

**CITY OF OAKLAND**  
**AGENDA REPORT**

2010 NOV -4 PM 1:10

TO: Office of the City Administrator  
ATTN: Dan Lindheim  
FROM: Department of Human Services  
DATE: November 16, 2010

RE: **Resolution Authorizing The City Administrator, On Behalf Of The City Of Oakland, To Review And Approve Oakland Head Start/Early Head Start Governing Procedures Developed In Accordance With Recent Head Start Legislation**

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**SUMMARY**

Staff requests that the City Council review and approve a Resolution authorizing the City Administrator to approve governance procedures developed by Oakland Head Start/Early Head Start in accordance with approvals required by Head Start Boards and Policy Councils and additions from recent Head Start legislation. In addition, the Policy Council and Advisory Panel have recommended specific changes, as a result of their annual review of program governance procedures, for which approval by City Council is also being sought.

**FISCAL IMPACT**

The request for approval of Governance Procedures developed by Oakland Head Start/Early Head Start program, along with clarifying changes to procedures, where indicated, will have no negative fiscal impact on the City of Oakland finances.

**BACKGROUND**

As the local grantee for the federal Head Start program, the City of Oakland is required to have an established policy group (Head Start Policy Council) and a well functioning governing body (City Council) that share responsibility for overseeing the delivery of high quality services to children and families in accordance with Head Start federal legislation and policies.

In May 2004, the City Council approved a resolution confirming the creation of a Head Start Advisory Panel to assist the City Council in its governance role for the Head Start program. The role of the Advisory Panel is to provide information, advice, and recommendations to the City Council in areas that require shared action by the City Council (as the governing body of Head Start) and the Head Start Policy Council. The Head Start Advisory Panel participates in the planning and review of matters related to the Head Start program and makes recommendations to the Life Enrichment Committee of the City Council for approval.

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The information provided in the following report presents the governing procedures in two parts. The procedures that are submitted annually for approval by the Policy Council and the City Council and/or its designee (the Head Start Advisory Panel) are presented under **Annual Governance Procedures**. Procedures that are submitted one-time (until changed) for City Council approval are presented under **One-Time (until changed)**. Both annual and one-time procedures are designed to support and facilitate the ongoing administration, management, implementation, monitoring and delivery of high-quality Head Start and Early Head Start services to income eligible families and children, birth – 5. Recommended changes to the annual and one-time (until changed) governance procedures are listed, where applicable, with each procedure.

At its most recent meeting on October 12, 2010, the Head Start Policy Council reviewed and approved the annual and one-time (until changed) governance procedures, which included recommended changes. An annual review and approval of the governance procedures is required by City Council, according to recent Head Start legislation. The specific changes that staff is proposing are presented under Annual Governance Procedures and One-Time (until changed) Governance Procedures, with relevant attachments listed.

## I. ANNUAL GOVERNANCE PROCEDURES

**A. Planning Procedures** - Planning procedures define a systematic, ongoing process of program planning, developed by the grantee and delegate that includes consultation with the program's governing body, policy council, and program staff and with other community organizations that serve Head Start and Early Head Start or other low-income families with children, 0-5-years-old. Performance Standard 1304.51(a).

The Oakland Head Start/Early Head Start planning procedure serves as a roadmap, the purpose of which is to establish and maintain a systematic approach to ongoing decision-making about the direction and scope of programs and services offered by the City of Oakland Head Start/Early Head Start. The planning process provides overall direction for the City Council and/or its designee (Head Start Advisory Panel), Policy Council and staff.

The planning process is reflected in the planning process/procedure flow chart and annual 2010-2011 planning calendar found in *Attachment A*. Given the comprehensive program design, delivery of services and multiple Head Start mandates, the planning procedure is critical in helping the Oakland Head Start/Early Head Start program meet program requirements effectively, each year. Below are the proposed changes to the Planning Procedure for 2010-2011. Attached is the existing Planning Procedure. (*See Attachment "A-I" Planning Procedure*)

**Planning Procedure - Proposed Changes**

**Staff proposes the following changes to the Planning Calendar for 2010/11:**

1. Move Policy Council Orientation from October to November – More representatives will be present
2. Move Report to City Council ( Life Enrichment Committee) from December to November due to Mandatory Business Shut down in December
3. Add to March – approval of the program’s philosophy- it was inadvertently not included
4. Remove City Council from December & May’s Joint Meetings

**Staff proposes the following changes to the Planning Procedures for 2010/11:**

**Current Language: (PROCEDURE)**

- The program year begins in September. The Program shall initiate its multi-year planning phase in June every three years with the review and update process beginning in ~~October~~ of each of the two succeeding years. The planning process for the upcoming planning cycle (including a planning calendar) will be reviewed and approved every year by the Policy Council and the Advisory Panel.

***Proposed New Language:***

- *The program year begins in September. The Program shall initiate its multi-year planning phase in June every three years with the review and update process beginning in **November** of each of the two succeeding years. The planning process for the upcoming planning cycle (including a planning calendar) will be reviewed and approved every year by the Policy Council and the **City Council or its designee, the Head Start Advisory Panel.***

**Current Language: (PROCEDURE)**

- Long-range program goals and short-term program and financial objectives developed through this process will be approved by the Policy Council and the Advisory Panel. Progress towards program goals and objectives will be reviewed periodically at management team meetings.

***Proposed New Language:***

- *Long-range program goals and short-term program and financial objectives developed through this process will be approved by the Policy Council and **City Council or the Advisory Panel.** Progress towards program goals and objectives will be reviewed periodically at management team meetings.*

**Current Language: (PROCEDURE)**

- Recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Policy Council using Community Assessment data.

***Proposed New Language:***

- *Recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Policy Council **and the City Council and or its designee, the Head Start Advisory Panel** using Community Assessment data.*

Main components of the planning process include: Community Assessment, Goals and Objectives, Service Area Plans, Criteria for Recruitment, Selection and Enrollment priorities, and the funding application. The two components which must be approved by Policy Council, and the City Council and/or its designee (Head Start Advisory Panel) annually are the Goals and Objectives and Criteria for Recruitment, Selection and Enrollment priorities. Based on our planning procedures this past year, staff has reviewed and determined the Goals and Objectives and Child Recruitment and Selection Criteria.

**B. Goals and Objectives** - As referenced previously, the Goals & Objectives are a main component in Oakland Head Start/Early Head Start planning procedures. The bases of the Goals & Objectives are the program's annual Self-Assessment, Community Assessment (or Community Assessment Update) and parent feedback, along with a wealth of input from community partners. The Goals & Objectives are developed through the planning process and include long-term and short-term targets. The Goals & Objectives are established every three years with annual updates. Below are the Head Start/Early Head Start 2010-2013 Goals for the grantee, delegate and grantee-ARRA programs.

### 2010-2013 Goals

#### City of Oakland Head Start

- Goal 1:** Oakland Head Start will enhance its efforts to **leverage additional funding and resources** to support the comprehensive child development services that it provides, and expand Early Head Start services.
- Goal 2:** Oakland Head Start will work to **improve the physical and social emotional health** of children, families and staff.
- Goal 3:** Oakland Head Start will increase its efforts to **meet the diverse needs** of Oakland Head Start children and families.
- Goal 4:** Oakland Head Start will continue to **improve the literacy skills** of children and families, with an emphasis on **school readiness** for children entering kindergarten.

#### Unity Council (delegate) Head Start & Early Head Start

- Goal 1:** Expand opportunities for **leadership development** for staff and families through the recognition of and building upon current capacity.
- Goal 2:** Build **strong connections** with communities, helping families **address violence**.
- Goal 3:** Establish a systematic approach to **supporting classrooms** with a focus on **dual language learning**.
- Goal 4:** Increase opportunities for **parent training and access** to limited and more restrictive resources.

**City of Oakland ARRA Early Head Start**

- Goal 1:** Preschool and School Readiness: To constantly strengthen the Early Head Start program and **develop community-wide partnerships dedicated to aligning efforts to ensure that all infants, toddlers, and children** are prepared for success in Head Start, preschool age programs, kindergarten and beyond.
- Goal 2:** Family Engagement: To **expand family engagement opportunities** that will strengthen parent/guardian's role as their infant/child's advocate, decision-maker, and primary educator.
- Goal 3:** Health and Nutrition: To **enhance the nutrition services** provided by the program and **strengthen partnerships that support the physical and emotional health of infants/children and families.**
- Goal 4:** Workforce: To **develop staff skills and cultural competency** necessary to provide the highest quality services for all Early Head Start children and families.

**C. Child Recruitment/Selection Procedure** - The Child Recruitment/Selection procedure was developed by the grantee in conjunction with Performance Standard 1304.5(d)(1)(v) and in accordance with requirements from the Code of Federal Regulations Governing the Head Start Program Title 45 (CFR 45), Subchapter B, Part 1305. The process includes consultation with the program's governing body and program staff who, together, propose the enrollment priorities, in preparation for the upcoming school year.

Main components of the child recruitment/selection process include: Selection Criteria for the Priority Rating Scale for Head Start and Early Head Start; Priority Rating Scale; and Eligibility Verification. Below is the summary of the Oakland Head Start/Early Head Start 2010 Priority Rating and Selection Procedure.

**PRIORITY RATING SCALE AND SELECTION PROCEDURE**

The Priority Rating Scale and Selection Procedure for Head Start and Early Head Start was developed by the grantee in conjunction with Performance Standard 1304.5(d)(1)(vii) and in accordance with requirements from the Code of Federal Regulations Governing the Head Start Program Title 45 (CFR 45), Subchapter B, Part 1305.

The process includes consultation with the program’s governing body, program staff and Enrollment, Recruitment, Selection, Eligibility and Attendance (ERSEA) Committee members, who, together, propose the enrollment priorities, in preparation for the upcoming school year.

Based on the proposed enrollment priorities for Head Start and Early Head Start, Selection Criteria are established and a Priority Rating Scale is developed, based on a point system that is defaulted using the ChildPlus data base software.

The Selection Criteria is submitted to the Policy Council and the Governing Board for approval before recruitment begins. Applications are reviewed and ranked according to this system, participant eligibility is verified by Head Start ERSEA staff, and children are selected from the list as vacancies occur.

**D. Self Assessment Report** - As a part of the required Ongoing Monitoring procedures established by Oakland Head Start/Early Head Start, the program conducts an annual self-assessment. The self-assessment process occurs with the consultation and participation of the Policy Council, Advisory Panel, grantee and delegate program staff and, as appropriate, other community members.

