



HEAD START

Regional T/TA Network

Burlington County Community Action Program
Program Governance Training
November 12, 2019
6:00 pm

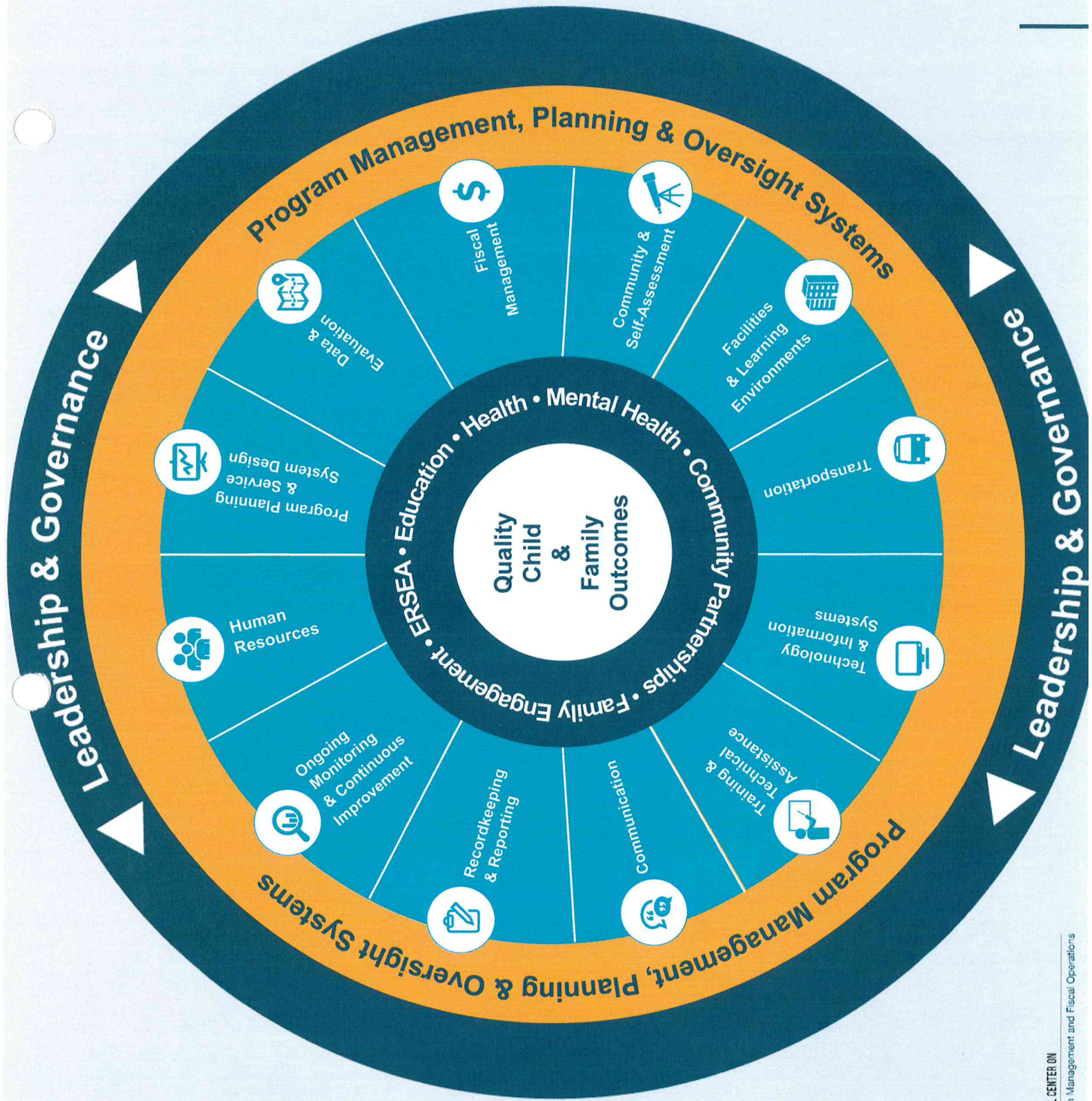
Participants: Board of Trustees, Policy Council, BCCAP & Head Start management team members

Planned Outcome: The participants will receive training on Head Start requirements, including roles and responsibilities of Head Start governance groups, and will identify areas for further development

- I. Welcome & Introductions Activity
- II. Underlying Principles of Head Start
 - History
 - Core Values
 - Family Engagement
 - School Readiness
- III. Head Start Program Design & Management
 - Five Year Project Period
 - Management Systems Wheel
 - Program Planning Cycle
- IV. Head Start Leadership – Relationship between Head Start management, governing body, and Policy Council
- V. Collaborative Program Governance
 - Governing Body Roles and Responsibilities
 - Policy Council Roles and Responsibilities
 - Required Information Sharing
- VI. ECLKC Resource Review
- VII. Follow Up/Next Steps

