



## **PAJARO VALLEY UNIFIED SCHOOL DISTRICT MISSION STATEMENT**

The Mission of the Pajaro Valley Unified School District is to educate and to support learners in reaching their highest potential. We prepare students to pursue successful futures and to make positive contributions to the community and global society.

**September 18, 2013**  
**BOARD STUDY SESSION**  
**MIGRANT AND SEASONAL HEAD START PROGRAM**  
**6:00 PM – 8:00 PM**

***DISTRICT OFFICE***  
***BOARDROOM***  
292 Green Valley Road, Watsonville, CA 95076

### **1.0 OPENING CEREMONY – MEETING OF THE BOARD IN PUBLIC - 6:00 P.M.**

1.1 Pledge of Allegiance

1.2 Welcome by Board President

Trustees Leslie DeRose, Kim De Serpa, Maria Orozco, Karen Osmundson, Lupe Rivas, Jeff Ursino, and President Willie Yahiro.

### **2.0 APPROVAL OF THE AGENDA**

### **3.0 STUDY SESSION: MIGRANT AND SEASONAL HEAD START PROGRAM**

### **4.0 ADJOURNMENT**

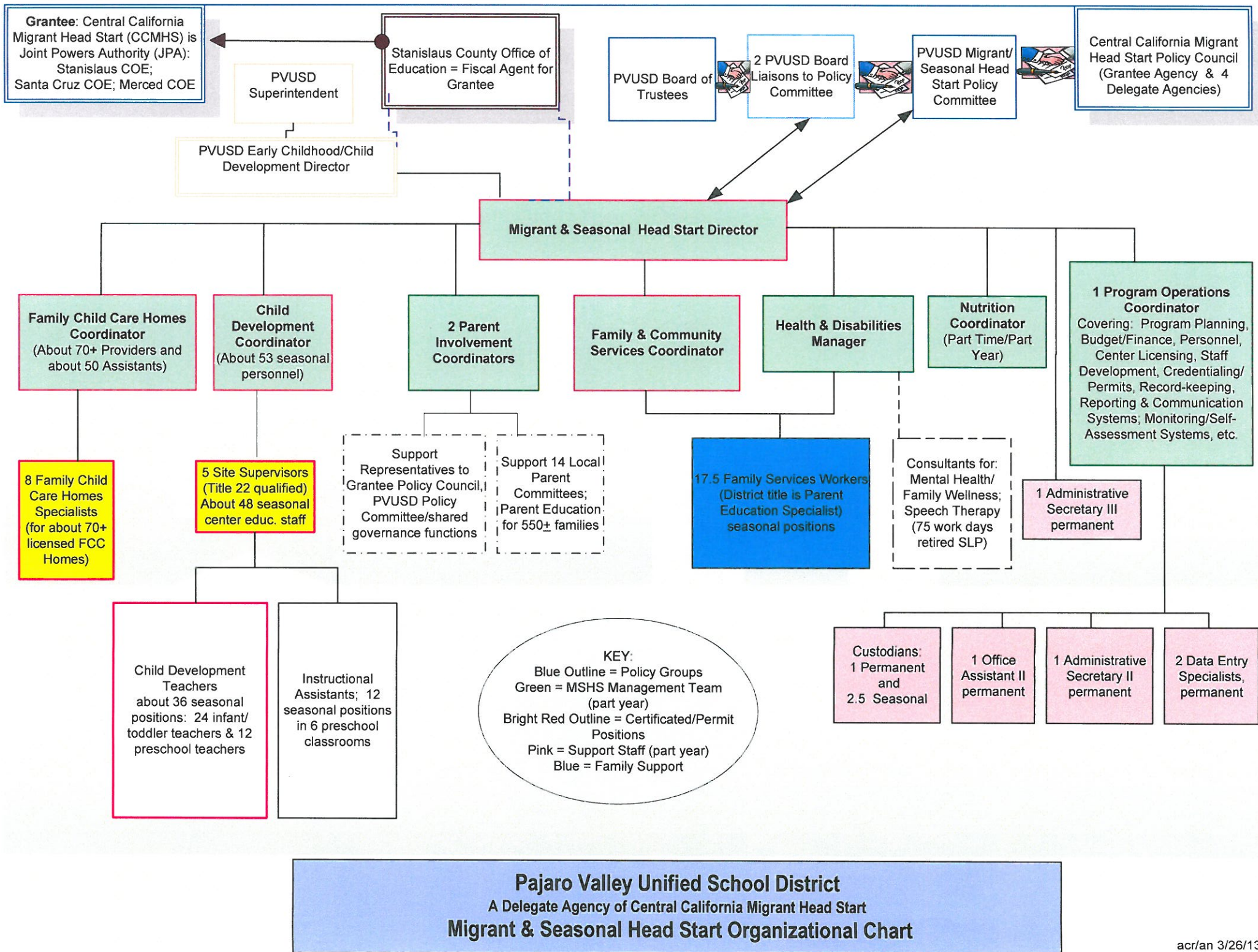
# **Pajaro Valley Unified School District Migrant & Seasonal Head Start (MSHS) Governance & Shared Decision-Making**

## ***Board Study Session – PVUSD Board Room***

**Wednesday, September 18, 2013 6-8 p.m.**

### **Study Session Topic Outline**

1. Program Background
  - a. Head Start and Migrant & Seasonal Head Start;  
Central California Migrant Head Start (grantee, SCOE) & PVUSD (delegate agency)  
[Reference Organizational Chart]
  - b. Main elements of program design and service delivery options in PVUSD/MSHS  
[Reference: Community Assessment - Distribution of Family Child Care Homes within School District]
  - c. Benefits for District and community  
[Reference: Some Benefits of Having a Migrant & Seasonal Head Start Program]
2. Program Governance and Shared Decision-Making [see Power Point]  
Additional references –
  - Head Start Act as amended December 2007 -  
(Yellow highlighting applies to agencies but blue highlighting has exceptions for public entity such as school district)
  - Appendix A – chart for Governance and Management Responsibilities
3. Compliance with Federal Regulations
  - a. Re-designation/Re-competition  
[Reference: Policies and Procedures for Designation Renewal of Head Start and Early Head Start Grantees]
  - b. Goals & Objectives
4. Anticipated Items to be Considered by the Board
  - Disenrollment Policy -corresponds to Appendix A, Section I, Planning (d)
  - Policy and Procedures for Complaints, Grievances, and Problems –  
corresponds to Appendix A, Section II, General Procedures (e)
  - Human Resources/Program Personnel Policies and Procedures –  
corresponds to Appendix A, Section III, Human Resources (a), (d), (e)
  - Other possible pending items as coordinated with SCOE
5. Other/Questions





### Distribution of 2012 Family Child Care Homes (FCCH's) within School District

The following charts show that all Providers are within the District's boundaries. There are a total of 15 District- contracted FCCH Providers in Monterey County that maintain 102 child development slots. There are 58 District-contracted FCCH Providers in Santa Cruz County that maintain 439 MSHS child development slots. For 2012 this represents a total of 73 Family Child Care Homes with 541 child development slots that correspond to thirteen (13) of 16 District elementary schools. These totals take into account a special cohort of 40 children assigned to FCCH's for the 2012 season.