In accordance with Performance Standard 1304.51(2)(i) grantee and delegate agencies must conduct a self-assessment of their effectiveness and progress in meeting program goals and objectives and in implementing Federal regulations, a final report of which must be approved annually by Policy Council and the City Council and/or its designee (Head Start Advisory Panel). Below is a summary of Oakland Head Start’s 2010 Self Assessment.

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**CITY OF OAKLAND  
HEAD START PROGRAM  
SELF-ASSESSMENT  
2010**

**SUMMARY**

The City of Oakland Head Start program conducted its annual Self Assessment on January 19<sup>th</sup> thru January 29<sup>th</sup>, 2010 to evaluate its effectiveness in meeting the Head Start Performance Standards, including the management systems, fiscal management and the content area services, as well as the 2007-2010, three-year Program Goals & Objectives.

Site visits were made to six Head Start Centers and one family child care home (FCC). The Home Based program option was reviewed by attending a home visit and observing a socialization activity.

The Self Assessment team included parents from the Policy Council and members from the Head Start Advisory Panel; Family Advocates; Center Directors; administrative staff; and management team staff members.

The Self Assessment included reviews of child records and program policies and procedures; meetings with staff, governing body members, and parents; and classroom observations at the centers, to thoroughly assess the program's strengths and non-compliances.

The overall results of the Self Assessment indicated that there were no major findings in the areas of Governance, Planning, Mental Health, Family Services, and Disabilities.

Strengths were noted in the areas of Program Governance, Education and Early Childhood Development, Health Services, Disabilities Services, and Family Services, which assisted the program in reaching the program goals aligned with improving the literacy skills of children and families with an emphasis on school readiness; as well as goals aligned with improving the physical, social, and emotional health of children and families in Oakland Head Start.

Strengths which were highlighted included the program's partnership with Alameda County Public Health Department and Samuel Merritt School of Nursing, which included providing on-site flu clinics at Head Start sites, along with flu vaccinations, immunization audits, and classroom health education, training and technical assistance.

Areas of concern which were noted included Ongoing Monitoring, Communication and Recordkeeping and Reporting. In accordance with Head Start Performance Standards, citations were provided for the items in question and plans of Corrective Action were successfully implemented.

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## II. ONE-TIME (UNTIL CHANGED) GOVERNANCE PROCEDURES

**A. Code of Conduct** – According to Performance Standard 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 are required. On August 10, 2010, staff amended the Policy Council By-Laws to include a section on Code of Conduct (III) and the Policy Council approved the amendment on October 12, 2010. As a measure of standard practice, staff recommended that the Standards of Conduct (Article VIII) of the Advisory Panel By-Laws be reviewed and approved by City Council, one-time (until changed). Below is the proposed addition of the Code of Conduct to the Policy Council By-Laws. Attached are the existing Standards of Conduct for the Head Start Advisory Panel. (*See Attachment "A-II"*)

### III – CODE OF CONDUCT (Policy Council By-Laws)

1. Members of the Policy Council are expected to maintain standards of behavior that avoid the perception of any wrongdoing. Specifically, Policy Council members must adhere to the following standards while serving as members of the Policy Council:
  - a) Will respect and promote the unique identity of each child, family, employee, Policy Council member and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability.
  - b) Must uphold the agency's confidentiality guidelines stated as follows
    - (i) Confidential information regarding children and families of children enrolled with City of Oakland Head Start /Early Head Start must not be discussed during Policy Council meetings;
    - (ii) Information discussed at Policy Council meetings must be related to program operations/business or decision-making; items on the established agenda;
    - (iii) Information shared and/or decisions made regarding Human Resource/Personnel actions must not be discussed outside of the Policy Council meetings.
  - c) Will support and participate in a TEAMWORK approach to decision making.
  - d) Will behave and interact respectfully while participating on Policy Council or representing the organization within the community.
  - e) Must have an interest and concern for children and their families.
  - f) Policy Council members will neither solicit nor accept personal gratuities, favors or anything of monetary value for personal use from contractors or potential contractors with the Head Start / Early Head Start program.



**III – CODE OF CONDUCT (Policy Council By-Laws) (continued)**

- g) Are prohibited from using their position on Policy Council for purposes which are, or give the appearance of being, motivated by a desire for private gain for themselves or others, such as those with family, business or other ties.
  - h) Must not make public statements under the auspices of any agency title without the approval of the Head Start Policy Council Chairperson and other appropriate approving authorities of the City.
  - i) Will adhere to the Bylaws' Code of Conduct, the Head Start Act and Regulations and City requirements. Procedures that describe shared governance in Head Start become operating procedures for the Policy Council once they are adopted by the Head Start Advisory Panel, the Policy Council and the City Council.
  - j) Will respect and uphold the legal authority of the Policy Council to establish, review, or revise the Code of Conduct for individuals participating on the Policy Council.
2. Failure to adhere to this Code of Conduct may result in sanctions, including the recommendation for removal of any Policy Council member.

**B. Policy Council Election Procedure** - The membership of the Policy Council shall consist of two types, parent representatives and community representatives. Parent members shall always constitute a majority of 51% of the Council membership and community members shall constitute (no more than) 49% of the Council membership. Section I of the Policy Council By-Laws, Article II – Membership, attached, outlines the procedure by which Policy Council members are selected, and must now be approved by Policy Council and the City Council and/or its designee (Head Start Advisory Panel) one-time (until changed). We are recommending no changes to the existing procedure. Attached is the existing by-law in Section I, Article II – Membership, within the Policy Council By-Laws. (*See attachment "B-II"*)

**C. Roles and Responsibilities of Governing Body Members (Implementing a High Quality Program)** – The Roles and Responsibilities of Governing Body Members established by Oakland Head Start/Early Head Start are written policies that define the roles and responsibilities of the governing body members that inform them of the management procedures and functions necessary to implement a high quality program, in accordance with Performance Standard 1304.50(g)(1), and must be approved by the City Council and/or its designee (Head Start Advisory Panel) one-time (until changed). On August 12, 2010 the Head Start Advisory Panel reviewed and discussed the policy on Roles and Responsibilities of the Governing Body and recommended that changes be made to the procedure. Below are the proposed changes recommended by the Head Start Advisory Panel. Attached is the existing policy on Roles and Responsibilities of Governing Body Members. (*See attachment "C-II"*)

**Roles and Responsibilities of Governing Body Members****Proposed Changes****Existing:** Procedure (2)

The Advisory Panel/Board will receive annual orientation and training to the Head Start program to assure understanding the Head Start philosophy, the role of parents and the Policy Council in the shared governance structure, including the need for the Policy Council to approve policies and procedures.

***Suggested:***

*The Head Start Advisory Board will receive annual Governance Training in regards to the shared governance structure, including the need for the Policy Council to approve policies and procedures. Each new Head Start Advisory Board member will receive an orientation to assure understanding of Head Start Philosophy, role of parents and Policy Council in shared governance structure, including the need for the Policy Council.*

**D. Shared Governance Procedures** – The Shared Governance procedures established by Oakland Head Start/Early Head Start are written procedures that describe how the governing body and the appropriate policy group will implement shared decision-making, and include the following three primary functional areas: (1) Planning, (2) General Procedures and (3) Human Resources Management, in accordance with Performance standard 1305.50(d)(1)(ii), and must be approved by the City Council and/or its designee (Head Start Advisory Panel) one-time (until changed). On August 12, 2010 the Head Start Advisory Panel reviewed and discussed the Shared Decision-Making procedure and recommended changes be made to the procedure. Attached, is the existing policy and accompanying flowchart on Shared Decision Making. (*See Attachment “D-II”*)

**Shared Decision Making P.S. 1304.50, recommended changes:**

**Current Language:** (PLANNING section #7)

The Policy Council and the Head Start Advisory Panel shall have two joint meetings per year. In addition, the Policy Council and Head Start Advisory Panel shall submit reports to the City Council Life Enrichment Committee three times per year.

**Proposed New Language:**

*The Policy Council and the Head Start Advisory Panel shall have two joint meetings per year. In addition, the Policy Council and Head Start Advisory Panel shall submit reports to the City Council Life Enrichment Committee no less than semi-annually.*

**Current Language:** (GENERAL PROCEDURES section “h”)

Community representatives must be approved annually by the parent Council members.

**Proposed New Language:**

*Community representatives must be approved annually and on an as needed basis by the Policy Council members.*

