

MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Head Start Training Workshop

Board of County Commissioners

Stephen P. Clark Government Center
Commission Chamber
111 NW 1st Street
Miami, Florida 33128

Wednesday, April 27, 2011

Immediately Following
Comprehensive Development Master Plan Meeting
Commission Chambers

Harvey Ruvlin, Clerk
Board of County Commissioners

Christopher Agrippa, Division Chief
Clerk of the Board Division

Alicia Stephenson, Commission Reporter
(305) 375-1475



FINAL OFFICIAL MEETING MINUTES
MIAMI-DADE BOARD OF COUNTY COMMISSIONERS
HEAD START TRAINING WORKSHOP
APRIL 27, 2011

The Board of County Commissioners convened in a workshop session in the County Commission Chambers on the Second Floor of the Stephen P. Clark Government Center, 111 NW First Street, Miami, Florida on April 27, 2011, immediately following the 4/27 CDMP Meeting; there being present upon roll call Chairman Martinez and Commissioners Jordan, Monestime, Edmonson, Barreiro, Sosa, Bell, Souto and Diaz (Commissioners Heyman and Moss were absent); Assistant County Attorney Cynthia Johnson-Stacks; Special Assistant to the County Manager Howard Piper; Clerk of the Board Transitional Chief Mr. Christopher Agrippa; and Deputy Clerks Doris Dickens and Alicia Stephenson, Clerk of the Board.

The meeting began at 11:12 AM.

Commissioner Sosa indicated the federal government was the top-level administrator of the Head Start Program, but the County administered the Program within its jurisdiction. She noted that pursuant to stipulations governing the use of federal funding to administer the Program, the County Commission was completely responsible for the Program's operation and for managing its funding; therefore, it was mandatory that each member of the Commission be trained in that regard, which was the reason for this Workshop. Commissioner Sosa noted, however, that the Commission could not make decisions regarding the Program apart from the Head Start Policy Council (HSPC) and the Miami-Dade Community Action Agency's (CAA's) Board. She also noted Commissioner Moss had already received the mandatory training.

Commissioner Sosa welcomed Dr. Marce Verzaro-O'Brien, Interim Executive Director, Training and Technical Assistance Services (T/TAS) at Western Kentucky University (WKU), and all staff members and directors of the Head Start Program who were present. She noted WKU had conducted a study of the County's Head Start Program.

Ms. O'Brien noted she had been involved with the Head Start Program (Head Start) since 1965, having served for a time as an Administrator in Buffalo, New York. She also noted she had submitted to the County, prior to this meeting, an agenda for this meeting and a book entitled *A Road Map to Decision-Making*. She noted page 56 of the book specified the roles of Head Start decision makers, which she remarked would be useful for the Commissioners to know before Head Start's review team arrived in two weeks. She acknowledged the presence of Ms. Krystal Heinzen, a Management Specialist with WKU, and noted Mr. Perry Davis, Fiscal Specialist, WKU, would be present this evening at a meeting between the CAA Board and the HSPC.

Ms. O'Brien noted the Head Start program was created in 1965 out of the anti-poverty movement in order to empower people with low incomes to make decisions about child care programs that their children were involved in. She noted that Head Start's federal

administrators established a Governance Structure for each local Program, consisting of key decision-making entities. She identified the bodies in Miami Dade County that were assigned to serve as those decision making entities, as follows: the Commission as the Grantee Governing Board; the CAA Board as the designated Advisory Committee, which was responsible for operating on behalf of the Commission and submitting recommendations to the Commission; the HSPC as the Grantee Policy Council, which represented the community and parents served by Head Start; and the CAA Board's Executive Director as the Grantee Agency's Executive Director. Ms. O'Brien noted that the governance structure also included a Board of Record with the "General Operating Responsibility," of ensuring that the operation of Head Start was in compliance with all applicable laws. She noted the Commission was the Board of Record.

Commissioner Sosa noted the federal Head Start review team would visit the County on May 8th, 2011, as noted by Special Assistant to the County Manager Howard Piper, and would question individual members of the Commission regarding the information presented during today's (04/27) training session.

In response to Commissioner Diaz' request that Mr. Piper provide more information regarding the upcoming visit of the Head Start team, Mr. Piper noted that every three years, the County's Head Start Program was reviewed by a federal team; at which time, members of the County Commission were interviewed in order to determine whether they understood their responsibilities concerning the Program's operations. He noted this year's review would run from May 8th through May 20th, and interviews of the Commission members may occur on May 10th or 11th.

In response to Commissioner Diaz' concern that no single member of the Commission would know in advance whether the team would choose to interview him or her, Ms. O'Brien noted every grantee of the Head Start Program underwent the same process, which Mr. Piper identified as an audit. She noted the audits were now being conducted regularly because about ten years ago, some Grantee Governing Boards demonstrated that they were unaware of operational procedures, which caused one Board to deplete their funds before the fiscal year's end. Ms. O'Brien added that using the term "review" instead of "audit" might show more clearly that the team would review all operations, not just finances.

Commissioner Edmonson noted that about three years ago, all Commission members were asked to attend a Head Start Training session; however, she believed that only members of the Economic Development and Human Services Committee (EDHSC) had attended. She also noted that at that time, one Commission member was designated to answer all the review team's questions. She asked if the same procedure could be used in during the upcoming interview.

Following Mr. Piper's response that the Commission could not designate one person to answer questions, and that members of the review team could ask one or more commissioner(s), to answer a question without help, Commissioner Jordan clarified that three years ago, following the Training session, the Commission decided that only

members of the EDHSC would attend the interview. She noted the EDHSC members designated her as the spokesperson.

Continuing her presentation, Ms. O'Brien noted the Commission was responsible for executing the following key responsibilities:

1. creating a vision, goals, a planning process, written procedures for decision-making among the five key entities, and a resolution dispute policy for use among the key entities;
2. selecting delegate agencies;
3. approving the planning process, eligibility criteria, a recruitment plan, enrollment priorities, funding applications and amendments, the annual self-assessment process and resulting improvement plan, modifications to personnel policies, proposals to hire/fire the Head Start/Early Head Start (HS/EHS) director, and proposals regarding the composition of the HSPC and HSPC's selection procedures;
4. reviewing the improvement plan; and,
5. establishing and implementing internal controls and an annual independent audit, as well as procedures for hearing the community's complaints.

Ms. O'Brien noted the HSPC had the ability to approve all items that the Governing Board (GB) could approve. Ms. O'Brien emphasized that the neediest persons in the County must be given priority access to Head Start services, including the needy in new communities. She noted that pursuant to an existing County ordinance, the CAA could make recommendations to the County's Mayor regarding contracts worth less than \$1 million. Ms. O'Brien pointed out that at least 51% of the HSPC membership must be parents with children enrolled in the Head Start Program ("Head Start Parents"), although 100% was permissible; and, the remaining 49% may be comprised of individuals from community groups that served low-income children and families, and/or former Head Start Parent members of the HSPC.

In response to Chairman Martinez' inquiry regarding the current composition of the HSPC, Ms. Jane McQueen, Miami-Dade County Head Start Director, noted 95% of the HSPC now consisted of Head Start Parents, and 5% consisted of community representatives.

In response to Chairman Martinez' inquiry regarding whether hiring/firing the Head Start director was the responsibility of the GB, Assistant County Attorney Cynthia Johnson-Stacks opined that the County's Home Rule Charter designated that responsibility to the County's Mayor, and the Charter prevailed over Head Start's Governance rules. She pointed out that she would be happy to discuss this issue with Ms. O'Brien and the federal regulators, and she believed that doing so would be prudent.

After Ms. O'Brien confirmed that the federal law held the GB responsible for hiring/firing the Head Start Director, Chairman Martinez noted he agreed it would be prudent for the County Attorney's Office to discuss this issue with representatives of the

WKU and the federal government, because the Commission's final position on the matter might differ from Ms. Johnson-Stacks' initial legal opinion.

Commissioner Sosa commented that when she asked federal administrators who the responsible entity was, they told her that the County Mayor was responsible for hiring/firing the Head Start director, because the Mayor was the entity in the County's governmental structure who had the power to hire/fire.

Ms. O'Brien elicited from Chairman Martinez the fact that his signature appeared on the Head Start grant application, and subsequently noted that the federal government acknowledged the entity which signed the grant application as the key entity.

In response to Ms. O'Brien's comment that the review team would be interested in knowing whether the Commission, as the GB, currently had an approved dispute resolution policy in place, Commissioner Sosa asked Assistant County Attorney Johnson-Stacks to ensure that a proposed resolution approving a dispute resolution policy was drafted under her sponsorship.

Ms. O'Brien suggested that the Commission involve the HSPC in developing this policy. Continuing her presentation, Ms. O'Brien advised that the director of the Head Start/Early Head Start (HS/EHS) was responsible for the daily operations of HS/EHS, with oversight provided by the CAA Board Director. She also noted that neither the funding for Head Start nor the American Recovery and Reinvestment Act (ARRA) funding for EHS slots were cut from the federal FY 2010-11 Budget for Head Start; but, since it seemed to officials in Washington, D.C. that programs like Medicare were on the table, discretionary programs like Head Start could also be on the table, which could result in cuts and a loss of slots.

Ms. O'Brien outlined a procedure whereby the federal government created a Final Notice of Proposed Rule-Making. She advised that such a notice was created in order to put certain Head Start grants up for competition within the next year, and she expected it to be issued any day now. Ms. O'Brien explained that the federal government would identify the Head Start Programs in a community, in a given year; then it would isolate those Programs with the least favorable reviews, not to exceed 25% of the total number of Programs in that community; next, it would put the grants for those Programs up for competition. She advised that all grantees which were not in programmatic trouble could compete for those grants, as could other agencies. Ms. O'Brien advised that the burden was on the Commission to deliver high quality services, because the expectation was that the federal government would increase Program oversight, due to pressure it was receiving from members of the U.S. Congress to explain why the costs of Head Start exceeded the costs of child care. She further advised that about 10% of federal reviews to be performed in the coming year would be unannounced; would require the respective GB's to participate in the review process; and would require that documents regarding the Program be furnished.

In response to Commissioner Sosa's inquiry regarding how well Ms. O'Brien thought the County had done so far in implementing the recommendations of WKU's Head Start study, Ms. O'Brien opined that the County was successful in implementing the recommendations as it saw best; but, it had not implemented them as well as she would have liked, which she believed was also the opinion of Commissioner Sosa and members of the Head Start and CAA staffs.

Commissioner Sosa expressed appreciation to Commissioner Jordan and others who had worked to implement WKU's recommendations in the past. She noted the County's residents needed the Head Start Program, and she hoped the County would not relinquish its commitment to this Program as some other Florida counties had. She added that the County Administration was working on resolutions to establish protocols for performing reviews in schools, in an effort to ensure that the County was in compliance with federal laws.

In response to Commissioner Jordan's question regarding whether 2010-11 AARA funding for additional Head Start slots included additional resources to support those slots, Ms. O'Brien noted the federal FY 2010-11 Budget for Head Start provided the same amount of ARRA-EHS funding as in the past. She explained that this funding was issued by a Notice of Grant Award that was separate from the Notice of Grant award for the County's base HS/EHS funding. She further noted that the County currently had enough ARRA-EHS funding to last until September 29th, 2011.

In addition, Ms. O'Brien explained that by July 1, 2011 each grantee's GB would be asked to submit an application for an additional six months of ARRA-EHS funding from the federal Head Start FY 2010-2011 Budget. She advised that on August 1, 2011 (the beginning of the County's Head Start FY 2011-12) the County would receive its HS/EHS base grant. Ms. O'Brien also advised that in mid-September, 2011, the County's base grant would be amended to include the additional six months of funding; however, that funding would not be issued until September 30, 2011 (the end of federal Head Start FY 2010-2011).

She noted the intent was that federal money to be granted for EHS on October 1, 2011 (the beginning of the federal Head Start FY 2011-12) would be enough to make the additional slots permanent. Ms. O'Brien advised that the additional ARRA-EHS slots would be called EHS slots as of October 1st, because ARRA funding would become unavailable at some point.

In response to Commissioner Jordan's request for clarification regarding the process for approving organizational changes, Ms. O'Brien confirmed that typically, a matter originating from an entity other than the GB (County Commission), was presented to and approved by the HSPC as an item before it was submitted to the GB for approval. Alternately, she noted that any idea originating from members of the GB could be submitted to the HSPC as an item; and, if it passed, could be submitted to the GB for approval.

Commissioner Sosa commented that it was important for the Commission's members to place alternatives on meeting agendas of the County Commission's respective bodies, since the County's Head Start FY 2011-12 was due to start in August. She noted Head Start was currently facing a funding problem that the Commission as the GB was responsible for addressing. Commissioner Sosa distributed a packet of papers and pointed out the National Head Start Association (NHSA) Basic Head Start Facts' regarding Average Teacher Salaries. Referring to a memorandum from the County Manager Alina Hudak with attached information regarding average salaries for teachers and social workers by service provider, she pointed out that the County operated its own Head Start Centers, but also utilized a Request for Proposals (RFP) process to hire "delegate agencies" to provide Head Start services on its behalf. Commissioner Sosa asked whether each teacher in the Teacher and Teacher II categories would need to have an Associate of Arts (AA) degree by 2013, and what degrees the current Teachers were required to have.

Ms. McQueen, Director of the County's Head Start Program, noted each Head Start employee with a title that included the word "Teacher" would need to have a Bachelor of Arts (BA) degree as of 2013. She also noted that federal Head Start rules currently required 50% of teachers to have an AA, while the County required all Head Start teachers under its employment to have a BA.

Commissioner Sosa pointed out the differences in salaries between the County and the delegate agencies, and noted the Commission as the GB would have to decide whether to maintain that. She advised that while investigating how the County could pay less to provide health care for Head Start children, she found out that the County paid for the health care only after the possibility of utilizing other health coverage programs had been exhausted.

Commissioner Sosa noted the federal government was providing \$55 million to the County for Head Start, and the County's required 25% match of those funds totaled \$13.75 million. She also noted the County was currently committed to providing Head Start with \$5 million from its General Fund. Commissioner Sosa expressed concern about whether the County could afford to pay the \$5 million. She noted the County Commission needed to analyze alternatives, which included reducing the salaries of Head Start employees. She noted another alternative was to reduce the Head Start school year by one or two days, and it was discussed with the HSPC.

Commissioner Sosa noted yet another alternative, relinquishing Head Start, would require the government to re-bid the process, allowing anyone to apply to run the Program. She remarked that she hoped the County would not choose this alternative. Commissioner Sosa pointed out that if the County chose to relinquish the program until the end of the school year, it would have to run a competitive process, in which the delegate agencies could compete. She noted that another option was for the County to renegotiate contract terms. Commissioner Sosa explained that the County could not directly relinquish Head Start to the School District, but had to first relinquish it to the Head Start Regional Office.

Commissioner Sosa said she was hopeful the County would not reduce the number of slots for children. In addition, she advised that due to the method used to pay teachers, the County would not save money by furloughing while school was in session. Commissioner Sosa noted that during the next budget process, the Commissioners would face the questions of whether to reduce services to seniors, waste services, County employee salaries, etc.

In response to Commissioner Sosa's inquiry regarding whether the County would save \$5 million by transitioning to a system in which delegate agencies ran all Head Start Centers in the County, Mr. Piper noted the County would save approximately \$4.7 million.

Commissioner Sosa noted she would like the Commission to hold a workshop to discuss issues regarding Head Start.

Ms. McQueen responded to Commissioner Edmonson's inquiries regarding the minimum levels of degrees and diplomas, according to job title, that were held by those Head Start teachers who worked for the delegate agencies, and separately, those that worked for the County.

Commissioner Sosa asked Mr. Piper to provide her with a list of the names of each teacher holding each type of position noted in the County Manager's memorandum, as well as each of their salaries, degrees or certificates held, and years of service.

In response to Commissioner Jordan's inquiry regarding the average starting salary that the County paid to Head Start employees and whether the School Board paid a comparable starting amount, Ms. McQueen noted the County paid around \$35,000 to starting teachers with degrees, which was comparable to the School Board.

Commissioner Jordan noted that the figures provided in the memorandum were based on information concerning employees with 20 to 30 year tenures, and that as Ms. McQueen confirmed, a number of employees were retiring this year; therefore, she was glad that Commissioner Sosa asked Mr. Piper for the breakdown based on years of service.

Commissioner Jordan referred to the options presented by Commissioner Sosa for avoiding the payment of \$5 million out of the General Fund. She noted that as long as the HSPC approved the idea of delegating Head Start to the School Board, that delegation was an additional option. She pointed out that WKU had not recommended delegating Head Start to the delegate agencies; but instead, had simply recommended that the program be delegated. Commissioner Jordan noted she wished that Commissioner Sosa had allowed her at the April 13, 2011 Economic Development and Social Services Committee (EDSSC) meeting to expound on her (Commissioner Jordan's) item regarding the option to delegate to the School Board.

Commissioner Jordan noted she would like to make a presentation to the County Commission regarding the aforementioned item. She remarked that she wanted members of the Commission to have a complete picture of all alternatives. Commissioner Jordan

said that any request for the School Board to accept slots delegated from the County needed to be approved by the HSPC and the County Commission before it was submitted to the School Board. She noted she had submitted this proposed request to the HSPC, which approved it. She advised that when the proposed request was subsequently brought before the EDSSC, it was deferred. Commissioner Jordan asked that all alternatives, with their pros and cons, be presented at the workshop that Commissioner Sosa requested earlier. She noted that the final decision would impact changes to the Head Start program, and those changes should be made in an organized manner, in order to prevent Head Start's participants from being negatively impacted.

Commissioner Sosa noted the information she provided on salaries was reflected in the County Manager's memorandum. She also noted that as Chairwoman of the EDSSC, she was responsible for making today's presentation. Commissioner Sosa remarked that if Chairman Martinez had an issue with the way she was heading the EDSSC, then she would be willing to speak with him. She added that she did not want Commissioner Jordan to think that she was working against her, but Commissioner Jordan was currently not a member of the EDSSC. Commissioner Sosa commented that in her presentation of options today, she did not recommend any specific option, and she believed that was very diplomatic. She remarked that she had refrained from attending the last HSPC meeting out of courtesy to Commissioner Jordan, who was already scheduled to make a presentation at that meeting; however, she was planning to attend the HSPC meeting tonight (4/27) to introduce herself and hear from its members. Commissioner Sosa noted her main interest was the well-being of the Head Start participants.

Commissioner Sosa asked Mr. Piper to request of Mr. Jeff Fredericks, Acting Regional Program Manager, Administration for Children and Families, Region IV Office of Head Start, that he put in writing the statement he made regarding the process for relinquishing operation of a Head Start program. She mentioned plans to have copies of that statement distributed to all members of the Commission.

Discussion ensued between Commissioners Jordan and Sosa.

Chairman Martinez advised that Commissioner Sosa was currently the liaison between the County Commission and Head Start. He noted that position was not approved by the Commission, but was created by a previous Chairman; therefore, he had the authority to eliminate it. He also noted that after several memorandums were sent out to solicit someone to assume the position, Commissioner Sosa offered to fill the position. Commissioner Martinez noted the fact that Commissioner Sosa held this position did not preclude any commissioner from speaking about the issues. He noted that personal issues should not be the reason behind verbal conflict at Commission meetings.

Commissioner Jordan noted that whatever disagreement someone might have with the alternatives she outlined in her item, she still had a right to have the item heard. She noted that although alternatives were presented earlier in today's meeting, they were not presented to the HSPC or to the County Commission as an official item. Commissioner Jordan noted Commissioner Sosa was right to say that the County could not relinquish

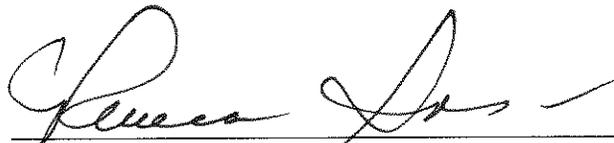
Head Start; however, once the Head Start grant was awarded, the County had the authority to delegate Head Start to the School Board.

Chairman Martinez commented that every Commissioner had had items deferred, tabled, or killed. He also noted his understanding was that today's workshop was held to assist Commissioner Sosa in drafting an item to submit to the EDSSC. Chairman Martinez further noted he surmised that the proper procedure regarding the results of today's discussion, and the items proposed by Commissioner Jordan, was that they be discussed by the EDSSC.

Chairman Martinez asked Commissioner Sosa to arrange for Commissioner Jordan's items regarding this matter to be discussed by the EDSSC, along with Commissioner Sosa's proposed resolutions when they were finalized. He noted he would make it a point to be present during the discussion.

Commissioner Sosa pointed out that she had just been appointed to the EDSSC, and was still learning about Head Start. She requested the opportunity to appear before the HSPC to learn more about the Program before further suggestions were made, so that all the suggestions could be presented at one time. She noted she believed she had been fair by allowing Commissioner Jordan to speak at the EDSSC meeting even though she was not a current member of that Committee; therefore, she had abided by the ethics rules, and she would continue to do so.

Upon conclusion of the discussion, the workshop was adjourned at 12:30 P.M.



Commissioner Sosa, Chairwoman

Economic Development and Social Services Committee



HEAD START TRAINING WORKSHOP

Board of County Commissioners

April 27, 2011

Prepared by: Jill Thornton

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	04/27/2011		Agenda
2	04/27/2011		Interim training booklet entitled "A Road Map to Success for Head Start & Early Head Start Decision-Makers"
3	04/27/2011		Power Point Report entitled "A Road Map to Success for Head Start and Early Head Start Decision Makers – Governance Training for the Boards and Policy Council of the Miami-Dade Head Start/Early Head Start Program"
4	04/27/2011		Packet of Exhibits distributed by Commissioner Sosa that include: Head Start Organization Structure; Office of Head Start organizational chart under the Office of the Director; CCA F&2010-11 Budget Information; correspondence from Jeffery Fredericks, Office of Head Start; Inform from the County Manager re the Head Start/Early Head Start Program; National Head Start Association-Basic Head Start facts; Biennial Report to Congress entitled "The Status of Children in Head Start Programs;" Head Start Program Fact Sheet for Fiscal year 2010-Head Start; e-net articles re: vote to relinquish Head Start to Feds; and Memo from Jane W. McQueen re: 2010-11 Proposed Policy Council Composition
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			



Training & Technical Assistance Services
Western Kentucky University Research Foundation
1906 College Heights Blvd, #11031
Bowling Green KY 42101-1031
Phone: 800-882-7482
fax: 270-745-4041
www.ttas.org

A Road Map to Success for Head Start Decision-Makers

**Training for the CAA Board and the Head Start Policy Council
Wednesday, April 27 @ 6 p.m**

AGENDA

Trainers: Dr. Marce Verzaro-O'Brien, Interim Executive Director, Training and Technical Assistance Services @ Western Kentucky University

Perry Davis, Finance and Management Specialist, T/TAS @ WKU

- I. Welcome and Introductions
- II. Greetings from Commissioner Sosa
- III. Information about the Trainer and T/TAS
- IV. The Goal of Governance in Head Start/Early Head Start: A Four-Part Decision-Making Structure
- V. Miami-Dade's Five-Part Decision-Making Structure
- VI. Roles and Responsibilities: What are the Key Decision-Making Areas?
- VII. Forecasting the National and Local Future for Head Start/Early Head Start
- VIII. Fiscal Responsibilities and Reporting

IX. Summary and Questions

A Road Map to Success for Head Start & Early Head Start Decision-Makers



Compiled and Distributed by
TRAINING & TECHNICAL ASSISTANCE SERVICES
Western Kentucky University

A Road Map to Success for Head Start & Early Head Start Decision-Makers

First Edition © September, 2008 by T/TAS, WKURF.

All rights reserved. No part of this publication may be reproduced in any form without prior written permission of the publisher.

Published by: **Training & Technical Assistance Services**
Western Kentucky University
1906 College Heights Blvd. #11031
Bowling Green, Kentucky 42101-1031
(800) TTAS-4-TA [800-882-7482]
www.ttas.org

Compiled by: Robin Gadsden-Dupree

Designed by: Dennis Angle

The materials presented in **A Road Map to Success for Head Start & Early Head Start Decision Makers** are designed for use with audiences comprised of Head Start and/or Early Head Start staff, parents, families, Parent Committees, Policy Councils, and Governing Bodies. This guide was developed by Training & Technical Assistance Services, which is solely responsible for its content.

This document is offered as a general training guide for Head Start and Early Head Start Policy Councils, Parent Committees, and Governing Bodies. It is not the intent of this document to offer guidance for implementing Federal Regulations and Head Start Program Performance Standards. Neither is it the intent of this document to interpret regulations or standards. For interpretation or guidance, please consult the appropriate Federal authorities.

For Information on Ordering, Contact:

Training & Technical Assistance Services
1906 College Heights Blvd. #11031
Bowling Green, Kentucky 42101-1031
800-882-7482 or 270-745-4041
www.ttas.org

Table of Contents

Introduction	5
Glossary of Useful Terms	6
The Parent Committee	9
Suggestions for Achieving Successful Parent Committees	11
The Parent Committee Revisited	13
Parent Committee and the Parent Activity Fund	14
Connecting the Parent Committee & Policy Council	14
Sample Parent Committee By-Laws	15
The Top Ten for Policy Councils	18
The Policy Council.....	19
Implementation Priorities for the Policy Council.....	21
Sample Policy Council / Committee Member Position Descriptions	22
Sample Policy Council / Policy Committee Positions and Duties	23
Tips for Keeping Minutes	26
Guidelines for Keeping Minutes	27
Sample Minutes Form.....	28
Sample Code of Conduct for Policy Council/Committee Members	30
Policy Council By-Laws Checklist	31
Sample Policy Council By-Laws	32
Policy Council Installation Service	38
The Top Ten for Governing Bodies	41
The Governing Body	42
Implementation Priorities for the Governing Body	46
Policies and Procedures	46
Communication and Documentation	47
Public Law 110-134 (The Improving Head Start for School Readiness Act of 2007) - Section 642	48

Your Policy Council and Governing Body Needs	49
Sample Shared Governance Policy and Procedure	50
Responsibilities of Governing Body, Policy Council & Other Committee Members	51
Specific Points for the Governing Body, Policy Council & Others	52
Running Effective Group Meetings	55
Appendix A: Governance and Management Responsibilities	57
References	60
Other Helpful Resources	62

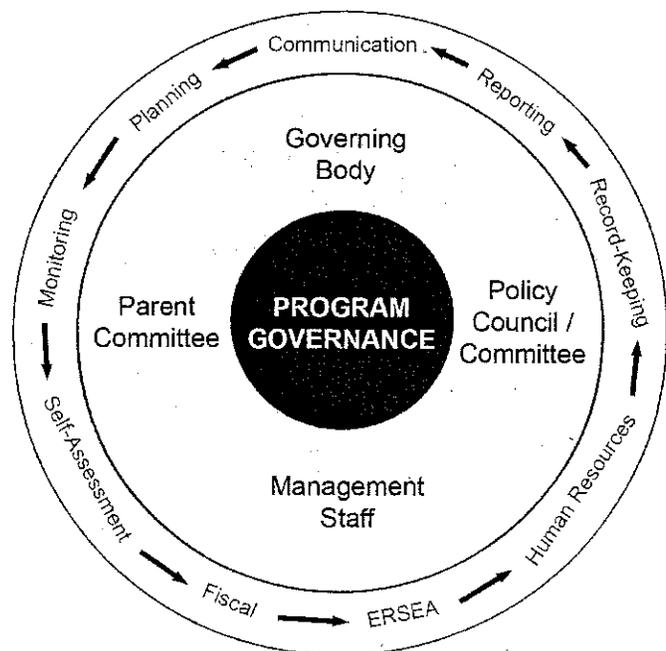
Introduction

Shared decision making is a cornerstone in the foundation of Head Start/Early Head Start. Understanding the role of decision-makers is critical to the success of a Head Start/Early Head Start program. Decision-makers share many responsibilities with the management staff for ensuring there are effective policies and procedures which strengthen program quality. Sharing responsibility for program governance, supports the role of parents and the community in the program as a significant element in the success of Head Start and Early Head Start.



As demonstrated in the graphic below, the Governing Body and Policy Council have a variety of responsibilities in the design and delivery of services, and it is important that they fully understand the processes for meeting those responsibilities. Successful shared decision-making requires an ongoing commitment to change, growth, and continuous improvement of practices, policies and procedures. Successful shared decision-making means that sometimes it is more important to compromise than to win. Each respective player has a critical role in bringing his or her unique voice to balance the Head Start/Early Head Start equation.

This interim training booklet was developed specifically to assist decision-makers in putting those responsibilities into practice. **A Road Map to Success for Head Start & Early Head Start Decision-Makers** offers practical information that can help to de-mystify the many duties of the Head Start decision-maker. This booklet includes sections relevant for the



Parent Committee, Governing Body, Policy Council, and appropriate management staff in the area of shared decision making. The current Head Start Program Performance Standards remain in effect unless any standard conflicts with *The Improving Head Start for School Readiness Act of 2007* (also referred to as the *2007 Head Start Act*), in which case the law prevails.

Glossary of Useful Terms

45 CFR 1304: The Program Performance Standards for the Operation of Head Start Programs by Grantee and Delegate Agencies; usually referred to in shorter form as the Head Start Program Performance Standards, or simply the Performance Standards. This document outlines the rules and regulations that every Head Start or Early Head Start program must follow. In addition to explaining the roles of the parents in the program, the Performance Standards outline standards for educational and health services, community and family services, and program management. The standards were revised in November, 1996, new revisions are expected to be forthcoming in response to the 2007 Head Start Act.

ACF: Administration for Children and Families, a division of the Department of Health and Human Services (DHHS) that oversees Head Start/Early Head Start. The Office of Head Start (or OHS) is the division of ACF that directly administers the Head Start and Early Head Start program.

COMMUNITYWIDE STRATEGIC PLANNING AND NEEDS ASSESSMENT: A study and review of the services and resources of the local community. This is used to help plan program services. This must be conducted once every three years and updated in the two years in between.

DELEGATE AGENCY: An agency or organization that the Grantee gives responsibility to run part or all of the Head Start or Early Head Start program for the Grantee Agency.