**Key Resources: HS Core Values, Parent Involvement & Family Engagement for Early Childhood Professionals, HS Management Systems Wheel, HS Program Planning Cycle, HSPPS Part 1301, HS Act Sec 642 (c), HS Program Leadership Venn Diagram*

Head Start Management Systems: Five-Year Project Period



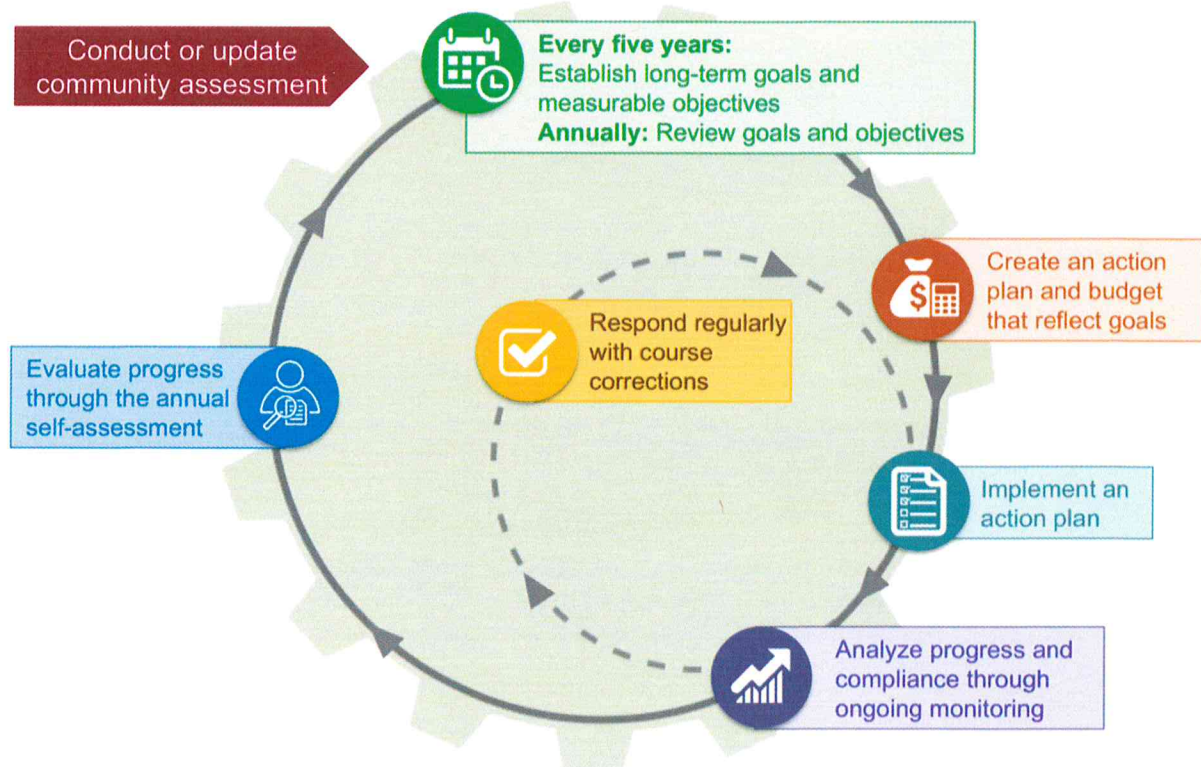
Program Planning in Head Start: The Program Planning Cycle

The Head Start Program Planning Cycle graphic depicts an ongoing cycle of planning, implementation, and evaluation that promotes continuous quality improvement and allows programs to work toward the achievement of positive outcomes for children and families. The diagram consists of an outer circle connected to a smaller inner circle and to labels that name each step in the cycle. Arrows lead from one step to the next, showing the sequence of the steps. Many of the steps happen repeatedly throughout the cycle and the cycle itself is repeated throughout the five-year project period. Below is a list of the steps in the planning cycle and a brief description of each.

Thoughtful planning is critical to successful programming and to the achievement of desired outcomes. The program planning cycle graphic illustrates how the required Head Start management systems are interrelated parts of a predictable planning process. Through this process programs develop goals, objectives, and expected outcomes, and monitor and evaluate progress towards their program goals that include school readiness goals. They also ensure compliance with the Head Start Program Performance Standards (HSPPS).

**In this document references to long-term goals are inclusive of all program goals.*

The Program Planning Cycle Diagram





To learn more about the planning process, follow the arrows around the planning cycle.