➤ **Shared Decision Making FLOW CHART, recommended changes:**

**Current Language:**

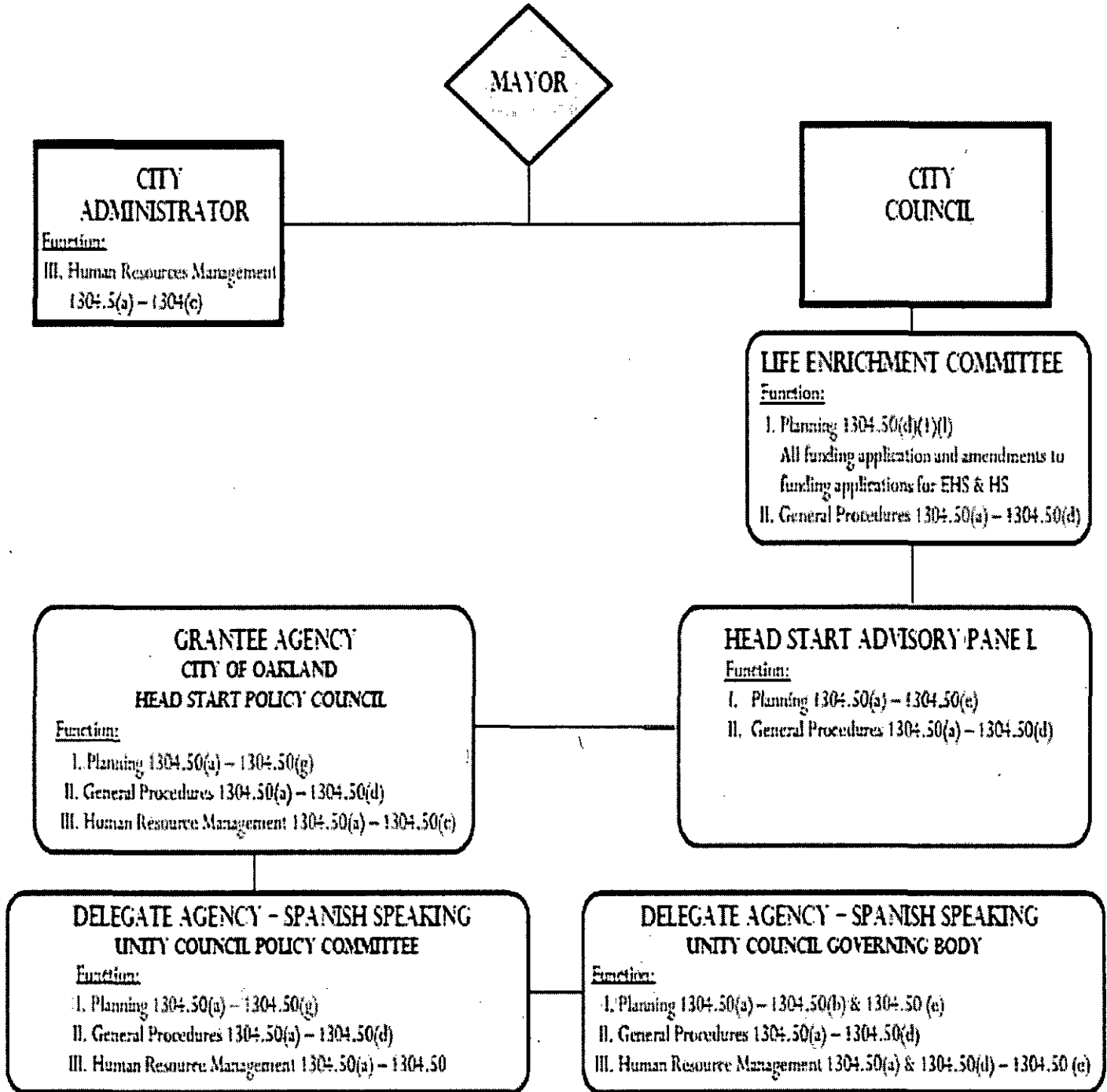
Nothing Listed

**Proposed New Language:** (Add PLANNING section I and GENERAL PROCEDURES Section II under Life Enrichment Committee)

Function:

- I. *Planning 1304.50(3)(1)(I)  
All funding application and amendments to funding applications for EHS & HS*
- II. *General Procedures 1304.50(a) – 1304.50(d)*

**City Of Oakland Head Start  
Shared Decision Making Structure**



**E. Procedure for Complaints/Investigations for Head Start/Early Head Start** – The procedures for Complaints/Investigations established by Oakland Head Start/Early Head Start are written procedures to establish and maintain a process of working with the grantee and delegate agency to resolve community complaints about the program, in accordance with Performance Standard 1304.5(d)(2)(v), and must now be approved by Policy Council and the City Council and/or its designee (Head Start Advisory Panel) one-time (until changed). We are recommending no changes to the existing procedure. *(See Attachment “E-II” Resolving Community Complaints)*

**F. Internal Dispute Resolution Procedure (Impasse)** – Written procedures established by Oakland Head Start/Early Head Start, in accordance with Performance Standard 1304.50(h), for resolving internal disputes, including impasse procedures, between the governing body and policy group, which must be approved by Policy Council and the City Council and/or its designee (Head Start Advisory Panel) one-time (until changed). On August 12, 2010, the Head Start Advisory Panel reviewed and discussed the Internal Dispute Resolution Procedure (Impasse) and recommended changes be made to the procedure. Below are the changes to the Internal Dispute Resolution Procedure, recommended. Attached are the existing procedures on Internal Dispute Resolution. *(See Attachment “F-II”)*

**Internal Dispute Resolution Procedure (Impasse)**

**Proposed Changes**

**PROCEDURE**

**Current Language:**

1. If at any time the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council disagree on any item that requires their joint approval, a Dispute Resolution Committee will be established with two representatives each from the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council.

***Proposed New Language:***

*If at any time the City Council and or/its designee (the Head Start Advisory Panel) and Policy Council disagree on any item that requires their joint approval, a Dispute Resolution Committee will be established with two representatives each from the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council. An impartial fifth member, who will be approved by both parties, will be added in the event there is a tie vote.*

**G. Policy Council By-Laws** – Written procedures are established by Oakland Head Start/Early Head Start, in order for members to participate in the organization, planning, and development of the Head Start/Early Head Start program. The Policy Council works closely with staff, parents,

and the governing body to assure the delivery of high-quality services to children and families, in accordance with Head Start legislation, regulations, and policies. The formal structure of program governance provides parents and other community representatives with the authority and opportunity to participate in shared decision-making concerning program design and implementation. The Head Start Policy Council By-Laws must be approved by the Policy Council and City Council and/or its designee (Head Start Advisory Panel) one-time (until changed). The one proposed change was previously referenced, the addition of the Code of Conduct, Item A. Given this recommended change, the Policy Council By-Laws are being submitted for re-approval. *(See Attachment "G-II" – City of Oakland Head Start Policy Council By-Laws)*

**H. Procedures for Selecting Delegate Agencies** - According to the Performance Standards, the Policy Council shall make recommendations to the Board (the City Council) regarding the selection of delegate agencies. New funding opportunities, loss of a current delegate, or other reasons may cause the grantee to consider selecting a new delegate agency. In the event there is a need to select a delegate agency, the program will follow the specific procedures outlined below.

**Procedures for Selecting a Delegate Agency**

- Head Start Management staff will notice a public meeting inviting potential delegate agency representatives.
- During this public meeting information will be shared regarding the need for and the responsibilities of a delegate agency.
- Interested parties will be required to submit a proposal based on Request for Proposal guidelines.
- Proposals will be reviewed by a selection committee including but not limited to a representative from the Policy Council, Head Start Advisory Panel, the Executive Director and Head Start Director.
- Upon the selection committee's recommendation, staff will consult with Regional Office, request that the Policy Council approve the recommendation and recommend City Council approval.
- Staff will take the Policy Council's recommendation to the City Council for approval.
- Upon the approvals of the Regional Office, Policy Council and City Council the selected delegate agency will be notified.

There are two other aspects of Head Start Program Governance - Human Resources/Personnel Management and Fiscal Management policies and procedures, which require Board approval, as per Federal Head Start regulations. Given that the City of Oakland is the Head Start Grantee, the Head Start program follows the City's established personnel and fiscal policies and procedures, as approved by the City Council and Administered by the City Administrator.

## KEY ISSUES AND IMPACTS

Additional approvals required by Head Start Boards and Policy Councils, based on recent Head Start legislation precipitated the need for Oakland Head Start/Early Head Start to revise governance procedures and submit for approval by the Policy Council and City Council and/or its designee (Head Start Advisory Panel).

At its most recent meeting on October 12, 2010, the Head Start Policy Council reviewed and approved the annual and one-time (until changed) governance procedures and clarifying changes to governance procedures, where indicated.

Although the City Council approved a resolution confirming the creation of the Head Start Advisory Panel to provide assistance in areas that require shared action by the City Council and Policy Council, Oakland Head Start/Early Head Start Program is submitting the additional governance procedures for City Council approval as a measure of standard practice.

## PROGRAM DESCRIPTION

The City of Oakland has been a grantee for the Head Start Program since January 1972. Head Start is a national early childhood education program that promotes school readiness by enhancing the social and cognitive development of preschool children through the provision of educational, health, nutritional, social and other services to economically disadvantaged children and families.

In 1988, the City entered into a grantee-delegate relationship with the Unity Council to serve children and families in the Fruitvale District. Multiple regional and local approvals were required for the designation of the Unity Council as the delegate agency. As the City's delegate agency, the Unity Council meets all complex state childcare licensing and federal Head Start requirements, and was selected and approved by the Head Start Policy Council and Head Start California Regional Office in addition to the City Council. The Unity Council is located in a service area with high need, and has the capacity to provide childcare for over 500 children. In 1998, the City also delegated to the Unity Council the operation of the Early Head Start Program, which serves 200 low-income children from birth through age 3 and their families.

Currently, the City and Unity Council serve 1,574 children ages birth to 5, through Head Start and Early Head Start services. The City directly serves 1,061 Head Start children in seventeen Centers and six Family Child Care homes, and the Unity Council serves an additional 313 Head Start and 200 Early Head Start children and their families at four centers. In November 2009, the City was awarded a 2009 ARRA Early Head Start Expansion Grant to provide Early Head Start services for an additional 204 eligible families with children, birth to 3.

## **SUSTAINABLE OPPORTUNITIES**

**Economic:** The Head Start and ARRA Early Head Start grants create approximately 202 jobs, including people directly employed in centers, plus an unknown number of jobs through its economic multiplier effect. Most of these jobs are held by residents of Oakland. In addition, Head Start and Early Head Start buy goods and services to support their programs, and most of these are purchased from Oakland-based firms or individuals.

**Environmental:** There are currently no direct environmental benefits or impacts from the Head Start/Early Head Start program to the City of Oakland. The program uses recyclable paper products.

**Social Equity:** The Oakland Head Start/Early Head Start Program delivers comprehensive, high-quality services to children and families in the City of Oakland. These services are designed to foster healthy development in low-income children. Head Start provides a range of individualized services in the areas of education and early childhood development, medical, dental, and mental health services, nutrition, and parent involvement. The range of services is responsive and appropriate to each child and family's developmental, ethnic, cultural, and linguistic heritage and experience. Recent scientific research has verified what early childhood educators have known for years: that how children are nurtured and educated in their youngest years has a significant impact on later growth and development.

## **DISABILITY AND SENIOR CITIZEN ACCESS**

All Head Start and Early Head Start centers are in compliance with the Americans with Disabilities Act (ADA) and the Older American Act.

## **RECOMMENDATION(S) AND RATIONALE**

The Head Start Advisory Panel reviewed this report at its most recent meeting, October 14, 2010, and has recommended that it be forwarded to the City Council for approval.

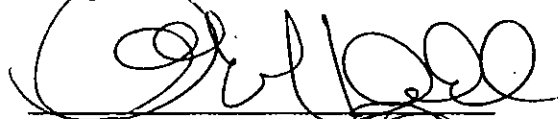
Staff recommends that the City Council approve a resolution authorizing the City Administrator, on behalf of the City of Oakland, to review and approve Oakland Head Start/Early Head Start governance procedures developed in accordance with recent Head Start legislation and clarifying changes to the procedures, where indicated.



**ACTION REQUESTED OF THE CITY COUNCIL**

That the City Council approves a resolution authorizing the City Administrator, on behalf of the City of Oakland, to review and approve Oakland Head Start/Early Head Start governance procedures developed in accordance with recent Head Start legislation and clarifying changes to the procedures, where indicated.

