



CITY OF OAKLAND
HUMAN SERVICES DEPARTMENT
HEAD START PROGRAM
ADVISORY BOARD MEETING

MEETING AGENDA – FINAL

Thursday, 8-15-24

3:30-5:00pm

In person Meeting Location:

*Oakland City Hall
1 Frank H. Ogawa Plaza, Hearing Room 2*

Virtual Zoom Meeting Location for Public Participation Only
<https://us02web.zoom.us/j/87487107470>

Please See the Agenda to Participate in The Meeting

Thank you!!

**Human Services Department
HEAD START/EARLY HEAD START PROGRAM**

ADVISORY BOARD MEETING

Day & Time: Thursday, 8-15-24; 3:30-5:00pm

In Person Location: Oakland City Hall; 1 Frank H. Ogawa Plaza; Hearing Room #2

AGENDA

I. CALL TO ORDER / ROLL CALL: *Host/Program Staff*

Molly Tafoya, *Chair*
Alysoun (Aly) Bonde,
Vice Chair

Dr. Javay Ross
Kevin Bremond
Dr. Mariamawit (Mari)
Tamerat

Dr. Jei Watkins
Christina Michaud
Julia Forte Frudden
*(Vacant Member
Seat)*

1. Public Comment

II. APPROVAL OF AGENDA ITEMS: *Molly Tafoya, Chair*

1. Review and Approval of **August 15, 2024, Advisory Board Meeting Agenda**
2. Review and Approval of **July 18, 2024, Advisory Board Meeting Minutes**

III. ACTION ITEMS:

1. Monthly Progress Report Update: *Diveena Cooppan & Program Staff*

- a. Request to postpone due to reduced program activity in July 2024 and propose to present a combined Monthly Enrollment and Content Area Monitoring Report – July/August 2024 in September 2024.

2. Monthly Financial Report: *Kurry Foley, HSD Budget & Fiscal Manager*

- a. Request to postpone due to Parent Policy Council being on Recess in August and propose to present a combined Financial Report – July/August 2024 in September 2024.

3. FY 24-25 Head Start Advisory Board Bylaws

- a. Revision for review and approval – **Article VI - Meetings - Section 1e. – Quorum**

4. Policies & Procedures

- a. Program Governance & Impasse Procedure

IV. PARENT POLICY COUNCIL UPDATES: *Diveena Cooppan, Program Director/Manager; Parent Policy Council Chair & Program Staff*

- a. **Parent Policy Council Feedback**

V. INFORMATION ITEMS: *Diveena Cooppan & Program Staff*

1. Oakland Children’s Initiative (OCI) Contract Amendment – in progress
2. Program Recommendations from former Parent Policy Council Member, Benjamin Justice
3. FY 24-25 Notice of Grant Award Received from Office of Head Start

4. FY 24-25 Notice of Focus Area 2 Monitoring Review and CLASS Review received from Office of Head Start
5. Virtual (Zoom) Mock Focus Area 2 Monitoring Review Discussion with Lucia Palacios and the Parent Policy Council, August 20, 2024, 9:30-11:30am
6. FY 2024-25 Comprehensive & Program Governance Planning Calendars, for approval in September 2024
7. Strategic Planning Process for approval, for approval in September 2024
8. General Program Updates:
 - Personnel
 - Office of Head Start Risk Assessment Notification (RAN)
 - Family Outcomes Assessment Tool PY 24-25
 - Recap Staff Wellness Day, June 28, 2024
 - Passing of FY 24-25 City Budget (Option 1 with Contingencies)
 - Summary FY 22-23 California Department of Education/State Preschool & California Department of Social Services General Childcare Contracts Program Self Evaluations
 - FY 22-23 Annual Report to the Public
 - Program Information Report (PIR) FY 23-24
 - Mobile Classroom
 - Workforce Development
 - Oakland Children's Initiative (Measure AA)
 - Measure C (Children's Health & Child Care Initiative for Alameda County)

VI. **OPEN FORUM**

VII. **ADJOURNMENT**

**Human Services Department
HEAD START/EARLY HEAD START PROGRAM
ADVISORY BOARD MEETING**

Day & Time: Thursday, 7-18-2024; 3:30-5:00pm

**In Person Location: Oakland City Hall; 1 Frank H. Ogawa Plaza; Hearing Room #2
Zoom Meeting**

*** MEETING MINUTES**

***(PENDING APPROVAL FROM THE ADVISORY BOARD)**

Advisory Board Members Present:

Molly Tafoya, *Chair*
Dr. Javay Ross,
Kevin Bremond,
Dr. Mariamawit (Mari)Tamerat

Advisory Board Members Excused:

Alysoun Bonde, *Vice-Chair*
Christina Michaud
Julia Forte Frudden
Dr. Jei Watkins

Staff Present:

Diveena Cooppan, *Manager/Program Director*
Tracey Black, *Manager, Governance & Contracts*
Sarah Trist, *Programs Operations Manager*
Shelley Taylor, *Supervisor- HR & Business Services*
Thao Ly, *Education Coordinator*
Annie Frieberg, *Budgets and Grants Administrator*
Robyn Levinson, *HHS Planner, HS/EHS*
Wenonah Elm, *Mental Health & Disabilities Coordinator*
Betty Ly, *Program Analyst I*
Everardo Mendoza, *ERSEA and Data Program Coordinator*
Brittany Pierce, *Administrative Assistant II*
Clara Sanchez, *Administrative Assistant II*
Valeria Vallejo, *Office Assistant I*
Michael Fries, *Program Analyst I*
Alexandra Toll, *Head Start Coach*
Jenny Hoang, *Family Services Specialist*
Equal Access - *International Contact Interpretation Team*
(4 members present)

I. ROLL CALL:

The Head Start Advisory Board Meeting was called to order by Tracey Black at 3:40 PM.

1. Public Comments:

Chair, Molly Tafoya- Seeing that we have a member of the Advisory Board on an extended Maternity Leave and a vacant seat is impacting our ability to achieve quorum each meeting, I think that it is important that we identify an alternative today to be able to move forward with our meetings, as this is an issue for our Advisory Board.

Manager, Governance & Contracts, Tracey Black- The Board can decide to vote on it in the moment today, in addition to including revised language in the Bylaws for FY 24-25, to reflect an adjusted quorum when a board member is on short-term or extended leave (i.e. personal leave or family leave), with prior approval of the board. Today, the motion can be made and voted on by the board, as a one-time vote under the immediate circumstances, and can be formally included as a revision in the Bylaws for FY 24-25.

Chair Tafoya, called for a motion for this body of the Advisory Board to temporarily to suspend our quorum requirements for this meeting to achieve a quorum of 4 to proceed with today’s meeting. *Member Dr. Javay Ross* seconded the motion.; Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

II. APPROVAL OF AGENDA ITEMS:

1. Review and Approval of July 18, 2024 Meeting Agenda

Chair Tafoya, called for a motion to approve the July 18th ,2024 AB Meeting Agenda. *Member Dr. Mariamawit Tamerat* seconded the motion.; Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

2. Review and Approval of March 14, 2024, Advisory Board Minutes

Chair Tafoya, motioned to approve the AB March 14th, 2024, Meeting Minutes. *Member Tamerat* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

III. ACTION ITEMS:

1. Advisory Board Meeting Proposed, August 22, 2024 (Catch up meeting proposed by staff)

Chair Tafoya motioned to schedule the Advisory Board Proposed, August 15th, 2024, meeting. *Member, Dr. Javay Ross* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

2. Monthly Progress Report: Robyn Levinson presented. Please refer to packet for details.

a. Monthly Enrollment and Content Area Monitoring Update – June 2024

Chair Tafoya, motioned to approve the Monthly Progress Report: *Member Ross* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Member, Dr. Javay Ross- Regarding the regional center and referrals, there seems to be a slight improvement in the wait times for referrals. I have noticed this change, but I am curious if the program has observed the same trend. Additionally, there's an ongoing focus on closing the gap for gender and black boys within the program. I'm interested in understanding how suspensions and expulsions are managed, whether these incidents are tracked demographically, and if there have been any changes in these numbers over the past few years.

HHS Planner, HS/EHS, Robyn Levinson- Recently, the referral process to the regional center and awaiting evaluations has become more efficient, with shorter wait times compared to past years. Although there was a slight delay this past spring due to OUSD system changes, the overall backlog has begun to decrease.

Regarding suspension limitations, Head Start prohibits any form of suspension. Efforts are underway to strengthen this policy by establishing clear processes and systems to manage any related actions.

Manager and Program Director, Diveena Cooppan -We will present the updated suspension policy to you soon. This policy is crucial, as it is reviewed in every evaluation. It was addressed in our FA1 and RAN reviews and will be asked about again in our FA2 review. Consistency in messaging across all evaluations is essential.

3. Monthly Financial Report- Diveena Cooppan presented, please refer to the packet.

- a. Monthly Financial Report (Expenditures, CACFP Report, P-Card Report) – June 2024

Chair Tafoya motioned to approve the Monthly Budget Report, March, April, May and June: *Member Kevin Bremond* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Chair Tafoya motioned to approve the CACFP, March, April, and May: *Member Bremond* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Chair Tafoya motioned to approve the P-Card Report, March, April, May, and June: *Member Bremond* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Manager & Program Director Cooppan - The key takeaway from this report is that our CSPP and CCTR grants from the Department of Education and our grants from Social Services have been fully reimbursed and claimed. Due to low enrollment, expenditures in these grant areas are lower.

Reconciliation is ongoing, with many invoices still needing payment through July. Personnel expenses are only accounted for up to March 29th due to pending payroll catch-up. The current figures are projections up to June 30th.

The CACFP catch-up includes February, March, April, and May, with June's data expected in August. P-Card logs for March, April, May, and June have been approved by the Policy Council, which conducted an in-depth budget review over the past few months.

4. *Oakland Children’s Initiative (OCI) Contract Amendment *(Returned for Vote) – Diveena Cooppan provided an update. No voting performed.

Manager & Program Director Cooppan - Since our initial planning, there have been significant developments. In December, we received our FY 23-24 OCI Measure AA contract with First 5, totaling \$6.5 million. This contract covered the introduction of three new sites: Arroyo, Franklin, and Tassafaronga, along with staff for these sites, our kitchen, drivers, and maintenance team. These expenses were necessitated by federal reductions in our previous grant and were permitted under OCI legislation. The contract also included an expansion to incorporate an inclusion classroom at Martin Luther King Jr. Elementary in partnership with OUSD. However, OUSD has since decided to use this location for their own expansion, prompting us to reassess how this change will be integrated into our OCI contract.

