	85,563	4,437	95%
General Liability and Property Insurance	6830	25,000	23,002	1,998	92%
Communications	6840	60,000	57,582	2,418	96%
Repairs & Bldg Maintenance- Recurring	6850	164,180	140,028	24,152	85%
Repairs & Bldg Maintenance - Nonrecurring	6855	15,000	28,692	(13,692)	191%
Equipment Maintenance	6910	18,000	16,680	1,320	93%
Vehicle Expense	6920	35,000	33,145	1,855	95%
Equipment Lease	6930	3,500	2,949	551	84%
Technology	6940	20,000	50,674	(30,674)	253%
Fees, Licenses, and Permits	7010	1,000	490	510	49%
Dues/Subscriptions	7020	3,500	3,186	314	91%
Special Events	7110	1,000	91	909	9%
Expendable Equipment	7320	12,000	3,894	8,106	32%
Registration Fees	7410	0	1,330	(1,330)	100%
Meetings/Workshops	7420	3,500	2,489	1,011	71%
Training and Technical Assistance/Staff Development	7435	40,998	28,386	12,612	69%
Advisory/Board Member Expenses	7440	1,000	190	810	19%
Advertising	7450	22,000	3,812	18,188	17%
Parent Activities	7460	1,200	0	1,200	0%
Raw Food Cost	7510	334,126	160,765	173,361	48%
Total Expenditures		**5,237,874**	**3,853,974**	**1,383,900**	74%
Excess Revenue over (under) Expenditures		**0**	**(19,645)**	**(19,645)**	

Capital Area Community Action Agency, Inc.
Head Start NFS Match Requirements
For the Month Ending July 31, 2026

Match Source	Total Needed	YTD	YTD %	Remaining	Remaining %
Government Contracts - Local		72,471			
Grants - Other Not for Profits		150,000			
In-Kind Revenue		***289,193***			
VPK Revenue/SR Deficit		109,046			
	1,071,944	**620,710**	**58%**	**451,234**	**42%**

In Kind Numbers Last Update 5/31/2026. Will Be Updated As The Numbers Are Provided.

Head Start Credit Card Expenses July 2026

Vendor ID	Fund Code	GL Code	Activity Code	Effective Date	Expenses	Transaction Description	Session ID
HANCOCK CC	1064	6180	253	7/29/2026	33.33	LICENSE SABAL PALM	AP260803-VISAS
HANCOCK CC	1064	6180	255	7/29/2026	12.39	BACKGROUND SCREENING	AP260803-VISAS
HANCOCK CC	1064	6415	255	7/29/2026	458.42	CLASSROOM SUPPLIES	AP260803-VISAS
HANCOCK CC	1064	6415	254	7/29/2026	327.00	CLASSROOM SUPPLIES	AP260803-VISAS
HANCOCK CC	1064	6440	255	7/29/2026	315.93	TOOTHBRUSHES FOR CLASSES	AP260803-VISAS
HANCOCK CC	1064	6920	255	7/29/2026	46.00	FUEL	AP260803-VISAS
HANCOCK CC	1064	6920	255	7/29/2026	74.03	FUEL	AP260803-VISAS
HANCOCK CC	1064	6920	255	7/29/2026	75.01	FUEL	AP260803-VISAS
HANCOCK CC	1064	6920	255	7/29/2026	76.00	FUEL	AP260803-VISAS
HANCOCK CC	1064	7010	255	7/29/2026	75.00	LEADERSHIP TALLAHASSEE ANNUAL DUES	AP260803-VISAS
HANCOCK CC	1064	7010	255	7/29/2026	48.10	REGISTRATION	AP260803-VISAS
HANCOCK CC	1064	7420	255	7/29/2026	67.95	GIFT CARDS	AP260803-VISAS
HANCOCK CC	1064	7420	255	7/29/2026	219.90	ZOOM	AP260803-VISAS
HANCOCK CC	1064	7450	255	7/29/2026	74.58	AD IN TALLAHASSEE DEMOCRAT	AP260803-VISAS
				Total	1,903.64		

HANCOCK WHITNEY

HANCOCK WHITNEY BANK
PO BOX 61750
NEW ORLEANS LA 70161-1750

MEMO STATEMENT

Account Number

[redacted]

Statement Date

07-27-26

Issued by Hancock Whitney Bank

DARREL JAMES
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729

** 0000001

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-02	07-01	24015146183168405264787	5542	GATE #1194 TALLAHASSEE FL	M76.00
07-07	07-06	24011346187100137762529	4814	ZOOM.COM 888-799-9666 ZOOM.US CA	M219.90
07-09	07-08	74943006190464242029858	3812	HYATT PLACE SARASOTA 9415545800 FL	M17.03cr
07-09	07-08	24015146190169869268091	5542	GATE #1194 TALLAHASSEE FL	M74.03
07-14	07-13	24011106194900011447819	8398	LEADERSHIP TALLAHASSEE, I 850-5213102 FL	M75.00
07-17	07-16	24015146198171624315409	5542	GATE #1194 TALLAHASSEE FL	M75.01
07-23	07-22	24036296203714890348389	4121	UBER *TRIP HELP.UBER.COM CA	M9.94
07-27	07-24	24015146206173379440887	5542	GATE #1194 TALLAHASSEE FL	M46.00
07-27	07-24	24137466206001812018561	5912	CVS/PHARMACY #01256 TALLAHASSEE FL	M67.95

STATEMENT DATE	ACCOUNT NUMBER
07-27-26	[redacted]

CUSTOMER SERVICE CALL

Toll Free 1-800-448-8812

ACCOUNT SUMMARY	
NEW PURCHASES AND OTHER CHARGES	643.83
NEW CASH ADVANCES	.00
CREDITS	17.03
STATEMENT TOTAL	626.80
TOTAL IN DISPUTE	.00
CREDIT LIMIT	5,000.00

HANCOCK WHITNEY

HANCOCK WHITNEY BANK
PO BOX 61750
NEW ORLEANS LA 70161-1750

MEMO STATEMENT

Account Number

[redacted]