Respectfully submitted,



Andrea Youngdahl  
Director, Department of Human Services

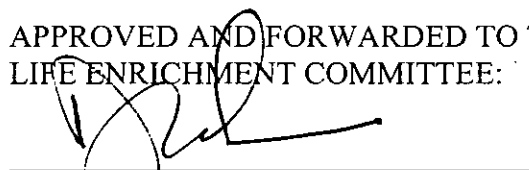
Reviewed by: Usana Pulliam, Manager  
Early Childhood & Family Services  
Head Start & Early Head Start Program

Prepared by: Tracey Black, Planner

**ATTACHMENTS:**

- A-I Planning Procedure and Attachment A1-Proposed Changes for the 2010-2011 (4pgs)
- A-II Standards of Conduct for the Advisory Panel (1pg)
- B-II Head Start Policy Council By-Laws, Section I. Article II – Membership (2pgs)
- C-II Roles and Responsibilities of Governing Body Members (1pg)
- D-II Shared Decision Making Policy (4pgs)
- E-II Resolving Community Complaints (2pgs)
- F-II Internal Dispute Resolution Procedure (Impasse) (2pgs)
- G-II City of Oakland Head Start Policy Council By-Laws (15pgs)

APPROVED AND FORWARDED TO THE  
LIFE ENRICHMENT COMMITTEE:



Office of the City Administrator

Item: 6  
Life Enrichment Committee  
November 16, 2010

## PLANNING PROCEDURES

P.S. 1304.51

**Performance Standard 1304.51(a) - Program Planning**

(1) Grantee and delegate agencies must develop and implement a systematic, ongoing process of program planning that includes consultation with the program's governing body, policy groups, and program staff, and with other community organizations that serve Early Head Start and Head Start or other low-income families with young children.

**POLICY**

The purpose of the planning process is to establish and maintain a systematic approach to decision-making about the direction and scope of programs and services offered by City of Oakland Head Start. The planning process provides overall direction for the City Council and/or its designee (the Head Start Advisory Panel), Policy Council and staff. Main components of the planning process include: Community Assessment, Goals and Objectives, Service Area Plans, Criteria for Recruitment, Selection and Enrollment priorities, and the funding application.

**PERSON RESPONSIBLE**

Head Start Director  
Head Start Planner  
Head Start Management Staff

**FREQUENCY**

Ongoing

**PROCEDURE**

- The program year begins in September. The Program shall initiate its multi-year planning phase in **June** every three years with the review and update process beginning in **October** of each of the two succeeding years. The planning process for the upcoming planning cycle (including a planning calendar) will be reviewed and approved every year by the Policy Council and the Advisory Panel.
- The Head Start Planner will conduct an assessment of community needs, resources and strengths every three years (Community Assessment); and conduct updates in the intervening two years.
- The Community Assessment results will be shared and discussed with the Policy Council, Head Start Advisory Panel, and community members. Staff will use this analysis, along with the findings of the program's Self Assessment, to determine goals, objectives and specific program direction (priorities for selection, recruitment and enrollment, enhancements to program plans and collaboration activities with other community agencies).
- Long-range program goals and short-term program and financial objectives developed through this process will be approved by the Policy Council and the Advisory Panel. Progress towards program goals and objectives will be reviewed periodically at management team meetings.
- Recruitment, Selection and Enrollment Priorities, and any changes to program options, will be proposed by staff and approved by the Policy Council using Community Assessment data.

LIFE ENRICHMENT CMT

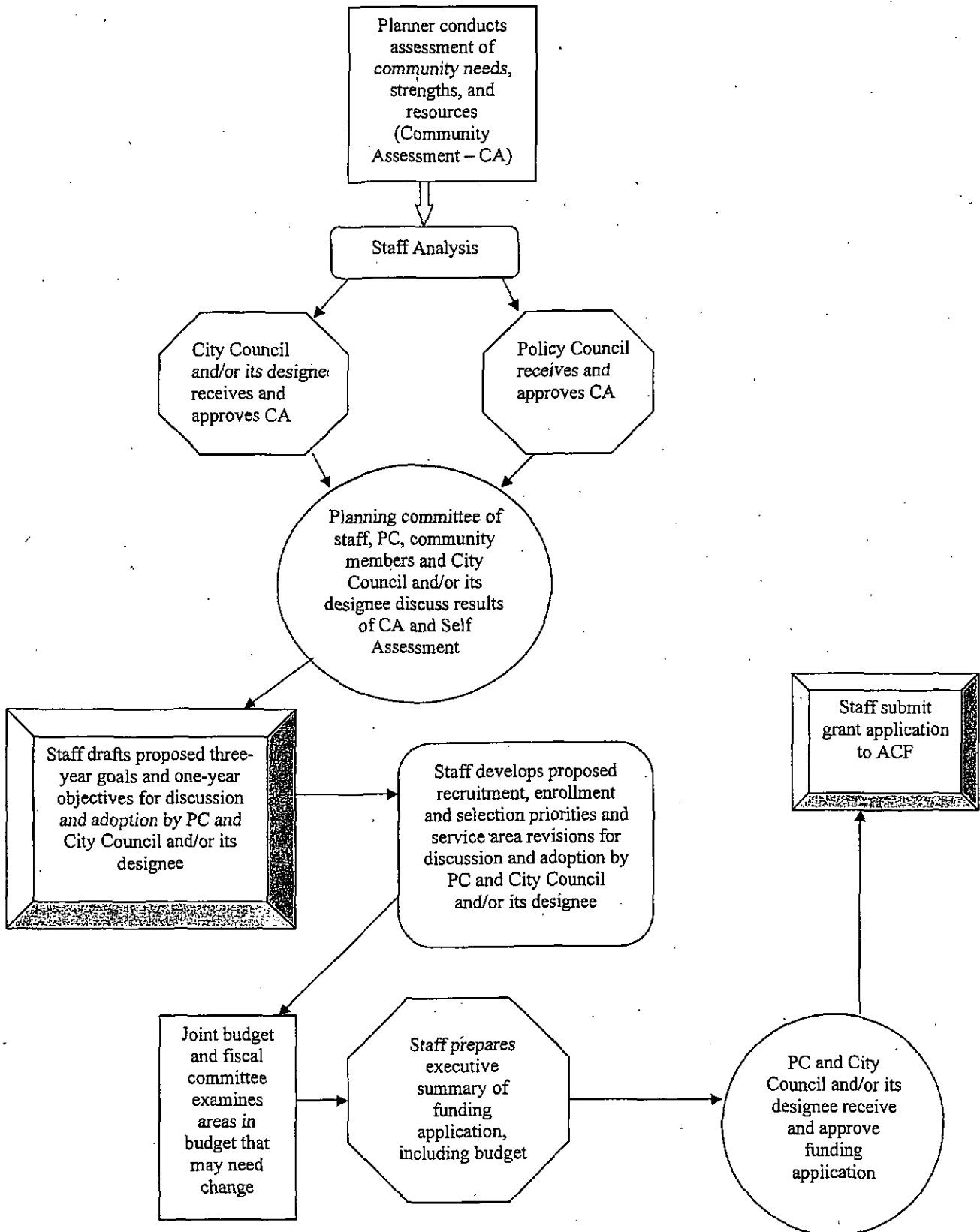
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## ATTACHMENT "A-I" (CONTINUED)

- Management staff will develop written plans for implementing services, consistent with program goals and objectives, in each program area. (service area plans)
- Written service area plans will be reviewed and approved by staff, the Policy Council and the Advisory Panel annually.
- The joint Budget and Fiscal Committee, along with Head Start management staff, will review the budget for areas that may need changes, according to the service area plans and/or available resources.
- The Head Start Planner will develop the draft of the funding application, based on the above planning components, and including a review of budget changes. The Head Start Director will present the final application and summary to the Policy Council, Advisory Panel, and City Council for review and approval.

*See flowchart for highlights of planning/grant application process*

**PLANNING/GRANT APPLICATION PROCESS**



**HEAD START/EARLY HEAD START ADVISORY PANEL/POLICY COUNCIL  
PLANNING CALENDAR 2010-11**

SEPTEMBER, 2010	OCTOBER	NOVEMBER	DECEMBER	JANUARY, 2011
<ul style="list-style-type: none"> <li>• New Funding Year begins</li> <li>• Policy Council (PC) Members make presentations about PC Role at sites</li> <li>• PIR Review</li> <li>• Monthly Budget Report</li> <li>• Governance Training, Head Start Advisory Panel (HSAP)</li> </ul>	<ul style="list-style-type: none"> <li>• PC Elections (Site Level)</li> <li>• Monthly Budget Report/Fiscal Orientation</li> <li>• On-Going Monitoring Training</li> </ul>	<ul style="list-style-type: none"> <li>• Grant Applications (GA), Community Assessment Update begins</li> <li>• Self Assessment Planning begins (GA)</li> <li>• Nomination of PC Officers</li> <li>• Governance Training, Part I</li> <li>• Monthly Budget Report</li> <li>• Delegate Agency –Director Report to HSAP</li> <li>• Budget Training (Internal Control)</li> <li>• PC Orientation</li> <li>• Report to City Council –Life Enrichment Committee (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>• New Policy Council seated</li> <li>• Election of PC Officers</li> <li>• Recognition of Outgoing PC Officers</li> <li>• Monthly Budget Report</li> <li>• Governance Training, Part II</li> <li>• Focused Monitoring Report</li> <li>• Joint Meeting HSPC, HSAP</li> <li>• Community Assessment Update reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment, Selection &amp; Enrollment Priorities approved</li> <li>• Governance Training, Part III</li> <li>• Monthly Budget Report</li> <li>• Community Assessment Update approved</li> <li>• Child Outcomes Report</li> </ul>
FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> <li>• Budget Preparation begins</li> <li>• Self-Assessment Report</li> <li>• Monthly Budget Report/Fiscal Training</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations from City Council and/or its designee (HSAP) and PC Planning &amp; Finance Committees on New Priorities</li> <li>• Update 3-Year Program Goals, 1-Year Objectives (GA) and Program Philosophy</li> <li>• Review Program Options</li> <li>• Draft of Grant Application begins</li> <li>• Self Assessment Report approved (GA)</li> <li>• PC/HSAP Letter to City Council (LEC)</li> <li>• Monthly Budget Report</li> </ul> <p>Comments: _____</p>	<ul style="list-style-type: none"> <li>• Budget Revisions</li> <li>• Service Area Plans Revisions (if needed) approved</li> <li>• Staff works on Final Application &amp; Summary for City Council and/or its designee</li> <li>• Plans for Parent Appreciation begins</li> <li>• Goals &amp; Objectives approved</li> <li>• Focused Monitoring Report</li> <li>• Monthly Budget Report</li> <li>• Child Outcomes Report</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed Summary of the Application is prepared</li> <li>• Request for Budget Changes (if needed)</li> <li>• Grant Application (GA) presented to the City Council</li> <li>• Monthly Budget Report</li> <li>• Joint meeting HSPC, HSAP</li> </ul>	<ul style="list-style-type: none"> <li>• Grant Application is submitted to ACF</li> <li>• Policy Council makes recommendation for training</li> <li>• Monthly Budget Report</li> <li>• Child Outcomes Report</li> </ul>
JULY	AUGUST	<p><b>GA = Grant Application</b>  <b>CC = City Council</b>  <b>LEC = Life Enrichment Committee</b>  <b>PC = Policy Council</b>  <b>HSAP = Head Start Advisory Panel</b></p>		
<ul style="list-style-type: none"> <li>• Composition of the PC is reviewed</li> <li>• PC/HSAP Bylaws are reviewed &amp; proposed revisions identified (if needed)</li> <li>• Planning Process and written process for next year approved by PC and HSAP, including the adoption of Planning Calendar</li> <li>• Monthly Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• Composition of PC recommendations for changes are proposed to the City Council</li> <li>• Policies &amp; Procedures are revised (if needed)</li> <li>• PC/HSAP adopts revisions to Bylaws</li> <li>• Monthly Budget Report</li> </ul>			

Revised as of September, 2010

## ATTACHMENT "A-II"

### ARTICLE VIII

#### Standards of Conduct (Advisory Panel By-Laws)

##### Section 1.

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

## Head Start Policy Council By-Laws

### ARTICLE - II MEMBERSHIP

#### SECTION I.

The membership of the Policy Council shall consist of two types, parent representatives and community representatives. Parent members shall always constitute a majority 51% of the Council membership and community members shall constitute (no more than) 49% of the Council membership.