District "Schools of Residence"/Catchment Areas Corresponding to Geographic Location of 2012 MSHS FCCH Providers & MSHS Child Development Slots				
District's County for School of Residence	Provider's City of Residence	MSHS Contracted Slots	Provider's Licensed Capacity	Corresponding PVUSD Elementary School of Residence
Monterey County 10 Providers 65 MSHS slots	Las Lomas-Watsonville	9	14	Hall District
	Las Lomas-Watsonville	9	14	
	Las Lomas-Watsonville	5	8	
	Las Lomas Watsonville	9	14	
	Las Lomas-Watsonville	9	14	
	Las Lomas-Watsonville	5	14	
	Las Lomas-Watsonville	4	14	
	Las Lomas-Watsonville	5	14	
	Las Lomas-Watsonville	4	14	
	Las Lomas-Watsonville	6	14	
	65			
Monterey County 5 Providers 37 MSHS slots	Pajaro-Watsonville	6	14	Ohlone
	Pajaro-Watsonville	11	14	
	Pajaro-Watsonville	4	14	
	Pajaro-Watsonville	10	14	
	Pajaro-Watsonville	6	14	
	37			
102 Total MSHS Child Development Slots in Monterey County Family Child Care Homes				



**District "Schools of Residence"/Catchment Areas Corresponding to  
Geographic Location of 2012 MSHS FCCH Providers & MSHS Child Development Slots**

<b>District's County for School of Residence</b>	<b>Provider's City of Residence</b>	<b>MSHS Contracted Slots</b>	<b>Provider's Licensed Capacity</b>	<b>Corresponding PVUSD Elementary School of Residence/Catchment Area</b>
<b>Santa Cruz County 10 Providers 80 MSHS slots</b>	Watsonville	5	14	<b>Amesti</b>
	Watsonville	10	14	
	Watsonville	8	14	
	Watsonville	11	14	
	Watsonville	9	14	
	Watsonville	6	8	
	Watsonville	10	14	
	Watsonville	11	14	
	Watsonville	5	8	
	Watsonville	5	14	
	<b>80</b>			
<b>Santa Cruz County 7 Providers 61 MSHS slots</b>	Watsonville	10	14	<b>Ann Soldo</b>
	Watsonville	10	14	
	Watsonville	9	14	
	Watsonville	9	14	
	Watsonville	1	14	
	Watsonville	8	14	
	Watsonville	8	14	
	<b>61</b>			
<b>Santa Cruz County 3 Providers 23 MSHS slots</b>	Freedom	10	14	<b>Calabasas</b>
	Freedom	8	14	
	Freedom	5	14	
	<b>23</b>			
<b>Santa Cruz County 11 Providers 74 MSHS slots</b>	Watsonville	5	8	<b>Freedom</b>
	Watsonville	5	8	
	Watsonville	9	14	
	Watsonville	10	14	
	Watsonville	5	14	
	Watsonville	6	14	
	Watsonville	11	14	
	Watsonville	3	14	
	Watsonville	5	8	
	Watsonville	9	14	
	Watsonville	6	14	
	<b>74</b>			



District's County for Schools of Residence	Provider's City of Residence	MSHS Contracted Slots	Provider's Licensed Capacity	Corresponding PVUSD Elementary School of Residence/Catchment Area
Santa Cruz County 7 Providers 53 MSHS slots	Watsonville	3	8	H.A. Hyde
	Watsonville	6	8	
	Watsonville	9	14	
	Watsonville	9	14	
	Watsonville	5	14	
	Watsonville	11	14	
	Watsonville	10	14	
	53			
Santa Cruz County 7 Providers 49 MSHS slots	Watsonville	11	14	Landmark
	Watsonville	6	14	
	Watsonville	6	14	
	Watsonville	9	14	
		6	14	
	Watsonville	3	8	
	Watsonville	8	14	
	49			
Santa Cruz County 6 Providers 53 MSHS slots	Watsonville	9	14	MacQuiddy
	Watsonville	11	14	
	Watsonville	7	14	
	Watsonville	11	14	
	Watsonville	10	14	
	Watsonville	5	14	
	53			
Santa Cruz County 4 Providers 25 MSHS slots	Watsonville	6	14	Mintie White
	Watsonville	9	14	
	Watsonville	6	14	
	Watsonville	4	8	
	25			
Santa Cruz County 1 Provider 8 MSHS slots	Watsonville	8	14	Radcliff
	8			
Santa Cruz County 1 Provider 3 MSHS slots	Watsonville	3	14	Bradley
	3			
Santa Cruz County 1 Provider 10 MSHS slots	Watsonville	10	14	Starlight
	10			
439 Total MSHS Child Development Slots in FCCH's in Santa Cruz County				
541 Total MSHS Child Development Slots in Family Child Care Homes				





Pajaro Valley Unified School District  
Migrant & Seasonal Head Start Program  
294 Green Valley Road 2<sup>nd</sup> Floor  
Watsonville, CA 95076-1359  
831-728-6955 Fax 831-728-6998

## **Some Benefits of Having a Migrant & Seasonal Head Start Program**

### **Benefits for Children**

### **MSHS Program:**

- Provides nurturing and caring environment for 700+ infants, toddlers and preschoolers each year
- Promotes social, emotional, physical & cognitive development of children
- Promotes early identification, intervention and support for children with disabilities (10% of enrollment) and children with special health conditions (pulmonary/asthma, seizures, etc.)

Reliable studies have found that Head Start children experience increased achievement test scores and that HS children experience favorable long-term effects on grade repetition, special education, and graduation rates.\*

- Supports children in families with problems such as domestic violence, substance abuse, family separation, grief
- Targets the poorest and most vulnerable children
- Promotes school readiness – data driven preschool assessment process
- Supports kindergarten transition
- Support for dual language acquisition, literacy
- Provides culturally-appropriate learning activities and environment
- Children are provided health, dental treatment and preventive oral health care, nutrition/food, mental health services

Studies demonstrate that Head Start and Early Head Start improve the health of the children and families they serve. Recent research reports that the mortality rates for 5- to 9-year-old children who had attended Head Start are 33 to 50 percent lower than the rates for comparable children who were not enrolled in Head Start. In fact, Head Start reduced the rates to the national average of mortality rates for all 5- to 9-year-old children. The Head Start Impact Study demonstrated that a much higher proportion of Head Start children received dental care than those children who did not receive HS services. A higher proportion of parents with 3-year-old children in Head Start reported that their child was either in excellent or very good health as compared with those parents who did not have children enrolled in Head Start.\*

### **Benefits for Parents/Families**

### **MSHS Program:**

- Protects children from unsafe environments for 60 hours per week ( 6 a.m. – 6 p.m.) while parents work in fields & other agricultural jobs
- Connects families to other free or low-cost resources (W.I.C., health clinics, dental clinics, food, clothing, shelters, legal services, etc.)
- Provides support & advocacy to parents with children with special needs
- Parent education activities @ local committee meetings and special meetings
- Collaboration with other District/community events to benefit families
- Serves substantial percentage of families who speak Mexican indigenous languages
- Develops parent leadership skills so parents can serve as program decision-makers



- Support the transition of parent leaders into other District parent leadership roles in K-12
- Promotes enrollment of parents into Adult Education/ESL classes to encourage English language skills
- Supports parents with kindergarten transition process and/or transition to other programs (locally and out of area)
- Supports parent literacy & parent/child literacy through variety of lending library and other training materials; emphasis on bi-literate resources
- Emphasizes the role of parents as the primary educators of their children – strong parent involvement is key to children's success in educational career
- Parents who actively participate Head Start have a greater quality of life satisfaction; increased confidence in coping skills; and decreased feelings of anxiety, depression and sickness