DHHS or HHS: These initials refer to the U.S. Department of Health and Human Services, which is the government agency that awards grants to Head Start and Early Head Start programs. DHHS, through the Administration for Children and Families, oversees the operations of all Head Start and Early Head Start programs and enforces regulations and standards. DHHS operates from Washington, D.C. and from Regional Offices around the country.

EARLY HEAD START: a program that provides low-income pregnant women and families with children from birth to age three with family-centered services that facilitate child development, support parental roles, and promote self-sufficiency.

FAMILY: For the purposes of *participation in the program*, all persons:

- (i) Living in the same household who are (a) supported by the income of the parent(s) or guardian(s) of the child enrolling or participating in the program; or (b) related to the child by blood, marriage, or adoption; or
- (ii) Related to the child enrolling or participating in the program as parents or siblings, by blood, marriage, or adoption.

FAMILY: For the purposes of *determining eligibility*, all persons living in the same household who are: (1) supported by the income of the parent(s) or guardian(s) of the child enrolling or participating in the program, and (2) related to the parents by blood, marriage, or adoption.

GOVERNING BODY: The group that is legally and fiscally responsible for overseeing operations of the Head Start or Early Head Start program and setting the program's financial priorities. Although a member of the governing body may also serve on the Policy Council or Policy Committee, and vice versa, the membership of the governing body and the Policy Council cannot be identical.

GRANTEE or GRANTEE AGENCY: The agency that runs the program. The agency receives money (called a grant) from the Federal government to operate the Head Start or Early Head Start program. The Grantee Agency may give part of its funding to a Delegate Agency to run a part of the program.

HEAD START ACT: *The Improving Head Start for School Readiness Act of 2007* or Public Law 110-134 is the Congressional mandate that forms the foundation for the program. Elements of the law (sometimes called the statute) always take precedence over regulations. The Act reauthorizes the Head Start and Early Head Start program, meaning that, by virtue of its passage, the program is allowed to exist and be funded by Congress. This five year reauthorization enables Head Start to continue through September 30, 2013.

HEAD START PARENT: (1) The mother or father of the child enrolled in the Head Start/Early Head Start program. (2) The relative or family member who is the main caregiver of the child enrolled in the program. (3) The foster parent or guardian of the child enrolled in the program. (4) The person who is adopting the child enrolled in the program (if the child is living with them), even if the adoption is not final.

MEMBERS AT LARGE OF THE COMMUNITY: People from the local community who serve on the Policy Committee/Policy Council. Sometimes referred as Community Representatives, they should know about the services available in the community. They may be business people, civic or religious leaders, people who work in the community, or professionals such as doctors or lawyers. Parents who used to have children in Head Start may also be Members at Large of the Community.

PARENT ACTIVITY FUND: The federal money set aside in the Head Start/Early Head Start grant to be used by and for parents on activities that they develop themselves.

PARENT COMMITTEE: The Parent Committee. (1) If the Head Start/Early Head Start program operates centers, each center must have a group to work in partnership with staff of the center on local program policies and activities. (2) If the program does not operate centers, such as a home-based program, it must still have a Parent Committee. (3) If the program has both centers and home-based operations, the Committee is usually made up of parents from both options, but the parents may vote to have separate Committees if they wish. The only people who may serve on a Parent Committee are the parents of children attending the program.

PERFORMANCE STANDARDS or HEAD START PROGRAM PERFORMANCE

STANDARDS: This document outlines the rules and regulations that every Head Start or

Early Head Start program must follow. In addition to explaining the roles of the parents in the program, the Performance Standards outline standards for educational and health services, community and family services, and program management. The standards were revised in November, 1996; they will soon to be revised again to conform with the requirements of the Head Start Act of 2007.

POLICY COMMITTEE: A group that works in partnership with key management staff of the Grantee's Delegate Agency. The committee is made up Community Representatives and parents of children enrolled in the programs.

POLICY COUNCIL: A group that works in partnership with key management staff of the Grantee and the Head Start program. The group is made up of Members at Large of the Community and parents of children enrolled in the program. More than half of the Council's members must be parents of currently enrolled children. Parents are elected each year and serve one-year terms. No parent may serve more than three one-year terms.

PROGRAM OPTION: The term that refers to the type of Head Start or Early Head Start program. Options include center-based (children are served in centers), home-based (children receive services in their home), and combination (both center-based and home-based services are provided). Another option where child care is provided in private homes is called "Family Day Care." Additional program options may be proposed and/or recognized in the future by the Administration for Children and Families (ACF).

SELF-ASSESSMENT: A review of the operations of the Head Start or Early Head Start program. The self-assessment must be conducted every year and includes: (1) reviewing the program's goals and objectives to see what kind of progress is being made; (2) looking at the program's financial records, and review program procedures and policies; (3) deciding if the program is meeting its responsibilities; and (4) deciding if the programs has corrected any problems that were reported in the annual audit or a Federal monitoring review. The self-assessment guides the development of an improvement plan that must be approved by the governing body and submitted to HHS.

T/TAS: Training and Technical Assistance Services (T/TAS) has been a national provider of training and assistance for Head Start and Early Head Start programs continuously since 1973. T/TAS is the publisher of **A Roadmap for Success for Head Start & Early Head Start Decision Makers** and other Policy Council training materials. Our main office is located at Western Kentucky University in Bowling Green. For more information on the products and services available from T/TAS, please call 800 882-7482 or visit our website at www.ttas.org.

The Parent Committee

Grantees and delegate agencies must establish and maintain a formal structure of shared governance through which parents can participate in policy making or in other decisions about the program. This structure must consist of the following groups, as required by the Performance Standards:

POLICY COUNCIL. Established at the grantee level.

POLICY COMMITTEE. Established at the delegate agency level.

PARENT COMMITTEE. For center-based programs, this committee must be established at the center level. For other program options, an equivalent Committee must be established at the local program level. When programs operate more than one option from the same site, the Parent Committee membership is combined unless parents choose to have a separate Committee for each option.



The Parent Committee is the first level of Program Governance; every parent can have a voice and involvement in shared decision-making.

Parent Committee members will select a parent member(s) to represent them on the Policy Council or Policy Committee. This parent(s) will provide input from the Parent Committee to the Policy Council/Committee and then report back to the Parent Committee regarding action that was taken and decisions that were made.

Parent Committee members may also select "alternate" parent representative(s) to the Policy Council/Committee. The alternate(s) will serve the same function and have the same voting privileges as the regular parent representative if that parent is unable to attend a meeting. Alternates are strongly encouraged to attend all meetings and training so they are aware of issues and concerns.

The Parent Committee

All parents of children currently enrolled in the program automatically are members of the Parent Committee. The Parent Committee is a formal structure of program governance and has the potential to impact more parents in shared decision-making at the local level.

The Parent Committee carries out at least the following minimum responsibilities:

1. Advise staff in developing and implementing local program policies, activities, and services.
2. Plan, conduct, and participate in informal as well as formal programs and activities for parents and staff.
3. Within guidelines established by the Governing Body, Policy Council, or Policy Committee, participate in the recruitment and screening of Early Head Start and Head Start employees.

If these responsibilities are reframed into a simple formula, they might translate as **The Four Rs of the Parent Committee:**

**REVISE
REVIEW
RETHINK and
Make RELEVANT**

Many Head Start Programs traditionally implement the Parent Committee as a meeting that occurs once a month. Often times, the format includes center business/concerns or reports and training for parents. The new reality is that the visible presence of parents in Head Start centers is changing, yet we haven't changed our approach to the group that is made up of 100% parents. The reality of changing families demands that we take a critical look at our practices. No longer can the typical Head Start mother or father spend a full day at the center. Times truly have changed.

First, we must ask ourselves, how can I satisfy the intent and spirit of Head Start, while meeting the needs of parents?

Second, we must begin to think of the parent committee beyond just a physical meeting where one or more people gather at a specific place and time.

Third, we must revise, review, rethink, and make the parent committee relevant to parents; they are our customers. Thinking about the parent committee from a customer service perspective requires different thinking. We want to please, encourage, support and keep customers.

Suggestions for Achieving Successful Parent Committees

The following are simple and effective ideas, suggestions, and tips to achieving successful and effective parent committees.

1. Encourage and help facilitate parents' ability to set up all logistics for a meeting, such as space, agenda, reminder notices, etc.
2. Have refreshments - breakfast/lunch/dinner/snacks, and baby sitting available.
3. Get Head Start children to decorate notices to remind their parents about committee events, meetings, or gatherings.
4. Consider having meetings every other month instead of monthly, or whatever time parents want.
5. Videotape meetings so absent parents can borrow the tape and view it. If training is offered at the meeting, arrange a time when absent parents can view it individually or at home. Lend a DVD player to parents that don't have one, or set up a location to view the tape, i.e.: library, Head Start Center, church, school, etc.
6. When sending out notices for trainings, reframe titles that will interest parents, i.e.: *Preparing Nutritious Meals* can be reframed to *Meals in Minutes*. Make the title fit your population's needs and interests. Ask parents to conduct and lead trainings when possible.
7. Use technology when available such as distance or satellite meetings, or have parents go to another location. Smaller meetings can be set up through Skyping (teleconferencing using the internet). Set up a computer room at the center or develop an arrangement with a college or technical school to have the Internet available for parents to use. Meetings can be done in a chat room. Parents can visit web sites that give information on child development or parenting. This can be used as training instead of the traditional meeting, and can be flexible to each parent's schedule.
8. Send written information home for parents to read and or exercises/activities for them to do with their child or for themselves, ask them to sign saying they read and participated in the activity, and note how long it took.
9. Have adult chairs and tables for adult meetings. It can be very hard to sit on a child-sized chair after a long day.
10. Have an incentive prize for the parent who is on time; this rewards desired behavior. Try not to penalize the parents who are on time by waiting for more people to come.
11. Encourage unstructured time for parents to informally talk to each other. Think about a support group for parents with similar interests and needs.

12. Make sure parents understand the meeting agenda is theirs not yours, and that you only act as a facilitator for them. The ultimate success is when parents run the meeting themselves.
13. Invite non-residential fathers to participate on the parent committee by sending them the notices directly. Send notices to any significant male in the child's life, as well.
14. Assess your building. When parents come in the door, is it attractive and inviting? Does it appeal to all of your senses? Is there a pleasant scent when you enter?
15. Ask parents to give you ideas on what would make them come to a meeting or participate on the parent committee. Find out what is important to them.
16. Ask yourself this question: If I was hungry, tired, and frustrated, what would make me come to a meeting ?
17. Have comment cards or suggestion boxes in your centers and check them frequently; use comments as the focus for the meetings. Send comment cards to parents on a regular basis. The parent is your customer.
18. Think about the Parent Committee as a fun, meaningful time. Ask parents to think of ways to restructure it so it will be fun.
19. Develop by-laws with and for the Parent Committee.



The Parent Committee Revisited

Utilize the chart below to discuss and record current practices used in Parent Committees, reflect on those practices, and then revise the practices to make them more relevant.

ACTIVITY	REVIEW AND RECORD CURRENT PRACTICE	REVISE AND MAKE RELEVANT
1. Advise staff in developing and implementing local program policies, activities and services.		
2. Plan, conduct, and participate in informal as well as formal programs and activities for parents and staff.		
3. Within guidelines established by the Governing Body, Policy Council, or Policy Committee, participate in the recruitment and screening of Early Head Start and Head Start employees.		

Parent Committee and the Parent Activity Fund

The Policy Council must directly assist Parent Committees in planning, coordinating, and organizing program activities for parents with the assistance of staff, and ensure that funds set aside from program budgets are used to support parent activities.

Key Questions to Consider:

- Is there a written procedure for the use of the Parent Activity Fund?
- Do parents decide how the money is spent? Is the decision documented in the Parent Committee minutes?
- Do parents and staff understand the purpose and intent of the Parent Activity Fund?

Connecting the Parent Committee & Policy Council

The Policy Council serves as a link to the Parent Committee, grantee and delegate agency governing bodies, public and private organizations, and the communities they serve.

The Policy Council assists Parent Committees in communicating with parents enrolled in all program options to ensure that they understand their rights, responsibilities, and opportunities in Early Head Start and Head Start and that they are encouraged to participate in the program.



Sample Parent Committee By-Laws

By-Laws of the

Parent Committee

Article I - Name

The name of this organization shall be the _____
_____ Parent Committee.

Article II - Purposes and Functions

Section 1: Purposes

The purpose of this committee shall be to provide every parent of an enrolled child with opportunities to assist in the development of activities that address their interests and needs and that support the education and healthy development of their children.

Section 2: Functions

The Parent Committee must carry out at least the following minimum responsibilities:

1. Advise staff in developing and implementing local program policies, activities, and services.
2. Plan, conduct, and participate in informal as well as formal programs and activities for parents and staff.
3. Within the guidelines established by the governing body, Policy Council or Policy Committee, participate in the recruitment and screening of Early Head Start and Head Start employees.

Article III - Membership

Section 1: Categories

- a. Each center of the _____ Head Start/
Early Head Start Program shall have one Parent Committee, of which they will elect
_____ parent member(s) to serve on the Policy Council (see *Policy Council By-Laws*).

- b. All parents of enrolled children are automatically members of the _____
_____ Parent Committee.
- c. The Parent Committee must be comprised exclusively of the parents of children currently enrolled at the center level or at the equivalent level for program options other than center-based.

Article IV - Voting Rights

All members have voting rights, including parents who are employed as staff at _____; however, staff may not be elected to serve on the Policy Council. There shall be no proxy voting.

Article V - Meetings

The _____ Parent Committee shall meet _____ (how often?) from _____ (month) through _____ (month) [*for example, monthly from August through May*] of each program year on a day mutually agreeable to parents. Meetings will be run by parents and assisted by the _____ Manager, or his/her designee as needed.

Article VI - Officers

Section 1: Officers

The Parent Committee officers shall be Chairperson, Vice-Chairperson, and Secretary. If deemed appropriate, the committee may also include a Treasurer (optional).

Section 2: Chairperson / Vice-Chairperson

The Chairperson presides at all meetings and works closely with the _____ Manager to plan agendas, meetings, etc. The Vice-Chairperson assumes the role of the chair in his/her absence.

Section 3: Secretary

The Secretary takes minutes of the meeting, reads minutes, and sends correspondence to members as necessary.

Section 4: Treasurer

The Treasurer (if there is one) keeps records of financial transactions of the committee, and submits reports to the committee as appropriate.

Section 5: Removal

Any officer of the Committee who fails to perform the duties as outlined in the by-laws, can be removed by a two-thirds vote of the Parent Committee.

Article VII - Quorum

A minimum of _____ parents must be in attendance to constitute a quorum.

Article VIII - Amendments

These by-laws may be amended by informing the committee of the proposed amendment at least two weeks before the meeting. All amendments must be approved by a simple majority vote of the committee.

Signature of Chairperson of the Parent Committee

(Note: To download an electronic copy of this form, go to www.ttas.org/SampleForms.html.)

The Top Ten for Policy Councils

10. Does the Policy Council understand its roles and responsibilities in contrast to the roles of the Governing Body and management staff?
(**Who does what?** General oversight, advisory, not day to day responsibilities and supervision)
9. Is the structure of the Policy Council clearly defined?
(**Who are we? Is it us and them, or we?** Subcommittees, by-laws, officers, voting versus non-voting, quorum, diversity, alternates)
8. Does the Policy Council have a role in program planning, visioning, etc?
(**Where are we going?** Mission, vision, planning, succession, community assessment)
7. Are Policy Council members aware of the services provided by the Head Start/Early Head Start Program?
(**What do we do?** Services, public perception)
6. What motivates Policy Council members to serve?
(**Why did I say "yes" to this?** How can I resign or recommend others to serve? Is my motivation to serve due to affiliation, achievement, power, service?)
5. Does the Policy Council handle conflict and disagreements constructively?
(**What is really going on here? Or R-E-S-P-E-C-T, find out what it means to me.** Is there unresolved conflict, an undercurrent of discontent, or are there impolite, disrespectful exchanges between members? In unpopular decisions, whose interest do we serve?)
4. Is time well spent at Policy Council meetings?
(**How long is this meeting?** Is the time used wisely? Do we use the sub-committees appropriately? Is there time to talk and ask questions? Are all members given an opportunity to participate or do one or a few dominate the discussions? Is the council chair in control of the meeting?)
3. Does the Policy Council speak with one voice?
(**Who said that?** Does the chairperson make all the decisions or does the full Council vote and reach consensus on issues?)
2. Does the Policy Council receive financial information that is understandable?
(**Follow the money.** Is there an effective budget with clear fiscal controls? Are expenditures allowable, reasonable and allocable? Is there clear accountability?)
1. Does the Policy Council participate in the self assessment process?
(**How do we rate?** Is there involvement at all sites/centers? Do members understand the findings and the corrective action plan?)

The Policy Council

Public Law 110-134 (The Improving Head Start for School Readiness Act of 2007) - Section 642

(1) THE POLICY COUNCIL

- A) IN GENERAL-** Consistent with paragraph (1)(E), each Head Start agency shall have a policy council responsible for the direction of the Head Start program, including program design and operation, and long- and short-term planning goals and objectives, taking into account the annual communitywide strategic planning and needs assessment and self-assessment.

(Note: Paragraph (1)(E) addresses powers and functions of Head Start Agencies and deals with the many responsibilities that the governing body has for oversight of the program).

(B) COMPOSITION AND SELECTION

- (i) The policy council shall be elected by the parents of children who are currently enrolled in the Head Start program of the Head Start agency.
- (ii) The policy council shall be composed of--
 - (I) parents of children who are currently enrolled in the Head Start program of the Head Start agency (including any delegate agency), who shall constitute a majority of the members of the policy council; and
 - (II) members at large of the community served by the Head Start agency (including any delegate agency), who may include parents of children who were formerly enrolled in the Head Start program of the agency.

(C) CONFLICT OF INTEREST

Members of the policy council shall-

- (i) not have a conflict of interest with the Head Start agency (including any delegate agency); and
- (ii) not receive compensation for serving on the policy council or for providing services to the Head Start agency.

(D) RESPONSIBILITIES

The policy council shall approve and submit to the governing body decisions about each of the following activities:

- (i) Activities to support the active involvement of parents in supporting program operations, including policies to ensure that the Head Start agency is responsive to community and parent needs.
- (vi) Program personnel policies and decisions regarding the employment of

employment and dismissal of program staff.

(Note: Section (1)(E)(iv)(IX) deals with approving personnel policies and procedures, including policies and procedures regarding the hiring, evaluation, compensation, and termination of the Executive Director, Head Start Director, Director of Human Resources, Chief Fiscal Officer, and any other person in an equivalent position with the agency)

- (vii) Developing procedures for how members of the policy council of the Head Start agency will be elected.
- (viii) Recommendations on the selection of delegate agencies and the service areas for such agencies.

(3) POLICY COMMITTEES- Each delegate agency shall create a policy committee, which shall--

- (A) be elected and composed of members, consistent with paragraph (2)(B) (with respect to delegate agencies);

(Note: (2)(B) deals with composition and selection, it explains that the group is elected by currently enrolled parents, and parents are the majority. In addition, members at large in the community can serve)

- (B) follow procedures to prohibit conflict of interest, consistent with clauses (i) and (ii) of paragraph (2)(C) (with respect to delegate agencies); and

(Note: This deals with members not having a conflict of interest, which includes compensation for service or for providing services, being a staff member or having a relative who is a staff member, or benefiting personally and materially from a decision a member has a hand in making)



- (C) be responsible for approval and submission of decisions about activities as they relate to the delegate agency, consistent with paragraph (2)(D)(with respect to delegate agencies)

(Note: This deals with the group's responsibility of approving then submitting various decisions to the governing body such as, by-laws, member selection, recruitment, selection priorities, etc)

Implementation Priorities for the Policy Council

- ✓ Review and revise Policy Council by-laws and operating procedures
- ✓ Establish timetable and procedures for Policy Council approvals and submission to governing body
- ✓ Establish and recommend Policy Council selection procedures
- ✓ Eliminate occasional substitutes' eligibility for Policy Council membership
- ✓ Be sure that both parent and community representatives to the Policy Council must be elected by Head Start parents
- ✓ Adhere to strict conflict of interest requirements for Policy Council members
- ✓ Design training and technical assistance for governing body and Policy Council
- ✓ Maintain documentation of all items required to be submitted to Secretary and information required for the Policy Council
- ✓ Watch the Federal Register for Notices of Proposed Rule Making (NPRMs)
- ✓ Comment on proposed regulations



Sample Policy Council/Committee Member Position Description

The actual position description for a Head Start or Early Head Start Policy Council or Committee member is likely to vary from program to program, but responsibilities will generally include the following:

1. A Policy Council/Committee member must be a parent or legal guardian of a child currently enrolled in the Early Head Start/Head Start Program or represent a local business, organization or agency in the service area, or be an individual who is familiar with resources and services for low-income children.
2. A Policy Council/Committee member should be a person who conveys an attitude of helping parents, children, and staff in the Early Head Start/Head Start Program.
3. A Policy Council/Committee member should have the ability to keep information confidential.
4. A Policy Council/Committee member must be willing to become knowledgeable of the rules, regulations, purposes, and goals of the Early Head Start/Head Start Program and assist in helping to see that they are carried out effectively.
5. A Policy Council/Committee member must be able to participate in a group decision-making and problem-solving process within the Early Head Start/Head Start Program.
6. A Policy Council/Committee member must encourage volunteerism from the community within the program guidelines.
7. A Policy Council/Committee member should convey the best interest of children and families and their belief in the Early Head Start/Head Start program's contribution to their progress.
8. A Policy Council/Committee member must attend meetings regularly.
9. A Policy Council/Committee member should understand the roles and responsibilities of the Early Head Start/Head Start staff and governing body and act as an advocate for the Head Start/Early Head Start program.
10. A Policy Council/Committee member should be prepared for meetings and actively participate in the business of the Policy Council/ Committee.
11. A Policy Council/Committee member must be willing to voice his/her opinion in an assertive way that is considerate of others' views and opinions.
12. A Policy Council/Committee member must use meeting time wisely and encourage others to do the same.
13. A Policy Council/Committee member must avoid any conflict of interest or its appearance.
14. A Policy Council/Committee member must adhere to the Early Head Start/Head Start Program's code of conduct for volunteers.

Suggested Policy Council / Policy Committee Positions and Duties

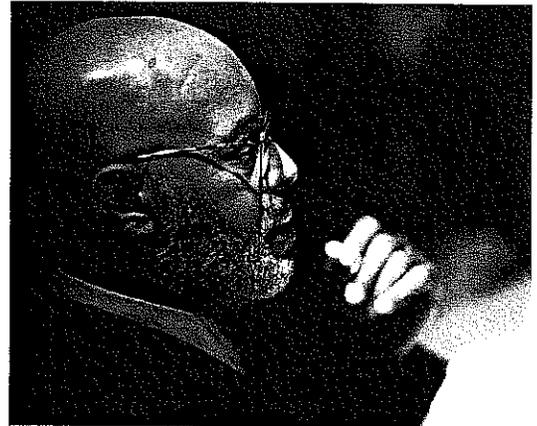
Policy Council Chairperson

Duties:

- Calls the meeting to order, presides at all meetings of the Council, and maintains order.
- Prior to the meeting, prepares agenda with the Head Start/Early Head Start Director and any other pertinent persons.
- Gets to know as many Council members as possible.
- Serves on committees or coordinates activities.
- Works closely with the Head Start/Early Head Start Director and Executive Director as necessary. Acts as the official representative of the Council (unless delegated).

Guidelines for An Effective Chairperson:

- ◆ Refrains from entering into debates or issues. If the chairperson feels a need to enter a debate or directly address issues, she/he should put the Vice-Chairperson in charge until the debate, discussion, or issue is resolved.
- ◆ Keeps abreast of Head Start policies, procedures and requirements, as well as seeking new information.
- ◆ Always maintains an atmosphere that allows everyone the opportunity to speak freely without fear of reprisal.
- ◆ Maintains a professional manner and advocates for Head Start/Early Head Start in the community at large.



Policy Council Vice-Chairperson

Duties:

- Substitutes for Chairperson in his/her absence or as requested when he/she temporarily vacates the chair. Serves on committees or coordinates activities.
- Assists the Chairperson as needed. Does not change or modify rules made by the Chairperson when acting in the place of the Chair.
- Does not fill vacancies where the by-laws state such vacancies shall be filled by the chair.
- Becomes the Chairperson in the event of resignation, etc.

Guidelines for An Effective Vice-Chairperson:

- ◆ Keeps abreast of Head Start policies, procedures and requirements.
- ◆ Maintains a professional demeanor.

Policy Council Treasurer (Optional)

Duties:

- Keeps accurate records and maintains funds, if applicable.
- Reviews bank statements, if applicable.
- Administers Parent Activity Fund, if applicable.
- Prepares all applicable Treasurer's reports and provides to Council.

Guidelines for An Effective Treasurer:

- ◆ Keeps abreast of Head Start policies, procedures and requirements.
- ◆ Maintains a professional demeanor.
- ◆ Keeps Treasurer's reports in a permanent book or file.
- ◆ Checks and double checks records and calculations to ensure accuracy.

Policy Council Secretary

Duties:

- Takes minutes of the last meeting and prepares them for presentation.
- Reads minutes of last meeting.
- Helps the chairperson follow the agenda and writes down and read motions.
- Records all votes taken at the meeting and summarizes all reports briefly.
- Writes all letters for the group.
- Sees that all notices of meeting reach all members.
- Telephones members about special meetings as needed.
- Keeps files of all letters received
- Reads correspondence as needed.



Guidelines for An Effective Secretary:

- ◆ See page 26, *Guidelines for Keeping Minutes*.

Policy Council Parliamentarian

Duties

- Be skilled and knowledgeable in Parliamentary law.
- Advise and provide answers to procedural questions for the Chair or member as needed.
- Provide training on Parliamentary Procedure.
- Assure that Parliamentary policies and procedures are properly followed during the meeting.

Guidelines for An Effective Parliamentarian

- ◆ Have a good working knowledge of the Council's by-laws at all times (bring by-laws to meetings).
- ◆ Make sure the Council reviews, revises and updates by-laws annually, and makes changes as needed throughout the year.

Policy Council Members

Duties

- Attend and participate fully in all meetings.
- Ask for recognition before speaking.
- Follow Parliamentary Procedure.
- Be on time for meetings.
- Remain for the entire meeting.
- Ask for clarification on issues not understood.



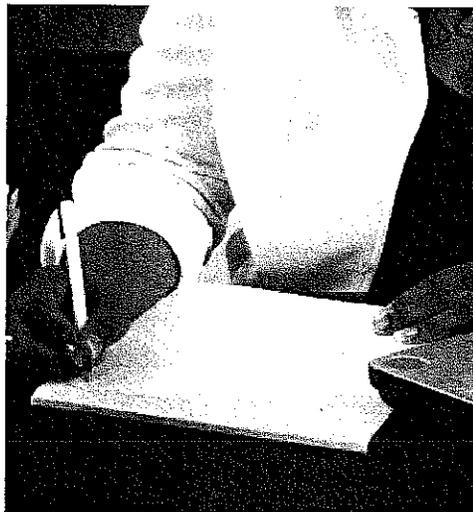
Guidelines for An Effective Policy Council Member

- ◆ Maintain a professional demeanor. You are part of an important group in Head Start.
- ◆ Share pertinent information with your local Head Start/Early Head Start center as it relates to decisions and ideas shared with the Policy Council.
- ◆ Be a team player. Do not take issues you disagree with personally.
- ◆ Keep abreast of Head Start policies and guidelines.
- ◆ Share your thoughts, ideas, and recommendations forcefully, succinctly, and politely.

Other Positions:

Policy Council Historian
Policy Council Sergeant-at-Arms

Tips for Keeping Minutes



How much detail should the board meeting minutes include?

The minutes are not a transcript, nor should they try to be a verbatim account of the meeting. They should be simply a record of the decisions made and the action taken. When there is a debate or discussion to be recorded, only the major points for and against the issue at hand should be included. It is important for members to be able to have meaningful discussions without being concerned about individual liability; therefore, names or direct quotations should not be recorded in relation to the debate.

Enough information should be provided for minutes to be a useful resource. Someone looking at the minutes should be able to understand what decisions were made and the reasons why. Skeletal minutes that only include the motions and whether or not they passed don't provide an adequate record.

Is it a good idea to tape record board meetings?

Making an audiotape of a meeting can be a useful tool for the person writing the minutes, but it should not replace the written minutes. If tapes are used, the board should have a written policy outlining how to deal with the tapes after the minutes are written to protect board members from legal liability. If tapes are to be destroyed, the policy should say so.

*Reference: Outi Flynn, **Meet Smarter: A Guide to Better Nonprofit Board Meetings** (BoardSource 2004).*

Guidelines for Keeping Minutes

Grantee and delegate agencies should establish and implement systems to ensure that timely and accurate information is provided to parents, policy groups, staff, and the general community.

1. Keep minutes in a permanent book.
2. Indicate if the meeting is a regular or specially called meeting.
3. Give the name of the organization, time, date, and place of meeting.
4. Note the status of the minutes of the last meeting.
5. Give the name and affiliation of guests.
6. Record the treasurer's report, if applicable.
7. Record the Director's program and financial reports.
8. Indicate whether or not committee reports were given.
9. Separate discussions into categories of old, new, and unfinished business.
10. Give names of people appointed to committees.
11. State the exact wording of all motions.
12. State the names of people making and seconding motions.
13. Summarize the debate.
14. State the vote by which the motion was passed.
15. State any announcements.
16. Record any action that might follow the business aspect of the meeting.
17. Give the names of members attending.
18. Circulate/attach sign-in sheet to minutes with agenda.
19. Indicate time of adjournment.
20. Sign minutes.



Sample Minutes Form

Type of Meeting: Regular Special (Reason: _____)

Name of Organization: _____

Date and Time of Meeting: _____

Place of Meeting: _____

Meeting Called to Order By: _____

Reports

Minutes of the previous meeting: read, amended and accepted.