A. Parent representatives shall be chosen in the following manner:

- One elected representative and one alternate shall be elected from each Head Start and Early Head Start Center, as well as Home base option. The alternate shall serve only when the elected member is unable to attend.
- Parents in the Family Child Care option will be represented by one member and one alternate.
- Each delegate agency will be represented by one (1) elected representatives from each site and one (1) representative from home based services operated by the delegate. Each elected representative from the delegate may be represented by an alternate when the elected member is unable to attend.

B. Election of parent members shall occur at each site no later than October 15. Such elections will be overseen by the Policy Council member currently serving from the site and by staff of the site. Once elected, the member's and alternate's names shall be forwarded to the Head Start Manager or other designee with specific documentation of the vote for each parent.

- ◆ Newly elected parent representatives shall be seated at the December meeting.

C. Community Representatives are of two kinds:

- ◆ Agencies and organizations which support the goals and objectives of the Head Start Program, representing major business, public or private community groups,

## ATTACHMENT "B-II" (CONTINUED)

- ◆ civic or professional organizations, and others who have a concern for low-income children and families

and who can contribute to the Program. This may include former parents.

1. Agencies and organizations that can support the goals and objectives of the program will be proposed to the Council by the Head Start Manager in December and throughout the year as needed.
  2. Former members who served as Parent Representatives may serve as Community Representatives. Such members are proposed at the end of the Council's operating year in December and are approved by the newly seated Council. The qualifications and skills that such members will bring shall be presented as a basis for their approval.
- Each agency or organization selected shall be notified by letter and asked to name an individual to represent the agency or organization on the Policy Council.
  - Former Parent Representatives shall be proposed by the outgoing Policy Council each year and approved by the newly seated Council in December of each year. The qualifications and skills that such members will bring shall be presented as a basis for the approval of each candidate. Each individual elected shall be informed by letter of his or her election. Those former Parent Representatives approved by the Council and unable to attend the December meeting will be informed by letter no later than five (5) days prior to the January meeting.
- D. The make-up and size of the Policy Council will be changed whenever the program options operated by either the grantee or the delegates change. Such changes must be made with the consent of the governing body. The entire membership shall consist of at least fifty-one per cent parents who have children currently enrolled in the Head Start Program.



**ROLES AND RESPONSIBILITIES OF GOVERNING BODY MEMBERS**

**P.S. 1304.50(g)**

**Performance Standard 1304.50 (g)(1) – Roles and Responsibilities**

1304.50(g)(1) & (2)(g) Governing body responsibilities.

(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.

(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.

**POLICY**

The City of Oakland Head Start will be knowledgeable about their roles and responsibilities as the Head Start Grantee to implement a high quality program.

**PROCEDURE**

1. The Head Start Advisory Panel/Board will ensure compliance with Federal laws and regulations, including the Head Start Program Performance Standards, as well as applicable State and local laws and regulations.
2. The Advisory Panel/Board will receive annual orientation and training to the Head Start program to assure understanding the Head Start philosophy, the role of parents and the Policy Council in the shared governance structure, including the need for the Policy Council to approve policies and procedures.
3. The Panel/Board is fiscally and legally accountable for overseeing the Head Start program, including taking general responsibility for guiding and directing planning, general procedures, and human resources management.
4. The Panel/Board ensures that there is an internal control structure to a) safeguard Federal funds, b) comply with laws and regulations that have an impact on financial statements, c) detect or prevent noncompliance, and d) receive audit reports and direct and monitor staff implementation of corrective actions.
5. Members of the Panel/Board support the program by:
  - a. Identifying and developing resources to augment Federal funds;
  - b. Visiting or volunteering in classrooms and other program activities;
  - c. Becoming involved in the self-assessment process;
  - d. Participating in joint training opportunities with the Policy Council;
  - e. Obtaining feedback from parents and community members about the quality of services; and
  - f. Participating as a community representative on the Policy Council.
6. The Head Start Director provides a monthly report to the Advisory Panel/Board that includes program information and activities, results of monitoring reports – including areas of non-compliance as well as program strengths, and other data including information on child outcomes.

## ATTACHMENT "D-II"

SHARED DECISION-MAKING

P.S. 1304.50

### **Performance Standard 1304.50(d)(1)(ii) Shared Decision-making**

Procedures describing how the governing body and the appropriate policy group will implement shared decision-making.

#### **POLICY**

Oakland Head Start has established and will maintain a formal structure of shared governance through which parents, community and staff can participate in policy making or in other decisions about the program. The decision making structure consists of a City Council, Head Start Advisory Panel, Policy Council, Parent Center Committees, Management Team, and staff. Representatives from each of these groups will work cooperatively together.

#### **PERSON RESPONSIBLE**

Head Start Director  
City Council  
Governing Body  
Policy Council

#### **FREQUENCY**

Ongoing

#### **PROCEDURE**

#### **PLANNING**

1. The Head Start Director shall develop and implement, for approval by the Policy Council and the City Council and/or its designee (the Head Start Advisory Panel), a systematic, ongoing process of program planning that includes consultation with and reporting to the Head Start Advisory Panel, the Policy Council, and which must include, at a minimum:

- a. A Community Assessment that assesses community demographics, strengths, needs and resources, performed at least every three years and in accordance with the requirements of 45 CFR 1305.3.
- b. The formulation of long range (multi-year) program goals and short term program and financial objectives that: (i) address the findings of the Community Assessment, (ii) are consistent with the philosophy of Head Start, and (iii) reflect the findings of the program's annual self-assessment.

2. The Management Team will develop and review integrated service area plans for implementing services and the progress in meeting them in, at a minimum, each of the following program areas: Early Childhood Development and Health Services, Family and Community Partnerships, Program Design and Management, and any other program area related to Head Start. These plans are to be revised annually by the members of the Management Team.

## ATTACHMENT "D-II" (CONTINUED)

3. The Head Start Director, the Policy Council and the Head Start Advisory Panel, in accordance with all applicable laws, regulations, policies, ordinances, and directives, must develop and implement criteria for defining recruitment, selection, and enrollment priorities for Oakland Head Start. The Policy Council and the Head Start Advisory Panel must review and approve the criteria.
4. The Policy Council and the Head Start Director, with review and approval from the Head Start Advisory Panel and the City Council, must develop and review Refunding applications and amendments to funding applications for Head Start, prior to their submission to OHS.
5. Low income members of the Policy Council, as defined by federal poverty guidelines and any applicable law or regulation, may be reimbursed from Head Start funds for their reasonable expenses if such reimbursement is necessary in order for them to fully participate in their group responsibilities. Such reimbursement is limited to transportation costs, child care services, and other costs required to be reimbursed by law or regulation.
6. The Head Start Director, the Policy Council, Management Team and Head Start Advisory Panel must perform an annual program self-assessment in accordance with all applicable laws and regulations. It must include, at a minimum, an analysis of Head Start's progress in carrying out the programmatic and fiscal intent of the grant application, including planning or other actions that may result from the review of the annual audit.
7. The Policy Council and the Head Start Advisory Panel shall have three networking sessions per year. In addition, the Policy Council and Head Start Advisory Panel shall submit reports to the City Council Life Enrichment Committee three times per year.

### GENERAL PROCEDURES

1. The composition of the Policy Council and the procedures adopted for the selection of its members, as delineated in its Bylaws, must adhere to the following:
  - a. The Council must be comprised of parents of currently enrolled children, as defined by 45 CFR 1306.3(h), and community representatives, with at least 51% of the membership being the parents.
  - b. Community Representatives must be drawn from the local community: Businesses; public or private community; civic, and professional organizations; and others who are familiar with resources and services for low income children and families.
  - c. All parent members must stand for election or re-election annually. All community representatives must also be selected annually.
  - d. An individual may only serve a combined total of three terms.
  - e. No Head Start staff or members of their immediate family may serve, except for parents serving as occasional substitutes for staff.