### **Benefits for Community**

### **MSHS Program:**

- Has a multiplier effect for dollars expended: for every Migrant & Seasonal Head Start \$1 spent there is a ripple effect of \$8-\$10 (MSHS budget is about \$6 million). Large portion of funds expended locally.
- 70 +/- Family Child Care Home (FCCH) Providers represent small businesses within PVUSD
- Family Child Care Homes support employment of Provider's Assistants
- Family Child Care Homes help to provide positive role models of intact families, with many male/father role models
- Supports the local agricultural industry by providing a safe place for young children so parents can work and promotes a more reliable work force

### **Economic Benefits**

Research shows that Head Start is a wise investment for society. The preliminary results of a randomly selected longitudinal study of more than 600 Head Start graduates in San Bernardino County, California, showed that society receives nearly \$9 in benefits for every \$1 invested in these Head Start children. [Other studies have demonstrated at least a 7 to 1 cost benefit ratio.] These benefits include increased earnings, employment, and family stability, and decreased welfare dependency, crime costs, grade repetition, and special education. Along with improving the health of its children and families, Head Start benefits its children and society-at-large by reducing crime and its costs to crime victims. Head Start children are significantly less likely to have been charged with a crime than their siblings who did not participate in Head Start.\*

\*NHSA has source citations for various studies.

# Migrant & Seasonal Head Start Program Governance & Shared Decision-Making

*Presentation adapted from CCMHS presentation  
by Judy J. Brummel, Mgt. & ECE Consultant*

Federal Regulations based upon Head Start  
Performance Standards



## Formal Structure of Program Governance



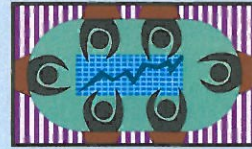
- A formal structure of Program Governance provides parents and other community representatives with the authority and opportunity to participate in shared decision-making concerning program design and implementation.
- Although the formal structure of governance will vary across local agencies, policy groups and parent committees are required for all. Each agency or organization has one policy group.





## Policy Groups

- The Policy Council at the grantee level (Central California MHS/SCOE)
- The Policy Committee at the delegate agency level (PVUSD) have policy- making authority and, therefore, are governed through locally established by-laws that ensure clarity and consistency in function and purpose.



## Local Parent Committees

- Provides each parent of an enrolled child with the opportunity to assist in the development of activities that address their interests and needs that support the education and healthy development of their children.





## Policy Committee

- Must be established as early in the program year as possible
- Because shared decision-making is a critical element of ongoing planning, it is important to maintain an effective Policy Group from one year to the next.

### TERM COMMITMENT

- Although outgoing parents from the Policy Committee may not have children enrolled at the beginning of the next season, it is important that parents complete their term and continue in a policy-making role until new parents are elected and seated. PVUSD/MSHS uses an Executive Committee model to carry out this continuity.

## 3 Critical Roles to Make Things Happen in all Head Start Programs by Governing Bodies (Boards) and/or Policy Groups

- Provide direction and oversight because of legal and fiscal responsibility
- Participate in the development of certain key policies/procedures and planning functions; otherwise, review and approve or disapprove
- Do (implement)

### **In Head Start terms, Also Known As (aka):**

- General Responsibility – typically Board function
- Must approve or disapprove – often Board & Policy Group
- Operating Responsibility – typically staff function, some exceptions
- Determine Locally (may depend upon local organizational/agency structure)

## Policy Council/Policy Committee's Major Role is Approval or Disapproval Process

- **Not a Rubber Stamp**
- Must work in partnership with the Board and key management staff to develop, review and approve or disapprove key program policies and procedures.
- **Need to have all key relevant information to make good decisions.**

Voice & Vote:

Policy Councils/Policy Committees (PC's) Have a Voice in Developing.....

- The Performance Standards give PC's the authority to be involved in the important responsibility of helping to govern the MSHS program by developing, reviewing, and approving or disapproving decisions.....

## Planning Approval or Disapproval

- Procedures for program planning.
- The program's philosophy and long-and-short-range goals and objectives; Community Assessment.
- Criteria for defining recruitment, selection and enrollment policies.
- The grantee (Central California MHS) and its CCMHS Policy Council determine the selection of delegate agencies (such as PVUSD) & their service areas.





## Planning Approval or Disapproval

- All federal funding applications and amendments to them.
- Policy Council, Policy Committee, Parent Committee reimbursement.
- Procedures for the annual self-assessment of the grantee's programmatic & fiscal progress...



## General Procedures

### **Approve or Disapprove by PVUSD Board of Trustees**

- The composition of the MSHS Policy Committee and the procedures for choosing members.
- Procedures for implementing shared decision-making.
- Internal dispute resolution.

### **Operating Responsibilities**

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



## Human Resources

### Approval or Disapproval



- Program personnel policies and any changes to them...
- Decisions related to the hiring or termination of the MHS/EHS director and any person who works primarily for the Migrant & Seasonal Head Start Program.

### Other Responsibilities of the Policy Committee

- Serve as a link to the Parent Committees, grantee and delegate agencies governing bodies, public and private organizations, and the communities they serve.
- Assist Parent Committees in communicating with parents enrolled in all program options to ensure that they understand their rights, responsibilities, and opportunities in the program and to encourage their participation in the program.

# Fostering Program Governance & Shared Decision Making in Migrant & Seasonal Head Start Programs



## Understanding the Role of the Governing Body



- Governing bodies provide support and direction to guide organization administrators, executives, and managers.
- Governing bodies are expected to be visionaries, policymakers, organizational gatekeepers; and ensure that the mission, vision, and values lead to achieving program and agency goals and objectives.



## Effective Migrant & Seasonal Head Start Governing Bodies (Boards) need to:

- Understand the concept of governance and how the roles associated with governance are distinguished from the roles associated with administration.
- Clarify their roles and responsibilities and how these roles and responsibilities relate to policy groups and agency and program managers.

## Effective Migrant & Seasonal Head Start Governing Bodies (Boards) need to:



- Recognize the basic procedures and systems that must exist to have a well-functioning Head Start program.
- Demonstrate effective shared decision-making with appropriate policy group.



## Effective Migrant & Seasonal Head Start Governing Bodies (Boards) Need to:

- Review and approve or disapprove key policies and procedures in partnership with the policy group.
- Design written policies that define the roles and responsibilities of the governing body members and inform them of the management procedures and functions necessary to implement a high-quality program.



## Effective Migrant & Seasonal Head Start Governing Bodies (Boards) Need to:

- Ensure that appropriate internal controls are in place to safeguard federal funds in accordance with Head Start and other regulations.
- Work with policy group to establish written procedures for shared decision-making and for joint internal disputes, including impasse procedures between the governing body (Board) and the policy group (Policy Committee).

## Major Board Responsibilities

The governing body is responsible for ensuring that the Migrant & Seasonal Head Start program operates effectively and responds to issues and concerns in the community.

## Functions of Governance from the Head Start Perspective:

- Create a process that leads to defining goals.
- Establish boundaries & limits that describe management's authority & responsibilities for implementing the Migrant & Seasonal Head Start program.
- Link with staff & assess staff and/or organizational performance to ensure management & staff are moving toward program goals.
- Design governance procedures to ensure that Migrant & Seasonal Head Start-eligible families are receiving quality services & that policies are being followed.