Statement Date

07-27-26

Issued by Hancock Whitney Bank

ANNA MCCOY
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729

** 0000001

M

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-01	06-30	24445006181300819730230	9399	B2P*LEON TAX COLLECTOR 904-421-7220 FL	M2.00
07-01	06-30	24445006181300819730313	9399	B2P*LEON TAX COLLECTOR JACKSONVILLE FL	M46.10
07-15	07-13	24755426196131964615844	5047	PLAK SMAKER 847-4585400 IL	M315.93
07-20	07-17	24559306198900012761226	7311	FL LOCALIQ ADV2 844-3209538 WI	M74.58

STATEMENT DATE	ACCOUNT NUMBER
07-27-26	[redacted]

CUSTOMER SERVICE CALL

Toll Free 1-800-448-8812

ACCOUNT SUMMARY	
NEW PURCHASES AND OTHER CHARGES	438.61
NEW CASH ADVANCES	.00
CREDITS	.00
STATEMENT TOTAL	438.61
TOTAL IN DISPUTE	.00
CREDIT LIMIT	5,000.00

HANCOCK WHITNEY

HANCOCK WHITNEY BANK
PO BOX 61750
NEW ORLEANS LA 70161-1750

MEMO STATEMENT

Account Number
[redacted]

Statement Date
07-27-26

Issued by Hancock Whitney Bank

FATIMA OLEABHIELE
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729

** 0000001

STATEMENT MESSAGES

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TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-20	07-20	24692166201406609626336	5942	AMAZON MKTPL*IG25D2D43 AMZN.COM/BILL WA	M458.42

STATEMENT DATE	ACCOUNT NUMBER
07-27-26	[redacted]

CUSTOMER SERVICE CALL

Toll Free 1-800-448-8812

ACCOUNT SUMMARY	
NEW PURCHASES AND OTHER CHARGES	458.42
NEW CASH ADVANCES	.00
CREDITS	.00
STATEMENT TOTAL	458.42
TOTAL IN DISPUTE	.00
CREDIT LIMIT	2,000.00

HANCOCK
WHITNEY

0 8/11

HANCOCK WHITNEY BANK
PO BOX 61750
NEW ORLEANS LA 70161-1750

MEMO STATEMENT

Account Number

[redacted]

Statement Date

07-27-26

Issued by Hancock Whitney Bank

VENITA TREADWELL
CAPITAL AREA CAA
309 OFFICE PLAZA DR
TALLAHASSEE FL 32301-2729

** 0000001

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STATEMENT MESSAGES

Save time and money. Automatically. For hassle-free details and to start saving with your eligible Hancock Whitney Business Credit Card for FREE today, visit visasavingsedge.com.

TRANSACTION DETAIL

Post Date	Trans Date	Reference Number	MCC	Transaction Description	Amount
07-09	07-08	24055236190815301006388	9399	NIC*-DCF CHILD CARE EGOV.COM FL	M33.33
07-20	07-17	24055236199826427284974	9399	NIC*-AHCA AGENCY FOR HEAL EGOV.COM FL	M12.39
07-20	07-19	24493986200236541154367	5943	LAKESHORE LEARNING MATER 310-537-8600 CA	M327.00

STATEMENT DATE	ACCOUNT NUMBER	ACCOUNT SUMMARY	
07-27-26	[redacted]	NEW PURCHASES AND OTHER CHARGES	372.72
CUSTOMER SERVICE CALL		NEW CASH ADVANCES	.00
Toll Free	1-800-448-8812	CREDITS	.00
		STATEMENT TOTAL	372.72
		TOTAL IN DISPUTE	.00
		CREDIT LIMIT	4,000.00

Capital Area
Community Action
Agency

TO: BOARD MEMBERS

FROM: Nina Self, CEO

DATE: September 22, 2026

RE: CEO Report

NATIONAL

Head Start – Notice of Proposed Rulemaking (NPRM)

On August 6, 2026, the Department of Health and Human Services shared proposed changes to the Head Start Program Performance Standards. The proposed changes are the largest ever overhaul of the standards. If enacted, these changes would significantly impact the children and families served and the services that they receive. Here are some of the main takeaways:

1. ***Eliminates most Head Start standards***. The proposal eliminates most of the Head Start standards, including mention of standards related to health, mental health, oral health, and developmental screenings.
2. ***Changes to eligibility procedures***. The proposed rule eliminates self-attestation as an acceptable form of documentation to determine eligibility, which will have a significant impact on children experiencing homelessness. Self-attestation is also often used to establish a child's age and could have broader implications for families that do not have immediate access to documentation, delaying enrollment and removing access for some families.
3. ***Removes quality teaching and learning standards***. The proposal removes most requirements related to teaching and learning, including some requirements for teacher training and coaching, curricula, group size, and teacher-child ratios.
4. ***Eliminates health and safety standards.*** The proposal eliminates critical health, safety, and quality measures. Requirements for annual staff training on preventing abuse and neglect are removed, and the requirement to supervise children at all times is also removed. Programs would instead be governed by state licensing and child-protection laws, which vary from state to state.
5. ***Requires all instruction to be in English***. A new requirement states that all instruction for children must be conducted in English, with an exception for Tribal grantees that include Tribal languages as part of their heritage.
6. ***Removes additional services for children with disabilities***. The proposal eliminates requirements that children with disabilities receive services that allow them to fully participate in all aspects of

the Head Start program, including receiving individualized services while they are being evaluated for IDEA eligibility.

These are only a few of the proposed changes. This is a proposed rule and is open for public comment for 60 days (deadline October 6, 2026). After the comment period, HHS must review and respond to comments before issuing a final rule. Any changes would take effect only after a final rule is published and an effective date is announced, a process that will likely take several months.

National Community Action Partnership (NCAP)

There are more than 1,000 Community Action Agencies (CAAs) operating across the United States today. They serve about 99% of U.S. counties. These include non-profit organizations like us, local governments, tribes, migrant organizations, and specialized agencies. These agencies provide services such as energy assistance, Head Start, housing assistance, employment/job training, food assistance, transportation and financial education. Florida has 24 CAAs that cover 57 counties.