- 1) Begin at either **community assessment** or **self-assessment**.
 - *New programs* begin at community assessment. They collect and analyze data about the needs and resources of eligible families, the program, and the community within the service area to inform their goal setting.
 - *Existing programs* may begin the process with **self-assessment**. They take a fresh look at updated community assessment data, data gathered through ongoing monitoring, and other relevant data to make recommendations for planning and goal setting.
- 2) For their baseline grant applications, programs identify the long-term goals they will accomplish during the **five-year project period**. They also identify initial SMART (Specific, Measurable, Attainable, Relevant, and Timely) **objectives** linked to **expected outcomes**. During their **annual** planning process, they review their long-term goals and objectives, along with community assessment and self-assessment data and make any necessary programming adjustments. They continue to break down their goals into measurable objectives linked to expected outcomes.
- 3) Programs develop an annual **action plan** which is a defined set of steps that outlines what a program will do to accomplish its goals and objectives. The action plan is supported by a budget that is aligned with the goals and objectives. Through the **data and evaluation system** the program determines which data will be collected to measure progress and determine impact.
- 4) As the program **implements its plan**, it collects data through its **technology and information systems** and manages it through its **recordkeeping and reporting system**.
- 5) The program continually evaluates progress towards its goals and objectives and compliance with the Head Start Program Performance Standards by reviewing data gathered through the system of **ongoing monitoring and continuous improvement**. Effective ongoing monitoring enables programs to track progress towards their goals and objectives, ensures compliance, and provides data to inform continuous improvement.

- 6) Based on ongoing monitoring results, programs continue to implement their **action plan** as written, change the plan to **replicate best practices**, or make **course corrections** that may require changes in program activities or levels of effort. Follow up to determine the efficacy of the course corrections is critical.

- 7) Finally, the program comes full circle to the annual **self-assessment**. In this step, the self-assessment team uses its ongoing monitoring, community assessment, and other relevant data (child assessment data, professional development data, and family engagement data, as appropriate) to assess the program’s progress in achieving its goals, objectives, and expected outcomes, and to evaluate program compliance with federal requirements.

Two additional elements are essential throughout the planning process:

- Effective use of data that support a coordinated approach to service delivery
- Communication with appropriate stakeholders at each step

Integrating Data into Program Planning Systems



The Integrating Data into Planning Systems graphic illustrates how the use of data is integrated into each step of the planning cycle. Below is a list of the steps in the planning cycle, along with the data activities that occur at each step.

- **Evaluate progress through the annual self-assessment (new programs begin with community assessment)**
 - Assess annual progress towards goals and objectives
 - Evaluate compliance and the efficacy of services
 - Identify strengths and areas for improvement
 - Share recommendations with *all* stakeholders
- **Conduct or update community assessment**
 - Analyze data
 - Establish conclusions and programming recommendations
 - Share results with *all* stakeholders
- **Every five years: Establish long-term goals and measurable objectives**
- **Annually: Review goals and objectives**
 - Ensure that goals reflect conclusions from key data sources (e.g., community assessment, self-assessment, child outcomes data, professional development data and family engagement data)
- **Create an action plan and budget that reflect goals**
 - Identify desired data
 - Determine data-collection methodologies
 - Refine recordkeeping and reporting systems
- **Implement an action plan**
 - Collect and manage data
 - Ensure the availability, usability, integrity, and security of data
 - Discuss findings regularly
- **Analyze progress and compliance through ongoing monitoring**
 - Review goals and data for trends
 - Analyze data across services
 - Draw conclusions and identify course corrections
 - Share findings with internal stakeholders
- **Respond regularly with course corrections (as required)**
 - Implement course corrections
 - Review corrections to monitor the efficacy of the change
 - Communicate data findings and next steps to internal stakeholders

Head Start Program Performance Standards

Part 1301 – Program Governance

1301.1 Purpose.

An agency, as defined in part 1305 of this chapter, must establish and maintain a formal structure for program governance that includes a governing body, a policy council at the agency level and policy committee at the delegate level, and a parent committee. Governing bodies have a legal and fiscal responsibility to administer and oversee the agency's Head Start and Early Head Start programs. Policy councils are responsible for the direction of the agency's Head Start and Early Head Start programs.

1301.2 Governing body.

(a) *Composition.* The composition of a governing body must be in accordance with the requirements specified at section 642(c)(1)(B) of the Act, except where specific exceptions are authorized in the case of public entities at section 642(c)(1)(D) of the Act. Agencies must ensure members of the governing body do not have a conflict of interest, pursuant to section 642(c)(1)(C) of the Act.