## *10 Responsibilities of Governing Bodies\**



- Determine the purpose of the organization.
- Select the Executive Director {District Superintendent @ PVUSD}, support & review performance
- Ensure that effective organizational planning occurs and that resources are available to implement planning goals and objectives.
- Settle grievances from staff (when disputes cannot be resolved at lower levels of the organization).

## *10 Responsibilities of Governing Bodies\**



- Resolve complaints from the community when they cannot be resolved at lower levels of the organization.
- Assess the performance of the governing body.
- Determine new or changes in services and monitor ongoing program and services.
- Act as a liaison between the organization and the community.
- Safeguard the organization's assets.
- Provide accountability to members.

\*Adapted from materials produced by the National Center for Non-Profit Boards, Washington DC, and Doing Good Better! How to be an Effective Board Member, Edgar Stoesz and Chester Raber, Good Books, PA 1997

## Example of Shared Decision-Making

### **Between Board & Policy Committee**

- Planning
- Monitoring and Assessing Performance
- Addressing Human Resource Requirements
- Setting Staff Boundaries & Limits
- Designing Governance Process
- Establishing communication system between Policy Committee & Board

## Planning

- The planning section of the Governance & Management Responsibilities Chart (Appendix A, Head Start Performance Standards) specifies that the governing body and the policy group must jointly approve the majority of the products that result from agency and/or program planning. (Example: Goals & Objectives)



## Critical First Step....

- The governing body & the policy group must understand and agree on the planning activities that they need to perform and the time frames for conducting activities.



## Establish the “How” & “When”

- Staff cannot commit either body to carry out planning activities, the two groups must agree on the procedure before it is implemented.
- Both groups must be consulted about any item that requires their approval during the developmental process and before approval is sought.

## IMPERATIVE!

- The planning process *must* describe not only when approval will occur but also when prior consultation and involvement in each planning activity will occur.



## Monitoring Performance – Grantee (CCMHS) & PVUSD

- The results of ongoing monitoring for both program & fiscal activities provide information for the governing body & policy group to keep them apprised of program progress.



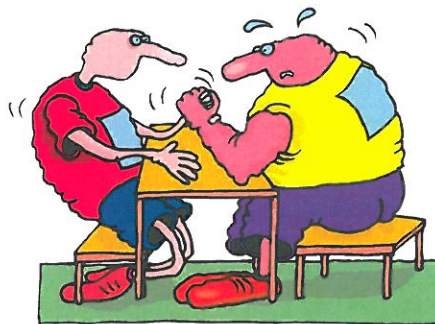


## Assessing Performance – Grantee (CCMHS) & PVUSD

- The annual self-assessment results describe accomplishments of program goals & objectives and outcomes for children as well as establish proposal to correct any identified problems.



## Federal Review (Assessment/Evaluation Team) & Re-competition – Every three years, but can be more often!



The Governing Body and Policy Committee  
are both part of the system that  
integrate many facets to deliver high  
quality services to eligible children and  
families!





E . from Head Start Act, as amended December 2007

Yellow highlighting = Required      Blue highlighting = exceptions that  
apply to PVUSD

the oversight of quality services for Head Start children and families and for making decisions related to program design and implementation. Such structure shall include the following:

**(1) GOVERNING BODY-**

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

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

(i) Not less than 1 member shall have a background and expertise in fiscal management or accounting.

(ii) Not less than 1 member shall have a background and expertise in early childhood education and development.

(iii) Not less than 1 member shall be a licensed attorney familiar with issues that come before the governing body.

(iv) Additional members shall--

(I) reflect the community to be served and include parents of children who are currently, or were formerly, enrolled in Head Start programs; and

(II) are selected for their expertise in education, business administration, or community affairs.

(v) Exceptions shall be made to the requirements of clauses (i) through (iv) for members of a governing body when those members oversee a public entity and are selected to their positions with the public entity by public election or political appointment.

(vi) If a person described in clause (i), (ii), or (iii) is not available to serve as a member of the governing body, the governing body shall use a consultant, or an other individual with relevant expertise, with the qualifications described in that clause, who shall work directly with the governing body.

**(C) CONFLICT OF INTEREST-** Members of the governing body shall--

(i) not have a financial conflict of interest with the Head Start agency (including any delegate agency);

(ii) not receive compensation for serving on the governing body or for providing services to the Head Start agency;

(iii) not be employed, nor shall members of their immediate family be employed, by the Head Start agency (including any delegate agency); and

(iv) operate as an entity independent of staff employed by the Head Start agency.

**(D) EXCEPTION-** If an individual holds a position as a result of public election or political appointment, and such position carries with it a concurrent appointment to serve as a member of a Head Start agency governing body, and such individual has any conflict of interest described in clause (ii) or (iii) of subparagraph (C)—

(i) such individual shall not be prohibited from serving on such body and the Head Start agency shall report such conflict to the Secretary; and

(ii) if the position held as a result of public election or political appointment provides compensation, such individual shall not be prohibited from receiving such compensation.

**(E) RESPONSIBILITIES-** The governing body shall—

(i) have legal and fiscal responsibility for administering and overseeing programs under this subchapter, including the safeguarding of Federal funds;

(ii) adopt practices that assure active, independent, and informed governance of the Head Start agency, including practices consistent with subsection (d)(1), and fully participate in the development, planning, and evaluation of the Head Start programs involved;

(iii) be responsible for ensuring compliance with Federal laws (including regulations) and applicable State, tribal, and local laws (including regulations); and

(iv) be responsible for other activities, including--

(I) selecting delegate agencies and the service areas for such agencies;

(II) establishing procedures and criteria for recruitment, selection, and enrollment of children;



regulations) governing financial statement and accounting practices;

(VIII) reviewing results from monitoring conducted under section 641A(c), including appropriate followup activities;

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

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

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

(bb) complaints, including investigations, when appropriate; and

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

## **(2) POLICY COUNCIL-**

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

### **(B) COMPOSITION AND SELECTION-**

# Head Start Program Performance Standards

## Appendix A - Governance and Management Responsibilities

[A=General responsibility; B=Operating responsibility; C=Must approve or disapprove; D=Determined locally]

FUNCTION	GRANTEE AGENCY CCMHS SCOE		DELEGATE AGENCY PVUSD		GRANTEE OR DELEGATE MANAGEMENT STAFF	
	Governing Body	Policy Council	Governing Body	Policy Committee	Head Start Director	Agency Director
<b>I. PLANNING</b>						
(a) 1304.50(d)(1)(iii) Procedures for program planning in accordance with this Part and the requirements of 45 CFR 1305.3	A & C	C	C	C	B	D
(b) 1304.50(d)(1)(iv) The program's philosophy and long- and short-range program goals and objectives (see 45 CFR 1304.51(a) and 45 CFR 1305.3 for additional requirements regarding program planning).	A & C	C	C	C	B	D
(c) 1304.50(d)(1)(v) The selection of delegate agencies and their service areas (this regulation is binding on Policy Councils exclusively) (see 45 CFR 1301.33 and 45 CFR 1305.3(a) for additional requirements about delegate agency and service area selection, respectively).	A & C	C	--	--	B (Grantee Only)	D (Grantee Only)
(d) 1304.50(d)(1)(vii) Criteria for defining recruitment, selection, and enrollment priorities, in accordance with the requirements of 45 CFR Part 1305.	A	C	A	C	B	D
(e) 1304.50(d)(1)(i) All funding applications and amendments to funding applications for Early Head Start and Head Start, including administrative services, prior to the submission of such applications to the grantee (in the case of Policy Committees) or to HHS (in the case of Policy Councils).	A & C	C	A & C	C	B	D
(f) 1304.50(f) Policy Council, Policy Committee, and Parent Committee reimbursement. Grantee and delegate agencies must enable low-income members to participate fully in their group responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the members.	A	C	A	C	B	D
(g) 1304.50(d)(1)(viii) The annual self-assessment of the grantee or delegate agency's progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review (see 45 CFR 1304.51(i)(1) for additional requirements about the annual self-assessment).	A	C	A	C	B	D