## ATTACHMENT "D-II" (CONTINUED)

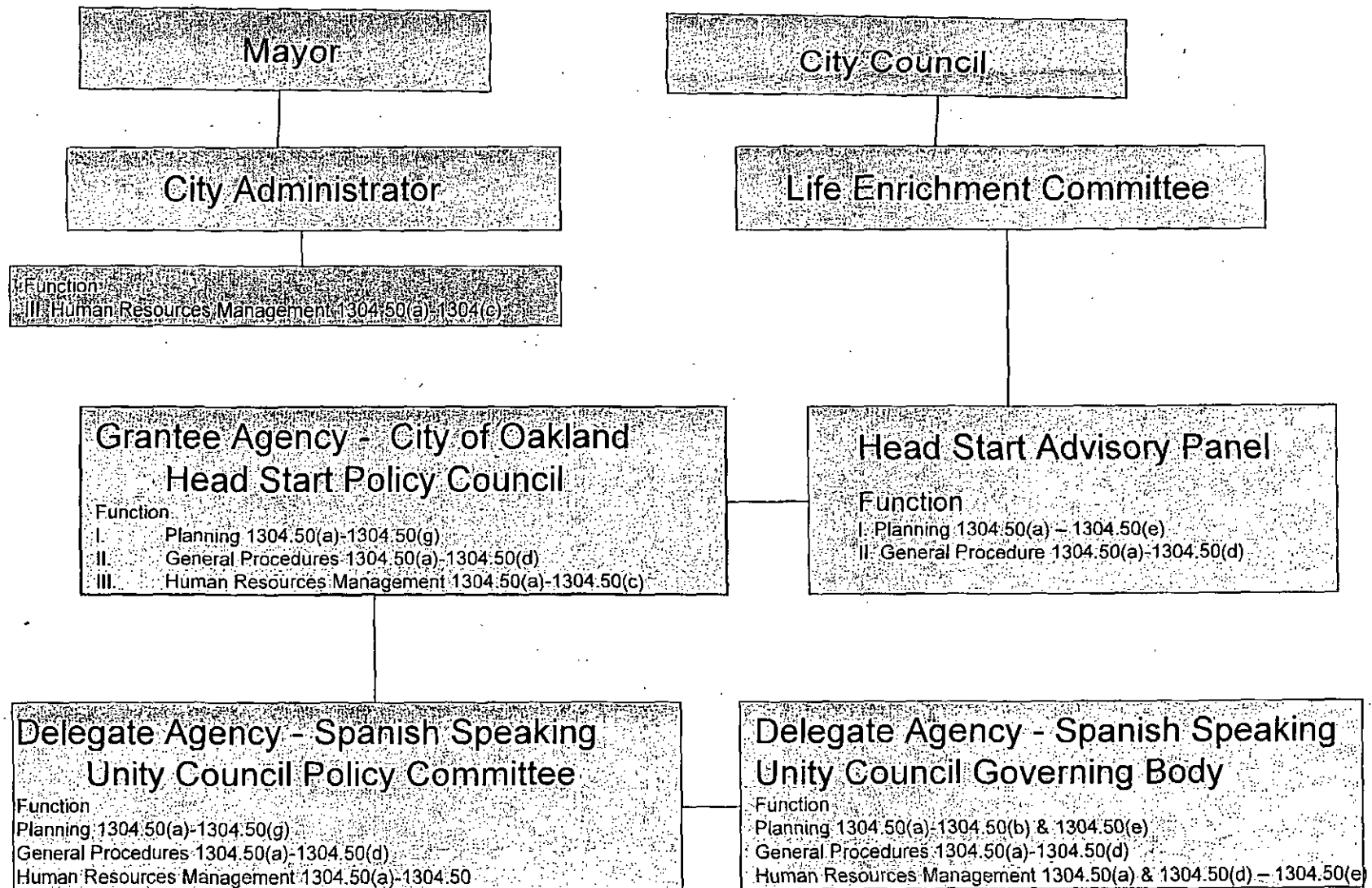
- f. Parents of children currently enrolled in all program options must be proportionately represented on established policy committee.
  - g. The Head Start and Family Child Care homes shall each elect one policy representative and alternate.
  - h. Community representatives must be approved annually by the parent Council members.
2. The Head Start Advisory Panel and Policy Council must approve any amendment or modification that pertains to shared decision-making.
  3. The Head Start Director, Policy Council, and the Head Start Advisory Panel must ensure that the requirements of 45 CFR 1301.13 are fulfilled by using appropriate internal controls and other necessary means to safeguard the federal funds.
  4. The Head Start Director, and the Policy Council, and the Head Start Advisory Panel must establish and maintain procedures for hearing and resolving community complaints about the program. These procedures and any amendments must be reviewed and approved by the Head Start Advisory Panel and the Policy Council annually.

### **HUMAN RESOURCES MANAGEMENT**

1. The Head Start Director, in conjunction with Human Resources, must develop and implement personnel policies in accordance with 45 CFR 1301.31, including standards of conduct for the Head Start staff, consultants and volunteers. These policies and any amendments must be approved by the Policy Council and the Head Start Advisory Panel.
2. Pursuant to federal regulation, the decision to hire or terminate the Head Start Director shall be approved by the Policy Council and Head Start Advisory Panel.
3. Pursuant to federal regulation, the decision to hire or terminate an employee must be approved by the Policy Council, and the Head Start Advisory Panel.

*See flowchart for highlights of Shared Decision-making*

## City of Oakland Head Start Shared Decision Making Structure



## ATTACHMENT "E-II"

### RESOLVING COMMUNITY COMPLAINTS

#### **POLICY**

Oakland Head Start will engage in a collaborative process to address and solve community complaints.

#### **PERSON RESPONSIBLE**

Policy Council  
Head Start Advisory Panel  
Head Start Director  
Director of Department of Human Services (DHS)

#### **TIME FRAME**

As Needed

#### **PROCEDURE**

Two types of complaints may be lodged with the agency with the resolution process handled in distinct ways for each depending on the findings that result:

- A. Program Complaints are those that relate to agency practices, procedures or the perception that an agency practice has violated some rule or requirement (including our own internal procedures); or failed to deal fairly with members of our community.
  
- B. Personal Complaints are those that allege inappropriate action on the part of someone (staff member, City Council and/or its designee (the Head Start Advisory Panel) or PC member) in the agency. If, as a result of reviewing the allegations, it is determined that an individual employee has acted inappropriately, the agency reserves the right to handle the complaint as a personnel action. In accord with Head Start regulations the Program will not divulge the results of such action, allowing the affected employee the confidentiality to which they are entitled. The only announcement the agency will make will be a clarification of agency policy relating to the issue raised by the complainant.

#### **Steps in the Community Complaint Process**

1. Complaints must be submitted in writing to the Head Start Director or the Policy Council Chairperson or a member of the Policy Council who is responsible for forwarding the complaint to the Chair. The complaint must describe completely the allegations and provide specific documents, materials, literature or other evidence in support of such allegations.
2. All written complaints received by any source within the agency will be forwarded to the Head Start Director who must report the receipt of such complaints to the Policy Council

## ATTACHMENT "E-II" (CONTINUED)

- and the City Council and/or its designee (the Head Start Advisory Panel) at the next regularly scheduled meeting of each body.
3. The Head Start Director shall have the full and complete authority to review and investigate all complaints and allegations from the community. Upon receipt of such complaints, the Head Start Director shall conduct a thorough review and examination of the information and all available facts surrounding the allegations made in the complaint. The Head Start Director may also take whatever courses of action are necessary and appropriate to secure the information required to investigate the complaint.
  4. After completion of the investigation, the Head Start Director shall prepare a written report of the facts involved in the complaint and recommend a course of action to resolve the matter to a joint Community Complaint Committee of the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council that is established and convened for this purpose. The Community Complaint Committee shall consist of two members each from the City Council and/or its designee (the Head Start Advisory Panel) and the Policy Council and shall have the authority to take final action on recommendations for resolution of community complaints as proposed by the Head Start Director.
  5. If the Community Complaint Committee concurs with the recommended course of action, a copy of the report and recommendation shall be furnished to the complainant. The report shall contain the signatures of the Head Start Director, and the selected Chair for this seating of the Community Complaint Committee.
  6. If the Community Complaint Committee does not concur with the recommended course of action proposed by the Head Start Director, two options are available
    - a. The Community Complaint Committee may direct another course of action to the Head Start Director; or
    - b. The Community Complaint Committee may require the Head Start Director to reevaluate all of the data and materials and recommend another course of action.
  7. If b. above is the option chosen by the Community Complaint Committee, the Head Start Director will propose another course of action, and if that is accepted by the Committee, a copy of the report and accepted course of action will be furnished to the complainant with the appropriate signatures.
  8. A copy of the action adopted will be furnished to the Head Start Advisory Panel and the Policy Council for their information.

INTERNAL DISPUTE RESOLUTION PROCEDURE (IMPASSE)

1304.50

**Performance Standard 1304.50(h) — Internal Dispute Resolution**

(1) Each grantee and delegate agency and Policy Council or Policy Committees jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.

**POLICY**

Oakland Head Start Policy Council will jointly establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.

**PERSON RESPONSIBLE**

Head Start Director

Head Start Planner

Head Start Management Staff

**FREQUENCY**

As needed

**PROCEDURE**

1. If at anytime the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council disagree on any item that requires their joint approval, a Dispute Resolution Committee will be established with two representatives each from the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council.
2. The Dispute Resolution Committee will meet and attempt to resolve the disagreement. If the Committee is unable to agree, the Committee will declare an impasse.
3. Once the dispute is determined to be at impasse, the Program will inform the San Francisco Regional Office of ACF within ten days of the dispute. If the dispute is one that, if not resolved, could lead to termination or denial of refunding of the Head Start grant, the Regional Office will be notified immediately.
4. If the meetings with the Regional Office fail to assist in resolving the dispute between the City Council and/or its designee (the Head Start Advisory Panel) and the Policy Council, the issues will be submitted to a professional mediator within ten days after determining that no resolution is possible with Regional assistance. (The Regional Office will be requested to assist in selecting a mediator if necessary.)



## ATTACHMENT "F-II" (CONTINUED)

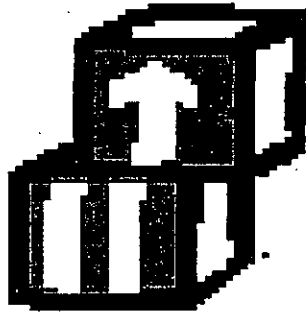
5. Once the mediator is contacted and the first meeting is arranged, the Regional Office will be notified of the time and place. It is expected that the designated representatives of both the City Council and/or its designee (the Head Start Advisory Panel) and the Policy Council will attend any meetings requested by the mediator. The Department of Human Service (DHS) Director is authorized to arrange all logistics with the mediator and to inform the City Council and/or its designee (the Head Start Advisory Panel) and Policy Council when a mediator has been selected and the plans for any meetings or other activities that are requested by the mediator.

6. If the conflict relates to refunding, the mediation process must be completed 15 days prior to the refunding date unless the mediator indicates in writing that additional time will likely result in a successful resolution of the conflict. If this is the case, Oakland Head Start would request additional time to complete the mediation process.

7. Once the mediation process is completed and a report is prepared, a copy will be provided to members of the City Council and/or its designee (the Head Start Advisory Panel) and the Policy Council and to the ACF Regional Office.

# City of Oakland Head Start Policy Council

## BYLAWS



Revised, Amended and Approved

October 12, 2010

**BY-LAWS**  
**CITY OF OAKLAND HEAD START POLICY COUNCIL**

**ARTICLE - I**  
**PREAMBLE**

**SECTION I.      NAME**

City of Oakland Head Start Policy Council

**SECTION II.     PURPOSE**

- A.     The purpose of the City of Oakland Head Start Policy Council is to participate in the organization, planning and development of the local Head Start program. The Policy Council works closely with staff, parents, and the governing body to assure the delivery of high-quality services to children and families in accordance with Head Start legislation, regulations and policies. The formal structure of program governance provides parents and other community representatives with the authority and opportunity to participate in shared decision-making concerning program design and implementation.
- B.     In addition, the following functions are the responsibility of the Policy Council:
- To serve as a link to the Parent Committees, grantee governing body, public and private organizations, and the general community.
  - To assist 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 to encourage their participation in the program.
  - To assist Parent Committees in planning, coordinating and organizing program activities for parents with the assistance of staff and ensuring that funds set aside from program budgets are used to support parent activities.
  - To assist in recruiting volunteer services from parents, community organizations, and assist in the mobilization of community resources to meet identified needs.