NCAP is a national, 501(c)3 nonprofit membership organization that provides technical assistance, training, and other resources to Community Action Agencies, nonprofit and public groups funded by the Community Services Block Grant (CSBG), a federal program that allocates funding to states to connect people to greater opportunity.

I had the opportunity to attend the 2026 NCAP Annual Convention in St. Louis, MO. There were over 1,300 attendees from all over the country, coming together to strategize and gather tools to help them serve the people in their communities. The convention provided great training and opportunity for networking. Some workshops I attended included:

- Strategic Restructuring from a Governance Perspective
- From Pilot to Scaling: Strengthening and Sustaining a Whole Family Approach
- Aligning Agency Planning Processes
- All Hands-on Deck: Making Fundraising Everyone's Mission

The information I gathered from these sessions will be instrumental as we move through our strategic planning process and the development of our Whole Family Approach. The conference will be held in Philadelphia, PA in 2027.

STATE

Florida Association for Community Action, Inc. (FACA)

FACAs mission is: To enhance Florida's Community Action Network's effectiveness to facilitate the reduction of poverty, through collaboration with public and private partners by providing training, technical assistance, and advocacy. Our agency is a member of FACA, and we sent seven people to represent us at the FACA 46th Annual Training Conference in Orlando, FL. The entourage included the Chair, CEO, HR Manager and the CSBG and WAP teams. The Conference included a three and a half day specialized training for the Weatherization team on Combustion Appliance Zone. It included some hands-on training as well as classroom. Other topics included:

- A Framework for Leadership Transformation in Community Action
- Leading Generational Teams: What Does Your Multi-Generational Team Look Like?
- Board Leadership: The Difference Between Oversight and Management
- Using ROMA to Plan and Achieve Results During Testing Times
- Beyond the Grant: Building a Diversified Funding Strategy That Lasts

The opening plenary included a heartfelt and motivating keynote address from Heather Cogar, Statewide Director of Community Engagement of the Prosperity Initiative/Florida Chamber of Commerce. FACA has a strong partnership with Florida CAAs. Their team does a great job in advocating for the issues near and dear to our agencies.

AGENCY HAPPENINGS

HEAD START

Department of Health and Human Services (HSS)

After experiencing the federal government shutdown earlier this year, the HHS strategized on how agencies with an October 1 program start date will not have to be affected if that happens again. Because the federal government fiscal year is October 1 through September 30, any programs that have the same fiscal year are affected if Congress doesn't pass the budget in time. I received a call from Samuel Dupervil, HHS Regional Program Director, to inform me of their resolution to this issue. Effective immediately, our program year for Head Start will be February 1 through January 31. By doing so, we will not be affected if there is another shutdown because of budget. HHS has already distributed a portion of our FY2026/27 budget to cover us from 10/1/26 through 1/31/27. We will receive our new program budget on February 1, 2027, which will cover 2/1/27 – 1/31/28. There were only a few Head Start agencies nationwide that had this issue. This move will ensure that we can continue to operate, even if the government shuts down.

New School Year

The Head Start team successfully opened all nine Head Start Centers in August. The staff and children located in Leon County Schools received a warm welcome from the staff. Our staff was included in a portion of their preservice to make us feel a part of their community. 344 of 378 (91%) families were enrolled as of August 31, 2026. The Average Daily Attendance requirement of 85% was met for August at 89.52%. We continue to recruit and enroll students to reach our 100% enrollment goal.

Staff continue to work with Board member Lanier to develop a plan to return Head Start services to Franklin County in the next school year. We will keep you informed as we try to reach a resolution that will include community input.

Health and Safety

And we thought COVID was over.....Not! Agency reported COVID cases for the month of August included six children and three staff members. We are taking precautions in the centers by reverting to some of the cleaning procedures we used during COVID. Parents have been notified and asked to take precautions also. If their children have any of the symptoms, we ask them to keep them at home and seek medical treatment if needed. They also have an option for their child to wear a mask.

FAMILY SUPPORT SERVICES (FSS)

Getting Ahead

Fall Getting Ahead classes will begin the week of September 28th in Leon County. There will be two classes of ten people. FSS and Head Start staff continue to recruit Head Start parents for the classes as we move into the Whole Family Approach model for serving children and parents at the same time for greater family outcomes.

Direct Client Services

The CSBG grant can be used in ways other than Getting Ahead to assist eligible families in need. Our FY2026/27 CSBG budget allocation includes funds for educational support, work readiness, daycare, senior care, transportation assistance, temporary shelter, emergency rent assistance and healthcare services. Although allocation for some of these things may not be much, if we can help a couple of families overcome their crisis, we have accomplished a goal. Because we have not been successful in recruiting Getting Ahead participants in the rural areas, we will find other ways to help members of those communities with assistance in these other areas.

We had funds remaining in direct client services that we needed to spend by September 30, 2026. We launched a campaign as part of our Whole Family Approach to assist any Head Start family that has received 3-day notice or more to ensure they have stable housing. We also opened it up to priority clients that meet the LIHEAP requirements which are: Age over 60, disabled or children in the household under 5 years old. Florida Commerce agreed to extend our funds through the end of November to ensure no funds are reverted to them. They also identified a local nonprofit whose mission aligns with ours that we may be able to assist some of their clients.

ADMINISTRATION

Staffing

The agency currently has 77 active employees in twelve locations. The main office has the largest concentration of staff. There are four vacancies in Head Start, two teachers, one assistant teacher and a family advocate. We anticipate having them filled within the next thirty days.

Community Needs Assessment

We submitted a Community Needs Assessment with the 2026 CSBG Organizational Standards that gave statistics showing the need in our eight counties. We need to add community input data to the report, to include Board, staff, clients, parents, community partners, and others. This will be collected by surveys, focus groups, parent meetings, and forums to discuss community needs with a large number of people and to raise awareness of both CACAA and issues affecting community members. We will solicit assistance for this project from our three local universities and other outside sources. We will do one CNA for the agency to include Head Start and the FSS programs.