	GRANTEE AGENCY CCMHS SCOE		DELEGATE AGENCY PVUSD		GRANTEE OR DELEGATE MANAGEMENT STAFF	
FUNCTION	Governing Body	Policy Council	Governing Body	Policy Committee	Head Start Director	Agency Director
<b>II. GENERAL PROCEDURES</b> [A=General responsibility; B=Operating responsibility; C=Must approve or disapprove; D=Determined locally]						
(a) 1304.50(d)(1)(vi) The composition of the Policy Council or the Policy Committee and the procedures by which policy group members are chosen.	A & C	C	A & C	C	B	D
(b) 1304.50(g)(1) Grantee and delegate agencies must have written policies that define the roles and responsibilities of the governing body members and that inform them of the management procedures and functions necessary to implement a high quality program.	A & C	--	A & C	--	--	D
(c) 1304.50(d)(1)(ii) Procedures describing how the governing body and the appropriate policy group will implement shared decision-making.	A & C	C	A & C	C	D	D
(d) 1304.50(h) Internal dispute resolution. Each grantee and delegate agency and Policy Council or Policy Committee jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.	A & C	C	A & C	C	D	D
(e) 1304.50(d)(2)(v) Establish and maintain procedures for hearing and working with the grantee or delegate agency to resolve community complaints about the program.	B	B	B	B	D	D
(f) 1304.50(g)(2) Grantee and delegate agencies must ensure that appropriate internal controls are established and implemented to safeguard Federal funds in accordance with 45 CFR 1301.13.	A	--	A	--	D	D
(g) The annual independent audit that must be conducted in accordance with 45 CFR 1301.12.	A	--	A	--	D	D

	GRANTEE AGENCY CCMHS SCOE		DELEGATE AGENCY PVUSD		GRANTEE OR DELEGATE MANAGEMENT STAFF	
FUNCTION	Governing Body	Policy Council	Governing Body	Policy Committee	Head Start Director	Agency Director
<b>III. HUMAN RESOURCES MANAGEMENT PROCEDURES</b> [A=General responsibility; B=Operating responsibility; C=Must approve or disapprove; D=Determined locally]						
(a) 1304.50(d)(1)(ix) Program personnel policies and subsequent changes to those policies, in accordance with 45 CFR 1301.31, including standards of conduct for program staff, consultants, and volunteers.	A & C	C	A & C	C	D	D
(b) 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the grantee agency.	A & C	C	--	--	--	D
(c) 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the grantee agency.	A	C	--	--	B (Grantee Only)	D
(d) 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the delegate agency.	--	--	A & C	C	--	D
(e) 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the delegate agency.	--	--	A	C	B (Delegate Only)	D

#### KEY AND DEFINITIONS AS USED IN CHART

\* When a grantee or delegate agency operates an Early Head Start program only and not an Early Head Start and a Head Start program, these responsibilities apply to the Early Head Start Director.

A. **General Responsibility.** The group with legal and fiscal responsibility that guides and oversees the carrying out of the functions described through the individual or group given operating responsibility.

B. **Operating Responsibility.** The individual or group that is directly responsible for carrying out or performing the functions consistent with the general guidance and oversight from the group holding general responsibility.

C. **Must Approve or Disapprove.** The group that must be involved in the decision-making process prior to the point of seeking approval. If it does not approve, a proposal cannot be adopted, or the proposed action taken, until agreement is reached between the disagreeing groups.

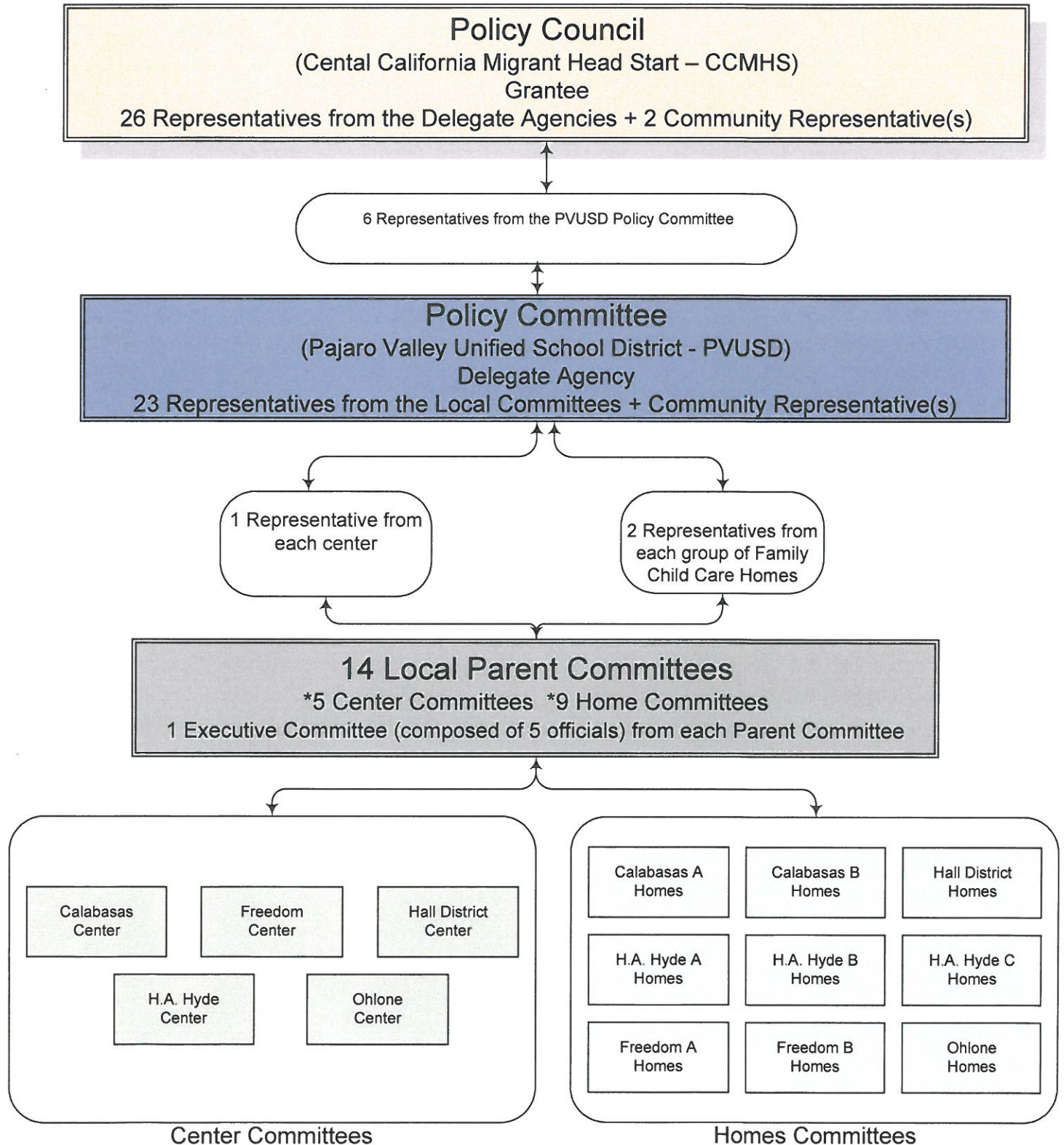
D. **Determined locally.** Management staff functions as determined by the local governing body and in accordance with all Head Start regulations.