We were asked to submit an amended proposal, focusing on our long-term vision for Head Start and city expansion possibilities, as expanding existing single-classroom facilities is not feasible. Our revised model, which was presented to City Council, alongside our continuation application during our last meeting, involved a request to reduce the budget to a more manageable level, though no specific amount

was provided. Certain priorities were emphasized, and the final version will be presented for review and approval in our August meeting.

5. FY 24-25 COLA (Cost of Living Adjustment)/QI (Quality Improvement (Funding Increase) – Diveena Cooppan provided an update. No voting was performed.

6. Change of Scope Proposal

Chair Tafoya motioned to move our request for a Change of Scope: *Member Ross* seconded the motion. Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Manager & Program Director Cooppan - We are seeking authorization to begin discussions with the Office of Head Start regarding a change of scope proposal, specifically for a slot reduction. This proposal is part of a nationwide trend and is particularly relevant in our region, Region 9. Many programs, including ours, are under an enrollment plan due to not meeting the 97% enrollment target for both Early Head Start and Head Start. We have been unable to reach this target and are not expected to do so in the next six months. If we remain under-enrolled, we risk being placed in a chronic under-enrollment plan, which could result in a reduction of unspent funds.

The slot reduction proposal aims to retain the full grant amount while reducing the number of slots, allowing us to achieve the 97% enrollment target within a six-month extension period. We will present the actual proposal for review and vote after initial conversations.

7. Policies and Procedures – Will Bring back at our August Meeting

- a. *Program Governance & Impasse Procedure *(Returned for Vote)

IV. PARENT POLICY COUNCIL UPDATES:

- a. Parent Policy Council Feedback – *Chair, To Niyah Scott Smith* - **Will Bring back at our August Meeting**

V. INFORMATION ITEMS - Will Bring back at our August Meeting

1. Program Recommendations from former Parent Policy Council Member, Benjamin Justice
2. Official Notice of Focus Area 2 Monitoring Review and CLASS Review in FY 24-25 received from Office of Head Start
3. Virtual (Zoom) Mock Focus Area 2 Monitoring Review Interview with Lucia Palacios and the Advisory Board, July 12, 2024, 4:00-5:00pm
4. FY 2024-25 Comprehensive & Program Governance Planning Calendars and Strategic Planning Process for approval, September 2024
5. For Review - FY 2024-25 Advisory Board Bylaws for approval, September 2024
6. General Program Updates:
 - Personnel ▪ Office of Head Start Risk Assessment Notification (RAN)
 - New sub-component to P&P “Referral for Specialized Services”
 - Family Outcomes Assessment Tool PY 24-25
 - Recap Staff Wellness Day, June 28, 2024
 - FY 24-25 Notice of Grant Award Received

- Passing of FY 24-25 City Budget (Option 1 with Contingencies)
- Summary FY 22-23 California Department of Education/State Preschool & California Department of Social Services General Childcare Contracts Program Self Evaluations
- FY 22-23 Annual Report to the Public
- Program Information Report (PIR) FY 23-24
- Mobile Classroom ▪ Workforce Development
- Oakland Children’s Initiative (Measure AA)
- Measure C (Children’s Health & Childcare Initiative for Alameda County)

VI. OPEN FORUM

VII. ADJOURNMENT

Chair Tafoya, called for a motion to Adjourn the Advisory Board Meeting

- Motion carried. Vote: (4)-ayes, (0)-nays, (0)-abstentions, (0) no response

Meeting adjourned at 4:50 pm

Submitted by
Brittany Pierce
Administrative Assistant II

Early Childhood Education and Head Start Acronyms

ABA: Applied Behavioral Analysis

AB: Advisory Board

ACF: Administration of Children and Families

ACL: All County Letter

AI: Administrative Instruction

AMI: Area Median Income

APE: Adaptive Physical Education

APP: Alternative Payment Program

ARPA: American Rescue Plan Act

ASQ: Ages & Stages Questionnaire

ASQ-SE: Ages & Stages Questionnaire- Social Emotional

CA CSEFEL: California Collaborative on the Social and Emotional Foundations for Early Learning

CACFP: Child and Adult Care Food Program

CAL SAC: CA School Age Consortium (fiscal agent for First 5 and other agencies to assist with stipends for staff)

CAP: Corrective Action Plan

CALWORKS: California Work Opportunity and Responsibility to Kids

CCL: Community Care Licensing

CCTR: General Child Care and Development

CDC: Child Development Center

CDE: California Department of Education

CDSS: California Department of Social Services

CHSA: California Head Start Association

CLASS: The Classroom Assessment Scoring System

COO: City of Oakland

CP: ChildPlus

CPID: Child Plus ID

CSPP: CA State Pre School Program

DRDP: Desired Results Developmental Profile

DRS: Designated Renewal System

ECE: Early Care and Education

ECERS: Early Childhood Environment Rating Scale

ECLKC: Early Childhood Learning & Knowledge Center

EENFS: Early Education and Nutrition Fiscal Services

EHS: Early Head Start

ELL: English Language Learners

ELOF: Early Learning Outcomes Framework

EPSDT: Early Periodic Screening Diagnosis Treatment

ERSEA: Eligibility, Recruitment, Selection, Enrollment & Attendance

FA: Family Advocate

FA1/FA 2: Focus Area 1, Focus Area 2 reviews by the Office of Head Start

FCC: Family Child Care

FERPA: Family Educational Rights and Privacy Act

GPF: General Purpose Fund (City of Oakland funds)

HS: Head Start

HSD: Human Services Department

HSELOF: Head Start Early Learning Outcomes Framework

HSES: Head Start Enterprise System: where you submit the PIR

HSPPS: Head Start Program Performance Standards (available through [ECLKC](#))

IDEA: Individuals with Disabilities Education Act

IFSP: Individualized Family Service Plan

IEP: Individual Education Plan

ITERS: Infant/Toddler Environmental Rating Scale

LDO (waiver): Local Design Option
LEA: Local Education Agency
LEC: Life Enrichment Committee
LRE: Least Restrictive Environment
OCI: Oakland Children's Initiative/Measure AA
OTP: Overtime Pay
PAT: Parents As Teachers (curriculum)
PBS: Positive Behavior Supports
PC: Parent Policy Council
PFCE: Parent, Family, and Community Engagement (PFCE) Framework
PIR: Program Information Report
PI: Program Instruction
PLIS: Preschool Language Information System
Pre-bid: got quotes for a service/product
QCR: Quality Control Report
QIP: Quality Improvement Plan
QRIS: Quality Rating Improvement System
SACDC: San Antonio Community Development Center
SAP: San Antonio Park
RAN: Risk Assessment Notification
RFP: Request for Proposal
RFQ: Request for Qualification
SELPA: Special Education Local Planning Area
SNAP: Supplemental Nutrition Assistance Program
SR: School Readiness
TANF: Temporary Assistance to Needy Families
TK: Transitional Kindergarten

USDA: United States Department of Agriculture

WIC: Supplemental Assistance for Women and Children

City of Oakland Head Start Program Community Partner Acronyms

4Cs: Community Child Care Council

ACCCPC: Alameda County Child Care Planning Council

ACBHCS: Alameda County Behavioral Health Care Services Agency

ACO-CAP: Alameda County Community Action Partnership

ACDCFS: Alameda County Department of Child and Family Services/Child Support Services

ACMHS: Asian Community Mental Health Services

AHS: Asian Health Services

Alameda County CalFresh/SNAP

BB: Brighter Beginnings

BFWC: Building Futures for Women and Children

BOS: Board of Supervisors

CCCR&RN: California Child Care Resource and Referral Network

CAEYC: California Association for the Education of Young Children

CalSAC: California School Age Consortium

CWS: Child Welfare Services

DDS: Department of Developmental Services

EBAC: East Bay Agency for Children

EOCP: East Oakland Community Project

FFD: Family Front Door

FJC/FVLC: Alameda County Family Justice Center/Family Violence Law Center

FRN: Family Resource Navigators

NAHC: Native American Health Center

OFCY: Oakland Fund for Children and Youth

OHA: Oakland Housing Authority

OHS: Office of Head Start

OUSD: Oakland Unified School District

PICO: Private Industry Council Oakland

QIP: Quality Improvement Plan

RCEB: Regional Center of the East Bay

ROOTS Community Health Clinic

SMU: Samuel Merritt University

TLG: Through the Looking Glass

UPK: Universal Pre-Kindergarten

WestEd: Institute for Early Childhood Professional Development

WOYC: Week of the Young Child

City of Oakland
Head Start Advisory Board
FY 2024-25

BYLAWS

ARTICLE I

Name

The name shall be the Head Start Advisory Board of the City of Oakland, California, established by Motion of the City Council on November 28, 2000 and confirmed by Resolution No. 76996 C.M.S. passed on March 12, 2002; rescinded in May 20, 2014; and ordained by the Oakland City Council, by Resolution No. 13230, re-establishing the Head Start Advisory Board in Accordance with the City Charter Section 601.

ARTICLE II

Purpose

The Head Start Advisory Board (HSAB) is created to assist the Oakland City Council in its Governance role for the Head Start Program. The HSAB is involved in all of the “must approve” items in the Head Start Performance Standards that require the approval of the City Council except Human Resource Management, which is the authority of the City Administrator and the City Personnel Department.

ARTICLE III

Functions and Duties

- Section 1. The functions and duties of the Head Start Advisory Board shall include providing advice and recommendations to the City Council (Board) about the Head Start program in the following areas:
- a. The procedure for program planning, which describes how and when significant planning activities for the Head Start program occur.
 - b. The needs of Head Start eligible families and how those needs can be addressed within the mandates of the program.
 - c. The program’s philosophy and multi-year goals and annual objectives.

- d.** The selection of any new delegate agencies to operate part of the program.
- e.** All funding applications for the Head Start program.
- f.** The composition of the Head Start Parent Policy Council and the procedures by which policy group members are chosen.
- g.** Procedures for hearing and resolving community feedback about the Head Start program.
- h.** Procedures that describe how the Advisory Board, Parent Policy Council and City Council (Board) will implement those activities that are shared functions between the Governing Body and Parent Policy Council as required by Head Start Performance Standards.