Strategic Plan

We will continue working on our strategic plan that is due with our 2028 CSBG Organizational Standards. This includes planning a date in the future where we can meet for a full day with an outside facilitator to help us develop our plan. We will issue a Request for Proposal for a facilitator.

Building Maintenance

We will issue a Request for Proposal for lawn maintenance within the next couple of weeks. This will cover lawn service for the main office, Royal and Jefferson Head Start Centers, and the playground at South City. If you have a vendor you would like us to send the RFP, please email their contact information to me no later than September 30, 2026.

UPCOMING EVENTS

- New Board Member Orientation – Date to be announced.
- Executive Committee Meeting – October 27, 2026
- Full Board Meeting – November 17, 2026
- Florida Head Start Association 2026 Annual Conference & Expo, October 27 – 29, Orlando FL

MEMORANDUM

TO:	Nina Self, Chief Executive Officer
FROM:	Darrel James, Head Start Director
RE:	Head Start Director's Report
DATE:	September 11, 2026

This memo provides my August 2026 update to the Chief Executive Officer.

Program Information

Capital Area Community Action Agency has opened five new Head Start Centers at Astoria Park Elementary, Fort Braden Elementary, Hartsfield Elementary, Sabal Palm Elementary, and Sealey Elementary. South City Head Start Center has moved up to the front of its school and now has new classrooms and administrative offices. Jefferson County remains at its current location with plans to renovate one of the portable buildings and request funds for a new building in the near future. Pineview and Louise B. Royal Head Start Centers remain the same, and due to staff and student shortages, Community Action is not offering Head Start in Franklin County this school year.

We submitted the Refunding Application to the Department of Health and Human Services to continue our Head Start grant on July 1, 2026. We also received notice that our fiscal year will change to prevent future Government Shutdowns.

Staffing

The program's current staffing needs by the Head Start Center are as follows:

- Astoria Park (Needs an Assistant Teacher)
- Fort Braden (Needs a Teacher)
- Hartsfield (Needs a Teacher)
- Jefferson (Fully Staffed)
- Louise B. Royal (Fully Staffed)
- Main Office (Registered Dietitian needed)
- Pineview (Fully Staffed)
- Sabal Palm (Fully Staffed)
- Sealey (Fully Staffed)
- South City (Needs a Family Advocate)

Professional Development /Training

Pre-Service Training – All Staff

- Center Director Training
- Mental Wellness
- Teamwork

- Working with Families
- Child Transportation and Safety
- Health and Safety
- Nutrition
- Fire Safety
- DCF Child Abuse and Neglect
- Child Development – Curriculum Fidelity
- Conscious Discipline
- DCF Rules and Regulations
- Safety in Outdoor Play
- Welcome to Leon County Schools
- Yoga for Young Children
- Investing in Yourself

LEAD Training – Family & Community Engagement Coordinator

Head Start Facilities

Astoria Park
- Licensed and open with 3 classrooms

Fort Braden
- Licensed and open with 1 classroom

Franklin
- Not offering Head Start services for this school year

Hartsfield
- Licensed and open with 3 classrooms

Jefferson
- Licensed and open with 1 classroom

Louise B. Royal
- Licensed and open with 3 classrooms. The center needs a plan to complete necessary repairs.

Pineview
- Licensed and open with 3 classrooms

Sabal Palm
- Licensed and open with 1 classroom

Sealey
- Licensed and open with 1 classroom

South City

- Licensed and open with 4 classrooms

Curriculum

Children are adapting to their new classrooms and teachers, and we are making changes as needed.

Recruitment Numbers

Enrollment numbers for August 2026:

- Astoria Park 53 of 53 families enrolled
- Fort Braden 8 of 19 families enrolled
- Hartsfield 43 of 58 families enrolled
- Jefferson 20 of 20 families enrolled
- Louise B. Royal 48 of 54 families enrolled
- Pineview 57 of 57 families enrolled
- Sabal Palm 20 of 20 families enrolled
- Sealey 18 of 20 families enrolled
- South City 77 of 77 families enrolled

344 of 378 (91%) families are enrolled for this school year. We are working with ESP media on a recruitment plan to ensure full enrollment.

Average Daily Attendance

89.52 – The requirement of 85% was met for August.

Health

Dental, Vision, and Hearing Screenings scheduled for August 20 – November 2, 2026

Leon County School Meal Service Contract has been submitted.

CCFP change forms to claim meals from Leon County schools have been submitted

COVID cases for the month included 6 children and three staff members

Federal and State Regulations

DCF inspection at Pineview – No violations

Capital Area
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MEMORANDUM

TO: Nina Self, Interim Chief Executive Officer
FROM: Victoria Mathis, Emergency Services Program Manager
RE: Board Update for August 2026 – ***Emergency Services***
DATE: September 3, 2026

National Performance Indicator
Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential By Strengthening Family and Other Supportive Environments. This report started October 1, 2025 and will end September 30, 2026.

***LIHEAP** (Low Income Home Energy Assistance Program)*

Below is the total unduplicated number of households served for August 2026.

County	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	April 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Total
Calhoun	29	28	24	36	83	52	54	44	44	51	53		498
Franklin	23	22	22	32	30	27	26	29	20	21	18		270
Gadsden	78	23	47	54	80	121	81	67	97	125	70		843
Gulf	23	15	14	15	15	17	20	17	19	15	20		190
Jefferson	36	8	18	24	50	32	25	20	27	29	35		304
Leon	631	251	558	642	408	522	498	602	752	720	576		6,160
Liberty	21	11	13	17	19	20	11	8	18	29	6		173
Wakulla	19	17	32	16	18	26	29	24	20	32	15		248
Total	860	375	728	836	703	817	744	811	997	1022	793		8,686

Additional information listed below:

Total Emergency Services Utility Assistance (from Donated Funds):

# Households	$ Amount
30	**$9,806.67**

Capital Area
Community Action
Agency

MEMORANDUM

TO: NINA SELF, CEO

FROM: Michelle Hawkins, FSS Program Coordinator

DATE: September 15, 2026

RE: August CSBG 2026 Board Report

- On August 3rd, CSBG attended the Headstart Pre-Service where we transitioned 9 Capital Area Community Action Headstart Employees from our first Employee Getting Ahead Class. These employees dedicated 4 weeks of their summer vacation to attend our Getting Ahead Program. We received an outpour of success and gratitude to our team for the deliverance of Getting Ahead.