Treasurer's Report (if applicable): _____

Financial Report: _____

Standing Committee Reports (summarize or attach copies): _____

Special Committee Reports (summarize or attach copies): _____

Old Business

Motion: _____

Made By: _____ Seconded By: _____

Discussion About the Motion: _____

Passed: _____ Rejected: _____

New Business

Motion: _____

Made By: _____ Seconded By: _____

Discussion About the Motion: _____

Passed: _____ Rejected: _____

Announcements

1. _____

2. _____

Program: _____

The next meeting will be _____

The meeting was adjourned at _____

Sincerely submitted by: _____

Signature

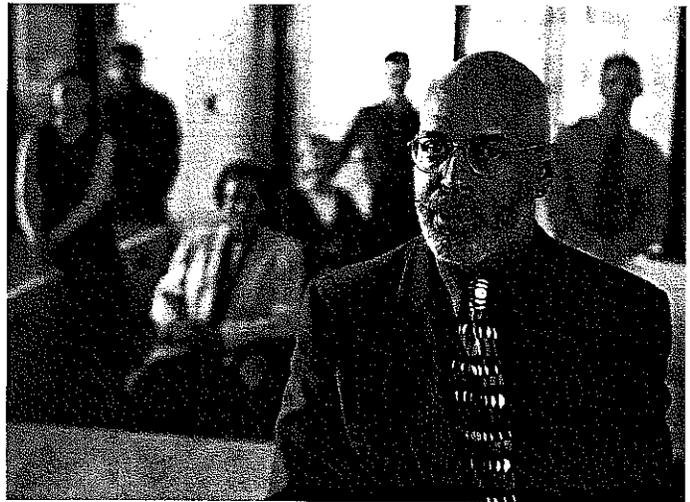
Sample Code of Conduct for Policy Council/ Committee Members

Standards of Conduct

Grantee and delegate agencies should ensure that all staff, consultants, and volunteers abide by the program's standards of conduct.

As a member of the Early Head Start/Head Start Policy Council/Committee, I agree to adhere to the following code of ethical conduct:

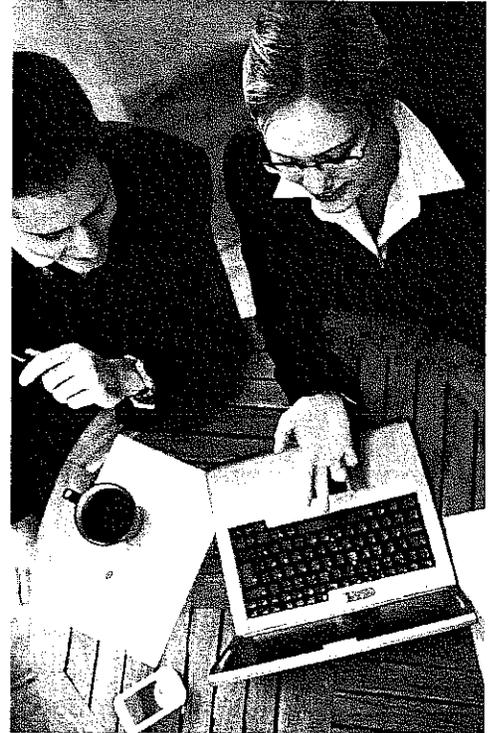
- I will respect and promote the unique identity of each child, family, and staff member and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability;
- I will adhere to the program's confidentiality policies and Federal regulations concerning information about children, families, staff and/or internal operating procedures;
- I will adhere to the program's policies and procedures for filing a community complaint;
- I will refrain from accepting or soliciting personal favors, gratuities, or anything of significant value from contractors or potential contractors and employees or potential employees of the program; and
- I will share my skills, talents, and expertise to promote and improve the quality of the program.



Signature

Policy Council By-Laws Checklist

1. Name of Organization
2. Purpose
3. Functions
4. Membership, Including:
 - a. Categories of membership
 - b. Conflict of Interest and Nepotism
 - c. Election of members
 - d. Duties of members
5. Membership changes:
 - a. Ad hoc members
 - b. Vacancies and resignations
 - c. Termination of membership
6. Terms - Three year rotation
7. Officers, Including:
 - a. Officers and duties
 - b. Qualifications
 - c. Election of officers
 - d. Terms of office
 - e. Removal/succession of officers
8. Committees, Including:
 - a. Executive
 - b. Standing (e.g complaints, personnel, finance, screening, recruitment, etc.)
 - c. Ad hoc
9. Meetings, Including:
 - a. Time and date
 - b. Attendance policy
 - c. Notification of members
10. Amendment Process
11. Rules and Procedures a. Parliamentary Procedures
12. Quorum
13. Voting Requirements
14. Agenda, Minutes, and Reports



Sample Policy Council By-Laws

By-Laws Of The

Head Start/Early Head Start Policy Council

Article I - Name

The name of this organization shall be the _____ Head Start/Early Head Start Policy Council.

Article II - Purposes and Functions

Section 1: Purposes

The purpose shall be to implement the Head Start Program Performance Standards and PL 110-134 (Head Start Act). The policy council shall be responsible for the direction of the Head Start program, including program design and operation, and long- and short-term planning goals and objectives, taking into account the annual communitywide strategic planning and needs assessment and self-assessment. The Policy Council will perform the following functions directly:

- a. Serve as a link to the Parent Committees, grantee agency governing bodies, public and private organizations, and the communities they serve.
- b. Assist Parent Committees in communicating with parents enrolled in all program options to ensure that they understand their rights and responsibilities and the opportunities available in Early Head Start and Head Start, and to encourage their participation in the program.
- c. Assist Parent Committees in planning, coordinating, and organizing program activities for parents with the assistance of staff, and ensure that funds set aside from program budgets are used to support parent activities (Parent Activity Funds).
- d. Assist in recruiting volunteer services from parents, community residents, and community organizations, and assist in the mobilization of community resources to meet identified needs.

Section 2: Functions

The _____ Head Start/Early Head Start Policy Council is responsible for the direction of the program, including:

- Program design and operation
- Long- and short-term planning goals/objectives
- Taking into account communitywide strategic planning and needs assessment and self-assessment

The general functions of the _____ Head Start/Early Head Start Policy Council, are to work in partnership with key management staff and the governing body and to approve or disapprove and submit to the governing body decisions about the following:

- a. Activities to support the active involvement of parents in supporting program operations, including policies to ensure that the Head Start agency is responsive to community and parent needs.
- b. Program recruitment, selection, and enrollment priorities.
- c. Applications for funding and amendments to applications for funding for Early Head Start and Head Start, including administrative services, prior to the submission of such applications to the responsible federal official.
- d. Budget planning for program expenditures, including policies for reimbursement and participation in policy council activities.
- e. By-laws for the operation of the policy council.
- f. Program personnel policies and decisions regarding the employment of program staff, consistent with paragraph (1)(E)(iv)(IX), including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.
- g. Developing procedures for how members of the policy council of the Head Start agency will be elected.
- h. Recommendations on the selection of delegate agencies and the service areas for such agencies.

Article III - Membership

Section 1: Composition

Parents of children currently enrolled shall constitute a majority of the membership of the _____ Policy Council. Parents of all program options must be proportionally represented.

Section 2: Categories

Membership shall be comprised of two types of representatives: parents of children currently enrolled and members at large of the community.

- a. Each Head Start/Early Head Start Parent Committee will elect _____ parent member(s) to serve on the Council, and one alternate who will act in place of the representative in his or her absence. An alternate is classified as a member and is subject to the same term limitations as the regular member.
- b. All members at large will be drawn from the community served by the Head Start agency. Former Head Start parents may also be members at large.
- c. The governing body will develop procedures for how members of the Policy Council are selected. The Policy Council shall be elected by the parents of children currently enrolled in the HS/EHS program.

Section 3: Term of Office

Policy Council members shall serve for a term of one (1) year. No member shall serve on the Policy Council for more than three (3) one-year terms.

Section 4: Voting Rights

Each member of the Policy Council shall have one (1) vote. Proxy voting, electronic, mailed, or faxed voting may be allowed if there is not a quorum present. The voting process may include voice vote, vote cards, roll call, etc. at the request of a member. Proxies must be delivered in writing, signed, and dated by the giver of the proxy, given only to another member in good standing of the Policy Council, and formally designate the holder of the proxy as the absent member's voting representative.

Section 5: Termination of Membership

A member of the Policy Council can be terminated by a two-thirds vote of the Policy Council if absent from three (3) consecutive meetings without having submitted a legitimate excuse in writing to the Chairperson prior to the meeting. A member of the Policy Council may also be terminated if the member violates the signed Standards of Conduct for program staff, consultants, and volunteers.

Section 6: Resignation

A member shall give a written statement prior to resignation from the Council.

Section 7: Vacancy

All Parent Committees shall elect a new parent member to the Policy Council within 30 days whenever there is a vacancy from that center. If the vacancy is created by a community representative, that vacancy will also be filled within 30 days.

Section 8: Conflict of Interest

No grantee agency staff (or members of their immediate families) may serve on the Policy Council. Members of the policy council shall not have a conflict of interest with the Head Start agency (including any delegate agency); and shall not receive compensation for serving on the policy council or for providing services to the Head Start agency.

Article IV - Officers

Section 1: Officers.

The Policy Council shall elect a Chairperson, Vice-Chairperson, and Secretary. Other officers shall be elected as deemed necessary by the Council.

Section 2: Election and Term of Office

Each officer shall be elected by the full membership of the Policy Council once the full Council has been seated, and shall serve a term of one (1) year. The Council will be seated in _____ (month) of every year.

Section 3: Removal

Any officer or member of the Council who fails to perform the duties as outlined in the by-laws, can be removed by a two-thirds vote of the Policy Council.

Section 4: Chairperson

The Chairperson shall preside at all meetings and maintain order. Prior to the meeting, the Chairperson will prepare the agenda with the Head Start/Early Head Start Director and any other pertinent persons. The Chairperson also serves on committees and coordinates activities as needed; works closely with the Head Start/Early Head Start Director and Executive Director as necessary; acts as the official representative of the Council; is knowledgeable of Council By-Laws, Head Start policies and requirements; and performs other duties as appropriate.

Section 5: Vice-Chairperson

The Vice-Chairperson shall preside in the absence of the Chairperson or whenever the Chairperson temporarily vacates the chair. In case of resignation or death of the Chairperson, the Vice-Chair shall assume the office until a permanent chair is elected.

Section 6: Secretary

The Secretary shall record the minutes of every Policy Council meeting; keep copies of the By-Laws, standing rules, roster of members, a list of unfinished business, and a copy of each agenda; mail minutes to each member prior to the meeting; keep a file of all correspondence received; read correspondence as needed; telephone members about special meetings as needed; maintain a file/record of minutes; assist the Chairperson in following the agenda and record and read motions as they are made; read minutes of the last meeting; and perform other duties as assigned.

Section 7: Treasurer (optional)

The Treasurer shall keep accurate records and maintain funds, if applicable; administer Parent Activity Fund, if applicable; prepare all applicable Treasurer's reports and provide to Council.

Article V - Committees

Section 1: Committees

The Policy Council shall appoint such committees as are necessary to the proper conduct of business, including but not limited to the following: Executive Committee, Personnel Committee, Complaints Committee, and Grants/Fiscal Committee.

Section 2: Executive Committee

The Executive Committee shall be composed of the Officers of the Policy Council. The Executive Committee shall have the power to conduct business for the Policy Council between regular meetings of the Policy Council.

Section 3: Personnel Committee

This committee will assist in screening, interviewing and recommending persons to be hired to fill vacancies in the Head Start/Early Head Start staff. The committee will review and discuss the Head Start/Early Head Start Personnel Policies and Procedures, and will make recommendations to the Council prior to the Council's approval of said Personnel Policies & Procedures.

Section 4: Complaints Committee

This committee shall hear complaints from the community, and from parents who have followed the community complaints procedures established by the Governing Body and the Policy Council.

Section 5: Grants/Fiscal Committee

This committee will assist and review in the preparation of the Head Start grant application and any amendments to funding. They will also work with the Treasurer (if there is one) in monitoring the Parent Activity Fund.

Section 6: Special Committees

Special Committees may be appointed by the Chairperson or selected by the Council as the need arises.

Article VI - Meetings

Section 1: Regular Meetings

Regular meetings of this Policy Council will be held _____ on the _____ at the _____ in _____ starting at _____.

Section 2: Special/Call Meetings

There will be special meetings of the Council only when there is a need, and all special meetings shall be called at least 48 hours in advance by the Chairperson or by _____ (number) members agreeing on the need for a meeting.

Section 3: Notice of Meetings

Written notices shall be mailed to each member at least five (5) days prior to the date of each regular meeting. A copy of the agenda for the meeting will also be enclosed. Notices of special meetings shall be mailed to each member at least 48 hours prior to the date of the meeting, with an explanation for the special meeting.

Section 4: Quorum

A simple majority of ___ of the members of the Council must be present to constitute a quorum in order to transact business for regular or special meetings.

Article VII - Amendments

These By-Laws may be amended by sending a copy of the proposed amendment to each Policy Council member at least two (2) weeks before the meeting. The Policy Council may debate an amendment before adoption. All amendments must be approved by a two-thirds vote of the Policy Council.

Signatures

Date

Chairperson of the Governing Body

Agency Executive Director

Chairperson of the Policy Council

Head Start Director

Effective Date: _____

(Note: To download an electronic copy of this form, go to www.ttas.org/SampleForms.html.)

Policy Council Installation Service

The retiring Policy Council Chairperson will rise and make very brief remarks about his/her departure as considered appropriate and concludes: "The following members have been elected as Officers of the Head Start Policy Council for the year (and reads their names):"

Chairperson _____
Vice-Chairperson _____
Secretary _____
Treasurer _____

The Chairperson then says: "In recognition of our loyalty to the _____ Head Start Program, I now call upon the Head Start Director to install the officers I have just announced."

The retiring Chairperson addresses the Head Start Director, hands him/her the gavel and says: "I surrender to you this symbol of authority in order that you may proceed with the installation ceremony of the Policy Council officers."

Director says: "The Mission of the _____ Head Start Program is to empower parents to become advocates for their children, families and communities, and promote life-long learning and individual development." **[OR Insert your program's mission here.]**

"The _____ Head Start Program believes that each child is unique and is entitled to an individualized, guided educational experience in a safe learning environment. Head Start believes that the human spirit is nurtured when parents and children are engaged together in the learning process. Head Start believes that when economically challenged families are provided with health, nutrition, and social services, their financial stability and quality of life will improve. Head Start believes that when resources such as training, educational opportunities, job placement and community partnership are provided; families and children are further empowered to succeed!" **[OR Insert your program's values or core principles here.]**

Director continues: "Many of the benefits of Head Start are rooted in change. These changes must take place in the family itself, in the community, and in the attitudes of people and institutions that have an impact on both."

"It is clear that the success of Head Start in bringing about substantial changes demands the fullest involvement of the parents, parental-substitutes, and families of children enrolled in its programs. Head Start is obligated to provide channels through which parent participation and involvement in the decision-making processes can be facilitated and enriched."

Director continues: "Will the Policy Council Members please stand. (**Pause while members stand.**) Parent members, you have been elected by the parents of children enrolled in _____ Head Start. Agency representatives, you have been appointed from public and private agencies and organizations which have a concern for children of economically challenged families and can contribute to the development of the program. **Do you pledge to carry out the responsibilities of this organization to the best of your ability?"**

Policy Council Members answer: "We do."

Director responds: "You have elected these officers as your leaders showing that you have confidence in their ability to carry on the work of the program in the most effective way. **Do you pledge your loyalty to them, and to supporting and working with them for the best interest of Head Start?**

Policy Council Members answer: "We do."

Director continues: "Policy Council Members, please be seated. All officers please remain standing. (**Pause while members are seated.**) To the officers and members of this Policy Council is given a responsibility to further the goals of Head Start and to serve as a link between the Grantee (Board of Directors), public and private agencies/organizations, and the community. Members, you have the opportunity to initiate suggestions and ideas for program improvements, and to receive reports on actions taken by the administration in regard to its recommendations. You also have the opportunity to plan, coordinate, and organize agency-wide activities for parents with the assistance of staff, to recruit volunteer services from other parents, community residents, and organizations, and to mobilize community resources to meet identified needs."

Director turns to officers and says: "It is the duty of each officer who has been chosen for a place of leadership in this Policy Council to work together with the other officers, members, Head Start staff and Grantee (Board of Directors) for the good of the program. **Will you solemnly pledge yourself to accept your office in good faith and perform your duties to the best of your ability?**

Officers answer: "We will."

Director responds: "Duties of Officers. (Full Name), as **Chairperson**, your responsibility is to preside at all meetings. Refrain from entering into debates of questions before assembly. Extend every courtesy to the discussion of the motions. Conduct meetings according to Robert's Rules of Order. Call all meetings to order and formally close them. Note whether a quorum is present and the declaration of it. Work closely with the Head Start Director to discuss programmatic matters and prepare agendas and notices for each regular meeting. Call special meetings and assist with contacting members and provide explanations of it to each member. Appoint Chairpersons of all committees; explain each motion before it is voted upon and you may vote only to break a tie. **Please accept this gavel as a symbol of authority.**" (**Director gives the gavel to the Chairperson**)

Director continues: “(Full Name), as **Vice-Chairperson**, your responsibility is to preside in the absence of the Chairperson or whenever the Chairperson temporarily vacates the chair; in case of resignation of the Chairperson, the Vice Chairperson shall assume the office of Chairperson until a permanent Chairperson is elected.”

Director continues: “(Full Name), as **Secretary**, your responsibility is to record the minutes of every Policy Council meeting once the meeting has been called to order. Keep a copy of the By-Laws and a list of members in advance of the meeting. Work with the Family & Community Partnerships Manager to ensure copies of the minutes are mailed to each Policy Council member in advance of the meeting. See that a record of minutes is kept on file in the Head Start Central Office.”

Director continues: “(Full Name), as **Treasurer**, your responsibility is to work closely with the Family & Community Partnerships Manager on duties related to Parent Activity Funds and fundraisers and shall make an Activity Report to Policy Council when deemed necessary.”

Director: “To all officers: It is a great privilege to welcome you into an official responsibility for the welfare of the children and families we serve. I am sure that you all deeply appreciate the honor bestowed upon you by your fellow members and that you enter upon your official business with the earnest resolution to be faithful to the trust instilled in you. Most heartily do I congratulate you, and I congratulate the Policy Council upon the wisdom of its choice for its official leadership.

“The success of the Head Start Program does not depend upon any one of you individually but upon all of you collectively. Nowhere is it more necessary than in the Policy Council that there be no division among the elected representatives placed in charge of its affairs. I therefore, charge you never to hold your respective personal opinions above the collective opinions of this entire body. As you each rightly seek to give your best to the Head Start Program, I urge you also to seek the best from your fellow members. Let all the Policy Council members freely share ideas about program activities in discussion, and let them be adopted only by the will of the majority. “

Director concludes: “You are now duly installed as Policy Council Officers of the _____ Head Start Program to hold office until such time as your successors are appointed.

Reprinted by permission from Tuskegee-Macon County Head Start, Tuskegee, Alabama.

The Top Ten for Governing Bodies

10. Do Boards understand their roles and responsibilities in contrast to the roles of the Executive Director and staff?
(Who works for whom? Legal & fiscal responsibility, goals, policies, organizational objectives, day to day responsibilities)
9. Is the structure of the Board clearly defined?
(Who are we? Is it us and them, or we? Subcommittees, by-laws, legislation, voting versus non-voting, quorum, diversity)
8. Do Board members have a role in organizational strategic planning, visioning, etc.?
(Where are we going? Mission, vision, planning, succession, community assessment)
7. Are Board members aware of the services provided by the organization?
(What do we do? Facilities, public perception, regular reports, and information on program services)
6. What motivates Board members to serve?
(Why did I say "yes" to this? How can I resign or recommend others to serve? Is my motivation to serve due to affiliation, achievement, power, service?)
5. Do Board members handle conflict and disagreements constructively?
(What is really going on here? Or R-E-S-P-E-C-T, find out what it means to me. Where is the Sergeant-At-Arms? Is there unresolved conflict, an undercurrent of discontent or are there impolite, disrespectful exchanges between members? Unpopular decisions, whose interest do we serve?)
4. Is time well spent at Board meetings?
(How long is this meeting? Is the time spent used wisely? Do we use the subcommittees appropriately? Is there time to talk and ask questions? Are all members given an opportunity to participate or do one or a few dominate the discussions?)
3. Does the Board speak with one voice?
(Who said that? Is there a public relations or marketing plan and a plan for dealing with the press? When the voting is done, is the issue resolved?)
2. Do Board members participate in financial decisions and have effective fiscal oversight of the organization?
(Follow the money. Is there an effective budget with clear fiscal controls? Are expenditures allowable, reasonable, and allocable? Is there clear accountability?)
1. Does the Board monitor and evaluate the effectiveness of the Executive Director?
(Who works for whom? Are expectations reasonable, measurable, and agreed in advance by the board and the Executive Director? Is the Board supportive of the Executive Director and vice-versa? Are reflective practices used?)



The Governing Body

Public Law 110-134 (The Improving Head Start for School Readiness Act of 2007) - Section 642

(c) **Program Governance** - Upon receiving designation as a Head Start agency, the agency shall establish and maintain a formal structure for program governance, for the oversight of quality services for Head Start children and families and for making decisions related to program design and implementation. Such structure shall include the following:

(1) GOVERNING BODY

(A) **IN GENERAL** - The governing body shall have legal and fiscal responsibility for the Head Start agency.

(B) **COMPOSITION** - The governing body shall be composed as follows:

- (i) Not less than one (1) member shall have a background and expertise in fiscal management or accounting.
- (ii) Not less than one (1) member shall have a background and expertise in early childhood education and development.
- (iii) Not less than one (1) member shall be a licensed attorney familiar with issues that come before the governing body.
- (iv) Additional members shall -
 - (I) reflect the community to be served and include parents of children who are currently, or were formerly, enrolled in Head Start programs; and
 - (II) are selected for their expertise in education, business administration, or community affairs.
- (v) Exceptions shall be made to the requirements of clauses (i) through (iv) for members of a governing body when those members oversee a public entity and are selected to their positions with the public entity by public election or political appointment.
- (vi) If a person described in clause (i), (ii), or (iii) is not available to serve as a member of the governing body, the governing body shall use a consultant, or another individual with relevant expertise, with the qualifications described in that clause, who shall work directly with the governing body.

- (C) **CONFLICT OF INTEREST** - Members of the governing body shall -
- (i) not have a financial conflict of interest with the Head Start agency (including any delegate agency);
 - (ii) not receive compensation for serving on the governing body or for providing services to the Head Start agency;
 - (iii) not be employed, nor shall members of their immediate family be employed, by the Head Start agency (including any delegate agency); and
 - (iv) operate as an entity independent of staff employed by the Head Start agency.
- (D) **EXCEPTION** - If an individual holds a position as a result of public election or political appointment, and such position carries with it a concurrent appointment to serve as a member of a Head Start agency governing body, and such individual has any conflict of interest described in clause (ii) or (iii) of subparagraph (C) -
- (i) such individual shall not be prohibited from serving on such body and the Head Start agency shall report such conflict to the Secretary; and
 - (ii) If the position held as a result of public election or political appointment provides compensation, such individual shall not be prohibited from receiving such compensation.
- (E) **RESPONSIBILITIES** - The governing body shall -
- (i) have legal and fiscal responsibility for administering and overseeing programs under this subchapter, including the safeguarding of Federal funds;
 - (ii) adopt practices that assure active, independent, and informed governance of the Head Start agency, including practices consistent with subsection (d)(1), and fully participate in the development, planning, and evaluation of the Head Start programs involved;
 - (iii) be responsible for ensuring compliance with Federal laws (including regulations) and applicable State, tribal, and local laws (including regulations); and
 - (iv) be responsible for other activities, including -
 - (I) selecting delegate agencies and the service areas for such agencies;
 - (II) establishing procedures and criteria for recruitment, selection, and enrollment of children;
 - (III) reviewing all applications for funding and amendments to applications for funding for programs under this subchapter;

- (IV) establishing procedures and guidelines for accessing and collecting information described in subsection (d)(2);
- (V) reviewing and approving all major policies of the agency, including--
 - (aa) the annual self-assessment and financial audit;
 - (bb) such agency's progress in carrying out the programmatic and fiscal provisions in such agency's grant application, including implementation of corrective actions; and
 - (cc) personnel policies of such agencies regarding the hiring, evaluation, termination, and compensation of agency employees;
- (VI) developing procedures for how members of the policy council are selected, consistent with paragraph (2)(B);
- (VII) approving financial management, accounting, and reporting policies, and compliance with laws and regulations related to financial statements, including the--
 - (aa) approval of all major financial expenditures of the agency;
 - (bb) annual approval of the operating budget of the agency;
 - (cc) selection (except when a financial auditor is assigned by the State under State law or is assigned under local law) of independent financial auditors who shall report all critical accounting policies and practices to the governing body; and
 - (dd) monitoring of the agency's actions to correct any audit findings and of other action necessary to comply with applicable laws (including regulations) governing financial statement and accounting practices;
- (VIII) reviewing results from monitoring conducted under section 641A (c), including appropriate followup activities;

(Note: Section 641A(c) is Standards: Monitoring of Head Start agencies and programs, it deals with the monitoring process conducted every 3 years, followup, etc.)
- (IX) approving personnel policies and procedures, including policies and procedures regarding the hiring, evaluation, compensation, and termination of the Executive Director, Head Start Director, Director of Human Resources, Chief Fiscal Officer, and any other person in an equivalent position with the agency;



(X) establishing, adopting, and periodically updating written standards of conduct that establish standards and formal procedures for disclosing, addressing, and resolving -

- (aa) any conflict of interest, and any appearance of a conflict of interest, by members of the governing body, officers and employees of the Head Start agency, and consultants and agents who provide services or furnish goods to the Head Start agency; and
- (bb) complaints, including investigations, when appropriate; and

(XI) to the extent practicable and appropriate, at the discretion of the governing body, establishing advisory committees to oversee key responsibilities related to program governance and improvement of the Head Start program involved.



Implementation Priorities for the Governing Body

- Determine what kind of governing body you have (publicly elected, politically appointed or neither). If your group does not conform to the requirements of the law, especially if it is a group (sub-board) appointed by a formal governing body, do you need to change or modify the membership, structure, or functions of your governing body?
- Review and revise governing body by-laws and operating procedures.
- Review and revise governing body recruitment and board succession policies, procedures, and practices.
- Identify expertise within current governing body in light of new requirements.
- Determine which skills are required of new governing body members or consultants.
- Ensure that governing body policies and procedures allow for use of consultants.
- Ensure that a current or former Head Start parent is a member of the governing body.
- Examine the budget to ensure that funds are available to pay consultants, if required.
- Check for nepotism.
- Check for other conflicts of interest; ensure full disclosure.
- Explore with the governing body whether it is desirable to establish advisory committees or a sub-board.
- Develop procedures for Policy Council selection.

Policies and Procedures

Review and revise policies and procedures to include all elements of the governing body and Policy Council roles and information requirements

- Finance and accounting
- Self-assessment and monitoring
- Communication
- Human Resources
- Governance
- Review and revise conflict of interest policies and procedures addressing:



- Financial
- Other conflicts of interest
- Disclosure and action to be taken
- Notification to ACF (for public entity only)
- Review and revise personnel policies and procedures addressing:
 - ◆ Hiring, firing, evaluation and compensation
 - ◆ Specifics regarding Executive Director, Head Start Director, Human Resources Director, Chief Fiscal Officer, and similar positions
- Review Internal Dispute Resolution (IDR) and impasse policy and procedures
- Review governing body/Policy Council consultation and collaboration procedures including
 - ◆ “Who goes first”
 - ◆ How information is transferred from Policy Council to governing body
- Revise IDR and collaboration/consultation policies and procedures based on guidance from the Secretary

Communication and Documentation

- Design reporting formats to ensure governing body receives required information
- Design training and technical assistance for governing body and Policy Council
- Maintain documentation of all items required to be submitted to Secretary and information required for governing body and Policy Council
- Watch the Federal Register for Notices of Proposed Rule Making (NPRMs)
- Comment on proposed regulations
- Regularly consult the Early Childhood Learning and Knowledge Center, or ECLKC (www.eclkc.acf.hhs.gov/hslc) for policy clarifications, program instructions, and information memoranda
- Implement new regulations and guidance into program policies and practices

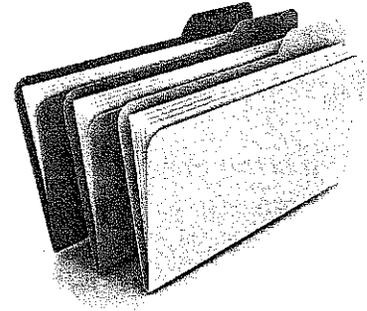
Public Law 110-134 (The Improving Head Start for School Readiness Act of 2007) - Section 642

(d) Program Governance Administration -

- (1) **IMPASSE POLICIES** - The Secretary shall develop policies, procedures, and guidance for Head Start agencies concerning--
 - (A) the resolution of internal disputes, including any impasse in the governance of Head Start programs; and
 - (B) the facilitation of meaningful consultation and collaboration about decisions of the governing body and policy council.
- (2) **CONDUCT OF RESPONSIBILITIES**- Each Head Start agency shall ensure the sharing of accurate and regular information for use by the governing body and the policy council, about program planning, policies, and Head Start agency operations, including -
 - (A) monthly financial statements, including credit card expenditures;
 - (B) monthly program information summaries;
 - (C) program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency;
 - (D) monthly reports of meals and snacks provided through programs of the Department of Agriculture;
 - (E) the financial audit;
 - (F) the annual self-assessment, including any findings related to such assessment;
 - (G) the communitywide strategic planning and needs assessment of the Head Start agency, including any applicable updates;
 - (H) communication and guidance from the Secretary; and
 - (I) the Program Information Report.
- (3) **TRAINING AND TECHNICAL ASSISTANCE** - Appropriate training and technical assistance shall be provided to the members of the governing body and the policy council to ensure that the members understand the information the members receive and can effectively oversee and participate in the programs of the Head Start agency.

Your Policy Council and Governing Body Needs

Section 642(d)(3) - TRAINING AND TECHNICAL ASSISTANCE- Appropriate training and technical assistance shall be provided to the members of the governing body and the policy council to ensure that the members understand the information the members receive and can effectively oversee and participate in the programs of the Head Start agency.