Section 2. In the performance of its duties, the Board shall:

- a.** participate in mandated planning activities in accord with the program calendar and planning procedure, Head Start funding guidance and regulations.
- b.** participate in the budget process for the Head Start program, including recommending the adoption of budgets that support the attainment of program goals and objectives, receiving regular reports on program expenditures and making recommendations for changes if appropriate.
- c.** work with staff to ensure that all activities are made publicly available and accessible.

Section 3. In addition to the functions and duties described in Sections 1. and 2. above, the HSAB shall perform the following:

- a.** The HSAB shall, in consultation with the City Administrator, establish rules and procedures for the conduct of its business. Such procedures shall include those required to maintain the Head Start program in good standing.
- b.** The HSAB shall submit regular, publicly-available reports and information (orally and/or in writing) to the City Council's Life Enrichment Committee, or any other committee designated as the liaison to the Board. The Board shall report on their recommendations for planning, general procedures, and for other major programmatic decisions; and, on the progress of the Head Start Program in meeting its stated goals and objectives. The frequency of reporting shall be based on the decision-making requirements of the governing body as

outlined in the HSAB planning procedures. These reports shall occur no less than semi- annually. Each year, the Board shall review the goals and objectives of the City Council to better integrate the activities of the Board with those of the City’s overall activities.

- c. The HSAB shall submit its recommendations for action on those Head Start items that require Council approval with sufficient time for meeting the time frames mandated by the Federal Government.

ARTICLE IV

Membership

Section 1. Composition

The HSAB shall be composed of at least 9 members appointed by the Mayor. Members of the HSAB must reside or conduct business in the City of Oakland and be directly involved in at least one of the following interests:

- a. Public Education—knowledge of issues in early education and kindergarten-transition issues and services to children with disabilities.
- b. Public Health—knowledge of issues and services in health, including general health, nutrition, mental health, and dental health.
- c. Family Services—knowledge of issues relating to low-income families and general approaches to services for families.
- d. Childcare/Child Development—knowledge of issues related to early care and education and transitions to focus on families involved in Welfare Reform.
- e. Management and Administration—knowledge of business practices, budgeting and accountability systems.
- f. Human Resources—knowledge of training, organizational structure and design.
- g. State and Federal Government—knowledge of and relationship to State and Federal Officials representing the City of Oakland.
- h. Head Start parent or alum (parent or guardian)--knowledge of the direct impact of Head Start as a parent or guardian of a current or former student OR as alum themselves.

Additional members may be added to represent other interests, with the approval of the City Council and with appropriate changes to City documents required to create such Boards.

Section 2 Terms

- a. Members of the HSAB shall serve for a term of at least three calendar years. Board members may serve a maximum of four consecutive three-year terms.
- b. A currently seated member may continue to serve on the Board until the Mayor and Life Enrichment Committee name a replacement. But in no event shall the member serve more than one year beyond the end of the member's term.
- c. The City Council may reconsider its decision to create and maintain a Head Start Advisory Board, as a means of carrying out its governance responsibilities for the Head Start program. In the event it is determined that the Head Start Advisory Board will be disbanded, the terms of all members shall cease on the date determined by the City Council.

Section 3. Removal

- a. To ensure the City's full compliance with Head Start requirements, the participation of Head Start Advisory Board members in the designated activities is essential. Attendance at regularly scheduled and special meetings of the Board will provide the involvement and deliberations needed to make sound decisions and recommendations about the City's Head Start program.

Removal by the Head Start Advisory Board

- b. A member may be removed pursuant to Section 601 of the City Charter, for, among other things, a conviction of a felony, misconduct, incompetence, or inattention to or inability to perform duties. Absence from three consecutive regular meetings shall constitute cause for removal.
- c. A proposal to remove a member may be considered at a regular or special meeting of the Board. The reasons for the proposed removal shall be clearly stated for the consideration of the membership. The Board member being considered for removal may request an opportunity to respond to the concerns raised by the Board. If a majority of those present vote for removal, the Board's recommendation shall be forwarded to the Life Enrichment Committee of the City Council with a request for a replacement member in the same category as that represented by the member proposed for removal.

- d. The removal recommendation shall automatically take effect within 60 days from the date of the presentation to the Life Enrichment Committee, in the event that Committee takes no action on the proposal for removal.

Removal by the City Council

- e. The City Council's Life Enrichment Committee has the discretion, by majority vote, to remove a member from the Head Start Advisory Board.

ARTICLE V

Officers

Section 1.

- a. Each year at its first regular meeting in September the Board shall elect a chairperson and vice chairperson from among its members.
- b. The Chairperson shall
 - 1) preside at all meetings of the Board
 - 2) oversee the activities of the Board
 - 3) appoint all committee members to serve on standing and ad hoc committees
 - 4) represent (or designate an alternate) the Board at meetings, public gatherings and other functions related to the Board and the Head Start program.
 - 5) consult with staff in the preparation of meeting agenda
 - 6) receive and review correspondence on behalf of the Board
 - 7) serve as a liaison (Head Start/Early Head Start parent or guardian) with the Parent Policy Council
- c. The Vice Chairperson shall
 - 1) Serve as chair in the absence of the chairperson
 - 2) Succeed to the office of the chairperson in the event the chair is no longer able or willing to serve.
 - 3) Perform such duties as may be assigned by the chair or by the Board.

ARTICLE VI

Meetings

Section 1

- a. All regular and special meetings of the Board will comply with the requirements of the Sunshine Ordinance and Brown Act. Minutes shall be

taken and maintained in official files for review upon request by interested parties.

- b. Regular meetings of the Advisory Board shall be held at the time and place designated by the Board each year at its first meeting in September. In FY 24-25, meetings are currently held from 3:30-5:00pm, unless otherwise agreed upon and deemed necessary by the Advisory Board.
- c. At the Advisory Board Meeting, in June of each year, the board will vote , Y/N, on whether the body will Recess in August of each year, in alignment with the Oakland City Council.
- d. Meetings called for special purposes to meet critical deadlines, and scheduled at a time and/or place different from regular meetings shall be designated special meetings.
- e. A quorum shall consist of a majority (50 percent plus one) of currently filled positions on the Advisory Board for the purpose of conducting business. In cases when an Advisory Board Member needs to take a short-term leave which has been previously approved by the Advisory Board, the quorum requirement will be temporarily adjusted, based on the active Advisory Board Members seated during a member's short-term leave. In the absence of a quorum, no information may be presented, and no official action shall be taken by the Board except to order a call of the Board, to reschedule the meeting, to recess, or to adjourn.
- f. Persons wishing to address the Board must complete a speaker card for each agenda item they wish to speak on. Speaker cards shall not be required for teleconference meetings.
- g. The Chair or presiding officer shall have the power to order removal from the meeting any person who commits the following acts:
 - 1) Disorderly conduct that disrupts the due and orderly course of the meeting such as making noise, speaking out of turn, or otherwise refusing to comply with the Board's Bylaws and procedures;
 - 2) A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of the meeting; or
 - 3) Disobedience of any lawful order of the Chair, which shall include, but not be limited to, an order to be seated.

Commented [TB1]: Possible language recommended for "Adjusted Quorum for Short-Term Leave".

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ARTICLE VII

Committees

Section 1.

- a. The Board may from time to time establish ad hoc committees.
- b. In order to expedite the work of the Board, the membership may agree to work

jointly with Parent Policy Council (PC) committees in the mandated activities prescribed in the Head Start Performance Standards as described in Article III.

- c. Section 1. above.

ARTICLE VIII

Standards of Conduct

Section 1.

- a. Members of the Head Start Advisory Board are expected to maintain standards of behavior that avoid the perception of any wrongdoing. Specifically, Board members must adhere to the following standards while serving as members of the Board:
 - i. Board members will follow program confidentiality policies concerning information about children, families and staff and other Board members.
 - ii. Board members will neither solicit nor accept personal gratuities, favors or anything of monetary value for personal use from contractors or potential contractors with the Head Start program.
 - iii. Board members will not use their influence for personal gain. Travel and other activities that require the use of program funds in support of Board activities will be approved in formal proceedings of the Board and only when necessary and in support of program objectives. Funds may be used to support only those Board activities that enhance the operation of the Head Start program and are included in the budget approved by the Head Start Parent Policy Council and other appropriate approving authorities of the City.
 - iv. No one member may make decisions or recommendations on behalf of the Board without the express approval of the Board at a duly called meeting at which the decision or recommendation is discussed and voted on.
 - v. Board members must adhere to these Bylaws, the Head Start Act and Regulations, City ordinances and requirements. Procedures that describe shared governance in Head Start become operating procedures for the Board once they are adopted by the Board, the Parent Policy Council and the City Council Committee designated responsibility for the Board.

Failure to adhere to these Standards of Conduct may result in sanctions, including the recommendation for removal of any Board member.

ARTICLE IX

Governance Procedures

Section 1.

- a. The Head Start Advisory Board will adopt, and recommend to the City Council, procedures for implementing shared governance that include each of the enumerated responsibilities in Article III. Section 1 above. Those procedures shall be approved by the Head Start Parent Policy Council prior to being recommended to the City Council.
- b. The Advisory Board may prescribe and enforce such general and specific rules and regulations as deemed necessary to the general operations and conduct of the Advisory Board.
- c. Roberts Rules of Order shall be used as the guiding procedures for the conduct of Board activities.

ARTICLE X

Amendments

Section 1.

- a. These Bylaws shall be reviewed by the Advisory Board annually, or more frequently if deemed necessary.
- b. Amendments to these Bylaws may be made by the City Council or by the Advisory Board, according to the following procedures:
 - (1) The Advisory Board may adopt amendments to these Bylaws at any regular meeting of the Advisory Board, by a majority of those present, provided that such proposed amendments have been provided to all Advisory Board members at least ten (10) days prior to the meeting.
 - (2) Adopted amendments shall be proposed to the City Council Life Enrichment Committee annually or as necessary.
 - (3) City Council, on its own initiative, may propose amendments to these Bylaws.