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Migrant and Seasonal Head Start Program  
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## Policy Council, Policy Committee, and Local Parent Committee Structure 2013





An Office of the Administration for Children and Families  
Early Childhood Learning & Knowledge Center (ECLKC)

(aka. "Re-competition"  
of grant funds)

ECLKC Home > Policy & Regulation > Head Start Program Performance Standards and Other Regulations > 45 CFR 1307

## Part 1307 – Policies and Procedures for Designation Renewal of Head Start and Early Head Start Grantees

A new regulation, Part 1307 of the Head Start Program Performance Standards, was released November 9, 2011 in the [Federal Register](#). A [PDF version of the final rules with comments](#) [PDF, 224KB] is available, and the full official text of the regulations follows.

### **PART 1307—POLICIES AND PROCEDURES FOR DESIGNATION RENEWAL OF HEAD START AND EARLY HEAD START GRANTEEES**

1307.1 Purpose and scope.

1307.2 Definitions.

1307.3 Basis for determining whether a Head Start agency will be subject to an open competition.

1307.4 Grantee reporting requirements concerning certain conditions.

1307.5 Requirements to be considered for designation for a five-year period when the existing grantee in a community is not determined to be delivering a high-quality and comprehensive Head Start program and is not automatically renewed.

1307.6 Tribal government consultation under the Designation Renewal System for when an Indian Head Start grant is being considered for competition.

1307.7 Designation request, review and notification process.

1307.8 Use of CLASS: Pre-K Instrument in the Designation Renewal System.

Authority: 42 U.S.C. 9801 et seq.

#### **§ 1307.1 Purpose and scope.**

The purpose of this Part is to set forth policies and procedures for the designation renewal of Head Start and Early Head Start programs. It is intended that these programs be administered effectively and responsibly; that applicants to administer programs receive fair and equitable consideration; and that the legal rights of current Head Start and Early Head Start grantees be fully protected. The Designation Renewal System is established in this Part to determine whether Head Start and Early Head Start agencies deliver high-quality services to meet the educational, health, nutritional, and social needs of the children and families they serve; meet the program and financial requirements and standards described in section 641A(a)(1) of the Head Start Act; and qualify to be designated for funding for five years without competing for such funding as required under section 641(c) of the Head Start Act with respect to Head Start agencies and pursuant to



section 645A(b)(12) and (d) with respect to Early Head Start agencies. A competition to select a new Head Start or Early Head Start agency to replace a Head Start or Early Head Start agency that has been terminated voluntarily or involuntarily is not part of the Designation Renewal System established in this Part, and is subject instead to the requirements of part 1302.

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## **§ 1307.2 Definitions.**

As used in this Part—

*ACF* means the Administration for Children and Families in the Department of Health and Human Services.

*Act* means the Head Start Act, [45 U.S.C. 9831](#) *et seq.*

*Agency* means a public or private non-profit or for-profit entity designated by ACF to operate a Head Start or Early Head Start program.

*Aggregate child-level assessment data* means the data collected by an agency on the status and progress of the children it serves that have been combined to provide summary information about groups of children enrolled in specific classrooms, centers, home-based or other options, groups or settings, or other groups of children such as dual language learners, or to provide summary information by specific domains of development.

*Child-level assessment data* means the data collected by an agency on an individual child from one or more valid and reliable assessments of a child's status and progress, including but not limited to direct assessment, structured observations, checklists, staff or parent report measures, and portfolio records or work samples.

*Early Head Start agency* means a public or private non-profit or for-profit entity designated by ACF to operate an Early Head Start program to serve pregnant women and children from birth to age three, pursuant to section 645A(e) of the Head Start Act.

*Going concern* means an organization that operates *without* the threat of liquidation for the foreseeable future, a period of at least 12 months.

*Head Start agency* means a local public or private non-profit or for-profit entity designated by ACF to operate a Head Start program to serve children age three to compulsory school age, pursuant to section 641(b) and (d) of the Head Start Act.

*School readiness goals* mean the expectations of children's status and progress across domains of language and literacy development, cognition and general knowledge, approaches to learning, physical well-being and motor development, and social and emotional development that will improve their readiness for kindergarten.

*Transition period* means the three-year time period after December 9, 2011, on the Designation Renewal System during which ACF will convert all of the current continuous Head Start and Early Head Start grants into five-year grants after reviewing each grantee to determine if it meets any of the conditions under section 1307.3 that require recompetition or if the grantee will receive its first five-year grant non-competitively.

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## **§ 1307.3 Basis for determining whether a Head Start agency will be subject to an open competition.**

A Head Start or Early Head Start agency shall be required to compete for its next five years of funding whenever the responsible HHS official determines that one or more of the following seven conditions existed during the relevant time period covered by the responsible HHS official's review under § 1307.7 of this part:

(a) An agency has been determined by the responsible HHS official to have one or more deficiencies on a single review conducted under section 641A(c)(1)(A), (C), or (D) of the Act in the relevant time period covered by the responsible HHS official's review under section 1307.7. ✓

(b) An agency has been determined by the responsible HHS official based on a review conducted under section 641A(c)(1)(A), (C), or (D) of the Act during the relevant time period covered by the responsible HHS official's review under § 1307.7 not to have:

(1) After December 9, 2011, established program goals for improving the school readiness of children participating in its program in accordance with the requirements of section 641A(g)(2) of the Act and demonstrated that such goals: ✓

(i) Appropriately reflect the ages of children, birth to five, participating in the program;

(ii) Align with the Head Start Child Development and Early Learning Framework, State early learning guidelines, and the requirements and expectations of the schools, to the extent that they apply to the ages of children, birth to five, participating in the program and at a minimum address the domains of language and literacy development, cognition and general knowledge, approaches toward learning, physical well-being and motor development, and social and emotional development;

(iii) Were established in consultation with the parents of children participating in the program.