Provide Copies Of:

- a. The Head Start Act, Head Start Program Performance Standards, and Other Current Regulations
- b. By-Laws
- c. Roster of Appropriate Policy Making Body (including names, addresses and phone numbers, e-mails)

Provide Information About:

A. Local Program

1. Number of children
2. Number of classrooms and centers
3. Number of home-based children
4. Number of families served
5. Names of central staff
6. Delegate agencies
7. Personnel policies and procedures
8. Recruitment, selection and enrollment criteria
9. Community Resource Directory
10. Health Services Advisory Committee membership list
11. Career Development or Training Plan
12. Program mission, philosophy, and goals
13. Written financial statements
14. Calendar of Events
15. Procedures for Use of Parent Activity Fund
16. Community Assessment

B. The Head Start Grant Application

1. Amount of grant
2. Grant application process

3. Program Self-Assessment and Federal Monitoring findings
4. New ACF guidelines or communications
5. Amendments or revisions to the original application

C. Training

1. Performance Standards and Head Start Act
2. Parliamentary Procedures
3. Leadership skills
4. Head Start philosophy and program goals
5. Understanding the Head Start budget
6. Communication and conflict resolution

D. Local, State, Regional and National Associations

1. State, Regional and National Head Start Associations
2. National Association for the Education of Young Children
3. Children's Defense Fund
4. Others that your agency and key staff deem important

Sample Shared Governance Policy and Procedure

Public Law 110-134, Section 642 (d)(B) – The facilitation of meaningful consultation and collaboration about decisions of the governing body and the policy council.

POLICY STATEMENT

It is the policy of _____, the grantee agency, to fully adhere to and comply with all requirements as outlined in the Head Start Program Performance Standards and Public Law 110-134 (The Head Start Act). This document describes how responsibilities are shared among the decision makers.

The (Insert Number) decision makers will implement shared decision making in a manner that promotes open communication, trust, respect, and clear lines of authority, and honors the chain of command. The decision makers outlined are:

1. The Governing Body (Board of Directors, Tribal Council, School Board, County Government, etc.)
2. The Agency Director (or Superintendent, Executive Director, etc.)
3. The Head Start/Early Head Start Policy Council/Policy Committee
4. The Head Start/Early Head Start Director

(Insert Name of Agency), the **Grantee** is represented by the (Insert Governing Body Type); they assume the role of the governing body. The governing body has legal and fiscal responsibilities which involve funding, personnel policies and procedures, procedures for overall program policy, and establishing, maintaining and ensuring adherence to internal controls.

The **Agency Director** is represented by the (Insert the Title); this position reports to the Governing Body and supervises the Head Start Director (*specify if this is different*). The role of the Agency Director is further outlined by the Governing Body.

The Head Start / Early Head Start Director is responsible for the day-to-day management and oversight of the Head Start/Early Head Start Program.

The **Policy Council / Policy Committee** performs the duties, primarily approval or disapproval of recommendations, procedures, grant applications, etc., as outlined in the appropriate regulations.

It is agreed that all decision makers will work in concert to achieve the purpose, goals and objectives of the Head Start/Early Head Start Program.

GENERAL PROCEDURES

1. Policy Council / Policy Committee Composition and Formation

The Policy Council/Policy Committee will consist of (Insert a Number) members, composed as follows:

_____ parents from _____ centers/classrooms
_____ members at large of the community

Total size is _____

2. Election of Parent Members

During the month of _____, the Parent Committee(s) will elect _____ parent(s) and _____ alternate(s) to serve on the Policy Council/Committee. The parents will be notified of their upcoming seating/installation at the _____ meeting.

3. Selection of Members at Large of the Community

The Governing Body will recommend actual nominees (Actual Names of People or Organizational Representatives) to serve on the Policy Council/Committee by (Insert Date). The Policy Council/Committee and other management staff will recommend nominees to serve on the Policy Council/Committee by (Insert Date). The individuals recommended to serve as members at large of the community are drawn from the local community, businesses, public/private sector, civic and professional organizations, and others familiar with resources and services for low income families. They may include former Head Start parents. The nominees will be presented to the parent members of the Policy Council/Committee in person or in writing at the (Insert Month) meeting for approval or disapproval. Upon approval, they will be notified about the first meeting and the seating/installation.

4. Staff Membership on the Policy Council/Policy Committee

No staff member or members of their immediate family will be permitted to serve on the Policy Council or Policy Committee. (Refer to your agency definition of immediate family)

5. Reciprocal Membership

There will be one (1) current or former parent member from the Policy Council/Committee that serves on the Governing Body. This is a voting member with the same rights and responsibilities as any member. The Policy Council/Committee will select this member during the _____ meeting. The Policy Council/Committee by-laws and governing

body by-laws will reflect this membership. *(For Governing Bodies that only have elected positions this section can be omitted or reversed to allow a Governing Body member to be elected to the Policy Council/Committee as a member at large of the community.)*

6. Approval/Disapproval

In most instances the Policy Council/Policy Committee will act on issues regarding the Head Start/Early Head Start Program prior to those items of business being presented to the Governing Body. If the policy group does not approve the issue Head Start management can modify its content so it is acceptable to the Policy Council/Committee, the item should be revised and resubmitted to the policy group and, if approved, submitted to the Governing Body. If time is an issue and the meeting of the Governing Body is scheduled before the Policy Council/Committee will meet, the item may be presented to the Governing Body for approval before the Policy Council/Committee acts on that issue. For issues that have broader agency implications (e.g.; approval of personnel policies and procedures), those items of business may be presented to whichever group holds its meeting first.

7. Internal Dispute

When the group with approval/disapproval responsibility reviews an issue and does not uphold the decision of the other group, it shall be the responsibility of the chairperson (or secretary of this second group) to notify the agency director, the Head Start Director, and the chairperson of the other decision making group of an impasse. Refer to approved Internal Dispute Resolution procedures as outlined.

8. Annual Governance Training

The grantee will provide an annual joint training for the Policy Council/Committee and Governing Body in *(Insert Month)*. For those Governing Body members unable to attend, training materials will be provided with an invitation to contact the Head Start Director for an individual conference either in person, by telephone, or electronically.

(Note: *To download an electronic copy of this form, go to www.ttas.org/SampleForms.html.)*

Responsibilities of Governing Body, Policy Council & Other Committee Members

Do I just go to a meeting as I might go to the movies or on an excursion?

Of course not. When I work on a Board, Policy Council or other committee, I am:

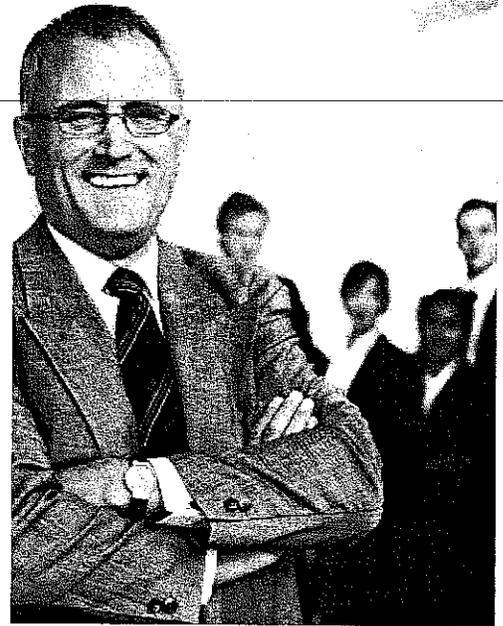


- Exercising my right and my responsibility for democratic self-expression.
 - Sharing in doing a task that needs to be done and can be done better by a group.
 - Giving my ideas, my opinions, my feelings, my convictions with reference to the task.
 - Getting helpful ideas from others who are likewise focusing on the job to be done.
 - Testing my ideas against the varying experience of others.
 - Learning the necessity of give-and-take as the discussion develops.
 - Carrying out responsibility in a thoughtful manner on behalf of the whole group.
- Thinking out loud and developing my thoughts in the company of others.
 - Creating a common unity of purpose and understanding.
 - Deciding upon the best course of action.

From "Constructive Community Committees" by Harleigh B. Trecker.

Specific Points for the Governing Body, Policy Council & Others

1. Attend meetings regularly, and stay for the entire meeting.
2. Seek to understand the issues being discussed.
3. Participate in discussions.
4. Help in reaching group decisions.
5. Try to understand and use the ideas of other members.
6. Evaluate your own contribution.
7. Evaluate contributions of the group as a whole.
8. Follow the chain of command and make sure others do as well.
9. Remember that you have power as a group, not as an individual.
10. Do not get bogged down in day-to-day operations of the program or agency.
11. Deal with program issues, not personalities.
12. Make sure everyone has the right to be heard - to a point.
13. Honor the rights of the minority and the rule of the majority.
14. TAKE YOUR RESPONSIBILITIES SERIOUSLY; TAKE YOURSELF LIGHTLY!



As you participate in making decisions about your Head Start/Early Head Start program or enter, always ask yourself,:

“Is this the best thing for children and families?”

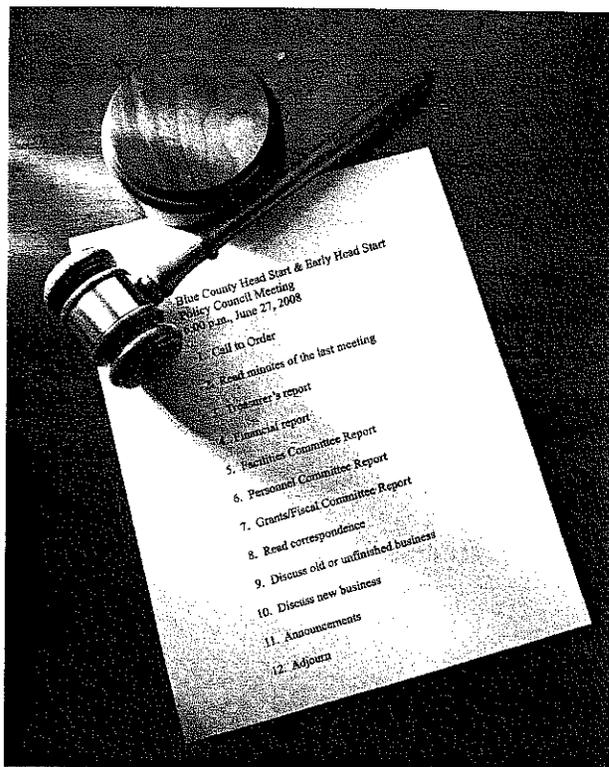
Running Effective Group Meetings

Parliamentary Procedure has origins dating back to the fifth century A.D. Thomas Jefferson, author of the United States Constitution, used Parliamentary Procedure to establish the United States' legislative system of a House of Representatives and a Senate. Parliamentary Procedure is used by Congress to conduct its business. Robert's Rules of Order were developed by an Army officer, Henry Robert, who saw a need for rules in his church's meetings. Robert's Rules of Order and the principles of Parliamentary law are designed to:

- Ensure the rule of the majority
- Protect the rights of the minority
- Support the rights of individual members
- Promote the ideal of supporting the overall mission of the organization

Sample Agenda

1. Call to Order
2. Read minutes of the last meeting
3. Give reports:
 - a. Treasurer's report (if applicable)
 - b. Financial report
 - c. Committee reports
4. Read correspondence
5. Discuss old or unfinished business
6. Discuss new business
7. Give announcements
8. Adjourn



How to Make a Motion

1. Get recognition from the chair
2. Make the motion (I move that)
3. The motion is seconded by someone else (I second the motion) -or-
If no one seconds the motion, no further action is taken on that motion (The motion dies for lack of a second)
4. Clearly state the motion (It has been moved and seconded that)
5. Discuss the motion
6. Restate the motion (The motion before us is)
7. Vote on the motion:
(Those in favor say “aye”, those opposed same sign . . .) -or-
(Those in favor raise your hands, those opposed raise hands. . . .) -or-
(Those in favor raise your vote cards, those opposed raise your vote cards) -or-
(Those in favor stand, those opposed stand) -or-
(Mark your ballots in favor or opposed) -or-
(Secretary will call the roll, please answer Yea or Nay when your name is called)
8. Announce the results (The motion is carried) -or-
(The motion is defeated)

Appendix A: Governance & Management Responsibilities

FUNCTION	GRANTEE AGENCY		DELEGATE AGENCY		GRANTEE OR DELEGATE MANAGEMENT STAFF	
	Governing Body	Policy Council	Governing Body	Policy Committee	Head Start Director	Agency Director
<p>I. PLANNING</p> <p>(a) 1304.50(d)(1)(iii) Procedures for program planning in accordance with this Part and the requirements of 45 CFR 1305.3.</p> <p>(b) 1304.50(d)(1)(iv) The program's philosophy and long- and short-range program goals and objectives (see 45 CFR 1304.51(a) and 45 CFR 1305.3 for additional requirements regarding program planning).</p> <p>(c) 1304.50(d)(1)(v) The selection of delegate agencies and their service areas (this regulation is binding on Policy Councils exclusively) (see 45 CFR 1301.33 and 45 CFR 1305.3(a) for additional requirements about delegate agency and service area selection, respectively).</p> <p>(d) 1304.50(d)(1)(vii) Criteria for defining recruitment, selection, and enrollment priorities, in accordance with the requirements of 45 CFR Part 1305.</p> <p>(e) 1304.50(d)(1)(i) All funding applications and amendments to funding applications for Early Head Start and Head Start, including administrative services, prior to the submission of such applications to the grantee (in the case of Policy Committees) or to HHS (in the case of Policy Councils).</p> <p>(f) 1304.50(f) Policy Council, Policy Committee, and Parent Committee reimbursement. Grantee and delegate agencies must enable low-income members to participate fully in their group responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the members.</p>	A & C	C	C	C	B	D
	<p>45 CFR 1305.3 deals with finding out what the needs of the local community are. The Head Start/Early Head Start program must design what is known as a Communitywide Strategic Plan and Needs Assessment. This looks at the services, resources and strengths of the community to help in planning program services. The Policy Council and Policy Committee must approve or disapprove this procedure, as well as the Assessment itself.</p>					
	A & C	C	C	C	B	D
	<p>The policy groups must approve or disapprove the philosophy, goals and objectives of the local Head Start/Early Head Start program. For instance, a short-range goal might be to recruit more children from a local neighborhood; a long-range goal might be to expand services to another county.</p>					
	A & C	C	--	--	B (Grantee Only)	D (Grantee Only)
	<p>A Delegate Agency is an agency or organization that the runs all or part of the Head Start/Early Head Start program for the Grantee. The Policy Council must approve or disapprove the use of a Delegate Agency and must also approve or disapprove the areas for which the Delegate Agency will provide services.</p>					
	A	C	A	C	B	D
	<p>The Head Start/Early Head Start program must develop ways to recruit, select and enroll children and families in the program. The Policy Council and Policy Committee must approve or disapprove the criteria. See Section 642(c)(1)(E)(iv)(ii) of the 2007 Head Start Act which supersedes 45 CFR part 1305.</p>					
	A & C	C	A & C	C	B	D
	<p>The policy groups must approve or disapprove all requests for funding or requests for changes in funding. The Policy Committee approves or disapproves these applications before they are submitted to the Grantee. Both the Policy Council and Governing Body must approve before the Grantee sends the request to the U.S. Department of Health and Human Services, or HHS (sometimes called the Regional Office).</p>					
A	C	A	C	B	D	
<p>If serving on the Parent Committee, Policy Committee or Policy Council places a financial hardship on members, the Grantee or Delegate Agency must help the member pay for reasonable expenses (such as transportation, child care, etc.).</p>						

A = General Responsibility; B = Operating Responsibility; C = Must Approve or Disapprove; D = Determined Locally

FUNCTION	GRANTEE AGENCY		DELEGATE AGENCY		GRANTEE OR DELEGATE MANAGEMENT STAFF	
	Governing Body	Policy Council	Governing Body	Policy Committee	Head Start Director	Agency Director
<p>(g) 1304.50(d)(1)(viii) The annual self-assessment of the grantee or delegate agency's progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review (see 45 CFR 1304.51(i)(1) for additional requirements about the annual self-assessment).</p> <p>II. GENERAL PROCEDURES</p> <p>(a) 1304.50(d)(1)(vi) The composition of the Policy Council or the Policy Committee and the procedures by which policy group members are chosen.</p> <p>(b) 1304.50(g)(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>(c) 1304.50(d)(1)(ii) Procedures describing how the governing body and the appropriate policy group will implement shared decision-making.</p> <p>(d) 1304.50(h) Internal dispute resolution. Each grantee and delegate agency and Policy Council or Policy Committee jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.</p> <p>(e) 1304.50(d)(2)(v) Establish and maintain procedures for hearing and working with the grantee or delegate agency to resolve community complaints about the program.</p>	A	C	A	C	B	D
	<p><i>Every year, each Head Start/Early Head Start program must look at what has been done in the program. They must (1) review the program's goals and objectives to see what kind of progress is being made, (2) look at the program's financial records, and review program procedures and policies, (3) decide if the program is meeting its responsibilities, and (4) decide if the program has corrected any problems that were reported in the annual audit or a Federal monitoring review. This process is called the annual Self-Assessment. The Policy Council must review and discuss the findings of the annual Self-Assessment, and either approve or disapprove the report. The governing body must approve the self-assessment improvement plan before it is submitted to HHS.</i></p>					
	A & C	C	A & C	C	B	D
	<p><i>Head Start Act, Section 642(c)(1)(E)(iv)(VI) explains that the Governing Body develops procedures for how members of the Policy Council are selected. It is suggested that those procedures include a provision that prohibits ANY staff member of the Head Start/Early Head Start program from serving on the Policy Council or Policy Committee. This includes occasional substitutes who were expressly given permission to serve on the policy group in the past.</i></p>					
	A & C	--	A & C	--	--	D
	<p><i>The Grantee or Delegate Agency must have written policies for the Governing Body. These policies should state the roles and responsibilities of the Governing Body. They should also outline the things that the Head Start/Early Head Start program must do to provide high quality services.</i></p>					
	A & C	C	A & C	C	D	D
	<p><i>The Governing Body must design procedures to make sure that the policy groups have a say in all program decisions. The Policy Council and Policy Committee must approve or disapprove these procedures.</i></p>					
	A & C	C	A & C	C	D	D
	<p><i>The Governing Body, Policy Council, and Policy Committee must design procedures for settling disputes within the program, such as what happens when the Policy Council approves of something and the Governing Body disapproves.</i></p>					
B	B	B	B	D	D	
<p><i>The Policy Council and Policy Committee along with the Governing Body must develop procedures on how to work with the Grantee or the Delegate Agency to answer the community's complaints about the program.</i></p>						

A = General Responsibility; B = Operating Responsibility; C = Must Approve or Disapprove; D = Determined Locally

FUNCTION	GRANTEE AGENCY		DELEGATE AGENCY		GRANTEE OR DELEGATE MANAGEMENT STAFF	
	Governing Body	Policy Council	Governing Body	Policy Committee	Head Start Director	Agency Director
(f) 1304.50(g)(2) Grantee and delegate agencies must ensure that appropriate internal controls are established and implemented to safeguard Federal funds in accordance with 45 CFR 1301.13.	A	--	A	--	D	D
	45 CFR 1301.13 requires that the financial accounting system used by the Head Start/Early Head Start program do three things: (1) properly safeguard the program's assets, (2) accurately and reliably track accounts, and (3) be efficient. The Governing Body must make sure that the accounting system does these things and an independent auditor must certify the system as well.					
(g) The annual independent audit that must be conducted in accordance with 45 CFR 1301.12.	A	--	A	--	D	D
	The Governing Body must have direct knowledge and understanding of the audit process, findings, corrections, and implication to the program.					
III. HUMAN RESOURCES MANAGEMENT						
(a) 1304.50(d)(1)(ix) Program personnel policies and subsequent changes to those policies, in accordance with 45 CFR 1301.31, including standards of conduct for program staff, consultants, and volunteers.	A & C	C	A & C	C	D	D
	The Policy Council/Policy Committee and Governing Body must approve or disapprove the Head Start/Early Head Start program's Personnel Policies and Procedures or any significant changes to those policies and procedures. See also 45 CFR 1304.52(h)(1) for information on Standards of Conduct for program staff, consultants, and volunteers.					
(b) 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the grantee agency.	A & C	C	--	--	--	D
	Head Start Act, Section 642(c)(1)(e)(iv)(IX) explains that the Governing Body approves personnel policies and procedures, including policies and procedures regarding the hiring, evaluation, compensation, and termination of the Executive Director, Head Start Director, Director of Human Resources, Chief Fiscal Officer, and any other person in an equivalent position with the agency.					
(c) 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the grantee agency.	A	C	--	--	B (Grantee Only)	D
	The Policy Council must approve or disapprove the hiring or firing of any person who works primarily for the Head Start/Early Head Start program of the Grantee agency. The Policy Committee must approve or disapprove the hiring or firing of any person who works primarily for the Head Start/Early Head Start program of the Delegate Agency.					
(d) 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the delegate agency.	--	--	A & C	C	--	D
	The Policy Committee must approve or disapprove the hiring or firing of the Director of the Head Start or Early					
(e) 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the delegate agency.	--	--	A	C	B (Delegate Only)	D
	The Policy Committee must approve or disapprove the hiring or firing of any person who works primarily for the Head Start/Early Head Start program of the Delegate Agency.					

A = General Responsibility; B = Operating Responsibility; C = Must Approve or Disapprove; D = Determined Locally

References

45 CFR PART 74:

Requirement of Awards and Sub-awards to Institutions of Higher Education, Hospitals, Other Non-profit Organizations, and Commercial Organizations; and Certain Grants and Agreements with States, Local Governments, and Indian Tribal Governments

45 CFR PART 92:

Uniform Administration Requirements for Grants and Cooperative Agreements to State/ Local Governments

APPENDIX A: GOVERNANCE AND MANAGEMENT RESPONSIBILITIES - SECTION 45, CODE OF FEDERAL REGULATIONS, PART 1304:

Program Performance Standards for the Operation of Head Start Programs by Grantee and Delegate Agencies (as published in Federal Register, Volume 61, Number 215, November 5, 1996)

FINAL RULE - AMENDMENTS TO 45 CFR PART 1305, Federal Register, Volume 63, Number 50, March 16, 1998

This resource lists the final amendments to Part 1305 of the Performance Standards. The amendments listed in this document were incorporated into subsequent printings of the Head Start Program Performance Standards with Guidance.

HEAD START PROGRAM - TECHNICAL & CORRECTING AMENDMENTS, Federal Register, Vol. 63, No. 10, Jan. 15, 1998

This resource lists the final amendments and typographical changes to the Performance Standards. The changes listed in this document were incorporated into subsequent printings of the Head Start Program Performance Standards with Guidance.

HEAD START PROGRAM PERFORMANCE STANDARDS AND OTHER REGULATIONS, including:

- Part 1301: Head Start Grants Administration
- Part 1302: Policies and Procedures for Selection, Initial Funding, and Refunding of Head Start Grantees, and for Selection of Replacement Grantees
- Part 1303: Appeal Procedures for Head Start Grantees and Current or Prospective Delegate Agencies
- Part 1304: Program Performance Standards for Operation of Head Start Programs by Grantees and Delegate Agencies
- Part 1305: Eligibility, Recruitment, Selection, Enrollment and Attendance in Head Start
- Part 1306: Head Start Staffing Requirements and Program Options

- Part 1308: Head Start Program Performance Standards on Services for Children with Disabilities
- Part 1309: Head Start Facilities Purchase
- Part 1310: Head Start Transportation
- Part 1311: Head Start Fellows Program

2 CFR PART 220: Cost Principles for Educational Institutions

2 CFR PART 225: Cost Principles for State, Local, and Indian Tribal Governments

2 CFR PART 230: Cost Principles for Non-profit Organizations

OMB CIRCULAR A-133: Audits of States, Local Governments, and Non-profit Organizations

Other Helpful Resources

EARLY CHILDHOOD LEARNING AND KNOWLEDGE CENTER (ECLKC). Website provided by the Office of Head Start that includes general program information, Head Start law and regulations, policy memoranda and clarifications, program locator and directory, information on all Head Start/Early Head Start service areas, transportation, facilities, management and finance, monitoring, and a special area for parents; includes some information in Spanish. <http://eclkc.ohs.acf.hhs.gov/hslc/>

HEAD START HANDBOOK OF THE PARENT INVOLVEMENT VISION AND STRATEGIES, Research Assessment Management, Inc., under Contract No. 105-93-1571 of the Head Start Bureau, Administration for Children and Families, Department of Health and Human Services, March 1996

“LINKING OUR VOICES”: A TRAINING PROGRAM FOR HEAD START POLICY COUNCILS, Head Start Bureau, Administration for Children and Families, Department of Health and Human Services, 1997

TRAINING GUIDES FOR THE HEAD START LEARNING COMMUNITY. Several Training Guides have been published; a review of all of the guides may be beneficial to both Head Start/Early Head Start parents and staff, but the guides that would be most valuable for decision-makers:

- Communicating with Parents
- Community Partnerships: Working Together
- Engaging Parents
- Family Partnerships: A Continuous Process
- Fostering Program Governance
- Leading Head Start into the Future
- Participating in the Management Process
- Partners in Decision Making
- Planning and Reviewing for Success

A Publication of



TRAINING & TECHNICAL ASSISTANCE SERVICES

Western Kentucky University
1906 College Heights Blvd. #11031
Bowling Green, Kentucky 42101-1031
(800) 882-7482 • www.ttas.org

A Road Map To Success for Head Start and Early Head Start Decision Makers

Governance Training for the Boards and
Policy Council of the Miami-Dade Head
Start/Early Head Start Program

RECEIVED BY CLERK

EXHIBIT

APR 27 2011

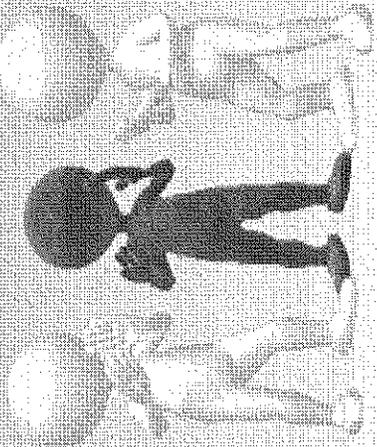
HEAD START TRAINING

TTAS
OWKU

PRESENTERS

Marce Verzaro-O'Brien, Ph.D., Interim Executive
Director,
Krystal Heinzen, J.D., Management Specialist, etc.
Perry Davis, MBA, Fiscal and Management Specialist,
etc

Western Ke



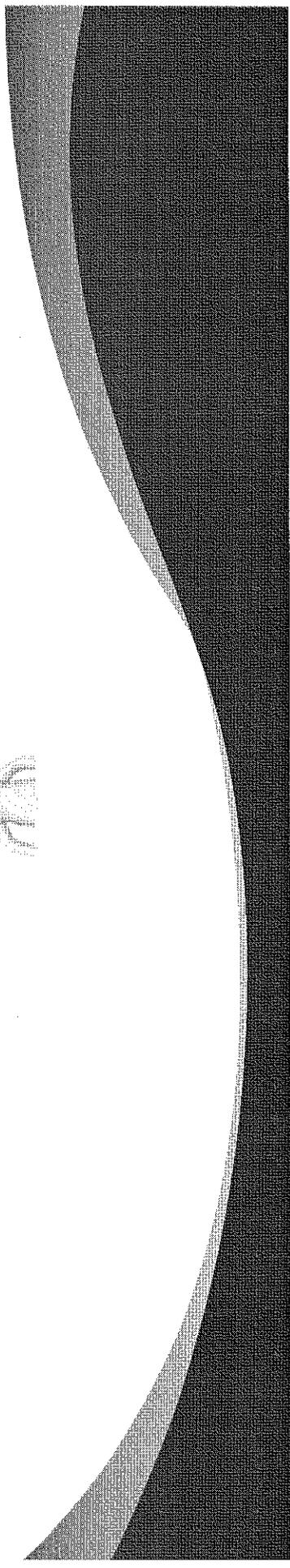
TTAS
T/TAS

What is Unique About Head Start Governance?

- A forty-plus year history
- Based on empowering the users of our services
- Provides an opportunity for community leaders, low-income families and program leaders to work together for young children
- Requires shared decision-making

Who are the Decision-Makers

- I. A Grantee Governing Board and its designated Advisory Committee or Sub-Board
- II. The Grantee Policy Council
- III. The Head Start Director
- IV. The Grantee Agency's Executive Director



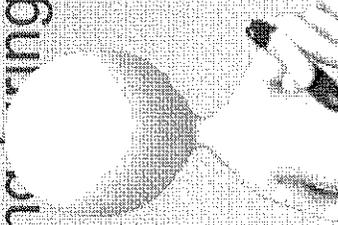
What are the Key Governance Responsibilities?

- Creating a vision and goals for the Head Start Program, and approving a planning process to meet those goals.
- Selecting Delegate Agencies.
- Approving eligibility criteria, the recruitment plan and enrollment priorities.
- Approving all funding applications and amendments
- Approving the annual self-assessment process and reviewing the improvement plan.



Are There More Decisions to be Made?

- Establishing and implementing internal controls, as well as an annual independent audit.
- Approving all modifications to the agency's personnel policies.
- Approving/disapproving the hiring/firing of the HS/EHS Director
- Approving/disapproving hiring/firing of all staff.



And There Is More!

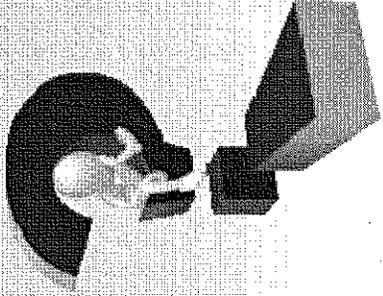
- Approving the composition of the Policy Council and its selection procedures.
- Creating written procedures for shared decision-making across the four (five) decision-makers.
- Creating an internal resolution dispute policy.
- Establishing and implementing procedures to hear community complaints.



What Responsibilities Do the Board and Policy Council NOT Have?

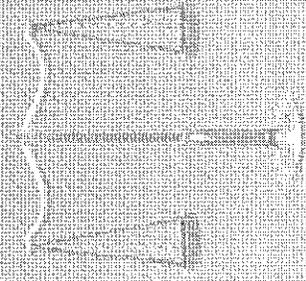
The Governing Board and the Policy Council are not responsible for the day-to-day operations of the Head Start/Early Head Start Program

The implementation of the HS/EHS program is the responsibility of the HS/EHS Director and her staff, with oversight from the Executive Director of the grantee agency



What Does the Future Hold for Head Start/Early Head Start?