Chairperson Signature

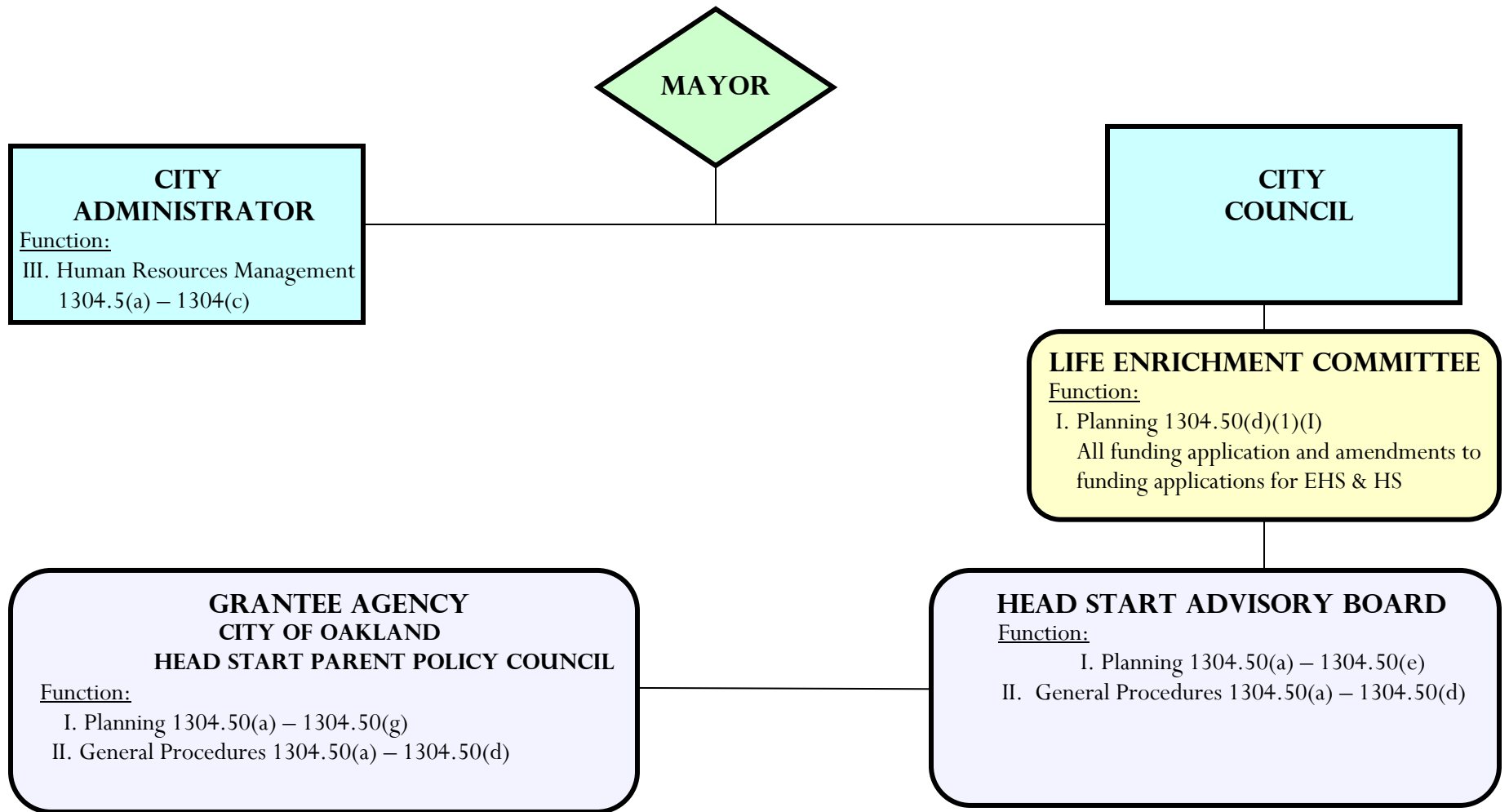
Date

Program Governance (Parent Policy Council and Advisory Board) & Impasse Procedures (2-parts)

Subject:	Program Governance (Parent Policy Council & Advisory Board)	Policy #:	(if applicable)
HSPPS Subpart:	Program Governance		
HSPPS and other regulations:	<p>Performance Standard: 1301.2 - Governing Body Responsibilities; Sec. 642 (E) - Powers and Functions of Head Start Agencies</p> <p>(1) Grantee and delegate agencies must have written policies that define the roles and responsibilities of the governing body members and that inform them of the management procedures and functions necessary to implement a high-quality program.</p> <p>(2) Grantee and delegate agencies must ensure that appropriate internal controls are established and implemented to safeguard Federal funds in accordance with 45 C1301.13.</p>	Parent Policy Council Approval Date:	N/A
State Regulations:	NA	Advisory Board Approval Date:	N/A
Effective Date:	July 1, 2021	Revised Date:	August 1, 2023
Policy Statement and Detailed Procedures			
Policy Statement:	The City of Oakland Head Start Parent Policy Council and Advisory Board (the designee of the Oakland City Council), in a shared governance structure, will be knowledgeable about their roles and responsibilities, as the Head Start Grantee, to implement a high-quality program, as well as their role in resolving possible program disputes that may arise.		
Rationale:	Partnering with parents (Parent Policy Council) and the governing body (Advisory Board), to share the responsibility of making decisions for the program.		

Policy Statement and Detailed Procedures	
Responsibility:	Program Director, Program Management, Program Supervisors, and Program Coordinators
Monitoring:	<ul style="list-style-type: none"> ▪ Monthly monitoring that Advisory Board Meeting agendas and materials (aka Meeting Agenda Packets) are shared with the City of Oakland Records Office, (for public posting), Center Directors, and Family Advocates, so that parents at each site, can receive individual copies of meeting agenda packets, with support from the Center Director, Family Services & Engagement Coordinator, School Readiness Coordinator, and Early Learning Specialist.
Procedure:	<ol style="list-style-type: none"> 1. The Head Start Parent Policy Council and Advisory Board will ensure compliance with Federal laws and regulations, including the Head Start Program Performance Standards, as well as applicable State and local laws and regulations. 2. The Head Start Parent Policy Council and Advisory Board will receive annual orientation and Governance training regarding the structure of shared governance, including the need for both the Parent Policy Council and Advisory Board approve policies and procedures. Each new Parent Policy Council and Advisory Board member will receive an orientation, that includes Bylaws which set forth the roles of each body, to assure understanding of the Head Start Philosophy, role of parents, the Parent Policy Council, and the Advisory Board, in a shared governance structure, including the need for both, the Parent Policy Council and Advisory Board. 3. The Advisory Board (on behalf of the Oakland City Council) is fiscally and legally accountable for overseeing the Head Start program, including taking general responsibility for guiding and supporting the planning, general procedures, ongoing monitoring, and budget and fiscal management. 4. The Parent Policy Council works with the Advisory Board to ensure that there is an internal control structure to a) safeguard Federal funds, with an Approved Cost Allocation Plan, b) comply with laws and regulations that have an impact on financial statements, c) detect or prevent non-compliance, and d) receive monthly fiscal reports (including budget expenditure reports, Child & Adult Care Food Program Reports, Purchase Card Reports) and monitor staff implementation of program corrective actions. 5. Members of the Parent Policy Council and Advisory Board support the program by: <ol style="list-style-type: none"> a. Identifying and developing resources to augment Federal funds; b. Visiting or volunteering in classrooms and with other program activities;

Policy Statement and Detailed Procedures	
	<p>c. Becoming involved in the Self-Assessment process;</p> <p>d. Participating in joint training opportunities.</p> <p>e. Obtaining feedback from parents and community members about the quality of services being delivered; and</p> <p>f. Participating as a Community Representative on the Parent Policy Council (optional) and/or participating on the Advisory Board as a Parent Policy Council Liaison (optional).</p> <p>6. The Head Start Program Director and Parent Policy Council Chair, provides a monthly report to the Advisory Board that comprises grant application requests, program progress reports, financial reports, results of monitoring reports – including areas of non-compliance, as well as program strengths, and other data including information on child outcomes.</p>
Documentation:	<ul style="list-style-type: none"> • Monthly Meeting Agendas and Minutes; • Shared Governance Diagram; • Internal Dispute Resolution (Impasse Procedure)
Timeframe:	<ul style="list-style-type: none"> • Monthly (following the monthly Parent Policy Council Meeting)



Internal Dispute Resolution Procedure (Impasse Procedure)

Subject:	Program Governance (Parent Policy Council & Advisory Board)	Policy #:	(if applicable)
HSPPS Subpart:	Internal Dispute Resolution Procedure (Impasse Procedure)		
HSPPS and other regulations:	<p>Performance Standard 1304.50(h) — <i>Internal Dispute Resolution</i></p> <p>(1) Each grantee and delegate agency and Policy Council or Policy Committees jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.</p>	Parent Policy Council Approval Date:	N/A
State Regulations:	NA	Advisory Board Approval Date:	N/A
Effective Date:	July 1, 2021	Revised Date:	August 1, 2023
Policy Statement and Detailed Procedures			
Policy Statement:	Oakland Head Start Advisory Board (governing body) and Parent Policy Council (policy group) will jointly establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.		
Rationale:	Partnering with parents to share the responsibility of making decisions for the program.		
Responsibility:	Head Start Program Director and Designated Management Staff		
Procedure:	<p>1. If, at any time, the City Council and/or its designee (the Head Start Advisory Board) and the Parent Policy Council disagree on any item that requires their joint approval, a Dispute Resolution Committee will be established with two representatives each from the City Council and/or its designee (the Head Start Advisory Board) and Parent Policy Council. An impartial fifth member, who will be approved by both parties, will be added in the event there is a tie vote.</p>		

Policy Statement and Detailed Procedures	
	<p>2. The Dispute Resolution Committee will meet and attempt to resolve the disagreement. If the Committee is unable to agree, the Committee will declare an impasse.</p> <p>3. Once the dispute is determined to be at impasse, the Program will inform the San Francisco Regional Office of ACF within ten days of the dispute. If the dispute is one that, if not resolved, could lead to termination or denial of refunding of the Head Start grant, the Regional Office will be notified immediately.</p> <p>4. If the meetings with the Regional Office fail to assist in resolving the dispute between the City Council and/or its designee (the Head Start Advisory Board) and the Parent Policy Council, the issues will be submitted to a professional mediator within ten days after determining that no resolution is possible with Regional assistance. (The Regional Office will be requested to assist in selecting a mediator if necessary.)</p> <p>5. Once the mediator is contacted and the first meeting is arranged, the Regional Office will be notified of the time and place. It is expected that the designated representatives of both the City Council and/or its designee (the Head Start Advisory Board) and the Parent Policy Council will attend any meetings requested by the mediator. The Human Services Department (HSD) Director is authorized to arrange all logistics with the mediator and to inform the City Council and/or its designee (the Head Start Advisory Board) and Parent Policy Council when a mediator has been selected and the plans for any meetings or other activities that are requested by the mediator.</p> <p>6. If the conflict relates to refunding, the mediation process must be completed 15 days prior to the refunding date, unless the mediator indicates in writing that additional time will result in a successful resolution of the conflict. If this is the case, Oakland Head Start would request additional time to complete the mediation process.</p> <p>7. Once the mediation process is completed and a report is prepared, a copy will be provided to members of the City Council and/or its designee (the Head Start Advisory Board) and the Parent Policy Council and to the ACF Regional Office (San Francisco).</p>
Documentation:	<ul style="list-style-type: none"> • Meeting Minutes and Agenda
Timeframe/Frequency:	<ul style="list-style-type: none"> • As needed