(2) After December 9, 2011, taken steps to achieve the school readiness goals described under paragraph (b)(1) of this section demonstrated by:

(i) Aggregating and analyzing aggregate child-level assessment data at least three times per year (except for programs operating less than 90 days, which will be required to do so at least twice within their operating program period) and using that data in combination with other program data to determine grantees' progress toward meeting its goals, to inform parents and the community of results, and to direct continuous improvement related to curriculum, instruction, professional development, program design and other program decisions; and ✓

(ii) Analyzing individual ongoing, child-level assessment data for all children birth to age five participating in the program and using that data in combination with input from parents and families to determine each child's status and progress with regard to, at a minimum, language and literacy development, cognition and general knowledge, approaches toward learning, physical well-being and motor development, and social and emotional development and to individualize the experiences, instructional strategies, and services to best support each child. ✓

(c) An agency has been determined during the relevant time period covered by the responsible HHS official's review under § 1307.7:

(1) After December 9, 2011, to have an average score across all classrooms observed below the following minimum thresholds on any of the three CLASS: Pre-K domains from the most recent CLASS: Pre-K observation: ✓

(i) For the Emotional Support domain the minimum threshold is 4;

(ii) For the Classroom Organization domain, the minimum threshold is 3;

(iii) For the Instructional Support domain, the minimum threshold is 2;



(2) After December 9, 2011, to have an average score across all classrooms observed that is in the lowest 10 percent on any of the three CLASS: Pre-K domains from the most recent CLASS: Pre-K observation among those currently being reviewed unless the average score across all classrooms observed for that CLASS: Pre-K domain is equal to or above the standard of excellence that demonstrates that the classroom interactions are above an exceptional level of quality. For all three domains, the "standard of excellence" is a 6. ✓

(d) An agency has had a revocation of its license to operate a Head Start or Early Head Start center or program by a State or local licensing agency during the relevant time period covered by the responsible HHS official's review under § 1307.7 of this part, and the revocation has not been overturned or withdrawn before a competition for funding for the next five-year period is announced. A pending challenge to the license revocation or restoration of the license after correction of the violation shall not affect application of this requirement after the competition for funding for the next five-year period has been announced. ✓

(e) An agency has been suspended from the Head Start or Early Head Start program by ACF during the relevant time period covered by the responsible HHS official's review under § 1307.7 of this part and the suspension has not been overturned or withdrawn. If there is a pending appeal and the agency did not have an opportunity to show cause as to why the suspension should not have been imposed or why the suspension should have been lifted if it had already been imposed under 45 CFR part 1303, the agency will not be required to compete based on this condition. If an agency has received an opportunity to show cause, the condition will be implemented regardless of appeal status. ✓

(f) An agency has been debarred from receiving Federal or State funds from any Federal or State department or agency or has been disqualified from the Child and Adult Care Food Program (CACFP) any time during the relevant time period covered by the responsible HHS official's review under § 1307.7 of this part but has not yet been terminated or denied refunding by ACF. (A debarred agency will only be eligible to compete for Head Start funding if it receives a waiver described in 2 CFR 180.135.) ✓

(g) An agency has been determined within the twelve months preceding the responsible HHS official's review under § 1307.7 of this part to be at risk of failing to continue functioning as a going concern. The final determination is made by the responsible HHS official based on a review of the findings and opinions of an audit conducted in accordance with section 647 of the Act; an audit, review or investigation by a State agency; a review by the National External Audit Review (NEAR) Center; or an audit, investigation or inspection by the Department of Health and Human Services Office of Inspector General: ✓

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#### § 1307.4 Grantee reporting requirements concerning certain conditions.

(a) Head Start agencies must report in writing to the responsible HHS official within 30 working days of December 9, 2011, if the agency has had a revocation of a license to operate a center by a State or local licensing entity during the period between June 12, 2009, and December 9, 2011.

(b) Head Start agencies must report in writing to the responsible HHS official within 10 working days of occurrence any of the following events following December 9, 2011:

(1) The agency has had a revocation of a license to operate a center by a State or local licensing entity.

(2) The agency has filed for bankruptcy or agreed to a reorganization plan as part of a bankruptcy settlement.

(3) The agency has been debarred from receiving Federal or State funds from any Federal or State department or agency or has been disqualified from the Child and Adult Care Food Program (CACFP).

(4) The agency has received an audit, audit review, investigation or inspection report from the agency's auditor, a State agency, or the cognizant Federal audit agency containing a determination that the agency is at risk for ceasing to be a going concern.

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**§ 1307.5 Requirements to be considered for designation for a five-year period when the existing grantee in a community is not determined to be delivering a high-quality and comprehensive Head Start program and is not automatically renewed.**

In order to compete for the opportunity to be awarded a five-year grant, an agency must submit an application to the responsible HHS official that demonstrates that it is the most qualified entity to deliver a high-quality and comprehensive Head Start or Early Head Start program. The application must address the criteria for selection listed at section 641(d)(2) of the Act for Head Start. Any agency that has had its Head Start or Early Head Start grant terminated for cause in the preceding five years is excluded from competing in such competition for the next five years. A Head Start or Early Head Start agency that has had a denial of refunding, as defined in 45 CFR 1303.2, in the preceding five years is also excluded from competing.

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**§ 1307.6 Tribal government consultation under the Designation Renewal System for when an Indian Head Start grant is being considered for competition.**

(a) In the case of an Indian Head Start or Early Head Start agency determined not to be delivering a high-quality and comprehensive Head Start or Early Head Start program, the responsible HHS official will engage in government-to-government consultation with the appropriate Tribal government or governments for the purpose of establishing a plan to improve the quality of the Head Start program or Early Head Start program operated by the Indian Head Start or Indian Early Head Start agency.

(1) The plan will be established and implemented within six months after the responsible HHS official's determination.

(2) Not more than six months after the implementation of that plan, the responsible HHS official will reevaluate the performance of the Indian Head Start or Early Head Start agency.

(3) If the Indian Head Start or Early Head Start agency is still not delivering a high quality and comprehensive Head Start or Early Head Start program, the responsible HHS official will conduct an open competition to select a grantee to provide services for the community currently being served by the Indian Head Start or Early Head Start agency.

(b) A non-Indian Head Start or Early Head Start agency will not be eligible to receive a grant to carry out an Indian Head Start program, unless there is no Indian Head Start or Early Head Start agency available for designation to carry out an Indian Head Start or Indian Early Head Start program.

(c) A non-Indian Head Start or Early Head Start agency may receive a grant to carry out an Indian Head Start program only until such time as an Indian Head Start or Indian Early Head Start agency in such community becomes available and is designated pursuant to this Part.

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**§ 1307.7 Designation request, review and notification process.**

(a) Grantees must apply to be considered for Designation Renewal



(1) For the transition period, each Head Start or Early Head Start agency wishing to be considered to have their designation as a Head Start or Early Head Start agency renewed for a five year period without competition shall request that status from ACF within six months of December 9, 2011.

(2) After the transition period, each Head Start or Early Head Start agency wishing to be considered to have their designation as a Head Start or Early Head Start agency renewed for another five year period without competition shall request that status from ACF at least 12 months before the end of their five year grant period or by such time as required by the Secretary.

(b) ACF will review the relevant data to determine if one or more of the conditions under § 1307.3 of this part were met by the Head Start and Early Head Start agency's program:

(1) During the first year of the transition period, ACF shall review the data on each Head Start and Early Head Start agency to determine if any of the conditions under § 1307.3(a) or (d) through (g) of this part were met by the agency's program since June 12, 2009.

(2) During the remainder of the transition period, ACF shall review the data on each Head Start and Early Head Start agency still under grants with indefinite project periods and for whom ACF has relevant data on all of the conditions in § 1307.3(a) through (g) of this part to determine if any of the conditions under § 1307.3(a) or (d) through (g) were met by the agency's program since June 12, 2009, or if the conditions under § 1307.3(b) or (c) existed in the agency's program since December 9, 2011.

(3) Following the transition period, ACF shall review the data on each Head Start and Early Head Start agency in the fourth year of the grant to determine if any of the conditions under § 1307.3 of this part existed in the agency's program during the period of that grant.