- Establish and maintain procedures for working with the grantee to resolve community complaints about the program.

## **ARTICLE - II MEMBERSHIP**

### **SECTION I.**

The membership of the Policy Council shall consist of two types, parent representatives and community representatives. Parent members shall always constitute a majority 51% of the Council membership and community members shall constitute (no more than) 49% of the Council membership.

A. Parent representatives shall be chosen in the following manner:

- One elected representative and one alternate shall be elected from each Head Start and Early Head Start Center, as well as Homebase option. The alternate shall serve only when the elected member is unable to attend.
- Parents in the Family Child Care option will be represented by one member and one alternate.
- Each delegate agency will be represented by one (1) elected representatives from each site and one (1) representative from home based services operated by the delegate. Each elected representative from the delegate may be represented by an alternate when the elected member is unable to attend.

B. Election of parent members shall occur at each site no later than October 15. Such elections will be overseen by the Policy Council member currently serving from the site and by staff of the site. Once elected, the member's and alternate's names shall be forwarded to the Head Start Manager or other designee with specific documentation of the vote for each parent.

- ◆ Newly elected parent representatives shall be seated at the December meeting.

C. Community Representatives are of two kinds:

- ◆ Agencies and organizations which support the goals and objectives of the Head Start Program, representing major business, public or private community groups, civic or professional organizations, and others who have a concern for low-income children and families and who can contribute to the Program. This may include former parents.

1. Agencies and organizations that can support the goals and objectives of the program will be proposed to the Council by the Head Start Manager in December and throughout the year as needed.
  2. Former members who served as Parent Representatives may serve as Community Representatives. Such members are proposed at the end of the Council's operating year in December and are approved by the newly seated Council. The qualifications and skills that such members will bring shall be presented as a basis for their approval.
- Each agency or organization selected shall be notified by letter and asked to name an individual to represent the agency or organization on the Policy Council.
  - Former Parent Representatives shall be proposed by the outgoing Policy Council each year and approved by the newly seated Council in December of each year. The qualifications and skills that such members will bring shall be presented as a basis for the approval of each candidate. Each individual elected shall be informed by letter of his or her election. Those former Parent Representatives approved by the Council and unable to attend the December meeting will be informed by letter no later than five (5) days prior to the January meeting.
- D. The make-up and size of the Policy Council will be changed whenever the program options operated by either the grantee or the delegates change. Such changes must be made with the consent of the governing body. The entire membership shall consist of at least fifty-one per cent parents who have children currently enrolled in the Head Start Program.

## **SECTION II. TERMS OF OFFICE**

All members of the Policy Council shall be elected or selected annually. No member may serve more than three terms. (A "term" is defined as three or more months out of the 12 months, which constitutes the Policy Council year.) Representatives who serve in both parent and community representative capacities are limited to a total of three terms on the Policy Council.

## **SECTION III. ATTENDANCE**

1. Attendance shall be taken at all Policy Council regular and/or Special Call meetings. (This does not include Subcommittee meetings.)

2. The Secretary will inform the Chairperson of any second consecutive absences and will send a letter to remind absent members of the attendance policy.
3. After the third consecutive absence, the Chairperson will send (or cause to be sent) a letter to the absent member, with a copy to the Head Start Manager and the Center Committee, notifying that the member is being dropped from the Policy Council as of the date of the letter. In addition, the letter shall also inform the representative of his or her appeal rights (described in SECTION VI, below.)
4. Absences – The Secretary will note absences on the roll call sheet at every meeting. Any member who misses three regular Policy Council meetings in a 12-month period and/or Special Call meetings will be informed of his or her removal from the Council, informed of his or her appeal rights (described in SECTION VI, below), and, once the appeal has been duly heard, permanently removed from the Council if the appeal is unsuccessful.

#### **SECTION IV. VACANCIES**

A vacancy shall exist whenever a member of the Policy Council resigns has been removed or term has ended.

1. All vacancies in the Parent Representative membership shall be filled by the Parent Committee at the site (or Family Child Care cluster or by the Delegate Agency) which initially elected the member. Vacancies shall be filled by a vote of the Parent Committee with documentation of the vote taken for each parent on the ballot.
2. All vacancies in the Community Representative membership shall be filled by reviewing the annual list proposed by the Head Start Manager and selecting the agency, organization, or individual that is the next priority on the list. may be of several kinds:
  - If a representative of an agency resigns or is removed from the Council (has violated Section III – Attendance), but the agency or organization is willing and able to continue to maintain its participation as a Community Representative, the Council shall send a letter to the agency or organization asking them to name a new representative no later than 30 days following the date of the letter.
  - If a representative of an agency withdraws from the Council, has violated Section III- Attendance, and the agency or organization is unwilling or unable to continue as a Community Representative or if the agency or organization fails to name a new representative no later than 30 days following the date of the letter asking them to do

so, the Council shall inform the agency or organization of its removal from the group of participating agencies and organizations.

The Council shall fill the vacancy created by reviewing the annual list proposed by the Head Start Manager and select the agency, organization, or individual that is next in priority on that list. If that agency, organization, or individual is unwilling or unable to serve, the next on the list shall be selected.

- If a former Parent Community Representative resigns or is removed, the Policy Council may fill the seat by approving another former Parent Community Representative.

## **SECTION V. REMOVAL**

**REMOVAL** of any Policy Council representative requires the approval of the majority of the Council. A petition for removal requires a two-thirds vote of those present and voting.

Grounds for removal include misrepresenting the Council or the City of Oakland Head Start program, violating the Standards of Conduct, habitual absences or other behavior, which is detrimental to the operations of the Head Start program. A letter from the Policy Council Chairperson will be sent to the representative regarding removal.

## **SECTION VI. APPEAL PROCEDURE**

A member may appeal a decision of removal.

- A. Any Policy Council member notified of removal from the Policy Council may appeal in writing within seven (7) working days of receipt of a letter of removal. Appeal should be made to the Executive Committee of the Policy Council to be agendaized for the next regular Policy Council meeting. The appeal will be heard and decided by the Policy Council.
- B. Policy Council members may use the appeal procedure only once during each term of their service.

## **ARTICLE - III OFFICERS**

**SECTION I.** The officers of the City of Oakland Head Start Policy Council shall consist of the following:

Chairperson, Vice Chairperson, Secretary, Assistant Secretary, Treasurer, Assistant Treasurer, and Parliamentarian/Sergeant-at-Arms. Community Representatives that have served on the Policy Council as a parent in the previous year are eligible to serve as Chairperson or Vice Chairperson in addition to any other office of the Policy Council.

### **SECTION II. ELECTION OF OFFICERS**

Nomination of Officers will be made at the November Policy Council meeting. All candidates for an elected office MUST submit a Statement of Intent, which describes their desire to hold the office they are nominated for. All members will receive a copy of each Statement of Intent.

To qualify as a Policy Council Chairperson, the nominated Representative(s) must have one year experience on the Policy Council or parent who has demonstrated site level involvement.

Officers will be elected at the regular meeting in December and seated in January. Installation will occur at the same meeting in January. Once elected, the new Chairperson shall be installed by the outgoing Chairperson. In the event the same person who has served as Chairperson is re-elected as Chairperson; the Head Start Manager shall conduct the installation of the Chairperson who will then install all other officers.

Officers shall serve from the January meeting until the following December meeting when new Parent Representatives are seated.

### **SECTION III. RESIGNATION OF OFFICERS**

Voluntary resignation may be done in writing or communicated verbally to the Chairperson of the Policy Council or to the Head Start Manager. If verbally communicated, the Secretary confirms with the member.

### **SECTION IV. DUTIES OF OFFICERS**

#### **A. The Chairperson**

- Conducts meetings in accordance with basic parliamentary procedure of these by-laws. The Chairperson shall insure that all sides of an issue get a fair hearing.



- Plans issues with the program director to facilitate the work of the Policy Council.
- Provides an official signature on behalf of the Council that reflects actions taken by the Council.
- Convenes meetings of the Executive Committee.
- Appoints special Ad Hoc Committees (etc.)

#### **B. The Vice Chairperson**

- Performs the duties of the Chairperson in the absence of the Chairperson.
- May be appointed to head a special subcommittee of the Council.

#### **C. The Secretary**

- Keeps or causes to be kept the minutes of the meetings of the Policy Council.
- Conducts roll call and notes attendance.
- Assures that follow-up letters are sent to members who are absent, with notice declaring seats vacant after three absences.
- Reads all correspondence, summarizing lengthy documents to provide the main ideas.
- Ensures (with program staff assistance), the maintenance of an accurate list of members, their addresses and phone numbers.
- Ensures (with program staff assistance), the maintenance of a file of minutes and other documents important to the committee/council and to the program.
- With support from program staff, ensures that necessary communications are sent to members in a timely manner.

#### **D. The Assistant Secretary**

- Assist the Secretary and assumes the secretarial duties in the absence of the Secretary.

**E. The Treasurer**

- Serves as Chair of the Budget and Finance Committee.
- Provides support to the Budget and Finance Committee in the budget development and review process.

**F. The Assistant Treasurer**

- Assists the Treasurer and assumes the duties in the absence of the Treasurer.

**G. The Parliamentarian/Sgt.-At-Arms**

- Advises the Chairperson on matters of parliamentary procedure during meetings.
- Performs the duties of Chairperson & Vice Chairperson in their absence.
- Ensures that order is preserved during meetings of the Policy Council.

**ARTICLE - IV  
MEETINGS AND QUORUM REQUIREMENTS**

**SECTION I. MEETINGS**

- A. The Policy Council shall convene a Regular Meeting once per month. This meeting shall be held at the Head Start Central Office, 150 Frank Ogawa Plaza, Suite 5352, at 9:30 a.m., unless otherwise agreed upon by the Policy Council.
- B. Notice of meetings must be given in writing to the general membership at least three days prior to the meeting.
- C. Special meetings may be called in accordance with the Brown Act by the Chairperson, the Head Start Manager, or by 5 members of the Council who request such a meeting. These meetings are held in accordance with the Brown Act and Sunshine Ordinance.
- D. The annual appreciation ceremony of the Policy Council shall be held in winter at which time members, other parents, agencies, and individuals in the community who have made significant contributions will be recognized.