ANNUAL REPORT



Program Year 2022-23 Overview

DIRECTOR'S MESSAGE

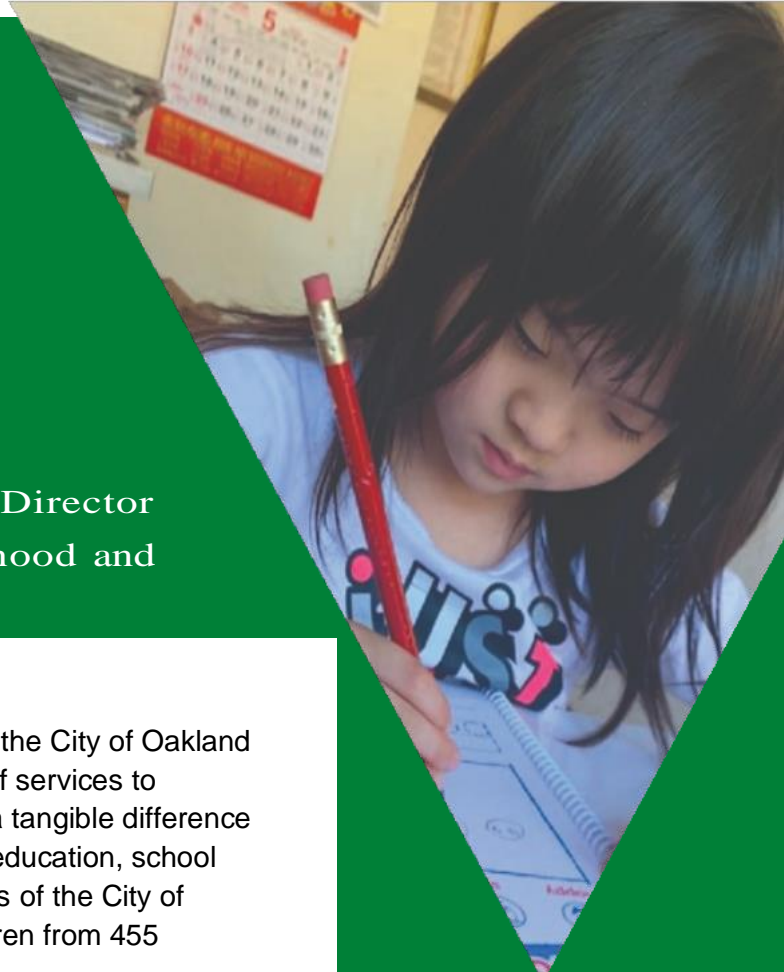
Diveena Cooppan, Head Start Program Director
Human Services Manager, Early Childhood and
Family Services

The annual report is an opportunity to share the work of the City of Oakland Head Start Program. The program offers a wide range of services to participants and links to external stakeholders to make a tangible difference in children's and their family's lives. This past year, the education, school readiness, health, nutrition, family, and disability services of the City of Oakland Head Start Program served a total of 578 children from 455 families during PY 22-23.

The program has prioritized race and equity initiatives during PY 22-23. We hired a Race and Equity Fellow to conduct a diversity, equity, inclusion, and belonging (DEIB) assessment, develop policies, and identify metrics for measuring how well the program is advancing DEIB. Leadership staff also participated in the Office of Head Start Region 9 Equity Cohort to help shape the program's equity strategy. 12 staff including teachers and Center Directors participated in the 2022-2023 Community of Practice on the 10 Promising Practices in Early Learning for Black Boys, led by Oakland Starting Smart and Strong. Lastly, in partnership with the Regional Office, the program hosted a screening and panel discussion for the film Black Boys.

In PY 22-23 the program was fully in-person following the Covid pandemic, but the effects have had lasting impacts on families, staff, and the program as a whole. Our staff and families' wellness has been affected. The national staffing crisis in early education added further strain to our team and families accessing and awaiting services.

Despite the many challenges, the program team delivered services and found a great partnership with our leadership and community partners to move our work forward. A highlight of the year was the amazing engagement of City of Oakland Head Start family members at Head Start conferences, Oakland parades, and city-hosted events that represented our program and led the way in creating partnerships, and innovative ideas and pushing for greater quality across the program.



ADVISORY BOARD

2022-23 Advisory Board Members

- Molly Tafoya, Chair
- Alysoun Bonde, Vice Chair
- Dr. Javay Ross
- Kevin Bremond
- Dr. Mariamawit Tamerat
- Reverend Annette Howard
- Dr. Jei Watkins
- Christina Michaud
- Julia Forte Frudden

PARENT POLICY COUNCIL

- To Niya Scott-Smith, Chair, Community Representative
- Sharon Brown, Vice Chair, Brookfield HS
- Justine Sharifi, Secretary, Broadway EHS
- Madeleine Grasso, Assistant Secretary, Laney Children's Center
- Quizhu Xiong, Treasurer, Community Representative and Home-Based Program
- Cheryl Hidalgo, Assistant Treasurer and Parliamentarian, Franklin HS
- Briana Barnes, West Grand EHS
- Marsha Ormond, San Antonio Park EHS
- Sara Acevedo-Rodriguez, Sungate HS
- Shalimar Carliss, Lion Creek EHS/HS
- Kife Gebresilase, Merritt Children's Center
- Lisa Bautista, Brighter Beginnings Home-Based Program
- Shadeema McDonald, Arroyo Viejo EHS
- Monica Armstrong, 85th Avenue EHS/HS
- Yesenia Garcia, San Antonio CDC HS
- Dan Yu Huang, Grantee Home-Based Program
- Sherryl Hairston, BANANAS Tiny Step Family Child Care Program
- Dionnona Price, Tassafaronga HS

PARENT POLICY COUNCIL

Alternate Members

- Kenneesha Y. Fobbs, Brookfield HS
- Shakila Caldwell, Broadway EHS
- Kehinda Adigun, Franklin HS
- Trang Nguyen, San Antonio Park EHS
- Phuong Nguyen, Sungate HS
- Jessica Fernandez, Lion Creek EHS/HS
- Santos Bautista, Merritt HS
- Cecilia Ramos, Brighter Beginnings Home-Based Program
- Stephanie Flores, Arroyo Viejo EHS
- Lashawnda Hicks, 85th Avenue EHS/HS
- Hanzhen Chen and Trang Nguyen, Grantee Home-Based Program

PROGRAM GOALS

01

Partner with families to support family well-being, parents' aspirations, and parents' life goals to create healthy, safe, and secure environments for young children to learn and grow.

02

Facilitate meaningful connections with the community to enhance the lives of children and families.

03

Provide high quality early childhood development programs designed to help children realize their greatest potential and prepare for success in school.

PROGRAM MAKEUP

Racial Demographics of Program Participants

The Head Start Program service area covers the entire city of Oakland. There are Head Start grantee, partner, and Family Child Care centers located in the following zip codes: 94619 (Merritt), 94606 (Manzanita, San Antonio CDC, and San Antonio Park), 94607 (Laney), 94605 (two Family Child Care sites), 94601 (Sungate), 94603 (Brookfield and two Family Child Care sites), 94612 (Broadway and West Grand), and 94621 (Lion Creek, 85th, and three Family Child Care sites), 94610 (one Family Child Care site) and 94618 (one Family Child Care site).

Cumulatively, the Program served 342 children in Early Head Start and 238 children in Head Start during FY 22-23. Table 1 shows the breakdown of total children enrolled at any point in the program year by program option.

Program Option	Funded Enrollment	Cumulative Enrollment ¹
Center-based	330	292
Home-based	233	225
Family Child Care	59	62
Program Option	Funded Enrollment	Cumulative Enrollment
Grantee EHS	169	194
Grantee HS	144	131
Partner EHS	161	148
Partner HS	148	107

Table 1: City of Oakland Head Start Program Enrollment FY 22-23

The average monthly enrollment was 73% during the 2022-2023 program year. Average enrollment was higher for Early Head Start (81%) compared to Head Start (65%) primarily due to staffing.

In FY 22-23, 52.5% of Program participants were identified as female, and 47.5% of Program participants were identified as male. Table 2 demonstrates the racial demographics of Program Participants in FY 22-23.

Table 2: Racial/Ethnic Demographics of Program Participants FY 22-23

American Indian or Alaskan Native	0%
Asian	19%
Black or African American	35%
Hispanic/Latino	35%
Multiracial	6%
White	2%

PROGRAM MAKEUP

Primary Languages Spoken by Program Participants

The primary languages spoken by Program participants in FY 22-23 were Cantonese, English, Mandarin, and Spanish.

Arabic	2%
Cantonese or Mandarin	14 %
English	46%
Other (includes Mam, Tagalog, Tigrinya, Vietnamese, and Yoruba)	6%
Spanish	32%

Table 3: Program Primary Languages Spoken by Program Participants FY 22-23

As defined by the federal Head Start Program Performance Standards, children are categorically eligible for Head Start if they are:

1. Children in families enrolled in a Public Assistance Program (CalFRESH, CalWORKS, SSI, or TANF)
2. Children experiencing homelessness as defined by the McKinney Vento Act
3. Children in foster care
4. Children in families with income under the Federal Poverty Level

In FY 22-23, 25% of families served by the Program were eligible for Head Start because their income was at or below the Federal Poverty Level (FPL), which equates to making \$30,000 for a family of four in 2023. Most program participants are eligible for Head Start through receiving Public Assistance (including SNAP/CalFresh, CalWORKS, SSI, or TANF). The total percentage of participants eligible for Head Start through Public Assistance increased from 13% in FY 21-22 to 39% in FY 22-23.