- On August 6th and 10th, Staff attended the Head Start Parents Orientations to engage directly with the local low-income families. We formally introduced our Getting Ahead program, highlighting its role in building self-sufficiency and financial capability. We showcased our broader suite of wraparound resources designed to support family stability and growth. This initial connection established interested parents to enroll in our upcoming Getting Ahead class.

- On August 18th, I attended the monthly Wakulla Chamber of Commerce Lunch and Learn community outreach meeting to strengthen our network. There I received several community updates and ongoing community neighboring activity outreach information.

- On August 24th thru August 27th, Staff attended the Annual FACA Training Conference in Orlando, Florida to engage with regional -level community action staff and leaders. We participated in specialized workshops focused on family self-sufficiency, economic mobility and strategic program delivery.

- On August 30th thru September 4th, I attended the 26th National Community Action Partnership (NCAP) Convention in St. Louis, Missouri to connect with community action leaders from across the country. I participated in national-level sessions focused on innovative funding strategies, data-driven outcomes and poverty alleviation frameworks.

United Way
United Way of the Big Bend

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UNITED PARTNERS for HUMAN SERVIC

Capital Area
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MEMORANDUM
FROM: Terry Mutch
RE: Weatherization Assistance Program
DATE: September 8, 2026

On July 29, 2026, Florida Commerce sent notification that the WXF25 grant that ended on June 30, 2026 was now extended to September 30, 2026. Several units slated for WXF25 grant were moved to the WXIP2 Grant due to budget restrictions. The data below reflects current adjustments. Additionally, several issues have significantly hindered production (contractor/client issues) but adjustments are being made to circumvent these challenges as best as possible.

Weatherization CACAA – 8 County Territory (WXF25)

County	WXF25 Contract Units Projected*	WXF25 Contract Units Pre-inspected	WXF25 Contract Units In progress	WXF25 Contract Units Completed
Calhoun	1	0	0	0
Franklin	1	1	0	0
Gadsden	2	6	0	2
Gulf	1	1	0	0
Jefferson	2	3	0	2
Leon	5	6	0	2
Liberty	1	0	0	0
Wakulla	1	1	0	0
Total	**14**	**18**	**0**	**6**

*Based $8547.00 expenditure per home. Projections may change due to actual expenditures and need as per current agreement guidance.

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<u>Weatherization SREC – 10 County Territory (WXF25)</u>

County	WXF25 Contract Units Projected*	WXF25 Contract Units Pre-inspected	WXF25 Contract Units In progress	WXF25 Contract Units Completed
Bradford	1	3	1	2
Columbia	1	1	1	0
Dixie	1	0	0	0
Gilchrist	1	0	0	0
Hamilton	1	1	1	0
Lafayette	1	1	1	0
Madison	1	2	1	0
Suwannee	1	4	1	0
Taylor	1	0	0	0
Union	1	0	0	0
Total	**10**	**12**	**6**	**2**

*Based $8547.00 expenditure per home. Projections may change due to actual expenditures and need as per current program guidance.

The WXIP2 grant's completion date has been extended to September 30, 2026.

WXIP2 grant – 8 County territory: $479,297.80

WXIP2 grant – Suwannee River (SREC) territory: $292,605.05

Weatherization CACAA – 8 County Territory (WXIP2)

County	WXIP2 Contract Units Projected*	WXIP2 Contract Units Pre-inspected	WXIP2 Contract Units In progress	WXIP2 Contract Units Completed
Calhoun	2	2	1	0
Franklin	2	1	1	0
Gadsden	8	8	6	2
Gulf	2	1	0	1
Jefferson	1	1	0	0
Leon	20	6	2	6
Liberty	1	0	0	0
Wakulla	2	4	3	0
Total	**38**	**17**	**13**	**9**

Weatherization CACAA – 10 County Territory (WXIP2)

	WXIP2 Contract Units Projected*	WXIP2 Contract Units Pre-inspected	WXIP2 Contract Units In progress	WXIP2 Contract Units Completed
Bradford	1	0	0	0
Columbia	8	2	1	0
Dixie	1	0	0	0
Gilchrist	1	0	0	0
Hamilton	1	1	0	0
Lafayette	1	1	0	0
Madison	2	1	1	0
Suwannee	6	3	3	0
Taylor	1	0	0	0
Union	1	0	0	0
Total	**23**	**8**	**5**	**0**

Capital Area
Community Action
Agency

MEMORANDUM

TO:	Nina Self, Chief Executive Officer
FROM:	Margaret Watson, Human Resources Manager
RE:	Summary Report for Human Resources Department
DATE:	September 1, 2026

The following Human Resources Department report provides an overview of activities for August 2026.

The Human Resources Department continues to support the Agency's workforce by providing guidance and resources to employees and management.

During the month of August, Human Resources:

- Conducted Center Director's Training, August 29 – 31, at the Red Cross Training Center, and participated in the Agency-wide Annual Pre-Service Training.
- Met with the **Personnel Committee** to discuss the Committee's role and priorities. The Committee identified the **Employee Handbook review** as its first area of focus.
- Completed updates to the Agency's **Continuity of Operations Plan (COOP)** and **Emergency Preparedness Plan** to strengthen the Agency's ability to maintain essential operations before, during, and following an emergency.