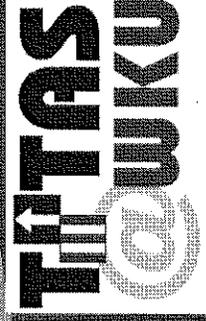
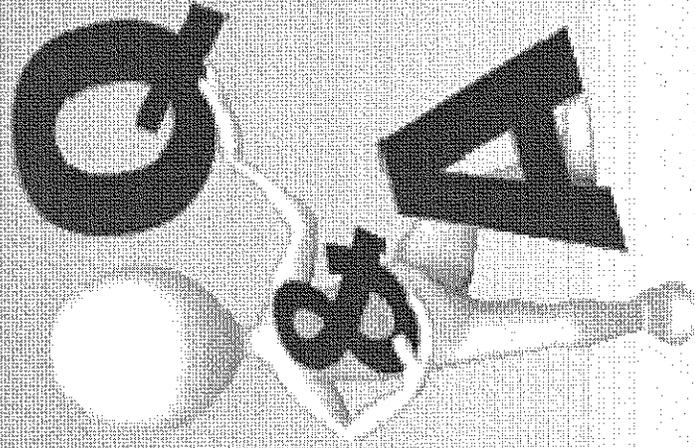
- ✓ Potential decrease in funding levels
- ✓ Implementation of the Notice of Program Rule-Making re: re-competition of HS/EHS programs across the country
- ✓ Increased accountability and visibility
- ✓ Increased oversight by the Federal government



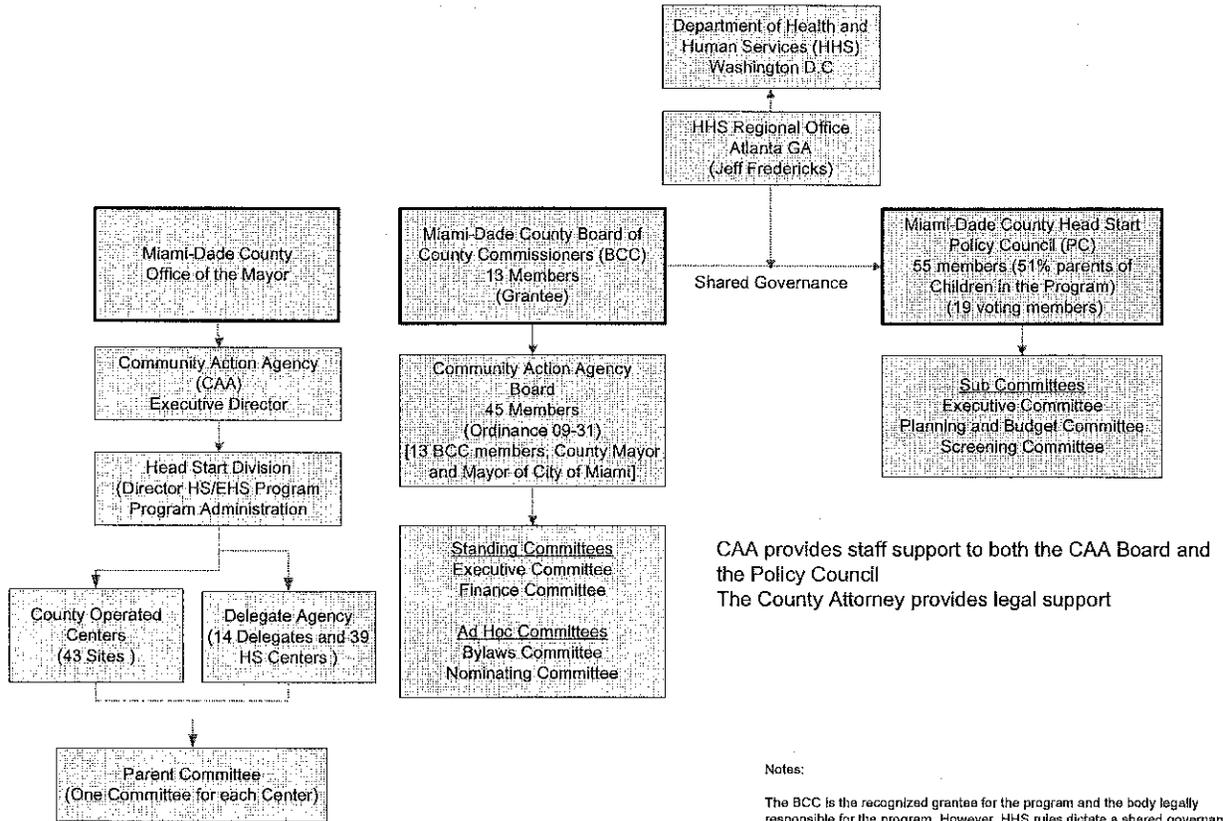
Still need help understanding?

You can also find
information on
Governance at:

<http://eclkc.ohs.acf.hhs.gov/hslc>



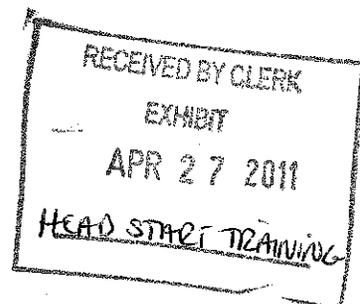
Head Start Organizational Structure



CAA provides staff support to both the CAA Board and the Policy Council
 The County Attorney provides legal support

Notes:

The BCC is the recognized grantee for the program and the body legally responsible for the program. However, HHS rules dictate a shared governance of the program i.e. decisions regarding the program must be approved by both the BCC and PC. In case there is disagreement between the parties, Head Start Performance Standards provide for a dispute resolution process.



Skip Navigation



U.S. Department of Health and Human Services

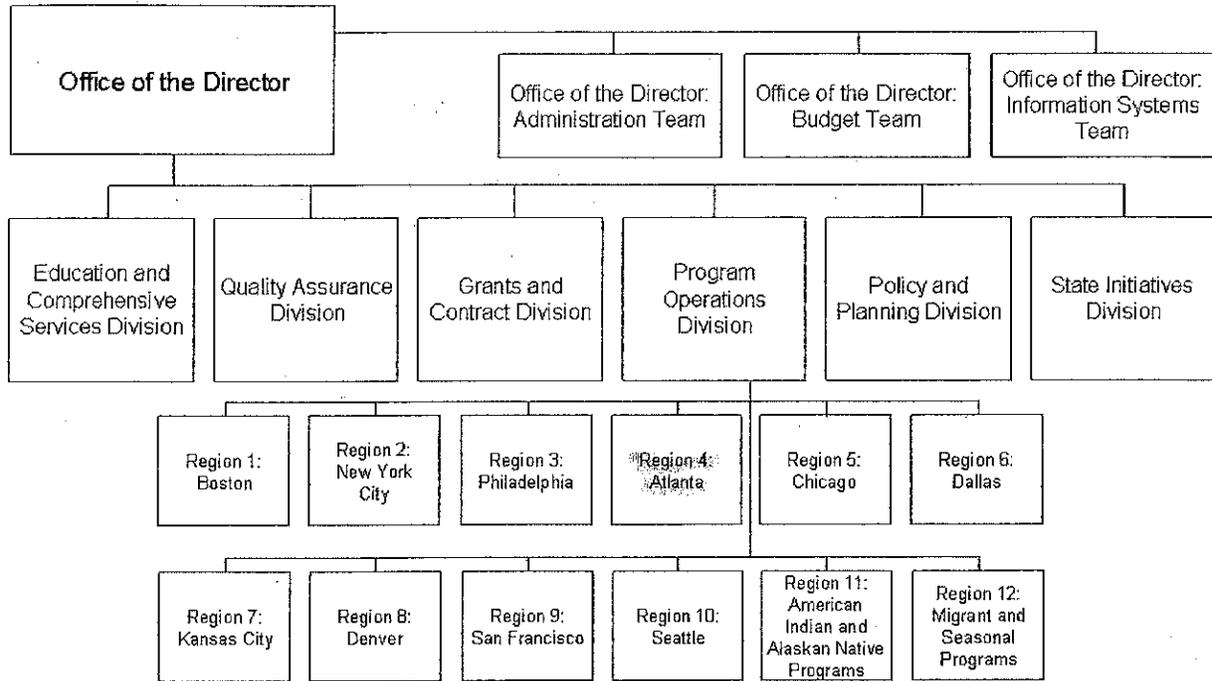
Administration for Children & Families

Search:

[ACF Home](#) | [Services](#) | [Working with ACF](#) | [Policy/Planning](#) | [About ACF](#) | [ACF News](#) | [HHS Home](#)

[Questions?](#) | [Privacy](#) | [Site Index](#) | [Contact Us](#) | [Download Reader™](#) | [Print](#)

Office of Head Start



[Office of Head Start Homepage](#)

[ACF Home](#) | [Questions?](#) | [Site Index](#) | [Contact Us](#) | [Access Viewers & Players](#) | [Browser Downloads](#) | [Department of Health and Human Services](#)

Administration for Children and Families • 370

Last Reviewed

[Disclaimers](#)
is official web portal

*US Dept of Health & Human Services
Head Start Organizational Structure*

RECEIVED BY CLERK
EXHIBIT
APR 27 2011
HEAD START TRAINING

Miami-Dade County Community Action Agency
FY 2010-11 Budget Information

The Average Salary for Teaching and Social Worker Staff
(County and Delegate Agencies)

Teachers/Teacher II							
Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference	
1 Miami-Dade County	20.00	80.00	\$ 56,796.08	\$ 20,063.69	\$ 76,859.76		
2 Catholic Charities	19.50	80.00	\$ 30,853.85	\$ 9,564.04	\$ 40,417.88	\$ 36,441.88	
3 St. Alban's	22.00	80.00	\$ 33,598.40	\$ 4,226.95	\$ 37,825.35	\$ 39,034.41	
4 Landow	22.00	80.00	\$ 33,690.45	\$ 4,002.52	\$ 37,692.97	\$ 39,166.79	
5 Centro Matter	20.00	80.00	\$ 28,074.01	\$ 7,648.75	\$ 35,722.76	\$ 41,137.00	
6 FCAA	20.00	80.00	\$ 30,186.00	\$ 3,167.64	\$ 33,353.64	\$ 43,506.12	
7 Allapattah	19.00	88.00	\$ 26,926.52	\$ 4,836.68	\$ 31,763.20	\$ 45,096.56	
8 Sunflower	20.00	80.00	\$ 26,898.66	\$ 4,768.30	\$ 31,666.96	\$ 45,192.80	
9 Kidco	20.00	80.00	\$ 24,768.00	\$ 4,770.90	\$ 29,538.90	\$ 47,320.87	
10 Le Jardin	20.50	77.00	\$ 23,353.91	\$ 6,144.20	\$ 29,498.11	\$ 47,361.65	
11 Haitian Youth	22.00	80.00	\$ 24,508.00	\$ 3,300.71	\$ 27,808.71	\$ 49,051.05	
12 United Way	20.00	80.00	\$ 25,672.00	\$ 1,963.91	\$ 27,635.91	\$ 49,223.85	
13 Our Little ones	22.00	80.00	\$ 21,574.90	\$ 2,703.32	\$ 24,278.22	\$ 52,581.54	
14 O'Farill	20.00	80.00	\$ 20,707.00	\$ 2,722.48	\$ 23,429.48	\$ 53,430.29	
15 Paradise Christian	18.00	80.00	\$ 15,199.20	\$ 4,242.05	\$ 19,441.25	\$ 57,418.51	
AVERAGES:			\$ 28,187.13		\$ 33,795.54		
Associate Teacher/Teacher I							
Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference	
1 Miami-Dade County	20.00	80.00	\$ 38,065.60	\$ 16,588.73	\$ 54,654.33		
2 Centro Matter	20.00	80.00	\$ 26,394.01	\$ 7,520.23	\$ 33,914.24	\$ 20,740.09	
3 Kidco	20.00	80.00	\$ 25,200.00	\$ 4,803.94	\$ 30,003.94	\$ 24,650.39	
4 Centro Matter	20.00	80.00	\$ 25,555.50	\$ 2,813.41	\$ 28,368.91	\$ 26,285.42	
AVERAGES:			\$ 28,803.78		\$ 36,735.36		
Teacher Assistant II							
Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference	
1 Miami-Dade County	20.00	80.00	\$ 33,760.20	\$ 15,789.98	\$ 49,550.18		
2 Centro Matter	20.00	80.00	\$ 25,334.91	\$ 7,439.21	\$ 32,774.12	\$ 16,776.06	
3 Kidco	20.00	80.00	\$ 21,816.00	\$ 4,545.07	\$ 26,361.07	\$ 23,189.11	
4 O'Farill	20.00	80.00	\$ 15,926.00	\$ 2,356.73	\$ 18,282.73	\$ 31,267.45	
AVERAGES:			\$ 24,209.28		\$ 31,742.02		
Teacher Assistant 1/Aide							
Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference	
1 Miami-Dade County	20.00	80.00	\$ 30,859.00	\$ 15,251.74	\$ 46,110.74		
2 Catholic Charities	19.50	80.00	\$ 27,272.38	\$ 9,290.05	\$ 36,562.43	\$ 9,548.31	
3 St. Alban's	22.00	80.00	\$ 24,455.20	\$ 3,527.50	\$ 27,982.70	\$ 18,128.04	
4 Sunflower	20.00	80.00	\$ 21,986.13	\$ 4,392.49	\$ 26,378.62	\$ 19,732.12	
5 Centro Matter	20.00	80.00	\$ 18,651.24	\$ 6,927.91	\$ 25,579.15	\$ 20,531.59	
6 FCAA	20.00	80.00	\$ 22,217.50	\$ 2,558.05	\$ 24,775.55	\$ 21,335.19	
7 Landow	22.00	80.00	\$ 21,001.88	\$ 3,031.85	\$ 24,033.72	\$ 22,077.02	
8 Haitian Youth	22.00	80.00	\$ 20,310.40	\$ 2,979.60	\$ 23,290.00	\$ 22,820.74	
9 Our Little ones	22.00	80.00	\$ 20,590.60	\$ 2,628.02	\$ 23,218.62	\$ 22,892.12	
10 Le Jardin	20.50	77.00	\$ 16,566.36	\$ 5,624.95	\$ 22,191.31	\$ 23,919.43	
11 Kidco	20.00	80.00	\$ 17,656.00	\$ 4,226.83	\$ 21,882.83	\$ 24,227.91	
12 Allapattah	19.00	88.00	\$ 16,673.07	\$ 4,052.29	\$ 20,725.36	\$ 25,385.38	
13 United Way	20.00	80.00	\$ 19,064.00	\$ 1,458.40	\$ 20,522.40	\$ 25,588.34	
14 Paradise Christian	18.00	80.00	\$ 12,686.40	\$ 4,049.82	\$ 16,736.22	\$ 29,374.52	
15 O'Farill	20.00	80.00	\$ 14,270.00	\$ 2,230.05	\$ 16,500.05	\$ 29,610.69	
AVERAGES:			\$ 20,284.01		\$ 25,999.31		

RECEIVED BY CLERK
EXHIBIT
APR 27 2011
HEAD START TRAINING

4/27/2011 Head Start Training - Exhibit

Social Worker 1							
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference
1	Miami-Dade County	26.00	80.00	\$ 60,276.06	\$ 20,709.31	\$ 80,985.37	
2	Catholic Charities	24.00	80.00	\$ 40,997.50	\$ 10,340.03	\$ 51,337.53	\$ 29,647.84
3	St. Alban's	-	-	\$ -	\$ -	\$ -	
4	Sunflower	24.00	80.00	\$ 29,448.00	\$ 2,252.77	\$ 31,700.77	\$49,284.46
5	Centro Matter	26.00	80.00	\$ 29,575.84	\$ 7,763.64	\$ 37,339.47	\$43,645.90
6	FCAA	26.00	80.00	\$ 25,646.00	\$ 2,820.33	\$ 28,466.33	\$52,519.04
7	Landow	22.00	80.00	\$ 44,671.10	\$ 3,417.34	\$ 48,088.44	\$32,896.93
8	Haitian Youth	26.00	80.00	\$ 26,225.00	\$ 2,509.73	\$ 28,734.73	\$52,250.64
9	Our Little ones	26.00	80.00	\$ 30,918.00	\$ 2,987.25	\$ 33,905.25	\$47,080.12
10	Le Jardin	-	-	\$ -	\$ -	\$ -	
11	Kidco	26.00	80.00	\$ 29,952.00	\$ 5,167.47	\$ 35,119.47	\$45,865.90
12	Allapattah	24.00	80.00	\$ 28,328.40	\$ 2,167.12	\$ 30,495.52	\$50,489.85
13	United Way	-	-	\$ -	\$ -	\$ -	
14	Paradise Christian	22.00	80.00	\$ 22,897.60	\$ 1,751.67	\$ 24,649.27	456,336.10
15	O'Farill	26.00	80.00	\$ 37,502.00	\$ 4,007.29	\$ 41,509.29	\$39,476.08
			AVERAGES:	\$ 33,869.79		\$ 39,360.95	
Social Worker 2							
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference
1	Miami-Dade County	26.00	80.00	\$ 74,604.06	\$ 23,367.49	\$ 97,971.55	
2	Catholic Charities	-	-	\$ -	\$ -	\$ -	
3	St. Alban's	26.00	80.00	\$ 47,999.90	\$ 5,328.67	\$ 53,328.57	44,642.99
4	Sunflower	-	-	\$ -	\$ -	\$ -	
5	Centro Matter	26.00	80.00	\$ 47,507.71	\$ 9,135.43	\$ 56,643.14	\$41,328.41
6	FCAA	-	-	\$ -	\$ -	\$ -	
7	Landow	-	-	\$ -	\$ -	\$ -	
8	Haitian Youth	-	-	\$ -	\$ -	\$ -	
9	Our Little ones	-	-	\$ -	\$ -	\$ -	
10	Le Jardin	-	-	\$ -	\$ -	\$ -	
11	Kidco	26.00	80.00	\$ 30,544.80	\$ 5,212.82	\$ 35,757.62	\$62,213.93
12	Allapattah	-	-	\$ -	\$ -	\$ -	
13	United Way	-	-	\$ -	\$ -	\$ -	
14	Paradise Christian	22.00	80.00	\$ 23,214.40	\$ 1,775.90	\$ 24,990.30	\$72,981.25
15	O'Farill	-	-	\$ -	\$ -	\$ -	
			AVERAGES:	\$ 44,774.17		\$ 53,738.24	
Community Family Social Worker							
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total	Difference
1	Miami-Dade County	26.00	80.00	\$ 39,698.06	\$ 16,891.59	\$ 56,589.65	
2	Catholic Charities	24.00	80.00	\$ 33,957.50	\$ 9,801.47	\$ 43,758.97	12,830.69
3	St. Alban's	26.00	80.00	\$ 31,252.00	\$ 2,390.78	\$ 33,642.78	\$22,946.87
4	Sunflower	-	-	\$ -	\$ -	\$ -	
5	Centro Matter	26.00	80.00	\$ 20,170.70	\$ 7,044.14	\$ 27,214.84	\$29,374.81
6	FCAA	-	-	\$ -	\$ -	\$ -	
7	Landow	-	-	\$ -	\$ -	\$ -	
8	Haitian Youth	-	-	\$ -	\$ -	\$ -	
9	Our Little ones	-	-	\$ -	\$ -	\$ -	
10	Le Jardin	26.00	80.00	\$ 28,870.60	\$ 6,096.35	\$ 34,966.95	\$21,622.70
11	Kidco	26.00	80.00	\$ 19,697.60	\$ 4,383.01	\$ 24,080.61	\$32,509.04
12	Allapattah	-	-	\$ -	\$ -	\$ -	
13	United Way	-	-	\$ -	\$ -	\$ -	
14	Paradise Christian	22.00	80.00	\$ 18,409.60	\$ 1,408.33	\$ 19,817.93	\$36,771.20
15	O'Farill	-	-	\$ -	\$ -	\$ -	
			AVERAGES:	\$ 27,436.58		\$ 34,295.96	
Note: * Number of Payperiods (PP) in a Fiscal Year							
** Number of Hours in a Payperiod							

**Department of Health and Human Services***Administration For Children and Families
Region IV*61 Forsyth Street, Suite 4M60
Atlanta, Georgia 30303-8909Telephone (404) 562-2800/2900
Fax (404) 562-2981RE: 04CH0119
April 11, 2011Mr. Joe A. Martinez
Board Chairperson
Miami Dade Board of County Commissioners County
111 NW First Street Suite 220
Miami, FL 33128-1963

Dear Mr. Martinez:

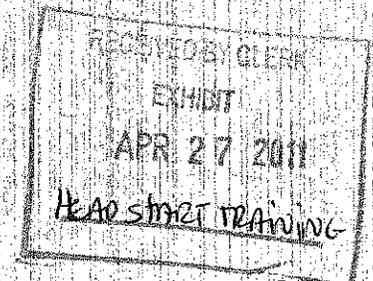
This letter is in regards to correspondence submitted by your agency.

SUBJECT : Miami Dade County Head Start's refunding application
30 day extension request**DATE** : March 3, 2011**ACTION** : Approved**COMMENTS:** The Regional Office approves your 30 day extension request to submit your refunding application for program year 2011-2012A 30 days extension, from May 1, 2011 to June 1, 2011, is granted. As a remainder, all the applicable required documents, assurances and approvals must be uploaded on the Head Start Enterprise System (HSES) by June 1st, 2011.

We will process the application submitted for refunding as expeditiously as possible while maintaining usual standards of review.

If you have any questions concerning this matter, please do not hesitate to contact Mr. R. Emilio Colón, Head Start Program Specialist, at 404-562-2977.

Sincerely,

Jeffrey Fredericks
Interim Regional Program Manager
Office of Head Start Region IV



County Executive Office
County Manager
111 NW 1st Street • Suite 2910
Miami, Florida 33128-1994
T 305-375-5311 F 305-375-1262

miamidade.gov

March 24, 2011

Mr. Jeff Fredericks
Acting Regional Program Manager
Administration for Children and Families
Region IV, Office of Head Start
61 Forsyth Street, Suite 4M60
Atlanta, GA 30303-8903

RE: Final Report: Organizational Assessment of Miami-Dade County's Head Start/Early Head Start Program

Dear Mr. Fredericks:

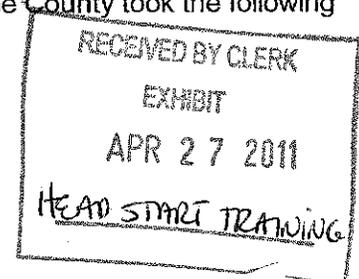
This report is to update the Department of Health and Human Services (HHS) on the County's program activities and expenditure projections for the 2010-11 program year.

As you are well aware, Miami-Dade County continues to be an unwavering supporter of the Head Start/Early Head Start (HS/EHS) program. Despite the County's declining general revenues over the past several years, the County continued to make significant cash contributions to the program each year, in addition to the required in-kind contribution. In fact, during program years 2006-07 through 2009-10, the County contributed an additional \$4.4 million, \$5.3 million, \$4.4 million, and \$1.8 million respectively (see attached table) to the HS/EHS program.

Program revenues typically fall into three general categories: HS/EHS grants from HHS; other grants including Voluntary Pre-Kindergarten (VPK) and United States Department of Agriculture (USDA) school feeding program funds; matching in-kind funds from the grantee; and additional support from the County's general revenues. Summaries of these revenues and expenditures are included in the attached tables. It is also important to note that although the school year ends July 31, financial information is updated monthly and final program year closeout in October.

For the program years 2006-07 and 2007-08, additional general revenue contributed by the County was \$4.4 and \$5.3 million respectively as program costs escalated from \$58 million to \$63 million. However during the 2008-09 program year, while the HHS grants amount was virtually flat, there was significantly less revenue realized from other sources. Additionally, with the failure of one of the County's delegate agencies to operate their program, the County absorbed the 467 slots into its own direct run centers. Consequently, the County needed to contribute \$4.4 million in general revenue to bridge the spending gap for the program year.

With the collapse of the housing market and its impacts on tax revenues during the 2009 budget year and beyond, the County could no longer continue to sustain programs supported by general revenues at previous funding levels. In order to curtail program costs, the County took the following steps that together reduced the spending gap to \$1.78 million.



- o Maximized the number of program slots that could be funded by VPK during the normal school year.
- o Obtained countywide pay and benefits reductions from employees ranging from 8 to 17 percent which reduced direct personnel expenses for the County operated slots and for program administration.
- o Delegated the 467 slots noted above to eligible delegate agencies.

Consequently, while overall program cost increased and 228 slots funded from the American Recovery and Reinvestment Act (ARRA) were added to the program, the above initiatives allowed the County to close the spending gap by more than \$2.6 million over the previous year.

In order to address the projected funding gap for the 2010-11 program year, staff recommended a number of structural changes to the program including transferring County operated slots to delegate agencies; shortening the school year and/or reducing the number of children served by the program. Concerns were raised by several stakeholders including your office regarding the implementation of major program changes during the school year, especially since the County was also scheduled for the triannual federal review during the same program year. In lieu of implementing the changes it was determined that the County should hire a consultant to study the program and implement less disruptive cost savings measures.

The County engaged Western Kentucky University (WKU) a group experienced with Head Start programs and endorsed by your office. WKU completed its study and has worked diligently with the County to further analyze and implement their recommendations. To facilitate timely implementation, the County convened a team to work with WKU, review the recommendations and immediately implement changes. The team included program staff and representatives of the County's Board of County Commissioners (BCC), HS/EHS Policy Council, the Community Action Agency (CAA) Board and County Executive Office.

24
12 - DONE
5 - NOT
FEASIBLE
OR NOT
RECOMMENDED

The attached implementation report demonstrates the County's aggressive approach to identifying and implementing program changes and recommended efficiencies. The WKU analysis resulted in 24 recommendations, 12 of which have already been implemented and two are already in progress. These include implementation of a new organizational structure to create a separate Monitoring Unit and a Training and Technical Assistance Unit to further ensure ongoing program-wide compliance and to boost the overall quality of our program. These two business units are being implemented without increasing head count. A total of five recommendations are not feasible or are not recommended for implementation. However, you should be aware that elimination of certain pay supplements and reclassification of personnel recommended by WKU require union negotiations before any changes can be made. Since our collective bargaining contracts expire in July 2011, these issues will have to be included in upcoming collective bargaining negotiations. If these changes are ultimately realized they could save approximately \$475,000 annually.

While the WKU recommendations implemented to date are expected to improve performance, they will not result in significant cost savings in the current program year. In fact, the 14 recommendations that were implemented and the two that are being implemented will yield less than \$150,000 in net savings. The only WKU recommendations that can achieve significant cost savings are precisely those previously recommended by County staff and contemplated by the BCC, namely; delegation of County operated slots to delegate agencies, reducing the length of the school year, and/or reducing the number of slots the program serves. These are the same recommendations that were not implemented this program year because of the potential disruptions that could be caused. In order to minimize disruption to children and in consideration

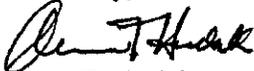
of the federal review scheduled for this May, any change should start over the summer months and prior to the August 1 start of school. We will consider a phased approach.

Unfortunately, without significant savings resulting from the WKU study for the current program year, we project a funding gap of \$3.5 million at the end of the year. However, the County budgeted additional contributions from general revenues totaling \$848,000 leaving a projected spending gap of \$2.67 million. Based on the previous commitment from your office to consider a one-time supplement for the program, the County is requesting \$2.67 million to close the 2010-11 spending gap.

Lastly, as has been communicated to you, the County is developing its 2011-12 refunding application to be submitted to HHS. Discussions are already underway with the Policy Council, CAA Board and delegate agencies regarding the structure and size of the County's HS/EHS program. The final outcomes as approved by our governing Board will be included in the refunding application.

Thank you for your continued support. Should you have any questions, please contact Howard Piper, Special Assistant to the County Manager at (305) 375-3392, or me directly.