Enrollment by Eligibility Type

Table 4: Enrollment by Eligibility Type for Program Participants FY 22-23

Income at/below FPL	25%
Income 100-130% FPL	8%
Homeless	18%
Receiving Public Assistance	39%
Child Welfare Involvement	3%
Over Income/Other (includes IEP or IFSP)	8%

During Program Year 2022-2023, the average monthly attendance program-wide was 80%. Head Start program participants had higher attendance overall than Early Head Start program participants.

EDUCATION & SCHOOL READINESS

School Readiness Goals

GOAL 01

Children show increasing awareness of self-identity, cultural identity, family, and language in relation to others.

GOAL 02

Children increase the use of language (verbal and non-verbal) to express and describe their feelings, ideas, and thoughts.

GOAL 03

Children increase their ability to explore, observe, investigate objects, and pursue knowledge about them.

GOAL 04

Children demonstrate increasing precision, strength, coordination, and efficiency when using the muscles of the hand for play and functional tasks.



EDUCATION & SCHOOL READINESS

In FY 22-23, 130 children were eligible for Transitional Kindergarten or Kindergarten (TK/K). 69 children were eligible for TK and 61 children were eligible for kindergarten in the 2023-2024 school year.

Compared to the 2021-2022 program year, the Program made progress towards meeting those goals especially in School Readiness Goal 3 (Children will increase their ability to explore, observe, investigate objects (living and non-living things) in the environment and become increasingly sophisticated in pursuing knowledge about them.) School Readiness Goal 4 (Children will demonstrate increasing precision, strength, coordination, and efficiency when using the muscles of the hand for play and functional tasks) made the least improvement. School Readiness Goals 1 and 2 (Children will show increasing awareness of self-identity, cultural identity, family, and language in relation to others and Children will increase the use of language (verbal and non-verbal) to express and describe their feelings, ideas, and thoughts) showed some improvement, but not to the level expected.

Overall, about half of children are meeting developmental expectations. Males were less likely to meet benchmarks than females. Spanish speaking children were more likely to meet benchmarks than Cantonese speaking children. Early Head Start children showed growth in Social Emotional Understanding (SED2), Symbolic Play (SED 5) and Cause and Effect (COG 8) while Head Start children showed the most growth in Identity of Self (SED1) and Inquiry through Observation (COG 9), both School Readiness Goal measures.

During FY 22-23, the Program resumed use of the Pre-K Classroom Assessment Scoring System (CLASS). These CLASS observations were used to help identify staff for coaching and instructional development opportunities in FY 23-24. In November 2022, the Program hosted visitors from the Office of Head Start and federal Administration of Children and Families for a tour of the Mobile Classroom RV and site visits at the 85th and Lion Creek Crossing sites. The visits focused on supporting families experiencing homelessness in Oakland. In January and March, the School Readiness and Education team expanded with the addition of two Early Childhood Specialists to provide support and supervision to Center Directors and direct service staff.

During the spring, staff from the Program attended the California Head Start Association Early Childhood Education STEM (Science, Technology, Engineering, and Mathematics) Conference. A total of 12 program staff and Parent Policy Council members attended, including Management, Center Directors, Teachers, Home Visitors, and the Parent Policy Council Chair. The conference focused on creatively integrating STEM concepts into the early childhood education classroom, teaching practices, and learning experiences for young children so they engage in STEM concepts in developmentally appropriate ways.

DISABILITY & MENTAL HEALTH

The Program supported 60 children with IEPs and IFSPs and 10 children with referrals still pending evaluation. The Program contracted with two local agencies, Through the Looking Glass and Lincoln Families, to provide Mental Health consultation. This included support for our Family Child Care centers, where a Mental Health consultant provided a monthly roundtable discussion open to the Family Childcare providers. To promote understanding of social and emotional development, the Program also hosted educational opportunities for caregivers and staff on topics such as: “Speech and Language Learning in Early Childhood” and “Supporting Children with Autism.”

In the summer of 2023, the Program partnered with Through the Looking Glass to host Developmental Playgroups for 11 children at Brookfield and Lion Creek Crossing. The playgroups promoted social-emotional wellbeing and the development of self-regulation through play and environmental exploration. The playgroups were also accompanied by weekly parent workshops for participating families.



PHYSICAL HEALTH & NUTRITION

Physical Health and Nutrition Services

At the end of enrollment, over 98% of children in the Program had health insurance and a medical home. 97% were up to date with all immunizations. 90% of total program participants had access to dental care, up 8% (from 82%) in Program Year 2021-22. 87% of all children who participated in the program at any time were up to date on dental exams. The FY 22-23 Program Information Report (PIR) demonstrated that 72% of children in the program were up to date with preventative and primary health care, an increase of 13% from the previous year. Further, the percentage of families who reported receiving CalFresh benefits nearly doubled, from 35% to 64%.²

The City's Nutrition Program served over 230 children at the nine directly operated centers and celebrated the diversity of the community by serving new meals, such as Cuban rice, beans and tomatoes and tofu noodle stir fry with Bok choy. Fan favorites included spaghetti, sloppy joes, and salmon sliders!

In addition to serving meals at the centers, the Nutrition Program also partnered with the Alameda County Food Bank to organize a monthly produce and dry food distribution for families enrolled in the Home-Based program. The Program also participated in the national student of the nutrition and physical environment for Children and Adult Care Food Program (CACFP) child care programs. Brookfield served as the Program's representative site.

Lastly the Program partnered with the Alameda County Food Bank and Supplemental Nutrition Program for Women, Infants, and Children (WIC) Program for nutrition and health education for families and staff.



FAMILY SERVICES & COMMUNITY ENGAGEMENT

Family Services and Community Engagement Services

Averaging the scores across all Family Outcomes Assessments of FY 22-23, families scores increased across all domains in the Family Outcome Assessment. Families scored the highest on the domains of Promoting their Primary Language, Safety, and Health for the second consecutive year. To support families to meet their basic needs, during FY 22-23, 130,600 diapers were distributed to center-based Early Head Start families, generating an estimated \$47,000 in savings for families. The Alameda County- Oakland Community Action Partnership (AC-OCAP) allocated \$125,000 to provide Head Start families \$250 worth of financial assistance through a gift card.

To capture the full impact of homelessness more accurately on families in Head Start, the Program held additional training on implicit bias and the definition of homelessness under the McKinney Vento Act. The Family Services team and Data Management team worked together to create a new data collection and analysis method for identifying families experiencing homelessness in FY 2022-2023. 15% of families reported experiencing homelessness during FY 22-23. Of these families, 42% acquired housing during the program year, an increase of 7% from FY 21-22.

Family Engagement events included a backpack giveaway in September 2022 in partnership with the Veterans of War, where 300 backpacks and school supplies were given to Head Start families. In April 2023, 855 program staff, children, families, and partners attended the annual Head Start Day at Fairyland, where the Fairyland for All Initiative was launched.



Head Start - Budget Categories

<i>Budget Category</i>	<i>Program Operations</i>	<i>Training Technical Assistance</i>	<i>Non-Federal Share</i>
Personnel	\$2,268,328	\$0	\$870,115
Fringe Benefits	\$1,009,275	\$0	\$368,240
Travel	\$2,256	\$0	\$0
Equipment	\$0	\$0	\$0
Supplies	\$137,015	\$0	\$86,747
Contractual	\$1,428,367	\$0	\$0
Construction	\$0	\$0	\$0
Other	\$192,797	\$66,752	\$363,720
Total Direct Charges	\$5,038,038	\$66,752	\$1,688,822
Indirect Charges	\$158,783	\$0	\$61,473
Total	\$5,196,821	\$66,752	\$1,750,295

Early Head Start - Budget Categories

<i>Budget Category</i>	<i>Program Operations</i>	<i>Training Technical Assistance</i>	<i>Non-Federal Share</i>
Personnel	\$3,061,212	\$0	\$273,154
Fringe Benefits	\$1,124,382	\$0	\$415,250
Travel	\$2,544	\$0	\$0
Equipment	\$0	\$0	\$0
Supplies	\$178,111	\$0	\$145,000
Contractual	\$1,917,596	\$0	\$0
Construction	\$0	\$0	\$0
Other	\$372,113	\$118,878	\$410,153
Total Direct Charges	\$6,655,958	\$118,878	\$1,243,557
Indirect Charges	\$214,285	\$0	\$69,322
Total	\$6,870,243	\$118,878	\$1,312,879



06/02/2024

Oakland CA

***Oakland Head Start Parent Policy Council Member
and Advisory Board Members***

Dear Sir/Ma,

Being a part of this organization, about which I care so much. I write this suggestion bearing in mind an understanding and open-minded recipient at the other end. Based on my observations as a *Policy Council Representative Member, Oakland Manzanita Head Start*.

I hope you will review these suggestions and take the appropriate actions. A thoughtful look will be invaluable, using Manzanita Head Start 2701 22nd Ave Oakland CA 94606 as a case study.

1. Parent should choose one convenient day in the school year as part of requirement to enroll their kids in the program before being enrolled (this should be mandatory). It will help parent in home based follow up teaching and family involved education. It will be rotational for all the parents in the program through out each school year.
2. Incentive (maybe cash or gift card or whatever appropriate) to encourage parent to volunteer to be in the classroom for a minimum of 2 hours once a year in every school year. When necessary and appropriate, special accommodations shall be made for parents with "special" conditions who can't be physically present.
3. Need to adopt Preschool (**STEM**) Science Technology Engineering and Math. The need to train teachers how to use them.

4. Need to create full grass-root family-based resource division in Head Start, to directly manage family need, orientate families and help them develop interest in all child base educational activities and family based educational programs
5. Teachers remuneration; teachers help guide the foundation of every child (community) therefore a happy teacher is a happy community. Annual **SERVICE REMUNERATION aside regular paycheck**. Should a teacher resign earlier, the teacher unfortunately is disqualified to receive the cash. It's important to make it annual so as to keep teachers motivated and reduce constant hiring cost and contingencies.
6. Need for special need kids; what are the limitations for the inclusion (how many special needs kids per classroom can we have) is it each classroom or program.

I acknowledge that my written suggestions may not have adequately informed you of my message appropriately, so I respectfully ask that I be given opportunity to clarify all written suggestions. Thank you for your understanding.