(b) *Duties and responsibilities.* (1) The governing body is responsible for activities specified at section 642(c)(1)(E) of the Act.

(2) The governing body must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described at section 642(d)(2) of the Act to conduct its responsibilities.

(c) *Advisory committees.* (1) A governing body may establish advisory committees as it deems necessary for effective governance and improvement of the program.

(2) If a governing body establishes an advisory committee to oversee key responsibilities related to program governance, it must:

(i) Establish the structure, communication, and oversight in such a way that the governing body continues to maintain its legal and fiscal responsibility for the Head Start agency; and,

(ii) Notify the responsible HHS official of its intent to establish such an advisory committee.

1301.3 Policy council and policy committee.

(a) *Establishing policy councils and policy committees.* Each agency must establish and maintain a policy council responsible for the direction of the Head Start program at the agency level, and a policy committee at the delegate level. If an agency delegates operational responsibility for the entire Head Start or Early Head Start program to one delegate agency, the policy council and policy committee may be the same body.

(b) *Composition.* (1) A program must establish a policy council in accordance with section 642(c)(2)(B) of the Act, or a policy committee at the delegate level in accordance with section 642(c)(3) of the Act, as early in the program year as possible. Parents of children currently enrolled in each program option must be proportionately represented on the policy council and on the policy committee at the delegate level.



(2) The program must ensure members of the policy council, and of the policy committee at the delegate level, do not have a conflict of interest pursuant to sections 642(c)(2)(C) and 642(c)(3)(B) of the Act. Staff may not serve on the policy council or policy committee at the delegate level except parents who occasionally substitute as staff. In the case of tribal grantees, this exclusion applies only to tribal staff who work in areas directly related to or which directly impact administrative, fiscal, or programmatic issues.

(c) *Duties and responsibilities.* (1) A policy council is responsible for activities specified at section 642(c)(2)(D) of the Act. A policy committee must approve and submit to the delegate agency its decisions in each of the following areas referenced at section 642(c)(2)(D)(i) through (vii) of the Act.

(2) A policy council, and a policy committee at the delegate level, must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described in section 642(d)(2) of the Act to conduct its responsibilities.

(d) *Term.* (1) A member will serve for one year.

(2) If the member intends to serve for another year, s/he must stand for re-election.

(3) The policy council, and policy committee at the delegate level, must include in its bylaws how many one-year terms, not to exceed five terms, a person may serve.

(4) A program must seat a successor policy council, or policy committee at the delegate level, before an existing policy council, or policy committee at the delegate level, may be dissolved.

(e) *Reimbursement.* A program must enable low-income members to participate fully in their policy council or policy committee responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the low-income members.

1301.4 Parent committees.

(a) *Establishing parent committees.* A program must establish a parent committee comprised exclusively of parents of currently enrolled children as early in the program year as possible. This committee must be established at the center level for center-based programs and at the local program level for other program options. When a program operates more than one option, parents may choose to have a separate committee for each option or combine membership. A program must ensure that parents of currently enrolled children understand the process for elections to the policy council or policy committee and other leadership opportunities.

(b) *Requirements of parent committees.* Within the parent committee structure, a program may determine the best methods to engage families using strategies that are most effective in their community, as long as the program ensures the parent committee carries out the following minimum responsibilities:

(1) Advise staff in developing and implementing local program policies, activities, and services to ensure they meet the needs of children and families;

(2) Have a process for communication with the policy council and policy committee; and

(3) Within the guidelines established by the governing body, policy council or policy committee, participate in the recruitment and screening of Early Head Start and Head Start employees.



1301.5 Training.

An agency must provide appropriate training and technical assistance or orientation to the governing body, any advisory committee members, and the policy council, including training on program performance standards and training indicated in §1302.12(m) to ensure the members understand the information they receive and can effectively oversee and participate in the programs in the Head Start agency.

1301.6 Impasse procedures.

(a) To facilitate meaningful consultation and collaboration about decisions of the governing body and the policy council, each agency's governing body and policy council jointly must establish written procedures for resolving internal disputes between the governing board and policy council in a timely manner that include impasse procedures. These procedures must:

(1) Demonstrate that the governing body considers proposed decisions from the policy council and that the policy council considers proposed decisions from the governing body;

(2) If there is a disagreement, require the governing body and the policy council to notify the other in writing why it does not accept a decision; and,

(3) Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal.

(b) If the agency's decision-making process does not result in a resolution and an impasse continues, the governing body and policy council must select a mutually agreeable third party mediator and participate in a formal process of mediation that leads to a resolution of the dispute.