Sincerely,



Alina T. Hudak
County Manager

- c: Honorable Joe A. Martinez, Chairman
and Members, Board of County Commissioners
William Zubkoff, Chairman, Community Action Agency Board
Rodney Demeritte, Chairman, Head Start Policy Council
Howard Piper, Special Assistant to the County Manager
Jennifer Glazer-Moon, Special Assistant/Director, OSBM
Julie Edwards, Executive Director, Community Action Agency
Jane McQueen, Director, Head Start/Early Head Start

NOT
Com 10/22

**MIAMI-DADE COUNTY HEAD START/EARLY HEAD START PROGRAM
REVENUES AND EXPENDITURES FOR PROGRAM YEARS 2006-07 to 2010-11**

PY 2010-11		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	CLOSE OUT	TOTAL*
REVENUES	AUG 2010	10,007,912	5,755,052	3,846,433	3,540,510	12,892,509	4,692,930	5,834,692	5,834,692	5,834,692	5,834,693	5,834,693	5,700,000	-	-	53,948,210
HS/HS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Grants		322,189	713,337	219,184	477,897	394,645	1,351,442	750,519	750,519	750,519	750,519	750,519	570,000	-	-	7,859,259
TOTAL		322,189	10,771,249	5,965,617	4,018,407	13,287,154	6,044,372	6,585,211	6,585,211	6,585,211	6,585,212	6,585,212	6,270,000	-	-	61,807,509
CUMULATIVE		322,189	11,093,438	17,060,055	21,385,014	25,800,469	28,311,452	34,896,663	41,481,874	48,067,085	54,652,297	61,237,509	61,807,509	-	-	61,807,509
EXPENDITURES	AUG 2010	6,583,368	4,808,042	4,425,638	4,124,729	4,652,390	3,592,981	5,045,919	5,045,919	5,045,919	5,045,919	5,045,919	5,000,000	-	-	8,339,350
HS/HS		150,170	758,223	1,279,472	412,761	937,876	354,418	781,180	781,180	781,180	1,333,180	1,333,180	1,333,180	-	-	6,325,636
Other Grants		3,578,713	7,341,591	4,528,690	4,752,243	5,997,999	3,947,999	5,807,099	5,807,099	5,807,099	6,378,099	6,378,099	5,700,000	-	-	65,325,636
TOTAL		3,579,713	10,921,304	15,448,934	20,288,333	25,040,478	30,840,742	34,578,141	40,385,240	46,192,339	51,999,438	58,377,537	64,755,636	65,325,636	-	73,665,000
CUMULATIVE		3,579,713	14,501,017	20,019,951	24,812,294	29,859,722	33,851,714	38,900,855	44,707,944	50,507,283	56,506,722	62,884,811	68,689,447	74,494,083	80,919,119	80,919,119
Budgeted General Revenue																
GAP																

NOTE: * Totals for PY 2010 - 11 represent actuals through February and projections through closeout. All other years reflect actual values.
General Revenues Budgeted in current year is \$848,000 therefore the projected shortfall is \$2,670,127 (\$3,518,127 - \$848,000)

PY 2009-10		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	CLOSE OUT	TOTAL
REVENUES	AUG 2009	8,441,693	4,204,053	4,738,652	3,992,056	7,283,051	1,835,111	3,911,920	3,375,853	1,589,561	2,795,441	4,331,653	2,559,549	19,674,351	-	171,544
HS/HS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Grants		8,441,693	4,204,053	4,738,652	3,992,056	7,283,051	1,835,111	3,911,920	3,375,853	1,589,561	2,795,441	4,331,653	2,559,549	19,674,351	-	171,544
TOTAL		8,441,693	4,204,053	4,738,652	3,992,056	7,283,051	1,835,111	3,911,920	3,375,853	1,589,561	2,795,441	4,331,653	2,559,549	19,674,351	-	171,544
CUMULATIVE		8,441,693	12,645,746	17,384,398	21,376,454	28,659,505	30,494,616	34,406,536	37,782,389	39,371,950	42,167,391	46,500,044	49,059,593	68,733,944	68,733,944	68,905,488
EXPENDITURES	AUG 2009	6,602,075	2,778,871	4,935,704	9,103,814	2,292,899	4,889,900	4,219,816	3,247,648	3,483,801	4,128,237	3,190,165	2,086,923	2,793,899	-	449,422
HS/HS		524	6,709	70,680	287,960	264,857	215,641	1,154,591	239,621	1,352,888	549,887	1,108,561	1,146,441	2,129,588	-	517,359
Other Grants		1,840,142	7,412,519	2,765,980	9,391,774	2,559,756	5,103,541	5,374,407	3,487,269	4,846,789	4,677,924	4,298,726	3,233,364	4,933,667	-	67,937
TOTAL		1,840,142	9,252,661	12,038,041	17,024,375	26,416,449	34,080,446	39,434,853	42,924,172	47,788,911	52,466,835	56,785,561	59,989,925	64,922,592	-	64,922,592
CUMULATIVE		1,840,142	11,094,803	13,832,844	17,024,375	26,416,449	34,080,446	39,434,853	42,924,172	47,788,911	52,466,835	56,785,561	59,989,925	64,922,592	64,922,592	64,922,592
GAP (Rev - Exp)																

PY 2008-09		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	CLOSE OUT	TOTAL
REVENUES	AUG 2008	9,844,222	-	(315,170)	2,669,423	5,185,087	6,498,517	4,234,982	4,205,539	3,217,737	3,199,774	4,424,212	3,229,142	3,057,502	-	51,248,477
HS/HS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Grants		9,844,222	-	(315,170)	2,669,423	5,185,087	6,498,517	4,234,982	4,205,539	3,217,737	3,199,774	4,424,212	3,229,142	3,057,502	-	51,248,477
TOTAL		9,844,222	-	(315,170)	2,669,423	5,185,087	6,498,517	4,234,982	4,205,539	3,217,737	3,199,774	4,424,212	3,229,142	3,057,502	-	51,248,477
CUMULATIVE		9,844,222	9,844,222	9,529,052	12,218,475	17,403,562	24,292,724	28,691,616	32,899,703	36,706,112	40,404,214	45,058,956	48,848,687	54,512,940	54,512,940	54,512,940
EXPENDITURES	AUG 2008	5,636,623	4,074,657	3,175,678	5,519,850	3,369,706	4,883,648	5,476,884	4,256,430	4,650,292	4,216,129	3,229,142	3,057,502	(848,230)	-	55,271,767
HS/HS		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Grants		5,636,623	4,074,657	3,175,678	5,519,850	3,369,706	4,883,648	5,476,884	4,256,430	4,650,292	4,216,129	3,229,142	3,057,502	(848,230)	-	55,271,767
TOTAL		5,636,623	4,074,657	3,175,678	5,519,850	3,369,706	4,883,648	5,476,884	4,256,430	4,650,292	4,216,129	3,229,142	3,057,502	(848,230)	-	55,271,767
CUMULATIVE		5,636,623	9,711,280	12,886,958	18,406,808	21,776,514	26,660,162	32,137,046	36,393,476	41,043,768	45,260,897	48,490,039	51,547,541	54,605,043	53,756,813	53,756,813
GAP (Rev - Exp)																

Organizational Assessment of Miami-Dade County's Head Start Program
Page 5

FY 2007-08																
	AUG 2007	SEP 2007	OCT 2007	NOV 2007	DEC 2007	JAN 2008	FEB 2008	MAR 2008	APR 2008	MAY 2008	JUN 2008	JUL 2008	AUG 2008	SEP 2008	CLOSE OUT 2008	TOTAL
REVENUES																
HS/HS	-	9,681,548	5,701,835	2,954,100	(5,701,835)	-	-	15,330,338	3,590,940	3,598,514	3,150,166	5,287,876	6,749,932	693,594	213,656	51,311,564
Other Grants	-	48,195	10,516	127,636	348,080	72,005	792,707	312,431	19,100	644,086	453,098	5,771	693,663	1,648,204	1,590,311	6,769,803
TOTAL	-	9,729,743	5,712,351	3,081,736	(5,353,755)	72,005	792,707	15,642,769	3,610,040	4,242,600	3,603,264	5,293,447	7,443,595	2,347,798	1,802,967	58,081,367
CUMULATIVE	-	9,729,743	15,442,094	18,523,830	13,170,075	13,242,080	14,038,787	29,701,556	33,317,596	37,560,196	41,163,460	46,457,007	53,900,602	56,248,400	58,051,367	
EXPENDITURES																
HS/HS	3,294,736	6,917,438	2,954,100	3,601,595	4,988,923	3,657,350	4,944,658	4,795,920	4,798,153	4,240,272	5,287,876	4,376,111	2,347,871	4,062,257	(3,727,084)	56,489,926
Other Grants	16,921	10,664	809	2,373	208,251	381,280	343,383	322,547	41,678	139,237	53,991	81,736	135,092	227,235	5,420,117	6,877,216
TOTAL	3,311,657	6,928,102	2,954,909	3,603,968	5,197,174	3,793,630	5,088,043	4,918,467	4,839,831	4,380,159	5,381,867	4,457,847	2,483,963	4,289,492	1,593,033	63,376,942
CUMULATIVE	3,311,657	10,239,759	13,194,668	16,798,636	21,995,810	25,789,440	30,877,483	35,795,950	40,635,781	44,995,940	50,377,807	54,835,454	57,319,417	61,683,909	63,376,942	
GAP (Rev - Exp) (5,295,575)																

FY 2006-07																
	AUG 2006	SEP 2006	OCT 2006	NOV 2006	DEC 2006	JAN 2007	FEB 2007	MAR 2007	APR 2007	MAY 2007	JUN 2007	JUL 2007	AUG 2007	SEP 2007	CLOSE OUT 2007	TOTAL
REVENUES																
HS/HS	-	6,632,249	4,530,692	-	7,480,878	260,529	272,389	345,659	228,829	311,048	286,515	39,334	409,959	553,907	91,978	50,872,381
Other Grants	-	-	-	18,095	7,480,878	260,529	272,389	345,659	15,755,955	6,647,553	2,689,363	39,334	8,549,950	283,620	187,561	2,431,846
TOTAL	-	6,632,249	4,530,692	18,095	7,480,878	260,529	272,389	345,659	15,755,955	6,647,553	2,689,363	39,334	8,549,950	283,620	187,561	53,694,227
CUMULATIVE	-	6,632,249	11,162,941	11,181,036	18,661,914	18,922,443	19,194,832	19,540,491	35,296,446	41,944,000	44,633,363	44,673,096	53,223,046	53,506,666	53,694,227	
EXPENDITURES																
HS/HS	3,345,367	4,786,882	3,154,470	3,674,564	5,181,561	5,622,541	4,526,516	5,928,678	6,377,777	4,379,540	4,613,701	3,703,113	3,479,764	(708,939)	13,701	58,079,236
Other Grants	3,345,367	4,786,882	3,154,470	3,674,564	5,181,561	5,622,541	4,526,516	5,928,678	6,377,777	4,379,540	4,613,701	3,703,113	3,479,764	(708,939)	13,701	58,079,236
TOTAL	3,345,367	8,132,249	11,286,719	14,966,289	20,142,844	25,765,985	30,281,901	36,220,579	42,598,356	46,977,896	51,591,957	55,294,710	58,774,474	58,069,335	58,079,236	
CUMULATIVE	3,345,367	8,132,249	11,286,719	14,966,289	20,142,844	25,765,985	30,281,901	36,220,579	42,598,356	46,977,896	51,591,957	55,294,710	58,774,474	58,069,335	58,079,236	
GAP (Rev - Exp) (4,385,009)																

Miami-Dade County
Head Start/Early Head Start Organizational Review
Final Implementation Report

February 2011

EXECUTIVE SUMMARY

The Miami-Dade County's Head Start Implementation Team (Team) analyzed and assessed the recommendations presented in the Western Kentucky University's (WKU's) Organizational Assessment of the County's Head Start/Early Head Start (HS/EHS) program (Program). The Team, in a series of weekly meetings, examined each recommendation, its impacts on service delivery, program management and the program budget. The 24 WKU recommendations were divided into three main categories:

1. General organizational structure
2. Program-wide high impact structural changes
3. Miscellaneous operational improvements

The Team's primary objective was to ensure timely implementation of all feasible recommendations while minimizing, as much as possible, disruptions to the overall delivery of services. Primary oversight of the project was provided by an executive oversight group which includes representatives from the Board of County Commissioners, the County Executive Office and the Regional Office of Head Start, Atlanta, Georgia.

Recommendations

It is recommended that final decisions regarding the Program should be based on the following critical objectives.

- Maximizing the number of children served
- Minimum disruption to children and families served by program
- Strengthening overall program management and oversight
- Optimizing program cost
- Staffing impacts

Program-wide high impact structural changes, should occur prior to the start of the new the school year to minimize program disruptions.

BACKGROUND

During the 2009 program year, the County's Community Action Agency (CAA) Head Start staff made several recommendations for structural program changes in an effort to better manage the Program and control costs. In lieu of implementing staff recommended changes, it was determined that another comprehensive assessment of the program be undertaken by a third part. Subsequently in August 2010, Miami-Dade County retained WKU Training and Technical Assistance to review and assess the County's Head Start/Early Head Start Program and to present options for cost savings that would not diminish the overall quality of services.

The WKU team conducted the assessment and provided recommendations which centered on the creation of a more robust Monitoring Unit, a Training and Technical Assistance (T/TA) Unit, and redesign of the Fiscal Operations Unit overseeing the program. The WKU study emphasized a critical need to strengthen monitoring of both programmatic and fiscal operations in a logical and intentional manner; ensuring that the program has sufficient data to effectuate planning and decision-making relative to the delivery and management of program costs and services. Additionally, WKU recommended strengthening the T/TA functions to augment the monitoring program and to assist the program with moving beyond the minimum requirements of the HS Standards and Regulations.

Regarding significant cost savings, WKU's study concluded that major cost reductions may be achieved by reducing the number of children served, reducing the length of the school year and/or delegating slots from the Grantee to delegate agencies, and by possibly partnering with third parties to provide selected aspects of

the program in the County's behalf. These conclusions mirror those reported by County staff during their prior analysis.

CONCLUSIONS AND IMPLEMENTATION ACTIVITIES

The 24 WKU recommendations, were divided into three major categories. The team worked with WKU to assess the impacts of their recommendations, assist with development of the program oversight structure and to provide training and technical assistance to staff.

Six of the 24 WKU recommendations were directly related to revising the organizational structure of the HS/EHS Program, changing staff assignments and reviewing job functions. Four WKU recommendations require significant changes to the program and could result in significant operational impacts, staff reductions and the number of children and families served. WKU made 14 recommendations that addressed miscellaneous operational issues, minor program cost reductions and costs related to professional certifications and credentials.

Final analyses, Team recommendations, and activities implemented to date for each category of WKU recommendations are summarized below and shown in Table 1.

I. GENERAL ORGANIZATIONAL STRUCTURE

In order to minimize program costs and ensure effective divisional relationships, all WKU organizational alignments were reviewed simultaneously. Based on this broader view, a new comprehensive organizational structure was developed which will not result in any new hires as originally envisioned. The new structure creates a strong, robust monitoring unit, a strong T/TA Unit and strengthens the Program's fiscal operations. Existing staff with appropriate skills have been temporarily reassigned to these areas pending final assignments consistent with the County's personnel rules. The objective is to implement the new organizational structure and monitor its effectiveness over the coming year. The new organizational structure incorporates the following:

1. *A Separate and Distinct Monitoring Unit:* This will cost approximately \$290,000 in additional operating costs during the 2012 program year without new hires. This is a fraction of the cost initially anticipated (\$900,000) and which would have resulted in the creation of 12 new positions. This Unit will be fully operational by the end of February 2011.
2. *A Separate and Distinct Training and Technical Assistance Unit:* The cost for implementing this unit is estimated at \$131,572 for the 2011-2012 program year and will be fully operational by the end of February 2011.
3. *Eliminate five Vacant Positions:* For the remainder of the current program year this will reduce program costs by approximately \$430,000 for the 2011-2012 program year.
4. *Redesign Fiscal Operations:* Implementation is underway. Most of the fiscal issues are being addressed through the County's existing Financial and Management Information System (FAMIS). While compatibility with the County's financial applications must be a major consideration, CAA continues to explore other options for managing finances and reporting metrics with an emphasis on capturing data in real time. WKU began training the Fiscal staff on December 15, 2010 and provided technical assistance to the Program January 25 - 26, 2011.
5. *Reassignment of Curriculum Specialists:* Ten Curriculum Specialists positions have been reassigned to the Monitoring and T/TA Units. The remaining five Curriculum Specialists positions will support Grantee Center Operations.
6. *Assessment of the Current Organizational Structure, to Determine if all Positions are Necessary:* While the analysis has been completed, full implementation is contingent on current personnel rules and are subject to labor unions negotiations.

II. PROGRAM-WIDE HIGH IMPACT STRUCTURAL CHANGES

These options will result in significant structural changes to the Program and could result in substantial reductions in program costs. However, these recommendations are best implemented at the start of the program year to allow ample notification to the communities served and to minimize program disruptions during the school year.

Four major recommendations were assessed including as shown below and may be implemented as a whole or in part to meet defined program objectives. The following describes the four options.

1. *Reduction of Days in School Year:* The County's HS Program currently operates 175 days per school year – August through May. However, regulations require a minimum of 160 days per school year for HS slots and no minimum was set for EHS. EHS best practice is to a minimum of 210 days per school year. However, the County's EHS School year is currently 226 days with the school year ending in July.

The impacts of reducing program days by five, ten, and fifteen days respectively were assessed. A five-day reduction in the school year would result in costs reduction of approximately \$742,000. Reducing the school year by ten days would reduce costs by \$1.47 million, and a fifteen day reduction would yield an estimated \$2.2 million. Reduction of days seems to be a viable option with minimal program disruption.

2. *Delegation of Slots:* The County as the Grantee, currently operates 43 HS/EHS centers throughout the County serving 2,268 (33 percent) of the 6,756 slots in the Program. The total number of slots includes 318 EHS slots. A total of 100 HS slots are funded by American Reinvestment and Recovery Act (ARRA) funding and will continue to be supported in the 2012 program year without new funding. In order to reduce costs, the Grantee may delegate all or a portion of the grantee-operated slots to delegate agencies who will operate all or a portion of the 43 County operated sites.

Delegation grantee slots at varying levels from 200 to the full 2,268 slots were assessed. For every 200 slots reallocated to delegate agencies, approximately 26 staff positions would be eliminated, most of whom could find placement with delegate agencies. This is estimated to impact ten Associate Teachers, ten Teacher Assistants, one Curriculum Specialist, one Custodian, three Community Family Service Workers, and one Center Director. The program cost reductions associated with different levels of slot delegation are shown in Table 1. Implementation of this recommendation at any level up to 100 percent delegation of County slots to delegate agencies is contingent upon the capacity of delegate agencies to absorb the additional slots, and to operate existing County facilities. However, investigation by the County's HS staff shows that most delegate agencies report that they could manage the increased delegation.

3. *Reduce the Number of Children the Program is Currently Serving:* Varying scenarios were also considered for reducing the Program by 500 slots to as many as 2000 slots. The cost reduction from decreasing the program by 500 slots is approximately \$3.7 million. However, given the overwhelming need in the community (a waiting list in excess of 1,100 program-wide), this option should be explored as a last resort.
4. *Contract with Partners to Provide HS Services:* The Team analyzed various scenarios for partnering with third parties such as private childcare providers. The intent is for the County to contract with these entities to provide services such as the educational component of the Program or other selected services. Considering the educational component only, the County would have to outsource child educational to more than 1,400 slots before any program cost can be realized. The savings are primarily the result of staff reductions and do not accurately capture the full contracting costs payable to partners. This option is recommended only as a last resort as it adds additional contracting logistics to the program.

III. MISCELLANEOUS OPERATIONAL IMPROVEMENTS

The WKU assessment made 14 recommendations addressing operational improvements. These include several position reclassifications, increased use of Voluntary Pre-Kindergarten funds for the HS Program, changes in the remuneration for staff with certain credentials and developing a more representative cost-per-child for each HS/EHS center. Eight recommendations have been implemented, or are being implemented and could reduce program costs by up to \$135,000 per year.

The fiscal and operational impacts and the timing of these recommendations are shown below.

1. *Accounting for Salary of Staff not Solely Working with Head Start Program:* Five staff whose salaries were fully supported by HS also supported non-Head Start activities. Salaries were adjusted retroactive to October 1, 2010, to correctly reflect the appropriate portion of their time allocated to non HS/EHS operations. This will reduce the charges to the HS program by approximately 100,000 in 2012.
2. *Expand use of VPK Funds (County Managed Sites):* There is no additional benefit to be gained as the Grantee has already maximized VPK funds since the 2009 school year.
3. *Require Each Delegate Agency to Explore the use of VPK funds to Supplement HS funds.* The fiscal impact will be negligible since VPK funds cannot supplant HS funds. This recommendation does not create savings but could enhance the length of the school day for four year old children.
4. *Eliminate Payment of Supplement for Teaching Staff:* This was implemented on December 13, 2010 saving is approximately \$34,500 for the remainder of this program year.
5. *Establish a Reliable and Valid Cost Per Child:* A cost per child per hour for each delegate has been developed and will be used as one of the many measures to be used to assess program performance.
6. *Create a System by which Center Directors are responsible for administering a center budget:* This is being implemented. Center Directors are being included in the budget development process and training was conducted in December 2010 and February 2011.
7. *Conduct Annual risk Management Meetings with Delegate Agencies Prior to Establishing Funding Levels:* Meetings will be conducted with delegate agencies prior to the grantee's risk management meeting in February 2011. Delegate agencies were notified and information was provided to the CAA Board and Policy Council.
8. *Health Services staff credentials must meet the HS Performance Standards:* The County conducted a complete analysis of the Health Coordinator's credentials referenced in the WKU study. The Team concluded that the Health Coordinator's credentials meet the minimum requirements specified in the HS Performance Standards.
9. *Elimination of Special Projects:* Special projects include expenditure for certifications and accreditations. The primary focus of WKU recommendation is to eliminate expenses associated with National Association for the Education of Young Children (NAEYC) certification. This is the hallmark on quality for early childhood programs and the average cost to the Program is approximately \$19,000 annually. Given the low cost for a program as large as the County's (80 HS/EHS Centers) is recommended that the County retain the NAEYC Program.
10. *Deliver Materials to Sites as Opposed to Central Warehousing:* Prior assessments showed that the current operation is far less expensive given the geographic dispersion of HS/EHS facilities throughout the County. Additionally, the warehouse facilities were recently downsized from more than 15,000 square feet at a cost of \$120,000 annually, to under 8,000 square feet at a cost of

\$47,000. The new warehouse is more secure and energy efficient which will realize more than \$73,000 in savings annually. Consequently, no change is recommended.

11. *Compare Cost of Catering vs. Cooking at the Center:* The review indicates that onsite preparations costs are prohibitive given the size of the program, geographic dispersion of the 43 County operated sites, and the lack of onsite kitchen equipment at some facilities. The study of food preparation costs estimated that to prepare meals onsite would cost approximately \$1,735,365 per year compared to \$1,281,035 per year (\$454,330 less) to cater food to the sites. No change is recommended
12. *Reclassify Social Worker Positions Within the County System:* After careful analysis of information provided in the Wage Comparability Study conducted by Fox Lawson & Associates, it was determined that further work is required to properly assess the findings. Of 43 job classifications in the County's HS/EHS Program, the study showed that the County pays approximately 15% above market median rates for 19 of the 43 positions and below market for two positions. However, the study did not include critical factors such as the total hours worked, years of experience in the position, and prevailing personnel rules among other factors that may explain the variances. The County's Human Resources Department and labor unions have been meeting with the Program's administration to determine the next steps. Therefore, reclassifying certain HS/EHS positions cannot be immediately implemented.
13. *Eliminate Pay Supplement for Professional Educator's Certificate (PEC):* This pay supplement was implemented as an incentive for staff to increase professional competencies and is not required by HS/EHS. However, because these classifications are governed by collective bargaining agreements, this supplement cannot be eliminated without union negotiations. Removal of this supplement could reduce Program cost by approximately \$116,000 each school year.
14. *Eliminate Payment for Staff Holding the Child Development Associate Credential:* Head Start performance standards require teachers to possess a Child Development Associate Credential. This is a minimum requirement for the job, however, the County's HS teachers receive a pay supplement for this credential. If discontinued the Program could realize approximate \$359,000 in annual savings. However, the impacted staff is represented by bargaining units and therefore reduction or elimination of this supplement requires labor negotiations.

Three WKU recommendations in the operations category are not recommended because they do not provide cost savings or add value to the HS/EHS Program (See Table). Other recommendations, cannot be immediately implemented because they require changes in collective bargaining contracts.

**TABLE 1
 FINAL ASSESSMENT, RECOMMENDATIONS AND IMPLEMENTATION STATUS**

	TASK	FY 2012 Fiscal Impact (\$)*	Recommended for Implementation?	Comment/Status
ORGANIZATIONAL STRUCTURE				
1.	Create a Monitoring Unit	(\$289,734)	Y	Implemented
2.	Create a Training and Technical Assistance (T &TA) Unit	(131,572)	Y	Implemented
3.	Review Nutrition Staffing Levels	-	Y	Implemented
4.	Redesign Current Fiscal Operations	-	Y	In Process
5.	Reassign Curriculum Specialist Duties	\$0	Y	In Process
6.	Review Current Organizational Structure -- reduce five vacant positions	430,000	Y	Implemented
PROGRAM WIDE HIGH IMPACT STRUCTURAL CHANGES				
1.	Reduction of Days -- Length of School Year (160 days required)		N	
	0 -- Days	-		TBD
	5 -- Days (2.8 %)	743,000		TBD
	10 -- Days (5.6 %)	1,473,000		TBD
	15 -- Days (8.6%)	2,200,000		TBD
2.	Delegation County-operated Slots to Delegate Agencies		Y	
	0	-		TBD
	200 (9%)	(43,103)		TBD
	400 (18%)	119,000		TBD
	1,000 (44%)	1,197,000		TBD
	1,400 (62%)	1,344,000		TBD
	1,800 (79%)	2,440,000		TBD
	2,268 (100%)	4,705,000		TBD
3.	Reduce the Number of Children (Slots) the program serves		N	
	0	-		TBD
	100 (4%)	962,566		TBD
	200 (9%)	1,336,897		TBD
	300 (13%)	1,720,428		TBD
	400 (18%)	2,878,893		TBD
	500 (22%)	3,704,795		TBD
4.	Contract with Partners to Provide HS Services		N	
	0	-		TBD
	800 (35%)	(218,855)		TBD
	1,400 (62%)	43,831		TBD
	1,800 (79%)	281,552		TBD
	2,268 (100%)	1,202,580		TBD
MISCELLANEOUS OPERATIONAL CHANGES				
1.	Accounting for salary of Head Start Staff performing non-HS functions	100,848	Y	Implemented
2.	Expand use of VPK Funds (County-Managed sites)	-	Y	Implemented
3.	Expand use of VPK Funds (Delegate Agencies)	-	Y	Implemented
4.	Eliminate Payment of Supplements for Teaching Staff	34,500	Y	Implemented
5.	Develop a Reliable Cost per Child Per Year for all Agencies	-	Y	Implemented
6.	Develop Protocol for Center Directors to Manage Center Budgets	-	Y	Implemented
7.	Implement Frequent Risk Assessment Meetings for Staff	-	Y	Implemented
8.	Review Health Service Staff Credentials	-	Y	Implemented
9.	Eliminate Special Projects	19,000	N	Not Recommended
10.	Deliver Materials to Distributed Sites vs. Central Warehousing	-	N	Not Recommended
11.	On-Site Food Preparation vs. Catering	-	N	Not Recommended
12.	Reclassify Social Worker Positions	-	Y	Not Immediately Feasible
13.	Eliminate Pay Supplements for Professional Education Certifications	116,000	Y	Not Immediately Feasible
14.	Eliminate Payments for Child Development Associate Credentials	359,000	Y	Not Immediately Feasible

* Values in parenthesis indicate cost increases

Memorandum



Date: April 25, 2011
To: Honorable Rebeca Sosa
Board of County Commissioners
From: Alina T. Hudak *ATH*
County Manager
Subject: Information Regarding the Head Start/Early Head Start Program

The following is a response to your inquiries regarding Head Start medical expenses, Voluntary Pre-Kindergarten (VPK) services, and the salary analysis of County and delegate agency teachers.

Head Start Medical Services and Associated Costs

The Head Start/Early Head Start Program (HS/EHS) serves children from birth to age 5 and pregnant women and their families. The program provides individualized services in areas such as education, parental involvement and early childhood development; medical, dental, and mental health services; and nutrition. However, direct spending of program funds for medical care is carefully minimized in order to ensure that the County adheres to HS/EHS Performance Standard 1304.20(c)(5). These standards direct that:

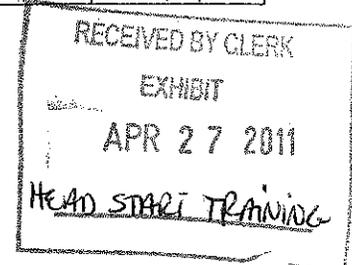
"Early Head Start and Head Start Funds may be used for professional medical and dental services when no other source of funding is available. When Head Start or Early Head Start funds are used for such services, grantee and delegate agencies must have written documentation of their efforts to access other available sources of funding".

In order to meet these requirements, the County uses a number of federal, state and local programs to provide healthcare to children and families at no cost to the County. These include Medicaid, Florida KidCare, the Public Health Department, Supplemental Nutrition Program for Women, Infants, and Children (WIC), and other private insurance programs. Additionally, the County, through the Community Action Agency (CAA), has established community partnerships with organizations such as Family Counseling Services and the Chrysalis Center to further augment the level of medical services at no cost to the County.

Since the HS/EHS program is the payer of last resort, the County pays the cost of health and medical services only after all these resources have been fully exhausted. Currently, the County contracts with a pool of eight providers to provide disability, general health and mental health services on an as-needed basis program-wide. Below is a list of the contracted health services, contract amounts and actual expenditures since 2009.

HS/EHS Medical Services Contracts
(2009 -2011)

Service Area	Contract Value			Actual Expenditure		
	2009	2010	2011	2009	2010	2011 (to date)
Disability	\$650,000	\$360,000	\$350,000	\$140,965	\$95,556	\$9,560
Health Services	40,000	40,000	100,000	3,662	-	-
Mental Health	150,000	150,000	150,000	102,911	90,559	57,351
Total	\$840,000	\$550,000	\$600,000	\$247,538	\$186,115	\$66,911



The County has made every effort to minimize medical costs paid from HS/EHS funds by successfully partnering with third-party providers. Consequently, while the County receives in excess of \$54 million in HS/EHS grants from the federal government annually, average yearly medical costs charged to the program have been less than \$170,000.

Voluntary Pre-Kindergarten Program

The following provides information regarding the length of the school day and the associated cost per child enrolled in VPK.

VPK programs provide parents a voucher to use for the regular school year. Providers are allowed a maximum of 540 hours per child for the regular school year and a maximum of 300 hours for the summer. Each provider determines the mix of VPK and other childcare resources needed for their operations and whether to operate their childcare services program for a full or partial day. Since VPK typically reimburses for only a portion of the school day, providers may use HS/EHS or other eligible funds (including payments made by parents) to provide childcare services for the remainder of the school day. In the absence of these additional resources, a childcare provider that offers solely VPK services will not be able to accommodate the child for the entire school day.

Miami-Dade County fully integrates VPK into the normal HS/EHS program for the regular school year. The County is able to provide all-day childcare services by using VPK funding in the morning and HS/EHS funding for the remainder of the day. The County does not offer the VPK program during the summer months.

Regarding the cost per child, it is important to note that reimbursement for serving children in VPK is dependent on actual attendance, since reimbursements are determined by the number of hours each child spends in the classroom. The VPK reimbursement rate for the 2010 fall session is \$4.79 per hour/child down from \$4.83 per hour/child in 2009.

County and Provider Teacher Pay Analysis

As requested, the attached tables show the average salaries and fringe benefits for teachers and social workers by service provider.

If you have questions, please contact CAA Director Julie Edwards at 786-469-4613, Special Assistant Howard Piper at 305-375-3392, or me directly.