Yours sincerely,

Benjamin Justice

(Parent Policy Council

Representative for

Manzanita Head Start)

+1 (510) 500-7285

benjaminjustice@live.com

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PROGRAM MANAGEMENT

Subject	Management System: Program Planning/Strategic Planning	Policy #	
HSPPS Subpart	J: Program Management and Quality Improvement	Policy Council Approval Date	07/21/20
HSPPS and other regulations	§1302.101	Advisory Board Approval Date	07/23/20
State Regulations		Board of Directors Approval Date	
Effective Date		Revised Date	07/16/24
Policy Statement and Detailed Procedures			
Policy Statement	<p>The Head Start planning systems and related activities are an essential part of program operations. Thoughtful planning is critical to successful programming. However, it becomes even more important as programs shift from an indefinite grant period to a five-year project period. According to the Head Start planning requirements, the <i>Federal Oversight of Five Year Head Start Grants (ACF-IM-HS-14-02)</i> indicates that the five-year grant applications require programs to describe and define:</p> <ul style="list-style-type: none"> • Long-term goals they will accomplish during the five-year period • Short-term objectives • Expected outcomes that are aligned with the goals and objectives • Data tools and methods for tracking progress toward their goals, objectives, and expected outcomes <p>Grantees report on this progress in their yearly continuation applications over the course of the five-year project period.</p>		
Rationale	<p>The purpose of the planning process is to establish and maintain a systematic approach to decision-making about the direction and scope of programs and services offered by City of Oakland Head Start. The planning process provides overall direction for the City Council and/or its designee (the Head Start Advisory Board), Policy Council and staff.</p> <p>Main components of the planning process include: Community Assessment, Self-Assessment, Long-range Goals and Short-term Objectives, Strategies, Expected Outcomes over 5-years; Criteria for Recruitment, Selection and Enrollment Priorities, and funding applications.</p> <p>Additional Head Start planning requirements include: HEAD START ACT 641(A)(g)(2)(A): Standards: Monitoring of Head Start Agencies and Programs - Self-Assessments:</p>		

Policy Statement and Detailed Procedures	
	<p>(1) IN GENERAL- Not less frequently than once each program year, with the consultation and participation of Policy Councils and, as applicable, policy committees and, as appropriate, other community members and each Head Start agency, and each delegate agency, that receives financial assistance under this subchapter shall conduct a comprehensive self-assessment of its effectiveness and progress in meeting program goals and objectives and in implementing and complying with standards described in subsection (a)(1).</p> <p>(2) GOALS, REPORTS, AND IMPROVEMENT PLANS-</p> <p>(A) GOALS - An agency conducting a self-assessment shall establish agency-determined program goals for improving the school readiness of children participating in a program under this subchapter, including school readiness goals that are aligned with the Head Start Child Outcomes Framework, State early learning standards as appropriate, and requirements and expectations of the schools the children will be attending.</p> <p>(B) IMPROVEMENT PLAN- The agency shall develop, and submit to the Secretary a report, to accompany its annual continuation funding grant application, an improvement plan approved by the governing body of the agency to strengthen any areas identified in the self-assessment as weaknesses or in need of improvement.</p> <p>(3) ONGOING MONITORING- Each Head Start agency (including each Early Head Start agency) and each delegate agency shall establish and implement procedures for the ongoing monitoring of their respective programs, to ensure that the operations of the programs work toward meeting program goals and objectives and standards described in subsection (a)(1).¹</p> <p>*FORMER HS PERFORMANCE STANDARD 1304.51 (a) (1) (2) *(Still relevant and will be utilized in FY 2024-25): Head Start Grantee and delegate agencies must develop and implement a systematic, ongoing program planning process, in collaboration with the program’s governing body, policy groups, program staff, delegate agency and other community organizations, that includes but is not limited to: Community Assessment; Self-Assessment; Grant Application; Program Goals & Objectives; Child Outcomes; Training Plan; Ongoing Monitoring, Program Information Report (PIR).</p>
Responsibility	<ul style="list-style-type: none"> • HS Program Director • HS Program Planner • All Head Start Management Staff (Content, Human Resource, Facilities & Fiscal)
Monitoring	See procedures and annual program governance and individual content area planning calendars

¹ <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-641a-standards-monitoring-head-start-agencies-programs;>
7/14/17

Policy Statement and Detailed Procedures

Procedures

- The program school year begins in **August**. The Program will initiate its multi-year strategic planning process in **July** of each year. The planning process for all upcoming planning cycles, including **1)** an Annual Overall Program Calendar; **2)** a Program Governance Calendar; and **3)** individual content area planning calendars for each program content area, will be reviewed and approved annually by the Policy Council (PC) and the City Council or its designee, the Head Start Advisory Board (AB) in **August or September (if bodies opt for Recess in August)**, with existing Parent Policy Council members and again in **November** and **December**, with newly elected Parent Policy Council members for the current program year.
- Written work plans to accompany content area planning calendars will then be developed by program content area coordinators, and updated annually, ~~and reviewed and approved annually by the PC and AB in August and November, with newly elected PC Members.~~
- ~~Draft work plans and a~~ A program operating budget will be presented to the Policy Council’s Finance Committee ~~or Parent Pouncil and Advisory Board~~ for review and input at the beginning each program year, in ~~July-August-September~~.
- When the ~~written plans and~~ budget is finalized in ~~August-September~~, it will be forwarded to the Policy Committee ~~or Parent~~ Policy Council and ~~Advisory Board~~ for final approval.
- Written **work** plans will be monitored quarterly and budgets will be analyzed at management meetings to determine the need for improvement and adjustments.
- **Monthly Program Reports** will then be forwarded to the Parent Policy Council and **Advisory Board** for input and approval. Written plans will be revised and budget modifications will be made, as required/needed.
- The Head Start Planner will assess community needs, resources, strengths and possible challenges every five years (Community Assessment), and will conduct updates annually, for the following four years. The planning for the Community Assessment (~~or Community Assessment Update~~) will begin in **September** of each year and will consist of 1-2 Community Assessment Planning Meetings in the months of **November** and **December**. ~~Attendees~~ **Participants** will include **Parent Policy Council** and **Advisory Board members**, as well as community stakeholders (i.e. local community agencies, delegate agency, partners, school district, parents and program staff). In **November**, the first planning meeting will include the review of data collected, and the opportunity for the Parent Policy Council and Advisory Board to contribute relevant information and feedback to the development of the Community Assessment and/or update(s).
- The Community Assessment and/or update(s) results will be shared and discussed with the Parent Policy Council, Advisory Board, and community

Policy Statement and Detailed Procedures	
	<p>members between January-February. Staff will use this analysis, along with the findings of the program's Self-Assessment between January- February March, to review, update, or revise long-term goals, short-term objectives, school readiness and parent, family & community engagement goals, to inform specific program direction for the existing and coming program year (i.e. priorities for selection, recruitment and enrollment, enhancements to collaboration activities with other community agencies).</p> <ul style="list-style-type: none"> • Long-range goals, short-term objectives, expected outcomes and program impacts and financial goals and objectives, based on data from the Community Assessment/Update, Self-Assessment, Child Outcomes, latest PIR, Parent Survey, and Parent Policy Council and Advisory Board, program staff, and community input, will be presented to and approved by the Parent Policy Council and the City Council or its designee, the Advisory Board. Progress in meeting program goals and objectives will be tracked and reviewed regularly at Management Team and Coordinator's meetings. • In January-February, Community Assessment data will be used to inform recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Parent Policy Council and the City Council or its designee, the Advisory Board. • The joint Budget and Fiscal Committee (if available), along with Head Start Management staff, will review the budget for areas that may need changes, according to available resources. • In January - February, The Head Start Program Director, Program Planner, and designated management staff, will develop the draft of the federal Head Start and other relevant funding applications, based on the above planning procedures, including a review of budget changes. • In February-March, the Head Start Director will present the final application and summary to the Parent Policy Council, Advisory Board, and City Council for review and approval.
Documentation	<ul style="list-style-type: none"> • See procedures
Timeframe	<ul style="list-style-type: none"> • See Overall Program Planning Calendar

ANNUAL COMPREHENSIVE PLANNING CALENDAR

July 2024			August 2024 (Re-Opening)			September 2024			October 2024		
<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>	<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>	<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>	<u>Date:</u>	<u>Report or Task Name</u>	<u>Unit</u>
PC: 7/16 AB: 7/18	PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Strategic Planning - Planning Calendars Overall & Governance Review Partner Onboarding & Review of Contracts and SOW DA Final Expenditure Report All staff Classroom Assignments Professional Development Plans 5-yr Background Check Audit Acceptance Letters ERSEA File Audit End-of-year CSPP/CDE Final Attendance Report 	PM/PLN FSC PM/PLN PM/PLN FSC/PM C/PD ERSEA	PC: On Recess AB: 8/22	PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Strategic Planning - Planning Calendars Budget Presentation & Staff Training Beginning of year budget presentation to Central Office CACFP Application Due PIR Activated in Child Plus (if not 7/1) Pre-Service New Staff Orientation Mandatory Child Abuse & Neglect Training Program Information Report (PIR) Start of Program Services 	PM/PLN FSC PM/PLN ERSEA C/PD PLN	PC: 9/17 AB: 9/19	PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Final Budget Spend-down from Last Fiscal Year Staff Qualifications & Professional Development Plan Audit Planning for Community Assessment Update: Work Begins <i>Annual Report for Head Start, due</i>	PM/ PLN FSC C/PD	PC: 10/15 AB: 10/17	PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Carryforward Request Process Final Year Report from Last Fiscal Year CLASS Audit CDE/CSPP Audit Quarterly Monitoring updates: <ul style="list-style-type: none"> ❖ Quarterly Goal Review ❖ Quarterly PIR Review ❖ Ongoing Monitoring Community Assessment Work (continues) 	PM/PLN FSC C/PD ERSEA PM/PLN