Training and Development

Human Resources continues to participate in professional development opportunities designed to strengthen HR practices, compliance, leadership support, and organizational effectiveness. Activities include:

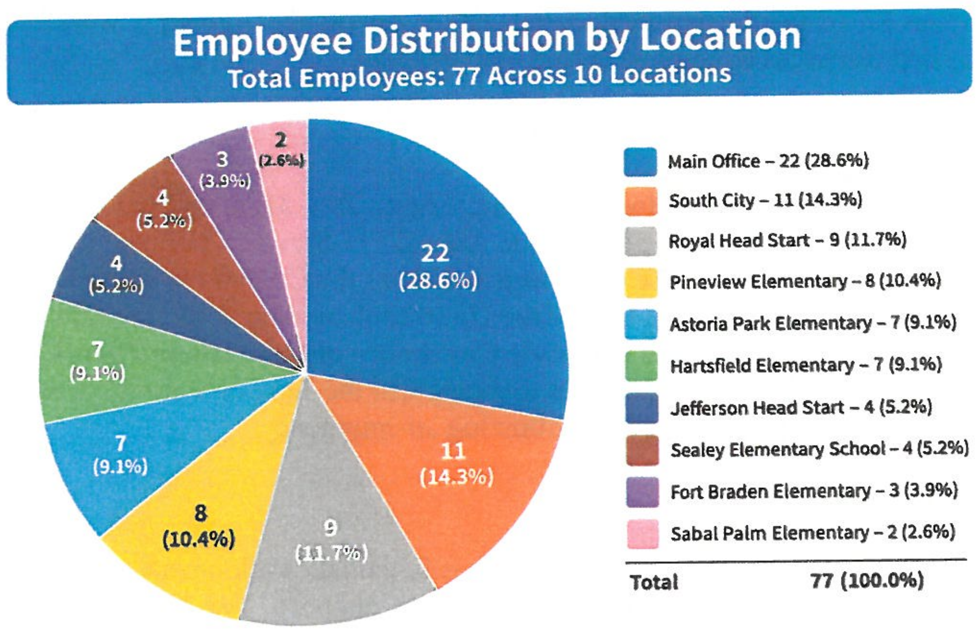
- FACA Training on August 24-27, 2026 – Orlando, Florida.
- SHRM Tallahassee Monthly Professional Development Meetings
- Final session on Performance Management, September 25, 2026.
- Attend a Two-part Session of the National Center on Program Management and Fiscal Operations – HR Experience -September 17 and October 1, 2026.

Capital Area Community Action Agency - Staffing Overview

The agency has a total of **77 active employees across ten locations.** The **Main Office** represents the largest concentration of staff with **22 employees (28.6%)**, followed by **South City** with **11 employees (14.3%)**. **Royal Head Start** has **9 employees (11.7%)**, and **Pineview Elementary** has **8 employees (10.4%)**.

Astoria Park Elementary and **Hartsfield Elementary** each have **7 employees (9.1%)**. **Jefferson Head Start** and **Sealey Elementary School** each have **4 employees (5.2%)**. **Fort Braden Elementary** has **3 employees (3.9%)**, while **Sabal Palm Elementary** has **2 employees (2.6%)**, representing the smallest distribution of the agency's workforce.

Overall, the staffing distribution reflects employees assigned across multiple elementary schools and Head Start locations. While the **Main Office accounts for approximately 28.6% of the agency's workforce, 71.4% of employees are assigned across the agency's other nine locations**, demonstrating the distribution of staff throughout the organization. Please see the following charts that reflect employee distribution by locations:



New Hires:

Debbie Bouteiller – July (Admin Dept. Administrative Assistant)
Tamara Lockley – July (FSSP Program Specialist)
Angel Harper – August (Teacher Assistant I – Sabal Palm)
Myanna Howard – August (Teacher Assistant II – Hartsfield)
Ebony Roberts – August (Teacher Assistant I - South City)
Monica Sawyer – August (Teacher I – Hartsfield)

	A	B	C	D	E
1	**BOARD OF DIRECTORS COMMITTEES**				
2					
3	**COMMITTEE: PERSONNEL**			**PUBLIC RELATIONS/FUNDRAISING**	
4	**STAFF**			**STAFF**	
5	Nina Self			Michelle Hawkins	
6	Margaret Watson			Darrel James	
7					
8	**BOARD MEMBER**			**BOARD MEMBER**	
9	Melissa Miller	*Chair*		Carolyn Francis	*Vice-Chair*
10	Valerie Russell				
11	Saundra Sanders				
12					
13	**COMMITTEE: PROGRAM PLANNING & OVERSIGHT**			**BUDGET AND FINANCE**	
14	**STAFF**			**STAFF**	
15	Michelle Hawkins			Kate Beam	
16	Victoria Mathis			Keith Dean	
17	Terry Mutch				
18	Venita Treadwell				
19					
20	**BOARD MEMBER**			**BOARD MEMBER**	
21	Derrick Jennings	*Member-at-Large*		Lakeisha Campbell	
22	Steve Lanier			Spencer Conner	
23	Akhenaton Thomas			Linette Williams	*Treasurer*
24					
25	**COMMITTEE: MEMBERSHIP & NOMINATING**			**COMMITTEE: UPDATES/NOTES**	
26	**STAFF**			**STAFF**	
27	Darrel James				
28	Nina Self				
29					
30	**BOARD MEMBER**			**BOARD MEMBER**	
31	Eddie Fields				

RESOURCES

FOR YOUR INFORMATION

Together for Head Start

IN PARTNERSHIP WITH HEAD START ASSOCIATIONS

Pennsylvania Head Start Association

September 1, 2026

Contact:
Kara McFalls, Executive Director
Pennsylvania Head Start Association
Kara@paheadstart.org, 443-336-9222

HHS Proposal's Claims of Flexibility Promises Staff Reductions, Bigger Class Sizes, and Fewer Services for Local Head Start Programs

HHS makes an empty promise on flexibility while their own analysis shows fewer teachers, larger class sizes, fewer program hours, fewer health services, lower wages, weaker safety protections, and more paperwork for families.

The Trump Administration is telling the Head Start community and the public that its sweeping new Head Start proposal is about giving local programs greater "flexibility." But the proposal itself and the Administration's own Regulatory Impact Analysis tells a very different story.