Attachment

c: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners
Robert A. Cuevas, Jr., County Attorney
Howard Piper, Special Assistant to the County Manager
Jennifer Glazer-Moon, Special Assistant/Director, Office of Strategic Business Management
Julie Edwards, Executive Director, Community Action Agency

**Miami-Dade County Community Action Agency
FY 2010-11 Budget Information**

**The Average Salary for Teaching and Social Worker Staff
(County and Delegate Agencies)**

Teachers/Teacher II						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	20	80	\$ 56,796	\$ 20,064	\$ 76,860
2	Catholic Charities	19.5	80	\$ 30,854	\$ 9,564	\$ 40,418
3	St. Alban's	22	80	\$ 33,598	\$ 4,227	\$ 37,825
4	Landow	22	80	\$ 33,690	\$ 4,003	\$ 37,693
5	Centro Mater	20	80	\$ 28,074	\$ 7,649	\$ 35,723
6	FCAA	20	80	\$ 30,186	\$ 3,168	\$ 33,354
7	Allapattah	19	88	\$ 26,927	\$ 4,837	\$ 31,763
8	Sunflower	20	80	\$ 26,899	\$ 4,768	\$ 31,667
9	Kidco	20	80	\$ 24,768	\$ 4,771	\$ 29,539
10	Le Jardin	20.5	77	\$ 23,354	\$ 6,144	\$ 29,498
11	Haitian Youth	22	80	\$ 24,508	\$ 3,301	\$ 27,809
12	United Way	20	80	\$ 25,672	\$ 1,964	\$ 27,636
13	Our Little ones	22	80	\$ 21,575	\$ 2,703	\$ 24,278
14	O'Farill	20	80	\$ 20,707	\$ 2,722	\$ 23,429
15	Paradise Christian	18	80	\$ 15,199	\$ 4,242	\$ 19,441
Associate Teacher/Teacher I						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	20	80	\$ 38,066	\$ 16,589	\$ 54,654
2	Centro Mater	20	80	\$ 26,394	\$ 7,520	\$ 33,914
3	Kidco	20	80	\$ 25,200	\$ 4,804	\$ 30,004
4	Centro Mater	20	80	\$ 25,556	\$ 2,813	\$ 28,369
Teacher Assistant II						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	20	80	\$ 33,760	\$ 15,790	\$ 49,550
2	Centro Mater	20	80	\$ 25,335	\$ 7,439	\$ 32,774
3	Kidco	20	80	\$ 21,816	\$ 4,545	\$ 26,361
4	O'Farill	20	80	\$ 15,926	\$ 2,357	\$ 18,283
Teacher Assistant I/Aide						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	20	80	\$ 30,859	\$ 15,252	\$ 46,111
2	Catholic Charities	19.5	80	\$ 27,272	\$ 9,290	\$ 36,562
3	St. Alban's	22	80	\$ 24,455	\$ 3,527	\$ 27,983
4	Sunflower	20	80	\$ 21,986	\$ 4,392	\$ 26,379
5	Centro Mater	20	80	\$ 18,651	\$ 6,928	\$ 25,579
6	FCAA	20	80	\$ 22,218	\$ 2,558	\$ 24,776
7	Landow	22	80	\$ 21,002	\$ 3,032	\$ 24,034
8	Haitian Youth	22	80	\$ 20,310	\$ 2,980	\$ 23,290
9	Our Little ones	22	80	\$ 20,591	\$ 2,628	\$ 23,219
10	Le Jardin	20.5	77	\$ 16,566	\$ 5,625	\$ 22,191
11	Kidco	20	80	\$ 17,656	\$ 4,227	\$ 21,883
12	Allapattah	19	88	\$ 16,673	\$ 4,052	\$ 20,725
13	United Way	20	80	\$ 19,064	\$ 1,458	\$ 20,522
14	Paradise Christian	18	80	\$ 12,686	\$ 4,050	\$ 16,736
15	O'Farill	20	80	\$ 14,270	\$ 2,230	\$ 16,500

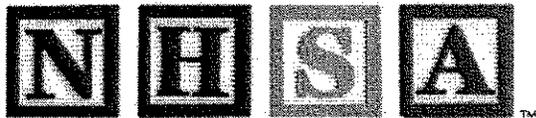
**Miami-Dade County Community Action Agency
FY 2010-11 Budget Information**

The Average Salary for Teaching and Social Worker Staff

Social Worker 1						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	26	80	\$ 60,276	\$ 20,709	\$ 80,985
2	Catholic Charities	24	80	\$ 40,998	\$ 10,340	\$ 51,338
3	St. Alban's	0	0	\$ -	\$ -	\$ -
4	Sunflower	24	80	\$ 29,448	\$ 2,253	\$ 31,701
5	Centro Mater	26	80	\$ 29,576	\$ 7,764	\$ 37,339
6	FCAA	26	80	\$ 25,646	\$ 2,820	\$ 28,466
7	Landow	22	80	\$ 44,671	\$ 3,417	\$ 48,088
8	Haitian Youth	26	80	\$ 26,225	\$ 2,510	\$ 28,735
9	Our Little ones	26	80	\$ 30,918	\$ 2,987	\$ 33,905
10	Le Jardin	0	0	\$ -	\$ -	\$ -
11	Kidco	26	80	\$ 29,952	\$ 5,167	\$ 35,119
12	Allapattah	24	80	\$ 28,328	\$ 2,167	\$ 30,496
13	United Way	0	0	\$ -	\$ -	\$ -
14	Paradise Christian	22	80	\$ 22,898	\$ 1,752	\$ 24,649
15	O'Farill	26	80	\$ 37,502	\$ 4,007	\$ 41,509

Social Worker 2						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	26	80	\$ 74,604	\$ 23,367	\$ 97,972
2	Catholic Charities	0	0	\$ -	\$ -	\$ -
3	St. Alban's	26	80	\$ 48,000	\$ 5,329	\$ 53,329
4	Sunflower	0	0	\$ -	\$ -	\$ -
5	Centro Mater	26	80	\$ 47,508	\$ 9,135	\$ 56,643
6	FCAA	0	0	\$ -	\$ -	\$ -
7	Landow	0	0	\$ -	\$ -	\$ -
8	Haitian Youth	0	0	\$ -	\$ -	\$ -
9	Our Little ones	0	0	\$ -	\$ -	\$ -
10	Le Jardin	0	0	\$ -	\$ -	\$ -
11	Kidco	26	80	\$ 30,545	\$ 5,213	\$ 35,758
12	Allapattah	0	0	\$ -	\$ -	\$ -
13	United Way	0	0	\$ -	\$ -	\$ -
14	Paradise Christian	22	80	\$ 23,214	\$ 1,776	\$ 24,990
15	O'Farill	0	0	\$ -	\$ -	\$ -

Community Family Social Worker						
	Agency	# of Pay Periods	Hours/Pay Period	Salary	Fringes	Total
1	Miami-Dade County	26	80	\$ 39,698	\$ 16,892	\$ 56,590
2	Catholic Charities	24	80	\$ 33,958	\$ 9,801	\$ 43,759
3	St. Alban's	26	80	\$ 31,252	\$ 2,391	\$ 33,643
4	Sunflower	0	0	\$ -	\$ -	\$ -
5	Centro Mater	26	80	\$ 20,171	\$ 7,044	\$ 27,215
6	FCAA	0	0	\$ -	\$ -	\$ -
7	Landow	0	0	\$ -	\$ -	\$ -
8	Haitian Youth	0	0	\$ -	\$ -	\$ -
9	Our Little ones	0	0	\$ -	\$ -	\$ -
10	Le Jardin	26	80	\$ 28,871	\$ 6,096	\$ 34,967
11	Kidco	26	80	\$ 19,698	\$ 4,383	\$ 24,081
12	Allapattah	0	0	\$ -	\$ -	\$ -
13	United Way	0	0	\$ -	\$ -	\$ -
14	Paradise Christian	22	80	\$ 18,410	\$ 1,408	\$ 19,818
15	O'Farill	0	0	\$ -	\$ -	\$ -



NATIONAL HEAD START ASSOCIATION

Basic Head Start Facts

Overview: Head Start is the nation's leading investment in early childhood care and education. Head Start provides a range of comprehensive education, health, nutrition, parent involvement, and family support services and has primarily served at-risk children and their families since 1965. Head Start actually consists of two programs: Head Start (HS) and Early Head Start (EHS). HS is a comprehensive early childhood development program primarily serving at-risk preschool-age children and their families. Established during the 1994 Reauthorization of HS, EHS is a comprehensive early childhood program serving primarily at-risk children prenatal to age three, pregnant women, and their families. Funding for these programs goes directly from the federal government to local grantees. The federal government provides 80 percent of the yearly cost to operate HS and EHS programs, and the remaining 20 percent must come from "local match" or "in-kind" contributions, which may be in the form of monetary contributions, donations of goods or services, or volunteer hours. HS and EHS programs serve children in families earning income at or below the federal poverty level, which for a family of four in the 48 contiguous states and the District of Columbia is \$22,350 during 2011.¹

Grantees and Delegate Agencies: There are 2,873 grantees and delegate agencies that have 56,492 classrooms. Grantees and delegate agencies include community action agencies, public/private school systems, private/public non-profits including churches and non-profit hospitals, private/public for-profits, including for-profit hospitals, government agencies, tribal governments or consortia.⁵

Children and Pregnant Women Served: 1,117,687 children and pregnant women were served in HS and EHS programs during the 2009-2010 program year:

- 983,809 in HS and 133,878 in EHS²

Race:

- White (40%)
- Black or African American (29%)
- Bi-Racial or Multi-Racial (8%)
- American Indian or Alaskan Native, Asian, Native Hawaiian or other Pacific Islander (6%)
- Unspecified Race (6%)
- Other (11%)³

Ethnicity:

- Hispanic or Latino Origin (36%)
- Non-Hispanic or Non-Latino Origin (64%)⁴

Funding: Head Start and Early Head Start programs received approximately \$7.2 billion in regular appropriations during Fiscal Year 2010, and \$2.1 billion in American Recovery and Reinvestment Act funding which can be spent in FYs 2009 and 2010.

Staff and Volunteers: There are 242,782 paid HS and EHS staff and contractors and 1,335,620 volunteers. Of those volunteers, 881,092 are HS or EHS parents.⁶

Average Teacher Salaries:

- \$22,300 with a CDA
- \$26,000 with an Associate Degree
- \$29,300 with a Baccalaureate Degree (Average Kindergarten Teacher Salary is \$48,874)⁷

RECEIVED BY CLERK
EXHIBIT
APR 27 2011
HEAD START TRAINING

1651 Prince Street, Alexandria, VA 22314
Tel: (703) 739-0875 - Fax: (703) 739-0878 - www.nhsa.org

The National Head Start Association, an independent membership organization, advocates on behalf of the entire Head Start community and provides training and resources to Head Start programs nationwide.

¹ U.S. Department of Health and Human Services. (2011). The 2011 HHS Poverty Guidelines.

² U.S. Department of Health and Human Services. (2011). Head Start Program Information Report for the 2009-2010 Program Year, National Level Survey Summary Report.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ U.S. Department of Health and Human Services. (2011). Head Start Program Information Report for the 2009-2010 Program Year, National Level Survey Summary Report; Average kindergarten teacher salary with baccalaureate degree. Available at http://swz.salary.com/salarywizard/layouthtmls/swzl_compresult_national_ED03000009.html#bottom on January 26, 2008.

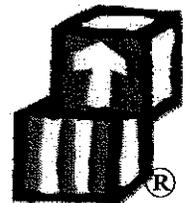
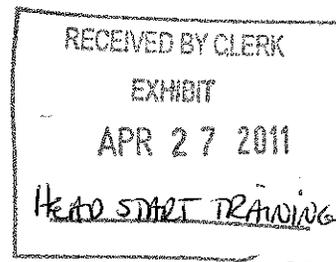


U.S. Department of Health and Human Services
Administration for Children and Families
Administration on Children, Youth and Families
Head Start Bureau

Biennial Report to Congress

The Status of Children in Head Start Programs

2005



(4) A statement specifying the amount of funds provided by the State, and by local sources, to carry out Head Start programs;

The total non-federal funds reported by grantees for FY2005 is \$1,523,225,000.

(5) Cost per child and how such cost varies by region;

The FY 2005 Cost Per Child by Region:

REGION	COST
Region I	\$7,800
Region II	7,983
Region III	7,086
Region IV	6,856
Region V	6,666
Region VI	6,632
Region VII	6,717
Region VIII	6,929
Region IX	8,137
Region X	8,052
American Indian-Alaska Native Programs	7,923
Migrant and Seasonal Programs	7,493

The variation in cost per child is attributed to a number of factors, such as the type of program model offered, staffing patterns, the availability of non-federal support and differences based on the cost-of-living. Funds are allocated to the states in an equitable fashion as required by the statutory formula. Appendix C shows the Head Start cost per child by State.

(6) A description of the level and nature of participation of parents in Head Start programs as volunteers and in other capacities;

- ◆ During the 2005 program year, nearly 890,720 current or former Head Start parents served as volunteers. The majority of volunteer activities included assisting in the classroom, which accounted for about 70 percent of parent volunteer activity. Parents also served on policy councils, helped with fund raising, recruitment, and a number of other activities.
- ◆ During the 2005 program year, 59,813 current or former Head Start parents worked as paid Head Start staff. Head Start employed 213,000 staff members.
- ◆ More than 207,000 Head Start fathers participated in organized, regularly scheduled activities designed to encourage their involvement in Head Start and Early Head Start programs.

(7) Information concerning Head Start staff, including salaries, education, training, experience, and staff turnover;

Salaries

The following table includes the average salaries for Head Start staff during the 2005 program year:

STAFF POSITION	SALARY AVERAGE
Head Start Directors	\$58,932
Child Development/Education Services Coordinators	41,332
Classroom Teachers	24,608
Teacher Aides	16,028

Staff Education, Training and Experience, and Turnover

The Head Start Act required that, by September 30, 2003, at least 50 percent of all Head Start teachers nationwide possess an Associate Degree or higher education credential.

- ◆ In 2005, sixty-nine percent of Head Start teachers had at least a 2-year college degree in Early Childhood Education.
- ◆ In 2005, 32.8 percent of all classroom teachers held an Associate Degree, 31.5 percent had a Baccalaureate Degree, 4.7 percent had a graduate degree and 22 percent had a state certificate or Child Development Associate (CDA) credential. Additionally nearly half of all teachers with a CDA credential were enrolled in degree programs.
- ◆ During the 2004-2005 program year (between September and August), 10.7 percent of staff left the program.

(8) Information concerning children participating in programs that receive Head Start funding, including information on family income, racial and ethnic background, disability, and receipt of benefits under part A of title IV of the Social Security Act;



ECLKC

Early Childhood Learning & Knowledge Center

Head Start and Head Start Program Fact Sheet - Head Start Program Fact Sheet Fiscal Year 2010

Toll-free: 1-866-763-6481

Getting Started

PRINT Head Start

QUESTIONS Training and Technical Assistance System

Directories

Resources

Español

Head Start Program Fact Sheet Fiscal Year 2010
Head Start

Fiscal Year 2010

	FY 2009 Actual	FY 2010 Appropriation
Local Head Start Projects		
Projects in States and Territories	\$6,361,913,089	\$6,447,162,660
American Indian-Alaska Native, and Migrant and Seasonal Programs	\$510,028,911	\$519,268,340
Subtotal	\$6,871,942,000	\$6,996,431,000
Support Activities		
Training and Technical Assistance	\$176,352,000	\$176,352,000
Research, Demonstration and Evaluation	\$19,989,000	\$20,000,000
Monitoring/Program Review	\$42,000,000	\$42,000,000
Subtotal	\$238,341,000	\$238,352,000
<i>Head Start, Recovery Act¹</i>	[\$1,000,000,000]	
<i>Early Head Start, Recovery Act</i>	[\$1,100,000,000]	
TOTAL	\$7,110,283,000	\$7,234,783,000

¹The American Recovery and Reinvestment Act appropriated \$2.1 billion for the Head Start and Early Head Start programs in FY 2009 to expand enrollment by 64,000 children and families. These funds are available for 2 years.

Fiscal Year 2010
ADMINISTRATION FOR CHILDREN AND FAMILIES
Office of Head Start
1250 Maryland Avenue, S.W.
Washington, D.C. 20024



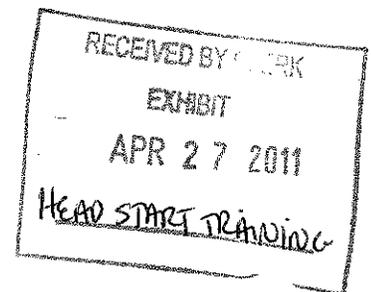
February 2010
Head Start Facts

The Head Start program is administered by the Office of Head Start (OHS), Administration for Children and Families (ACF), Department of Health and Human Services (HHS).

Grants are awarded by the ACF Regional Offices and the Office of Head Start's American Indian-Alaska Native, and Migrant and Seasonal Program Branches directly to local public agencies, private non-profit and for-profit organizations, Indian Tribes and school systems for the purpose of operating Head Start programs at the community level.

FY-2009 Program Statistics

ENROLLMENT	904,153
Ages	
Number of 5 year olds and older	3%
Number of 4 year olds	51%
Number of 3 year olds	36%
Number under 3 years of age	10%
Racial/Ethnic Composition	
American Indian/Alaska Native	4.0%
Black/African American	30.0%
White	39.9%
Asian	1.7%
Hawaiian/Pacific Islander	0.6%
Bi-Racial/Multi-Racial	7.8%
Unspecified/Other	16.7%



Hispanic/Latino	35.9%
NUMBER OF GRANTEES	1,591
Number of Classrooms	49,200
AVERAGE COST PER CHILD	\$7,600
PAID STAFF	212,000
VOLUNTEERS	1,274,000

Top▲

During the 2008–2009 Head Start Program Year:

- 11.5 percent of the Head Start enrollment consisted of children with disabilities, (mental retardation, health impairments, visual handicaps, hearing impairments, emotional disturbance, speech and language impairments, orthopedic handicaps and learning disabilities).
- 44,109 children participated in home-based Head Start program services.
- 77 percent of Head Start teachers have at least an AA degree in Early Childhood Education.
- 26 percent of Head Start program staff members were parents of current or former Head Start children. More than 850,000 parents volunteered in their local Head Start program.
- 94 percent of Head Start children had health insurance. 82 percent of those with health insurance were enrolled in the Medicaid/Early and Periodic Screening, Diagnosis and Treatment (EPSDT) program or a state sponsored child health insurance program.
- The 1994 reauthorization of the Head Start Act established the Early Head Start program for low-income families with infants and toddlers. In Fiscal Year 2009, \$709 million was used to support more than 650 programs which provided Early Head Start child development and family support services in all 50 states and in the District of Columbia and Puerto Rico. These programs served more than 66,000 children under the age of three.
- More than 228,000 Head Start fathers participated in organized regularly scheduled activities designed to involve them in Head Start and Early Head Start programs.

Top▲

FY 2009 Head Start Program State Allocations and Enrollment

STATE	FUNDING	ENROLLMENT
ALABAMA	\$110,249,206	16,218
ALASKA*	12,896,034	1,583
ARIZONA	107,014,507	12,946
ARKANSAS	66,717,253	10,521
CALIFORNIA	859,903,697	97,894
COLORADO	70,658,907	9,820
CONNECTICUT*	53,660,157	6,798
DELAWARE*	13,685,159	2,059
District of Columbia	25,959,996	3,403
FLORIDA	272,067,200	35,390
GEORGIA	174,228,123	23,359
HAWAII	23,662,982	3,049
IDAHO*	23,588,259	2,818
ILLINOIS	279,954,144	39,435
INDIANA	99,465,458	14,145
IOWA	53,299,350	7,677
KANSAS	52,655,405	8,178
KENTUCKY	111,506,347	15,961
LOUISIANA	150,854,764	21,327
MAINE*	28,548,027	3,748
MARYLAND	80,682,993	10,328
MASSACHUSETTS*	112,027,847	12,704
MICHIGAN	242,511,360	34,152
MINNESOTA*	74,447,456	10,142
MISSISSIPPI	167,178,073	26,520
MISSOURI	123,030,722	17,441
MONTANA	21,660,206	2,902
NEBRASKA	37,282,488	5,059
NEVADA	25,104,010	2,754
NEW HAMPSHIRE	13,840,339	1,632

NEW JERSEY	133,392,411	14,848
NEW MEXICO	54,074,855	7,249
NEW YORK	447,896,246	48,013
NORTH CAROLINA	146,070,201	18,903
NORTH DAKOTA	17,757,780	2,348
OHIO	255,276,707	37,072
OKLAHOMA	83,800,755	13,474
OREGON*	61,487,791	11,086
PENNSYLVANIA*	235,917,078	35,253
RHODE ISLAND*	22,762,399	2,860
SOUTH CAROLINA	85,302,467	12,195
SOUTH DAKOTA	19,464,308	2,827
TENNESSEE	123,390,836	16,339
TEXAS	494,959,267	67,591
UTAH	39,046,126	5,400
VERMONT	14,019,568	1,506
VIRGINIA	102,461,544	13,518
WASHINGTON*	103,768,790	11,278
WEST VIRGINIA	52,362,072	7,610
WISCONSIN*	93,962,521	13,470
WYOMING	12,791,225	1,788
INDIAN TRIBES	203,804,971	22,943
MIGRANT PROGRAMS	306,223,940	35,996
AMERICAN SAMOA	2,223,157	1,532
GUAM	2,237,051	440
NO. MARIANAS	1,720,720	420
PALAU	1,378,720	509
PUERTO RICO	257,779,644	36,780
VIRGIN ISLANDS	8,268,382	942

* Some programs in these States meet some or all of the required non-federal share requirement for 20% of the total cost of the program to come from non-federal sources through State funds to support children. This does not represent all State funds that may be used for Head Start but those funds used to meet the federally required match.

Top ▲

HEAD START ENROLLMENT HISTORY

FISCAL YEAR	ENROLLMENT	APPROPRIATION
1965 (summer only)	561,000	\$ 96,400,000
1966	733,000	198,900,000
1967	681,400	349,200,000
1968	693,900	316,200,000
1969	663,600	333,900,000
1970	477,400	325,700,000
1971	397,500	360,000,000
1972	379,000	376,300,000
1973	379,000	400,700,000
1974	352,800	403,900,000
1975	349,000	403,900,000
1976	349,000	441,000,000
1977	333,000	475,000,000
1978	391,400	625,000,000
1979	387,500	680,000,000
1980	376,300	735,000,000
1981	387,300	818,700,000
1982	395,800	911,700,000
1983	414,950	912,000,000
1984	442,140	995,750,000
1985	457,000	1,075,050,000

1965	452,060	1,073,099,000
1986	451,732	1,040,315,000
1987	446,523	1,130,542,000
1988	448,464	1,206,324,000
1989	450,970	1,235,000,000
1990	540,930	1,552,000,000
1991	583,471	1,951,800,000
1992	621,078	2,201,800,000
1993	713,903	2,776,286,000
1994	740,493	3,325,728,000
1995	750,696	3,534,128,000
1996	752,077	3,569,329,000
1997	793,809	3,980,546,000
1998	822,316	4,347,433,000
1999	826,016	4,658,151,000
2000	857,664	5,267,000,000
2001	905,235	6,199,123,000
2002	912,345	6,536,570,000
2003	909,608	6,667,533,000
2004	905,851	6,774,848,000
2005	906,993	6,843,114,000
2006	909,201	6,872,062,000
2007	908,412	6,888,571,000
2008	906,992	6,877,975,000
2009	904,153	7,112,786,000

The Head Start program has enrolled more than 27 million children since it began in 1965.

[Top ▲](#)

[Top ▲](#)

Head Start Program Fact Sheet. HHS/ACF/OHS. 2010. English.



eHarmony
Love Begins Here™

Get Matched for Free



Frederick
66°F
AccuWeather.com



Today's Weather

View Extended Forecast



Frederick County Times



- [Home](#)
- [Business](#)
- [Economy](#)
- [Education](#)
- [Entertainment](#)
- [Financial](#)
- [Food](#)
- [Health](#)
- [Home/Garden](#)
- [Kids](#)
- [Sports](#)
- [Political](#)
- [Other](#)

- [Submit News](#)
- [Free Subscription](#)
- [Advertising](#)
- [Crossword](#)
- [Games](#)
 - [Bejeweled](#)
 - [Diamond Mine](#)
 - [Sudoku](#)
- [Horoscope](#)
- [Weather](#)
- [Video News](#)
- [Local Events](#)

Frederick County Commissioners Vote to Relinquish Head Start Administration to Federal Government

Frederick, MD. Citing a desire to reduce the budget deficit without raising taxes, the Frederick County Commissioners voted to end the county's involvement in the Head Start program. The move reportedly will save Frederick County \$2.3 million and will shift responsibility for running the program to the Federal Government. The 80 employees working for Head Start will be terminated from their position, but will have the opportunity to apply to work for the company that gets the assignment to run the program.

Last month, the board informed the federal Head Start office of intentions to voluntarily relinquish grants from the program. The board pointed to the current challenging budget situation and uncertainty of state legislative actions as reasons for considering transition of the program to the federal government.

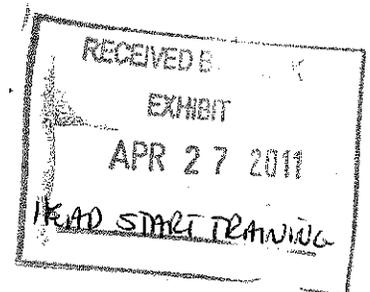
The Regional III Head Start Office responded to the board with sincere appreciation for providing many years of high quality services to the children in Frederick County and expressed a commitment to ensure a smooth transition of services.

Due to the county's decision to relinquish the program, the federal Head Start office has assigned Community Development Institute Head Start (CDI HS), a Denver-based contractor experienced with such transitions, to take over program management on March 1 until a new grantee is secured.

CDI HS has held the federal Head Start contract for over 10 years and has operated 130 programs in 40 states, including Maryland. The firm has extensive experience in facilitating the program.

CDI HS will guide the local staff, Head Start Policy Council, parents and community organizations through the transition process. The contractor will also conduct an internal job fair to offer the possibility of employment for current Head Start employees who would be invited to apply for positions with the contractor.

In related action, the board also agreed to lease the current Head Start classrooms in county-



owned buildings to CDI HS at no cost until a new grantee takes over the program. This arrangement will provide approximately \$94,000 of in-kind service annually to CDI HS, foster an orderly transfer of the program to the federal government and maximize grant funds that may be used for staffing needs.

The Board of County Commissioners will notify Head Start families, staff and community partners of the decision to relinquish the program to the federal government.

Once the transition process is implemented, the federal government will begin procedures to rebid the grant for a new provider of Head Start services in Frederick County.

The current Head Start program within the Citizens Services Division operates 16 classrooms serving at least 282 three- and four-year old children and has approximately 80 employees. The county has operated the program for more than 40 years. Frederick County is the only county government in Maryland to provide Head Start management and funds for the program. Most programs are operated by non-profit organizations or school systems. Baltimore City is the only government organization that is a Head Start grantee.

Grant funding for the Head Start program that is provided by the U.S. Department of Health and Human Services and other sources is approximately \$2.2 million. Frederick County's projected FY2012 budget would have provided an additional \$2.3 million for the program for a total of \$4.5 million.

All Head Start employees impacted by the elimination of positions will receive severance pay and payment for their accrued leave, continuation of their health insurance for one month and assistance from Frederick County Workforce Services. Head Start is a national program that promotes school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families.

 [Tweet This Post](#)

Tags: [Frederick County Commissioners](#), [Frederick News](#), [Frederick Newspaper](#), [Head Start](#)

Comments are closed.

Search & Hit Enter



Contract Management Cert. [VillarovaU.com/Contract...](#)
Master Contract Mgmt. & Prepare for Certification in Weeks-100% Online.

Apply Now for a Grant [AmericasGotFunding.com/NewG...](#)
Hundreds of Grant Applications. Apply Today. Deadlines Approaching.

Head Start Preschool [Local.com](#)
Looking for head start preschool? Find it Nearby With Local.com!

Free Government Bids [www.GovernmentBids.com](#)
Receive Government Bids Daily Get your 45 day Free Email Alert!

Ads by Google



Save \$75 with new family deal // NASCAR
Got a Family? Take'em racin'! DOVER

Sign in | Register for free

Site Search Search Local Business Listings

Brought to you by:



Search for keywords, people, locations, obituaries, Web ID and more.



- Home News Opinion Sports Entertainment Living Interact Jobs Autos Real Estate Rentals Classified Ads Shop
- News The Patriot-News Politics Business Weather Obituaries Lottery Special Projects State, U.S. & World More News

Top Stories



More rain is in the forecast



Harrisburg under a boil-water advisory



Voters want a do-over in governor's race

Home > Breaking Midstate News with The Patriot-News > Breaking News

Harrisburg votes to relinquish pre-K grant to Capital Area Head Start

Published: Monday, February 07, 2011, 11:01 PM Updated: Monday, February 07, 2011, 11:35 PM



By LARA BRECKLE, The Patriot-News
Follow

Like	Be the first of your friends to like this.	0	Share
		Share 16	Email
		Comment 16	Print

The fate of the Harrisburg Preschool Program came down to a single, painful question.

In what was surely one of the first of many cost-cutting moves across the embattled district, the Harrisburg School Board voted 7-0 Monday night to relinquish control of the program's main funding source, the Pennsylvania Pre-K Counts grant, to Capital Area Head Start.

Board member Arlene Burno, an employee of the Office of Child Development and Early Learning, abstained. Board member Lola Lawson was absent.

The decision ends a decade of district control over the program. The district now waits to find out whether the state will transfer its grant to its longtime preschool partner, Capital Area Head Start.

Last week, the acting deputy secretary for the Office of Child Development and Early Learning, which manages the Pre-K Counts, indicated it was very likely the Corbett administration will continue preschool funding in Harrisburg. Though several community members and parents voiced concern that the district was unnecessarily tinkering with a successful program, Burno told the crowd much more was at risk than just the pride of running a home-grown program.

"Funding has already been cut. It's a possibility state funding will be cut back even further," Burno said. "If that happens, it's possible the program would not exist at all."