November 2024			December 2024			January 2025			February 2025		
Date:	Report or Task Name	Unit	Date:	Report or Task Name	Unit	Date:	Report or Task Name	Unit	Date:	Report or Task Name	Unit
PC: 11/19 AB: 11/21	PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Planning Calendars: Program & Program Governance Staff Recruitment Off-site CLASS Audit CDE/CSPP & CDSS/CCTR Continuation Funding Applications for Head Start and CDE/CSPP Community Assessment Planning & Data Meeting #1 (tentative) 	PM/PLN FSC PM/PLN C/PD PM/PLN PM/ PLN	PC: 12/17 AB: 12/19	PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Mid-Year Budget Review Coach Assignment/Selection Mid-Year Performance Review Self-Assessment begins Community Assessment Planning & Data Meeting #2 (tentative) Annual Report for Head Start, due <i>Joint PPC/AB Meeting (tentative)</i> 	PM/ PLN FSC C/PD PM/ PLN HR/ PD PM/ PLN	PC: 1/14 AB: 1/16	PC/AB Meetings <ul style="list-style-type: none"> Community Assessment Completed Self-Assessment Completed Monthly Program Progress Report Monthly Program Financial Report Evaluation of RFP/RFQs for Next Program Year City Review of Mid-Year Budget Selection Criteria Developed Letter of Intent to Re-enroll ERSEA File Audits Practice-Based Coaching CLASS Audit Quarterly Monitoring Updates: <ul style="list-style-type: none"> Quarterly Goals PIR Ongoing Mtg. 	PM/ PLN PM/ PLN FSC PM/ PLN FSC ERSEA C/PD PM/ PLN	PC: 2/18 AB: 2/20	PC/AB Meetings <ul style="list-style-type: none"> Selection Criteria Approved Monthly Program Progress Report Monthly Program Financial Report New Program Year Activated in Child Plus ❖ Site Selection, ❖ Opening Dates ❖ School Year Calendar, Hours of Operation 	PM/PLN ERSEA PM/PLN FSC PM/PLN

March 2025			April 2025			May 2025			June 2025		
Date: PC: 3/11 AB: 3/13	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report New Selection Criteria added to Child Plus 	Unit PM/PLN FSC ERSEA	Date: PC: 4/15 AB: 4/17	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Drafting of Partner Contracts for Next Program Year Finalize Next Year's Budget Annual Grant Application Due (Cont. Funding) Child Selection Rosters for Newbies and Returnees Performance Appraisals Staff Recruitment Off-site Quarterly Monitoring updates: <ul style="list-style-type: none"> ❖ Quarterly Goal ❖ Quarterly PIR ❖ Ongoing Monitoring 	Unit PM/PLN FSC PM/PLN FSC PM/PLN ERSEA HR/PD PM/PLN	Date: PC: 5/13 AB: 5/15	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report ERSEA File Audit Initial Interviews for All New Families @ Sites Full Enrollment for Coming Program Year 	Unit PM/PLN FSC ERSEA	Date: PC: 6/10 AB: 6/12	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Final Fund Obligation for Program Year CSPP/CDE CCTR/CDSS Program Self-Evaluation (PSE) Final PIR Reconciliation <i>Joint PPC/AB Meeting (tentative)</i> 	Unit PM/PLN FSC PM/PLN

Weekly, Monthly, Quarterly, and Annual Reporting

Weekly		Monthly	Quarterly	Annually
Content Unit Data Monitoring Reports to Diveena & Data Team		End of Month Enrollment (EOM) Reported on HSES CDE/CSPP 801-A Report Program Progress & Data Accountability Report	Goals & Objectives Progress Update: Ongoing Monitoring Progress Update: Program Information Report Update:	Annual Report Full Community Assessment, then Annual updates Self-Assessment Report CACFP Application CDE/CSPP/CCTR Program Self-Evaluation HS/EHS Continuation Funding Application CDE/CSPP/CCTR Continuation Funding Application
	Individual/Unit Responsible			Abbreviations Key: Projects/Agencies/Programs
PLN	Planning		PC/AB	Policy Council/Advisory Board
CON	Content Collective		CDE/CSPP	California Department of Education/California State Preschool Program
FSC	Fiscal		CDE/PSE	California Department of Education/Program Self-Evaluation
C/PD	Coaching & Professional Development		CDSS/CCTR	California Department of Social Services/General Child Care Program (CCTR)
ERSEA	Eligibility, Recruitment, Selection, Attendance		CACFP	Child & Adult Care Food Program
PM	Program Management		SOW	Scope of Work
CD/ED	Child Development & Education		PIR	Program Information Report

PROGRAM GOVERNANCE

July 2024			August 2024 (Recess)			September 2024			October 2024 (ERSEA)		
Date: PC: 7/16 AB: 7/18	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Planning Calendars Review: Program & Governance Strategic Planning Process Policies & Procedures discussion 	Unit PM. PLN PM/ PLN FSC PLN/ PM PM/ PLN	Date: PC: On Recess AB: 08/22	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Program Infor. Report (PIR) (Due: 8/30) Planning Calendars: Program & Governance Strategic Planning Process Annual CACFP Renewal Application (Due 8/15) 	Unit PM. PLN PM/ PLN FSC PL PM/ PLN	Date: PC: 9/17 AB: 9/19	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report PIR Summary (presented) Community Assessment planning begins Annual Report Due 	Unit PM. PLN PM/ PLN FSC PLN PLN	Date: PC: 10/15 AB: 10/17	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> <u>PC Member Elections at Site Level</u> (by 10/9) Monthly Program Progress Report Monthly Program Financial Report Qtly. Monitoring updates presented: Program Goals <i>PIR Summary</i> OGM Community Assessment work continues 	Unit PM. PLN
November 2024 (Disabilities & MH)			December 2024 (Health & Nutrition)			January 2025 (Self-Assessment)			February 2025 (Education)		
Date: PC: 11/19 AB: 11/21	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> New & Returning PC Members <u>Attend. New members seated at first formal PC Meeting</u> Monthly Program Progress Report Monthly Program Financial Report Planning Calendars: Program & Governance Community Assessment Planning & Data Meeting #1 <i>CDE/CSPP & CCTR</i> Governance Training – Session I <i>*Continuation Funding Application for CDE/CSPP & CCTR (Due: 11/1)</i> 	Unit PM/ PLN PM/ PLN FSC PM/ PLN	Date: PC: 12/17 AB: 12/19	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> New PC Officer Elections Process Recognition of outgoing PC Members & Officers Monthly Program Progress Report Monthly Program Financial Report Self-Assessment begins (12/1-21) Community Assessment Planning & Data Meeting #2 Governance Training Session II Annual Report Due Joint PPC/AB Meeting (Tentative) 	Unit PM/ PLN PM/ PLN FSC PM/ PLN	Date: PC: 1/14 AB: 1/16	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Community Assessment (<i>results presented</i>) Self-Assessment (<i>results presented</i>) Qtly. Monitoring updates presented Selection Criteria discussed Governance Training Session III 	Unit PM/ PLN FSC PM/ PLN ERSEA	Date: PC: 2/18 AB: 2/20	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Governance Training Session IV Selection Criteria (<i>presented for approval</i>) Fall Child Outcomes Report 	Unit PM/ PLN FSC ERSEA EDUC

March 2025 (Facilities)			April 2025 (Coaching)			May 2025 (School Readiness)			June 2025		
Date: PC: 3/11 AB: 3/13	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report 	Unit PM/ PLN FSC	Date: PC: 4/15 AB: 4/17	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report Qtly. Monitoring updates presented Annual HS Continuation Funding Grant Application (Due: 4/1) 	Unit PM/ PLN PM/ PLN FSC PM/ PLN	Date: PC: 5/13 AB: 5/15	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report 	Unit PM/ PLN FSC	Date: PC: 6/10 AB: 6/12	Report or Task Name PC/AB Meetings <ul style="list-style-type: none"> Monthly Program Progress Report Monthly Program Financial Report CSPP/CDE Program Self-Evaluation (PSE) (Due: 6/1) Joint PPC/AB Meeting (Tentative) 	Unit PM/ PLN FSC PM/ PLN

The governing body and policy council serve important roles in monitoring and oversight. These groups guide programs to make decisions that maintain the focus on programmatic goals and meeting the needs of the community.

During the Focus Area Two (FA2) monitoring review event, Reviewers will meet with members of the governing body and policy council for separate discussions. These two discussions will allow Reviewers to gain an understanding of how the Grant Recipient:

- ✓ Leverages the expertise of the governing body and the policy council.
- ✓ Supports the governing body and policy council to provide effective oversight to ensure the program provides quality services.



Nuts and Bolts: How do the discussions work?

Who joins in the discussions?

The Governing Body Discussion will include available members of the governing body along with Review Team members to discuss how the governing body provides the program with guidance and oversight.

In a separate Policy Council Discussion, the Review Team will meet with available members of the policy council to understand their role in providing the program with guidance and oversight. It is possible that some parents or family members will meet with Reviewers during the Policy Council Discussion as well as the Parent/Family Discussion.

Are Directors or Program Managers included in the Governing Body or the Policy Council Discussions?

Directors and Program Managers will have separate opportunities to share their perspective during the monitoring review and are discouraged from participating in these discussions.

How will the discussions fit into members' schedules?

The Review Team will coordinate with the Director to find the best time for governing body and policy council members to meet and will make every effort to schedule the discussions at times that are convenient for members. The Review Team will offer virtual platforms for the discussion, and/or multiple opportunities for the governing body and the policy council to share their perspectives throughout the review week as needed.

What should members bring to the discussion?

To support the governing body and the policy council's ability to describe and demonstrate their ongoing work to the Review Team, members are encouraged to bring any reference material that will help members feel comfortable describing their work. This may include any previous packets or handouts the program provided to members in preparation for governing body or policy council meetings.

How should members prepare for the discussions?

The discussions are an opportunity for governing body and policy council members to share candidly how they carry out their role—how they have supported program decisions, provided effective oversight and monitoring,

and provided expertise to the program. The governing body and policy council members should review this resource, gather any suggested materials, and ask the Director any questions. Members who want more details around the FY24 FA2 Monitoring Review and topics covered can review the FY24 Focus Area Two Protocol.

Key Topics Discussed With the Governing Body and the Policy Council

1. **How the Grant Recipient leverages the expertise of the governing body and the policy council.**

Members and Reviewers will discuss how the program:

- ✓ Maintains a governing body and policy council make up that is aligned with Head Start Program Performance Standards.
- ✓ Leverages the governing body and policy council’s community relationships that align with community need.

2. **How the Grant Recipient supports the governing body and policy council to provide effective oversight to ensure the program provides quality services.** Members and Reviewers will discuss how the

program:

- ✓ Provides the governing body and the policy council with data that are necessary to effectively conduct their responsibilities.
- ✓ Supports parents to participate in the policy council.
- ✓ Offers ongoing training to members of the governing body to support the knowledge and understanding necessary to carry out duties.