First, HHS proposes new requirements and restrictions for programs, calling into question their claims of flexibility. Specifically, HHS proposes less flexibility for programs:

- Directing programs use English as the only language of instruction and replace existing instructional materials.
- Removing an existing flexibility that allows families to demonstrate Head Start eligibility through self-attestation, a move that will create barriers to enrollment for children experiencing homelessness and families impacted by domestic violence and HHS estimates will remove 8% of currently enrolled children.
- Creates new barriers to recruiting and retaining staff by prohibiting local programs from incentivizing or requiring degrees or credentials, eliminating a critical tool that allows Head Start programs to recruit staff and provide professional development opportunities.
- Reducing the amount that programs can spend on administrative costs from 15% to 5%, which are essential to effective implementation.
- Expanding HHS's discretion on whether a Head Start program must compete for new funds, creating uncertainty and instability among local grantees.
- Adds new requirements related to nutrition, physical activity, and education on healthy marriage that increase paperwork and burden for programs.
- Removing assurances for local programs on which services are covered with Head Start funds, punting this question to negotiations with a gutted Office of Head Start that is less responsive to Head Start programs.

On the same day that HHS released their proposed regulatory changes, they also released new guidance adding more paperwork and bureaucratic process to the programs to reduce the number of slots to address rising costs with no meaningful funding increase.

Second, HHS's own analysis shows that any savings and expansion in slots comes from reduced services for children and families and shortchanging Head Start staff. HHS proposes removing standards related to classroom quality, teacher and staff qualifications, operating hours, and health, mental health, and dental care and developmental screenings. Even though HHS claims programs will have flexibility to keep these services in place, they suggest through their analysis that they will implement the proposed rules in a manner that removes that flexibility. Moreover, HHS's proposed revisions do not guarantee this flexibility to programs. Specifically, HHS projects that their proposal will:

- Increase class sizes, with each teacher educating up to 33% more children, resulting in less individualized attention for children and higher stress for educators.
- Result in fewer health, mental health, and dental care services, including fewer staff delivering these services to children.
- Decrease the hours per day a child attends Head Start, increasing child care costs or requiring families to reduce work hours.
- Reduce the number of teachers, home visitors, and child development specialists.
- Lower wages in critical positions, such as Head Start directors, fiscal officers, staff overseeing disability and health services, and family child care providers.
- Reduce requirements for bus safety, resulting in fewer bus monitors and unsupervised children in some cases.

The fine print matters. And the fine print tells a very different story.

"Head Start programs know what happens when the federal government calls something 'flexibility' but then builds a case around programs spending less on children and families," said **Kara McFalls, Executive Director of the Pennsylvania Head Start Association.**

"We are particularly concerned about the children and families who will be hurt first — children experiencing homelessness who may have difficulty producing new documentation, children in larger classrooms with fewer teachers, children riding buses without the additional adult safety protection, and families who may lose hours of early learning and face higher child care costs because programs are allowed to shorten services."

Holly Strait, Senior Vice President Child & Family Development Program of PathStone Corporation states, "As a Head Start Director, I know firsthand that access and quality must go hand in hand. We cannot meaningfully expand access by making it harder for children experiencing homelessness to qualify, placing more young children in classrooms with fewer teachers, reducing services, or weakening safety protections."

"Every day, I see the difference Head Start makes because we have built our programs around what works for children and families. **Smaller group sizes, appropriate staff-child ratios, qualified educators, comprehensive services, and strong safety protections are not administrative burdens. They are the foundation of a high-quality early childhood program.** As we want more children to succeed, we should be investing in these proven standards, not dismantling them. Head Start's future depends on strengthening and expanding the services that help our youngest learners thrive."

The proposed rule is open for public comment until October 6, 2026. Numerous state and regional Head Start associations alongside numerous organizations focused on disabilities, civil rights, and early care and education, have called on HHS to rescind the rule.

2026 KIDS COUNT® DATA PROFILE

FLORIDA

OVERALL SCORE	OVERALL RANK
519 WORSE	35

ECONOMIC WELL-BEING

SCORE: 446 STABLE | RANK: 43

	United States 2019	United States 2024		Florida 2019	Florida 2024	
Children in poverty US 11,117,000 ǀ FL 685,000	17%	15%	↓ BETTER	18%	15%	↓ BETTER
Children whose parents lack secure employment US 18,420,000 ǀ FL 1,144,000	26%	25%	↓ BETTER	27%	25%	↓ BETTER
Children living in households with a high housing cost burden US 22,385,000 ǀ FL 1,762,000	30%	31%	↑ WORSE	36%	39%	↑ WORSE
Teens not in school and not working US 1,218,000 ǀ FL 81,000	6%	7%	↑ WORSE	7%	7%	STABLE

EDUCATION

SCORE: 457 WORSE | RANK: 15

	United States	United States		Florida	Florida	
Young children (ages 3 and 4) not in school US 4,277,000 ǀ FL 245,000	52% (2015-19)	54% (2020-24)	↑ WORSE	48% (2015-19)	51% (2020-24)	↑ WORSE
Fourth graders not proficient in reading US N.A. ǀ FL N.A.	66% (2019)	70% (2024)	↑ WORSE	62% (2019)	67% (2024)	↑ WORSE
Eighth graders not proficient in math US N.A. ǀ FL N.A.	67% (2019)	73% (2024)	↑ WORSE	69% (2019)	79% (2024)	↑ WORSE
High school students not graduating on time US N.A. ǀ FL N.A.	14% (2018-19)	13% (2023-24)	↓ BETTER	13% (2018-19)	10% (2023-24)	↓ BETTER

N.A.: Not available

Note: Rankings show how states compare. Scores range from 0 (worst) to 1,000 (best) and reflect child well-being relative to a 2019 baseline; changes over time indicate progress or decline. Scores are not percentages or a finish line; higher scores indicate better outcomes.