(c) ACF will give notice to grantees on Designation Renewal System status, except as provided in § 1307.6 of this part:

(1) During the first year of the transition period, ACF shall give written notice to all grantees meeting any of the conditions under § 1307.3(a) or (d) through (g) of this part since June 12, 2009, by certified mail return receipt requested or other system that establishes the date of receipt of the notice by the addressee, stating that the Head Start or Early Head Start agency will be required to compete for funding for an additional five-year period, identifying the conditions ACF found, and summarizing the basis for the finding. All grantees that do not meet any of the conditions under § 1307.3(a) or (d) through (g) will remain under indefinite project periods until the time period described under § 1307.7(b)(2).

(2) During the remainder of the transition period, ACF shall give written notice to all grantees still under grants with indefinite project periods and on the conditions in § 1307.3(a) through (g) by certified mail return receipt requested or other system that establishes the date of receipt of the notice by the addressee stating either:

(i) The Head Start or Early Head Start agency will be required to compete for funding for an additional five-year period because ACF finds that one or more conditions under § 1307.3(a) through (g) has been met during the relevant time period described in paragraph (b) of this section, identifying the conditions ACF found, and summarizing the basis for the finding; or

(ii) That such agency has been determined on a preliminary basis to be eligible for renewed funding for five years without competition because ACF finds that none of the conditions under § 1307.3 of this part have been met during the relevant time period described in paragraph (b) of this section. If prior to the award of that grant, ACF determines that the grantee has met one of the conditions under § 1307.3 during the relevant time period described in paragraph (b) of this section, this determination will change and the grantee will receive notice under paragraph (c)(2)(i) of this section that it will be required to compete for funding for an additional five-year period.

(3) Following the transition period, ACF shall give written notice to all grantees at least 12 months before the expiration date of a Head Start or Early Head Start agency's then current grant by certified mail return receipt requested or other system that establishes the date of receipt of the notice by the addressee, stating:

(i) The Head Start or Early Head Start agency will be required to compete for funding for an additional five-year period because ACF finds that one or more conditions under § 1307.3 of this part were met by the agency's program during the relevant time period described in paragraph (b) of this section, identifying the conditions ACF found, and summarizing the basis for the finding; or

(ii) That such agency has been determined on a preliminary basis to be eligible for renewed funding for five years without competition because ACF finds that none of the conditions under § 1307.3 have been met during the relevant time period described in paragraph (b) of this section. If prior to the award of that grant, ACF determines that the grantee has met one of the conditions under § 1307.3 during the relevant time period described in paragraph (b) of this section, this determination will change and the grantee will receive notice under paragraph (c)(3)(i) of this section that it will be required to compete for funding for an additional five-year period.

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#### **§ 1307.8 Use of CLASS: Pre-K Instrument in the Designation Renewal System.**

Except when all children are served in a single classroom, ACF will conduct observations of multiple classes operated by the grantee based on a random sample of all classes and rate the conduct of the classes observed using the CLASS: Pre-K instrument. When the grantee serves children in its program in a single class, that class will be observed and rated using the CLASS: Pre-K instrument. The domain scores for that class will be the domain scores for the grantee for that observation. After the observations are completed, ACF will report to the grantee the scores of the classes observed during the CLASS: Pre-K observations in each of the domains covered by the CLASS: Pre-K instrument. ACF will average CLASS: Pre-K instrument scores in each domain for the classes operated by the agency that ACF observed to determine the agency's score in each domain.

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Part 1307. Policies and Procedures for Designation Renewal of Head Start and Early Head Start Grantees. HHS/ACF/OHS. 2011. English.



☐ HEAD START    ☒ MIGRANT/SEASONAL HEAD START    ☐ EARLY HEAD START  
**PROGRAM GOALS AND OBJECTIVES**

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Program Year: 2013-2014

AGENCY: Pajaro Valley Unified School District

☐ New    ☒ Carried Over  
☒ Progress Report as of 9/12/12

**GOAL # 7**    Develop 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.

**OBJECTIVE # 1**    Develop written shared governance policies and procedures that cover functions listed under Program Governance in the Head Start Performance Standards (Please reference Appendix A, CFR 1304.50).

SPECIFIC STRATEGIES/ACTIVITIES	RESPONSIBLE PARTICIPANTS	TARGETED COMPLETION DATE	COMPLETED Y	N	COMMENTS
1. Obtain outside technical assistance.	MSHS Director	5/30/12			Outside technical assistance was obtained for a portion of scope of work. Consultant moved out of country and additional assistance may be required.
2. Design plan for developing shared governance process, involving key groups (staff, Policy Committee, Board). Linked to development of written program planning procedure. (Please see Goal 8, Objective 1).	Child Development Director; MSHS Director; outside technical assistance	10/28/13			March 21, 2012 training for Board Members on Shared Governance was led by MSHS Program Director and included District Superintendent, ECE Director & designated MSHS mgt. staff in attendance. Board advised annual training of full Board will occur. This training in a Special Study Session format satisfies corrective plan of action for Board training (Head Start Performance Standard 1304.50 g/Appendix A).
3. Review, draft and amend written procedure(s) and other documents until key groups are satisfied and approvals from each governing body are obtained.	MSHS Director; District Department management staff; Child Development Director; outside technical assistance as needed	2/28/13			<p>Program drafted recommendations for District consideration of MSHS Personnel Policies in June 2011 that correspond to Appendix A governance requirements. Initial draft reviewed by Superintendent, H.R. Assistant Superintendent, H.R. Classified Director, Child Development Director. Subsequent draft is being worked on by MSHS Director &amp; Program Operations Coordinator.</p> <p>There will be phased development and implementation of work products.</p>

☐ HEAD START    ☒ MIGRANT/SEASONAL HEAD START    ☐ EARLY HEAD START  
**PROGRAM GOALS AND OBJECTIVES**

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Program Year: 2013-2014

AGENCY: Pajaro Valley Unified School District

☐ New    ☒ Carried Over  
☒ Progress report as of 9/12/12

**GOAL # 8**    Develop a systematic, ongoing process of program planning that includes consultation with the Policy Committee, Board of Trustees and program staff. Program planning must include the Community Assessment, annual self-assessment findings and program area plans. Program planning must also include the development of short-term and multi-year (long-term) program and financial objectives.

**OBJECTIVE # 1**    Develop written planning procedure that addresses the key elements required for systematic, ongoing process for program planning, including cyclical timelines and linkages to shared governance & management functions and procedures.

SPECIFIC STRATEGIES/ACTIVITIES	RESPONSIBLE PARTICIPANTS	TARGETED COMPLETION DATE	COMPLETED Y	N	COMMENTS
1. Obtain outside technical assistance.	MSHS Director	5/30/12			Outside technical assistance was obtained for a portion of scope of work. Consultant moved out of country and additional assistance may be required.
2. Design plan for developing planning process, involving key groups (staff, Policy Committee, Board).(Please see Goal 7).	Child Development Director; MSHS Director; outside technical assistance	2/28/14			Program has developed reporting process to full Board for required reports (financial, enrollment) through the District's "Friday Update" reporting system. Procedural documentation of this and other planning procedures is pending.
3. Review, draft and amend planning documents until key groups are satisfied and approvals are obtained.	Child Development Director; MSHS Director; outside technical assistance	2/28/14			