## SECTION II. QUORUMS

- A. A quorum at any meeting of the Policy Council (Regular and/or Special Call) shall consist of one-third of the currently seated membership with the exception of the months of June, July, August, and September, when the quorum will be reduced to 5 members.
- B. Alternates will be considered as seated members in the absence of the regular representative.
- C. A quorum for all committees shall be one-third, or at least two members, whichever is larger, of the currently seated membership of the committee.

## SECTION III. CONDUCT OF MEETINGS

- A. All meetings will be conducted in accordance with these By-laws and Robert's Rules of Order, Newly Revised. If a conflict exists between these By-laws and Robert's Rules of Order, Newly Revised, these By-laws shall take precedence.
- B. If a member is disrupting a meeting, he/she will be asked to leave.
- C. If a visitor is disrupting a meeting, he/she will be asked to leave.

## ARTICLE - V COMMITTEES

### SECTION I. STANDING COMMITTEES

The Policy Council shall have Standing Committees that assist in completing the work of the Council. The Standing Committees are those listed below. All other committees shall be ad hoc committees unless approved in advance as Standing Committees and approved as revisions to these By-laws.

- A. **The Executive Committee** shall meet before the regularly scheduled meeting of the Council each month to plan the agenda, prepare for presentations from committees and to plan activities for regular meetings. The membership of Committees shall be selected from volunteers or, in the absence of volunteers, shall be appointed by the Chairperson, except the Budget and Finance Committee. The treasurer shall serve as Chairperson of the Budget and Finance Committee.

B. **The Budget, Finance and Planning Committee** shall participate in planning activities requiring prior approval of the council including:

- A Procedure for planning that describes how the Community assessment, goals and objectives, priorities for recruitment, selection and enrollment; and the self-assessment will be developed with the consultation of the Policy Council.
- Development of goals and objectives from the issues adopted as priorities from the Community Assessment.
- Criteria for priorities for recruitment, selection and enrollment of eligible children.
- A procedure for self-assessing the program to determine compliance with federal regulations and the quality of services provided.

In addition, the Committee will receive a quarterly analysis of expenditures, review the analysis of quarterly expenditures and participate in the development of annual budgets and budgets requesting additional funds. The Committee will work closely with staff responsible for fiscal services and will report to the full Council on budget and fiscal matters.

C. **The By-laws and Membership Committee** will review the by-laws and propose any changes needed to conform to federal, state, or local regulations or to make the operation of the Council more effective and efficient. The Committee will review the election process annually to assure that the procedures provide sufficient guidance for elections at each center. The Committee will also review proposed membership for the Community sector and propose any changes that are needed during the year in accordance with Article II, Section VI. The Committee takes the lead in preparing for the annual recognition and banquet meeting. **(Please refer to the attached Procedure for information regarding Reimbursements and Travel).**

D. **Personnel Committee** – it provides the opportunity for the Personnel Committee members to participate in the interviewing process for staff vacancies.

**SECTION II. AD HOC COMMITTEES.** The Chairperson may from time to time appoint Ad Hoc Committees to address matters of limited duration.

- A. **Parent Menu Advisory Committee (PMAC).** It provides the opportunity for parents to have an active voice in menu planning offers nutrition education. This committee also reports to the Policy Council regularly.
- B. **Parent Appreciation Committee.** A committee to develop plans for the annual parent recognition.

## ARTICLE – VI

### SECTION I. BY-LAWS REVISIONS

These By-laws may be revised with a two-thirds vote of the membership. Provisions that require the prior approval of the governing body (including the composition of the Council) will be discussed with the governing body before any action is taken by the Council on such changes.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

# OAKLAND HEAD START POLICY COUNCIL

## POLICIES AND PROCEDURES

### APPENDIX

#### I. REIMBURSEMENT

- A. Reimbursement for reasonable expenses incurred by the members while participating in approved activities and fulfilling the responsibilities as a Policy Council representative shall be provided by the grantee agency.
- Parking and Transportation – Actual transportation cost, such as bus and BART fares will be reimbursed for travel to and from an approved activity. Parking will also be reimbursed if no prior arrangement has been made by the grantee to provide for such expense. A Policy Council representative cannot be reimbursed for parking if they fail or arbitrarily decide not to use the parking as provided. For those parents who use their personal vehicles to and from activities within the City of Oakland, a reimbursement of **\$0.50** cents per mile or the amount currently provided by the grantee for staff travel shall be paid for mileage.
  - Childcare Expenses – The new rate for childcare expenses shall be reimbursed at a rate of \$5.75/hour or the current minimum wage, and \$6.75 per hour if a representative has more than one child. There will be an allowance of one half-hour (1/2) allowed for travel to drop off the child at a sitter's home or business and/or pick up the child. The half-hour allowance is not available to those persons whose children are all either at Head Start or are attending an elementary school during the time that Policy Council meetings/activities are being held. The maximum amount allowable to parents attending approved conferences will be an eight hour cap or \$46.00/day (based on \$5.75 hour, no travel allowance is available). Such expenses will not be paid to the spouse of a representative.
  - Meals – Lunch shall be provided for any Policy Council representative who is participating in an approved activity that exceeds 3-1/2 hours. If lunch is not provided, reimbursement shall be made to the parent for a meal, not to exceed \$16.00.
  - Travel Expenses – Transportation to and from events, as well as lodging, shall be provided by the grantee agency. Per Diem expenses shall be provided, in line with the grantee policies for staff travel.

No reimbursement will be available to any member who is more than 30 minutes late for a meeting/activity or who leaves a meeting before the stated ending time.

Any member arriving 45 minutes past the stated time of any event will be considered absent.

## **II – TRAVEL: CRITERIA FOR POTENTIAL ATTENDEES**

In the event the Policy Council is to attend Head Start Conferences; the criteria for selecting potential attendees will be as follows:

1. Attendees must be Council representatives with no more than one excused absence.
2. Members are not eligible to attend two consecutives out of town conferences.
3. Attendees must be willing to give an oral or written report to the Oakland Head Start Policy Council upon return.
4. Attendees must conduct themselves in a decent and professional manner, always remembering that their conduct is a reflection of the quality of the City of Oakland Head Start Program.
5. Attendees must understand that any conduct, either positive or negative, will be reported to the Council. Negative conduct means elimination from future travel.
6. Failure to attend most scheduled sessions is grounds for being eliminated from future travel/conferences.
7. Failure to notify the Head Start Manager 10 days prior to cancellation will be grounds for being eliminated from future travel/conferences.

## **III – CODE OF CONDUCT**

1. Member of the Policy Council are expected to maintain standards of behavior that avoid the perception of any wrongdoing. Specifically, Policy Council members must adhere to the following standards while service as members of the Policy Council:
  - (a) Will respect and promote the unique identity of each child, family, employee, Policy Council member and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability.
  - (b) Must uphold the agency's confidentiality guidelines stated as follows:
    - (i) Confidential information regarding children and families of children enrolled with City of Oakland Head Start /Early Head Start must not to be discussed during Policy Council meetings;
    - (ii) Information discussed at Policy Council meetings must be related to program operations/business or decision-making; items on the established agenda;

(iii) Information learned at Policy Council meetings may be discussed or shared at Head Start / Early Head Start Parent Meetings and not outside of the Policy Council activities.

- (c) Will support and participate in a TEAMWORK approach to decision making.
  - (d) Will behave and interact respectfully while participating on Policy Council or representing the organization within the community.
  - (e) Must have an interest and concern for children and their families.
  - (f) Policy Council members will neither solicit nor accept personal gratuities, favors or anything of monetary value for personal use from contractors or potential contractors with the Head Start / Early Head Start program.
  - (g) Are prohibited from using their position on Policy Council for purposes which are, or give the appearance of being, motivated by a desire for private gain for themselves or others, such as those with family, business or other ties.
  - (h) Must not make public statements under the auspices of any agency title without the approval of the Head Start Policy Council Chairperson and other appropriate approving authorities of the City.
  - (i) Will adhere to these Bylaws, the Head Start Act and Regulations, City ordinances and requirements. Procedures that describe shared governance in Head Start become operating procedures for the Policy Council once they are adopted by the Head Start Advisory Panel, the Policy Council and the City Council Committee designated responsibility for the Policy Council.
  - (j) Will respect and uphold the legal authority of the Policy Council to establish, review, or revise the Code of Conduct for individuals participating on the Policy Council.
2. Failure to adhere to this Code of Conduct may result in sanctions, including the recommendation for removal of any Policy Council member.



*M. Morodun*

# OAKLAND CITY COUNCIL

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

RESOLUTION No. \_\_\_\_\_ C.M.S.

2010 NOV -4 PM 5: 23

Introduced by Councilmember \_\_\_\_\_

## RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR, ON BEHALF OF THE CITY OF OAKLAND, TO REVIEW AND APPROVE OAKLAND HEAD START/EARLY HEAD START GOVERNING PROCEDURES DEVELOPED IN ACCORDANCE WITH RECENT HEAD START LEGISLATION

**WHEREAS**, the City of Oakland Head Start/Early Head Start Program requests approval of additional Head Start governance procedures developed by Oakland Head Start/Early Head Start in accordance with approvals required by Head Start Boards and Policy Council, and approved by the Head Start Policy Council on October 12, 2010 and recommended for approval by the Head Start Advisory Panel on October 14, 2010, include **Annual Governance Procedures** and **One-time (until changed) Governance Procedures**; and

**WHEREAS**, the City of Oakland Head Start/Early Head Start Program requests approval of the following **Annual Governance Procedures**: Planning Procedures, Goals and Objectives, Child Recruitment/Selection Procedures, and Self Assessment; and

**WHEREAS**, the City of Oakland Head Start/Early Head Start Program requests approval of the following **One-time (until changed) Governance Procedures**: Code of Conduct, Policy Council Election Procedure, Roles and Responsibilities of Governing Body Members, Shared Governance Procedures, Procedure for Complaints/Investigations for Head Start/Early Head Start, Internal Dispute Resolution Procedure (Impasse), Policy Council By-Laws, and Procedures for Selecting Delegate Agencies; and

**WHEREAS**, the City of Oakland Head Start/Early Head Start Program follows established Human Resources and Fiscal Management policies and procedures which are reviewed and approved by the City Council on a citywide basis, and administered by the City Administrator; now, therefore be it

**RESOLVED**, that the City Council approves all recommended annual and one-time (until changed) governance procedures necessary to be in compliance with federal Head Start regulations.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2010

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, QUAN, REID, and PRESIDENT BRUNNER

NOES -

ABSENT -

ABSTENTION -

ATTEST: \_\_\_\_\_  
LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California