Explore data on children and families at **datacenter.aecf.org.**

THE ANNIE E. CASEY FOUNDATION

HEALTH

SCORE: 529 (WORSE) | RANK: 35

	United States			Florida		
Low birth-weight babies US 308,966 | FL 20,222	8.3% (2019)	8.5% (2024)	↑ WORSE	8.7% (2019)	9.0% (2024)	↑ WORSE
Children without health insurance US 4,648,000 | FL 403,000	6% (2019)	6% (2024)	STABLE	8% (2019)	8% (2024)	STABLE
Child and teen deaths per 100,000 US 21,189 | FL 1,331	25 (2019)	27 (2024)	↑ WORSE	25 (2019)	28 (2024)	↑ WORSE
Children and teens (ages 10 to 17) who are overweight or obese US N.A. | FL N.A.	31% (2018-19)	30% (2023-24)	↓ BETTER	30% (2018-19)	30% (2023-24)	STABLE

FAMILY AND COMMUNITY

SCORE: 644 (BETTER) | RANK: 29

	United States			Florida		
Children in single-parent families US 23,472,000 | FL 1,557,000	34% (2019)	34% (2024)	STABLE	39% (2019)	37% (2024)	↓ BETTER
Children in families where the household head lacks a high school diploma US 7,868,000 | FL 405,000	12% (2019)	11% (2024)	↓ BETTER	10% (2019)	9% (2024)	↓ BETTER
Children living in high-poverty areas US 5,419,000 | FL 241,000	9% (2015-19)	7% (2020-24)	↓ BETTER	8% (2015-19)	6% (2020-24)	↓ BETTER
Teen births per 1,000 US 137,273 | FL 7,822	17 (2019)	13 (2024)	↓ BETTER	16 (2019)	12 (2024)	↓ BETTER

N.A.: Not available

Note: Rankings show how states compare. Scores range from 0 (worst) to 1,000 (best) and reflect child well-being relative to a 2019 baseline; changes over time indicate progress or decline. Scores are not percentages or a finish line; higher scores indicate better outcomes.

Florida Policy Institute | **www.floridapolicy.org** | 407.440.1421

Find additional data on this state's children and families at **datacenter.aecf.org/FL.**

Learn about child well-being and state scores and rankings at **www.aecf.org/databook.**

$617.20 billion

In 2025, Americans gave $617.20 billion to charity, growing 5.7% over 2024. When adjusted for inflation, total giving grew by 3.0%.

Donor-advised funds are among the fastest growing forms of giving. Learn more about where grants from DAFs go in the chapter on donor-advised funds.

Giving to five of nine subsectors reached an all time high in 2025 even when adjusted for inflation: **human services; education; health; arts, culture, and humanities;** and **environment/animals.**

Where did the generosity come from?

Contributions by source

By percentage of the total

64% $394.20 billion

Giving by Individuals

↑ increased 4.1% from 2024

19% $117.15 billion

Giving by Foundations

↑ increased 5.7% from 2024

10% $62.19 billion

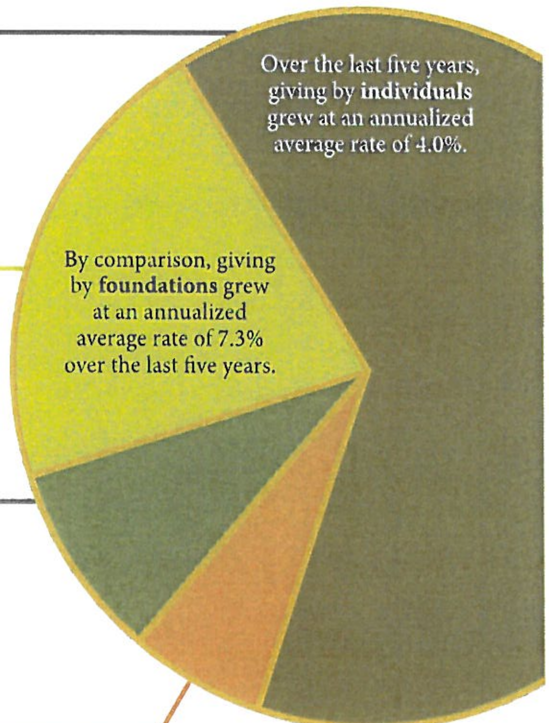
Giving by Bequest

↑ increased 19.7% from 2024

7% $43.67 billion

Giving by Corporations

↑ increased 3.1% from 2024



*All figures on this infographic are reported in current dollars unless otherwise noted. The inflation rate in 2025 stood at 2.6%, and results may differ when adjusted for inflation. Learn more in the chapters.

Where did the charitable dollars go?

Contributions by destination

change in comparison to total raised in 2024		percentage of the total contributions*
↑ 2.4%	$151.58 billion to **Religion**	23%
↑ 5.3%	$99.50 billion to **Human Services**	15%
↑ 11.7%	$92.01 billion to **Education**	14%
↓ 16.2%	$79.05 billion to **Foundations**	12%
↑ 11.6%	$72.06 billion to **Public-Society Benefit**	11%
↑ 6.1%	$61.43 billion to **Health**	9%
↑ 4.1%	$33.02 billion to **International Affairs**	5%
↑ 7.5%	$27.31 billion to **Arts, Culture, and Humanities**	4%
↑ 11.0%	$24.57 billion to **Environment/Animals**	4%
↑ 0.7%	$25.77 billion to **Individuals**	4%

*Percentages for recipient categories are calculated using the sum of recipients, which can differ from total giving for any given year. This difference is called unallocated giving, and totaled -$49.09 billion in 2025.

Giving USA

LILLY FAMILY SCHOOL OF PHILANTHROPY
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Giving USA Foundation™, **The Giving Institute**, and the **Indiana University Lilly Family School of Philanthropy** are pleased to continue their partnership in providing the most comprehensive, longest-running, and most rigorously researched resource on U.S. charitable giving, *Giving USA: The Annual Report on Philanthropy*. It is a privilege to report on Americans' generosity and related historical trends on U.S. charitable giving.

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