Under the current program, state government pays the lion's share of Harrisburg Preschool Program's bill, with a little bit of federal funding thrown in.

Capital Area Head Start's funding is the opposite, with the federal government paying most of the bill while the state offers a small amount, said Jo Pepper, Capital Area Head Start's executive director.

If Capital Area is successful in obtaining the state's grant funding, raking all those dollars into the same pot could mean more children are served. But until the real numbers start coming in, Pepper wasn't ready to make any promises.

Capital Area now serves 576 children, including the 368 at the Harrisburg program and another 16 Harrisburg high school students whose children are in an early-intervention program.

Sponsored By:



More Breaking Midstate News with The Patriot-News

Most Comments Most Recent

Breaking Midstate News with The Patriot-News stories with the most comments in the last 2 days.

- 51 Gov. Tom Corbett doesn't waver in anti-drilling tax stance
- 47 Carlisle couple build energy-efficient, solar-powered dream home that doesn't look like 'something weird'
- 32 Corbett sells Pennsylvania budget to friendly audiences
- 32 About half of Americans pay no federal taxes
- 32 McDonald's clerk calls 911 to report suspected DUI at drive-thru in Perry County

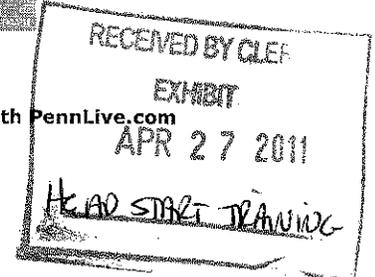
Most Active Users

What's this?

Users with the most PennLive.com comments in the last 7 days

- 107 The Jack
- 91 mouserat
- 89 Tparty912
- 73 Tail Spin
- 57 Blacknwhiteo...

Connect with PennLive.com
What's this?



"Our intention is to maintain the numbers and maintain the model," Pepper told the board. [Next comments >>](#)

Of the program's teachers, 23 are Harrisburg School District employees.

"Once we write the proposal and if we're successful in obtaining funds, we will be posting all those positions," Pepper said. "It is my sincere hope is that we have current staff apply for those positions."

Sherri Magnuson of the Harrisburg Education Association implored the board not to vote on the change.

Though the most recent cost-savings estimate jumped from \$158,000 to \$328,000, Magnuson said it's still not enough to disrupt a successful program.

Once the board cast its vote, Magnuson said she wasn't sure the decision was legal.

"I'm not sure they're able to do it, because of the teachers' contract," Magnuson said. "It's an unfair labor practice."

Related topics: [dauphin county](#), [harrisburg school district](#), [pre-k counts](#)

Sponsored Links

Top 2011 Online Grants
Grant funding may be available - Go Back to School!
www.ClassesUSA.com

Local Live Tv News
Find Live Tv News Near You. See Actual Customer Reviews!
Local.com

"Weird Fruit Burns Fat"
Reporter Drops 32 Pounds in 28 Days with This Strange Fruit.
www.5NewsTV.com

Share this story

Story tools

Email

Print

More stories in Breaking Midstate News with The Patriot-News

Previous story
[Community questions absence of Harrisburg School District's acting superintendent on finalist search list](#)

Next story
[Derry Township School Board OKs preliminary budget with 3.1% tax hike](#)

16 Comments

Feed

View: [Oldest first](#) | [Newest first](#)



edstem
Follow

February 08, 2011 at 6:39AM

Harrisburg is a persistently failing school district per the PDE. The district administration applied to participate in School Improvement Grants. This empowers the district administration to make major changes like this.

I have faith that Head Start will continue to meet the needs of the kids effectively. In fact, the OCDEL has reviewed them as being effective. So the kids get the instruction at a lower cost.

http://www.keystonehumanservices.org/kcfs/kcfs_cahs_annual_accomplishments.php

Works for me.

Reply

Post new

Inappropriate? [Alert us.](#)



edstem

February 08, 2011 at 6:47AM

[All Facebook & Twitter accounts >>](#)

Recommendations

- Poll: Pennsylvania voters regret choosing Gov. Tom Corbett**
1,197 people shared this.
- McDonald's clerk calls 911 to report suspected DUI at drive-thru in Perry County**
108 people shared this.
- Educate others to help curb sexual violence**
76 people shared this.
- Marcellus Shale gas industry pays taxes, but not many**
110 people shared this.

Facebook social plugin

From Our Advertisers

- **A Proven Leader in Alzheimer's & Dementia Care**
- **Preview the coming summer fun with Springtime In The Park!**
- **Click here to see this Week's Specials From Breski Beverage**

[Advertise With Us >>](#)

PennLive.com Android app
Customize the content you want

Popular Tags

[What's this?](#)

- [barack obama](#)
- [bonusgate](#)
- [budget](#)
- [camp hill](#)
- [carlisle](#)
- [crash](#)
- [cumberland county](#)
- [ed rendell](#)
- [fire harrisburg](#)
- [linda thompson](#)
- [lower paxton](#)
- [township](#)
- [news links](#)
- [PennDOT](#)
- [Pennsylvania](#)
- [pennsylvania budget](#)
- [philadelphia](#)
- [robbery](#)
- [shooting](#)
- [SNOW](#)
- [state police](#)
- [susquehanna](#)
- [township](#)
- [swatara](#)
- [township tom](#)
- [corbett](#)
- [weird news](#)

Follow

See

http://www.hbgd.k12.pa.us/2043906322912/lib/2043906322912/Proposed_Arrangement_for_E-12_2.7.11_agenda_item_11.4.pdf

For more insight into the decision

Reply

Post new

Inappropriate? Alert us.

**justbell**

February 08, 2011 at 6:52AM

Follow

So, after all the brouhaha the PN and others kept inciting last year when the district suggested this as a cost cutting move was all for nothing, because as many of us suggested, the program would not have gone away, it would have and should have been run by Head Start.

Remember all those irresponsible headlines, PN?

Reply

Post new

Inappropriate? Alert us.

**BikeRider22**

February 08, 2011 at 7:02AM

Follow

The CAHS staff are great BUT they are not required to have any formal education/training in early childhood education. By pulling the district teachers out of the classroom, it will essentially be a day care unless they plan to put CERTIFIED teachers in these classrooms now? If not, this was a horrible decision HBG, one that will have extremely negative and long lasting consequences. You have chosen to prioritize to pay your \$40K a month rent on your cushy front street office over keeping professional educators in the rooms with the children who need you the most. FAIL.

Reply

Post new

Inappropriate? Alert us.

**truthbtold1120**

February 08, 2011 at 7:17AM

Follow

All Head Start staff are REQUIRED to have an Associates Degree at a minimum in Early Childhood Education. You are right BikeRider22, CAHS staff are great and every one of their teachers has either an AA in ECE or a BA in ECE or related educational field with experience in ECE. ANY provider who is funded to run PA PreK Counts programming must also have an ECE CERTIFIED teacher in the classroom. This will apply to CAHS as well. SUCCESS.

Reply

Post new

Inappropriate? Alert us.

**lastpaige111**

February 08, 2011 at 7:53AM

Follow

The choice was unnecessary. There are plenty of ways to raise \$330,000/year to keep a successful program in place. CAHS was always delighted to have the partnership with HSD because IT WORKED. One of the strengths of the program was the director of it, Debbie Reuvenny, who was demoted by Sybil Knight-Burney last spring. She kept up the high quality of the program through top professional development and implementation of current best practices in Early Childhood. It's true, CAHS is great, as is CAHS staff, but professional teachers have a minimum of two additional years of training. CAHS won't be able to maintain the level of professionalism that was in these classrooms. CAHS' director, Jo Pepper, is fantastic, but let's face it, there's only so much one person can do, only so many places she can be at once time. This so-called "cost savings" is just another step LT had in mind when she appointed Gloria Martin-Payne, Corky Goldstein, and the rest to her Board of Control and told them to undo everything Steve Reed had done. Bravo LT, you kept one campaign promise by firing Gerald Kohn last March. Is there any other promise you've kept?

Reply

Post new

Inappropriate? Alert us.

**Cartman**

February 08, 2011 at 8:27AM

Follow

Good. Taxpayers should not be funding what is nothing more than daycare anyway.

Reply

Post new

Inappropriate? Alert us.

**usmmr**

February 08, 2011 at 8:37AM

Follow

Cartman, another subject you know little about. Daycare you say? Pre-K and Head Start

are absolutely essential early learning programs for children at risk.

http://www.portal.state.pa.us/portal/server.pt/community/pre_k_counts/8742

Never mind, you won't read that....too easy to just speak out of your Cartman personae...

[Reply](#)

[Post new](#)

[Inappropriate? Alert us.](#)



blahblahblah43

February 08, 2011 at 10:13AM

[Follow](#)

I agree with cartman. Why should my tax money pay for a three year old to learn to wipe its own butt? I'm sorry, but its not like these parents are working anyway. If the state does not mandate kindergarten or pre-K then it should be dropped. Why should tax money go towards non-mandated programs?

[Reply](#)

[Post new](#)

[Inappropriate? Alert us.](#)



GrangerZ

February 08, 2011 at 12:03PM

[Follow](#)

Since I feel the same as Cartman I thought I should do you the courtesy of reading what you suggested... I still feel the same but I'm happy to listen to why you think my tax money should pay for parents who refuse to parent their children.

[Reply](#)

[Post new](#)

[Inappropriate? Alert us.](#)



O'NO

February 08, 2011 at 12:29PM

[Follow](#)

Cartman is right and we don't need people with degrees babysitting 3 year olds while their parnet are home watching soaps. Most school districts don't have all day pre-K and our tax dollars, fed and state, should not be used for this purpose. Now it is all about the unions!

[Reply](#)

[Post new](#)

[Inappropriate? Alert us.](#)



noname

February 08, 2011 at 10:43PM

[Follow](#)

To Cartman and above, the Pre-k program is not "a day care" or "a three year old to learn to wipe its own butt" If this is what you think then you really should do your research before you comment. I know from first hand experience with my kids. These kids leave knowing letter and number recognition, counting, sorting, and valuable sociaie skills. My kids as well as others in the class were able to recognize and write thier names along with other letters and loved to copy things down. My kids left the program as well as others in their class knowing what I feel kindergarteners know know. So when you ask why pay for these programs because in the long run you are saving money in the upper grades in support staff and intervention support needed for these kids. Our harrisburg school district if you have been reading is working on bring children up to being where they need to be in test scores. If you have been doing your research and keeping up on readings you would have seen that with the original Penn State Grant it followed the first few set of Preschoolers for I think 4 years. Their research released information showing how the children that were in a preschool room did better overall compared to that of those who did not. So being a parent that had kids go through the program. You tell me its not worth it and its just a daycare. by your standards 1st grade to 12th is a daycare that is mandated by law.

[Reply](#)

[Post new](#)

[Inappropriate? Alert us.](#)



ccblue

February 08, 2011 at 11:14AM

[Follow](#)

Idiots. It has not even taken a full school year for LT and all of her puppets to undo every gain that the district made under Dr. Kohn's administration. Many of you have so many things to say about him and his staff, but the district became a much better place during his tenure. The district was so run into the ground when he arrived, of course everything could not be fixed, and now it is going right back to where it was before. Dr. Kohn brought Early Childhood back and studies have shown that the students that attended it are achieving. To have their children in the program, parents must meet certain requirements that created good habits for the entire family. (Attending and being on time, 2 BIG problems that Harrisburg students have.) Parents are educated how to be involved in their child's education. Not only in Harrisburg, but everywhere, there is little or no respect for education and especially for teachers. This program is WAY more than babysitting and Head Start is great, but can they stay aligned with the district curriculum? One by one LT made sure that administrators on her list were removed, and the district is in shambles. Here is a cost cutting idea. Get a Superintendent that doesn't

need a business manager. Knight-Burney stated back when she became the acting Superintendent that she didn't want the job permanently siting the problems of the district, so Farr gets hired making a ridiculous salary. 2 people basically doing the job that Kohn handled. Where are LT's answers on how to make things better in the district. Besides changing the "color" of things? And yes that is a quote. Keep posting Lisa. Scream it for all to hear. People have NO idea what the reality is. They might not like what you say, but it's the truth, and it's obvious that you care!

Reply Post new

Inappropriate? Alert us.



noname February 08, 2011 at 10:51PM
Follow

I do have a question since Head start is taking over the HPP programing, with the intent to service more children, will they still service those children that are over the head starts income guidelines? Or will these children simply be forgotten and set aside to be at a disadvantage and not given the same oppertunity they would have had if Head Start would not have taken over full control? Were these children thought of?

Reply Post new

Inappropriate? Alert us.



Anonymous February 09, 2011 at 6:59PM
Follow

Head Start is NOT a "daycare". Educate yourself before you write. I will have you know that children who attend Head Start Preschool are more likely to succeed in school than those who do not. Check out the press releases by Head Start and the statistic that have been gathered by Penn State in reference to the programs success. Only once educated about the program should you comment. Since you have not I will be more than glad to educate you. Not only do they teach the children and get them ready for Kindergarten but they test the kids for problems that would otherwise go unknown to parents until maybe 3rd or 4th grade when the child is to far behind to catch up. Ages and stages and social emotional evaluations given by Head Start really helps to ensure these children are getting the most out of their home schools and education. Head Start also helps to educate parents about how they can be more involved in the school system. Head Start empowers parents and teaches them that they do have a voice. They not only teach this but model it by having a policy council made up of parents and community representatives. Head Start is truly run by the parents. They have intergrity that is hard to come by these days and I wish more schools would take the initiative to hold standards as high as Head Start. Integrity is something they stand by and all schools should be held to that standard.

Reply Post new

Inappropriate? Alert us.

1 | 2

Next comments »

Post a comment

Sign in to PennLive.com

Username

Password

Remember me?



[Iforgot my username or password »](#)

Don't have an account?

Register now for free, or sign in with any of these services:



AIM

Google

OpenID



Site Search

Search Local Business Listings

[Site Index](#) | [Advertise](#) | [Contact us](#)

[» Make us your home page](#)

[Home](#) | [News](#) | [Weather](#) | [Sports](#) | [Entertainment](#) | [Interact](#) | [Living](#) | [Jobs](#) | [Autos](#) | [Real Estate](#) | [Classifieds](#) | [Shopping](#) | [Place an Ad](#)

- Your Photos
- Your Videos
- Pennsylvania blogs
- PennLive.com forums
- Special Projects
- Today's Patriot-News

- Find a Job
- Post a free classified ad
- Apartments and Rentals
- Business Finder
- Sell your car
- Special Guides

- Pets
- Dining
- Weddings
- High School Sports
- Penn State Football
- Obits/Death Notices

- [Subscribe to our content \(RSS\)](#)
- [Get breaking news alerts](#)
- [PennLive.com Twitter feed](#)
- [Local Sounds radio](#)
- [PennLive.com mobile site](#)



Subscribe to **The Patriot-News** today and get incredible savings off home delivery! [Subscribe Now!](#)

© 2011 PennLive LLC. All Rights Reserved. Use of this site constitutes acceptance of our **User Agreement**. Please read our **Privacy Policy**. **Community Rules** apply to all content you upload or otherwise submit to this site. **Contact interactivity management**.

CBS NEWS Biltmore

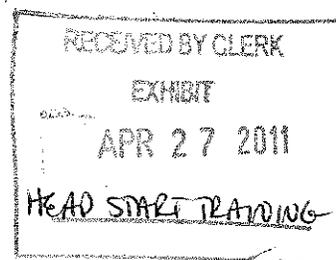
FREDERICK, Md. (AP) — The Frederick County Commissioners are shifting management of the local Head Start preschool program from the county to a federal contractor.

The board voted 4-1 Tuesday to give control of the program back to the federal government in a move that is expected to save the county \$2 million a year.

Commissioners President Blaine Young says he knows of no other Maryland county that runs its local Head Start program. The programs for at-risk children also can be run by nonprofit or for-profit organizations.

Young says the approximately 80 county employees who work for Head Start may be invited to reapply for positions with a federal contractor who is expected to take over March 1.

(Copyright 2011 by The Associated Press. All Rights Reserved.)



Memorandum



DATE: May 20, 2010
TO: Head Start/Early Head Start Policy Council Chairman and Members
FROM: Jane W. McQueen, Director Head Start/Early Head Start Division
SUBJECT: 2010-2011 Proposed Policy Council Composition

Below are the categories and numbers for the Policy Council composition for 2010-2011. The composition includes Head Start and Early Head Start Voting and Non-Voting Representatives, Community Representatives, and CAA Board Member. This year the grantee program has (12) clusters, (39) centers, and (24) home based families.

<u>CATEGORY</u>	<u>VOTING</u>	<u>NON-VOTING</u>	
- Head Start Parents	12 (1 per Cluster)	27 (1 per Center)	
- Early Head Start Parents	2 (Regional Voters)	8 (1 per Co-location & Self Contain Site)	
- EHS Home Based Parents	1 (Regional Voters)	1 (Families)	
- Community Representatives	3	0	
- CAA Board Member	1	0	
TOTAL:	19	36	= 55

The Delegate Agencies shall hold three (3) non voting seats for parent representatives to serve on the Executive Committee of the Policy Council.

RECEIVED BY CLERK
EXHIBIT
APR 27 2011

4/27/2011 Head Start Training - Exhibit #

MIAMI-DADE COUNTY COMMUNITY ACTION AGENCY



Head Start/Early Head Start 2010-2011 Policy Council Roster

2010-2011
Policy Council Cluster/Regional Voting Representatives

1. **Beach:** Arcola Lakes, *Keyatta Hodgson*
2. **Bethune:** Bethune, *Patrick Rolle*
3. **Caleb:** South Hialeah, *Jeimy Solis*
4. **Carrie Meek:** Carrie Meek, *Andre Hall*
5. **Central:** Jackson Dade, *Elizabeth Mathews*
6. **Colonel Zubkoff:** Colonel Zubkoff, *Crystal Jones*
7. **IAW:** IAW, *Dionne Robb*
8. **Leisure City:** Whigham, *Tonya Ferguson*
9. **Opa-Lock:** OEBL, *Keyace Sims*
10. **South Miami:** South Miami, *Rodney Demerritte*
11. **Victory Homes:** MLK, *Annielee Faison*
11. **Early Head Start South Region Voting Rep:** CPH-South, *Nacole Smith*
12. **Early Head Start North Region Voting Rep:** Carrie Meek, *Kamaria Blake*
13. **EHS South Region Home based Voting Rep:** *Machard Joseph*
14. **EHS North Region Home based Voting Rep:** *Johnnie Nesmith*
15. **Christopher Fernandez:** *Community Representative, Former Parent*
16. **Dr. Cathia Darling:** *Community Representative, Curriculum Vitae*
17. **Marie P. Woodson:** *Community Representative, Child Development Services*
18. **Dr. Santarvis Brown,** *CAA Board Member*

COMMUNITY REPRESENTATIVES & CAA BOARD MEMBER

Community Representative:

Christopher Fernandez, Former Parent
1456 Washington Avenue Apt# 212B
Miami Beach, FL. 33139
(786) 541-7565

Community Representative:

Dr. Cathia Darling, Curriculum Vitae
5000 Northwest 15th Avenue
Miami, FL. 33142
H: (305) 633-1114
C: (305) 781-3885

Community Representative:

Marie P. Woodson, Child Development Services (DHS)
2525 Northwest 62nd Street Suite #400
Miami, FL. 33164
W: (305) 514-6091
H: (954) 987-6865

CAA Board Representative:

Dr. Santarvis Brown
17531 Northwest 47th Avenue
Miami, Gardens 33055
H: (305) 620-7294
C: (786) 412-4680
DrSantarvisBrown@aol.com

Policy Council Executive Committee

CHAIRPERSON: Rodney Demerritte, South Miami Cluster

VICE-CHAIRPERSON: Jeimy Solis, Caleb Cluster

SECRETARY: Dionne Robb, IAW Cluster

ASSISTANT SECRETARY: Tonya Ferguson, Leisure City Cluster

TREASURER: Keyace Sims, OEBL Cluster

PARLIAMENTARIAN: Andre Hall, Parliamentarian

DELEGATE AGENCY REPRESENTATIVES:

North-Haitian Youth:

Andre Dubuche

1536 Northwest 119th Street #306

Miami, Florida 33167 (786) 282-7070

Central-KIDCO:

Corina Franco

1130 11th Street #3J

Miami, Florida 33139

(786) 247-2241

corinafrancog@gmail.com

South-Le Jardin IV:

Dana Lyons

13780 Southwest 271st Terrace #A

Homestead, Florida 33032

(786) 718-4245

Lyonslove2005@yahoo.com

Policy Council Planning & Budget Sub-Committee Members

CHAIRPERSON:

Keyace Sims

MEMBERS:

Yolanda Jefferson
Johnnie Nesmith
Cimika McRae
Alannah Simms-Chambers
Annielee Faison
Rodney Demeritte
Fabricia Matheus
Kedra Parker
Machard Joseph
Patrick Rolle

Policy Council Screening Sub-Committee Members

CHAIRPERSON:

Tonya Ferguson

MEMBERS:

Akeria Gibson
France Darius
Minisha Johnson
Jeimy Solis
Dionne Robb
Andre Hall
Kamaria Blake

BEACH CLUSTER

Voting Representative:

- **Arcola Lakes:**
Keyatta Hodgson
1250 NW 79th Street #108
Miami, FL. 33147
(786) 253-8943

Alternate Representatives:

- **Biscayne:**
Erica Laino
1011 NE 139th Street
North Miami, FL. 33161
(305) 981-2309
Acire190@aol.com
- **Feinberg Fisher:**
Joseph Caprioglio
3700 Collins Avenue #100
Miami Beach, FL. 33140
(305) 905-4185
joecaprioglio@att.net
- **Phyllis Miller:**
Derric Theoc
11295 NE 8th Avenue
North Miami, FL. 33161
(786) 344-1880
- **South Pointe:**
Brenda Cortez
727 Collins Avenue PH# 1
Miami Beach, FL. 33139
- **Treasure Island:**
Fabricia Mathews
1050 – 95th Street #3
Bay harbor, FL. 33154
(786) 985-7598
fabriciamatheus@hotmail.com

BETHUNE CLUSTER

Voting Representatives:

- **Bethune:**
Patrick Rolle
1441 NE 132nd Road
North Miami, Florida 33161
(305) 962-0498
Deion51815@msn.com

Early Head Start Representative:

- Dominique Rice
2946 NW 47th Street
Miami, FL. 33142
(786) 366-8908
Dominique_rice@yahoo.com

CALEB CLUSTER

Voting Representative:

- **South Hialeah:**
Jeimy Solis
19710 NW 39th Ave
Miami Gardens, FL. 33055
(786)-290-0966
Jsolis-@dadeschools.net

Alternate Representatives:

- **Caleb:**
Jaquila Ragin
2200 NW 57th Street #B
Miami, FL. 33142
(786)261-5343
Jaquila.ragin@live.com
- **Miami Park:**
Tyshawna Smith
9708 NW 26th Avenue
Miami, FL.
(786) 333-5097
Tyshawna80@yahoo.com

CARRIE MEEK

Voting Representative:

- **Carrie Meek**
Andre Hall
1435 NW 60th Street #1
Miami, FL. 33168
(786) 262-1762

Alternate Representatives:

- **Dupuis**
Naryiruis Hernandez
130 West 13th Street
Hialeah, FL.?
(786) 394-3561
- **Olinda:**
Akeria Gibson
2135 NW 52nd Street #G
Miami, FL. 33142
(786) 436-8220
- **Poinciana:**
Yolanda Jefferson
1387 NW 58th Terrace
Miami, FL. 33142
(786) 378-2914
yolifudge@yahoo.com
- **Westview:**
Kedra Parker
2561 NW 135th Street
Miami, FL.
(305) 508-8404

Early Head Start North Region Voting Representative:

- **Carrie Meek EHS**
Kamaria Blake
854 West 72nd Place
Hialeah, FL. 33014
(786) 262-5211

CENTRAL

Voting Representative:

- **Jacson Dade:**

Alternate Representative:

- **CPHI-North:**
Tarvis Williams
2620 NW 50th Street
Miami, FL. 33142
(305) 890-7982
- **Culmer:**
Christy Houston
1829 NW 2nd Court
Miami, FL. 33137
(786) 250-9531
Nut_lady123@yahoo.com
- **Douglass:**
Andrea Mercer
5093 NW 2nd Avenue
Miami, FL. 33127
(786) 387-0118
AAmercer@yahoo.com

Early Head Start Representative:

- **CPH-North EHS:**
Jacqueline Phipps
599 NE 132nd Street # 3
Miami, FL. 33161
(786) 522-2066

COLONEL ZUBKOFF

Voting Representative:

- **Colonel Zubkoff:**
Lourdia Asse
20080 NW 14th Avenue
Miami, FL. 33169
(305) 726-8668
charleslourdie@hotmail.com

Alternate Representative:

- **JFK:**
Luciene Delva
2065 NE 161st Street
Miami Beach, FL. 33162
(786) 318-6759
luciencedelva@yahoo.com
- **NORTH COUNTY:**
Chanda Santiago
3898 NW 207th Street Rd.
Miami, FL. 33169
(786) 208-1283
C_santiago00@yahoo.com
- **OAK GROVE:**
Loarena Henfield
545 NE 160th Terrace
Miami, FL. 33162
(954) 793-7046
lrhenfield@yahoo.com

Early Head Start Representative:

- **COLONEL ZUBKOFF:**
Ingrid Laleau
11691 NE 5th Court
Miami Beach, FL. 33162
(786) 329-1993
claudiajboo@yahoo.com

IAW

Voting Representative:

- **Isaac A. Withers:**
Dionne Robb
21308 SW 123rd Court
Miami, FL. 33170
(305) 793-7953

Alternate Representative:

- **CPH-SOUTH:**
Lakeisha Middlebrooks
220 NW 7th Avenue
Florida City, FL. 33034
(305) 910-4911
lakeishadmiddlebrooks@yahoo.com

Early Head Start Representative:

- **IAW:**
Nadiah Hendricks
11512 SW 200th Street
Miami, FL. 33157
(786) 261-7079
lahhendricks@yahoo.com

Early Head Start Representative:

- **CPH-SOUTH:**
Nacole Smith
27617 SW 139th Avenue
Miami, FL. 33032
(786) 260-2371
nacolekey@gmail.com

LEISURE CITY

Voting Representative:

- **WHIGHAM:**
Tonya Ferguson
21910 SW 118th Avenue
Miami, FL. 33170
(305) 469-6313
Tonyaf75@att.net

Alternate Representatives:

- **CHAPMAN:**
Minisha Johnson
28343 SW 140th Place
Homestead, FL. 33032
(305) 423-5525
Miamistunna02@aol.com
- **LEISURE CITY:**
Vanessa Arrasola
13471 SW 266th Street
Naranja, FL. 33032
(786) 473-4873
Varrasola2007@yahoo.com

Early Head Start South Region Voting Representative:

- **LEISURE CITY EHS:**
Gary Taylor
13830 SW 268th Street Apt# 201
Naranja, FL. 33033
(786) 715-8292

OPA-LOCKA

Voting Representative:

- **OEBL:**
Keyace Sims
915 NW 1st Avenue Apt# H1011
Miami, FL. 33136
(305) 896-0328

Alternate Representatives:

- **BUNCHE PARK:**
Senina Bennett
16837 NW 14th Avenue
Miami, FL. 33169
Senina305@hotmail.com
- **CAROL CITY:**
Deysi Armstrong
19766 NW 34th Avenue
Miami, FL. 33056
(786) 263-8237
skullynskullet@yahoo.com

MIAMI GARDENS EHS:

Jean Daniel Colin
40 NW 126th Street
North Miami, FL. 33168
(786) 357-2763

- **NATHAN B. YOUNG:**
France Darius
15720 NW 39th Place
Miami, FL. 33055
(305) 766-1637
fbdarius@gmail.com

SOUTH MIAMI

Voting Representative:

- **SOUTH MIAMI:**
Rodney Demerritte
3440 SW 25th Avenue
Miami, FL. 33133
(786) 283-3682
Demerritte_3@hotmail.com

Early Head Start Voting Representative:

SOUTH MIAMI EHS:
Valencia White
5719 SW 63rd Street
Miami, FL. 33143
(786) 879-9451

Alternate Representatives:

- **ARTHUR MAYS:**
Marica White
11324 SW 214th Street
Miami, FL. 33170
(786) 662-9073
Marciawhite98@yahoo.com
- **COLONIAL DRIVE:**
Delia Brown
10520 SW 160th Street
Miami, FL. 33157
(305) 910-6825
- **PERRINE:**
Linda Valentine
10820 SW 200th Street Apt# 367
Miami, FL. 33157
(305) 259-1703
(305) 302-8090
(305) 457-4825
mebxyz@yahoo.com
- **SWEETWATER:**
Tamara Garcia
11510 SW 4th Street
Miami, FL. 33174
(305) 221-8100
tgraciaf@msn.com
- **TROPICAL:**
Zinia Gonzalez
5140 SW 87th Avenue
Miami, FL. 33165
(786) 317-3647

VICTORY HOMES

Voting Representative:

- **LIBERTY SQUARE:**
Annielee Faison
1501 NW 64th Street
Miami, FL. 33147
(305) 693-3653
(786) 398-1748
anneileefaison@yahoo.com

Alternate Representatives:

- **CHARLES DREW:**
Alonnah Simms Chambers
771NW 61st Street
Miami, FL. 33127
(305) 742-3596
- **MLK:**
Anne Doleman
2466 Northwest 86th Street
Miami, Florida 33147
(786) 217-2334
Hweetyy@aol.com
- **ORCHARD VILLA:**
Norissa Nelson
1020 NW 56th Street
Miami, FL. 33127
(305) 546-1119
Nnelo22@yahoo.com or
nelson@miamidade.gov

Early Head Start Representative:

LIBERTY SQUARE EHS:
Tamara Vail
1414 SW 5th Street Apt# 18
Miami, FL. 33135
(786) 486-0382

EARLY HEAD START HOME BASED

- **SOUTH:**

Machard Joseph
27841 SW 140th Avenue
Miami, FL. 33032
(786) 422-3694
machardjoseph@yahoo.com

- **NORTH:**

Johnnie Nesmith
1716 NW 69th Street
Miami, FL. 33147
(786) 308-5362