(c) For all programs except American Indian and Alaska Native programs, if no resolution is reached with a mediator, the governing body and policy council must select a mutually agreeable arbitrator whose decision is final.



Head Start Act

Section 642 (c)

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

(1) GOVERNING BODY –

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

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

(i) Not less than 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;

(III) reviewing all applications for funding and amendments to applications for funding for programs under this subchapter;

(IV) establishing procedures and guidelines for accessing and collecting information described in subsection (d)(2);

(V) reviewing and approving all major policies of the agency, including--

(aa) the annual self-assessment and financial audit;

(bb) such agency's progress in carrying out the programmatic and fiscal provisions in such agency's grant application, including implementation of corrective actions; and

(cc) personnel policies of such agencies regarding the hiring, evaluation, termination, and compensation of agency employees;

(VI) developing procedures for how members of the policy council are selected, consistent with paragraph (2)(B);

(VII) approving financial management, accounting, and reporting policies, and compliance with laws and regulations related to financial statements, including the--

- (aa) approval of all major financial expenditures of the agency;
- (bb) annual approval of the operating budget of the agency;
- (cc) selection (except when a financial auditor is assigned by the State under State law or is assigned under local law) of independent financial auditors who shall report all critical accounting policies and practices to the governing body; and
- (dd) monitoring of the agency's actions to correct any audit findings and of other action necessary to comply with applicable laws (including regulations) governing financial statement and accounting practices;

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

(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 –

(i) The policy council shall be elected by the parents of children who are currently enrolled in the Head Start program of the Head Start agency.

(ii) The policy council shall be composed of--

(I) parents of children who are currently enrolled in the Head Start program of the Head Start agency (including any delegate agency), who shall constitute a majority of the members of the policy council; and

(II) members at large of the community served by the Head Start agency (including any delegate agency), who may include parents of children who were formerly enrolled in the Head Start program of the agency.

(C) CONFLICT OF INTEREST – Members of the policy council shall-

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

(ii) not receive compensation for serving on the policy council or for providing services to the Head Start agency.

(D) RESPONSIBILITIES – The policy council shall approve and submit to the governing body decisions about each of the following activities:

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

(ii) Program recruitment, selection, and enrollment priorities.

(iii) Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.

(iv) Budget planning for program expenditures, including policies for reimbursement and participation in policy council activities.

(v) Bylaws for the operation of the policy council.

(vi) Program personnel policies and decisions regarding the employment of program staff, consistent with paragraph (1)(E)(iv)(IX), including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.

(vii) Developing procedures for how members of the policy council of the Head Start agency will be elected.

(viii) Recommendations on the selection of delegate agencies and the service areas for such agencies.

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

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

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

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

(d) Program Governance Administration –

(1) IMPASSE POLICIES – The Secretary shall develop policies, procedures, and guidance for Head Start agencies concerning--

(A) the resolution of internal disputes, including any impasse in the governance of Head Start programs; and

(B) the facilitation of meaningful consultation and collaboration about decisions of the governing body and policy council.

(2) CONDUCT OF RESPONSIBILITIES – Each Head Start agency shall ensure the sharing of accurate and regular information for use by the governing body and the policy council, about program planning, policies, and Head Start agency operations, including--

(A) monthly financial statements, including credit card expenditures;

(B) monthly program information summaries;

(C) program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency;

(D) monthly reports of meals and snacks provided through programs of the Department of Agriculture;

(E) the financial audit;

(F) the annual self-assessment, including any findings related to such assessment;

(G) the communitywide strategic planning and needs assessment of the Head Start agency, including any applicable updates;

(H) communication and guidance from the Secretary; and

(I) the program information reports.

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



NATIONAL CENTER ON
Program Management and Fiscal Operations



ADMINISTRATION FOR
CHILDREN & FAMILIES



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Head Start Program Leadership

Governing Body/Tribal Council

Legal and Fiscal Oversight Including the Safeguarding of Federal Funds

Review:

- Funding applications and amendments
- Results and follow-up activities from federal monitoring
- Review and approve**
 - Major policies and procedures
 - Progress on implementing the Head Start grant
 - Personnel policies regarding the hiring, evaluation, termination, and compensation of agency employees
 - Financial management, accounting, and reporting policies
 - Major expenditures and operating budget
 - Selection of auditor and actions to correct audit findings

Receive and use operational reports

Adopt practices to ensure active, independent, and informed governance:

- Fully participate in the development, planning, and evaluation of the Head Start program governing body bylaws
- Procedures for accessing and collecting information
- Written standards of conduct
- Policy Council bylaws and election procedures
- Establish advisory committees as deemed necessary

Select delegate agencies and the service areas for such agencies
Establish procedures and criteria for recruitment, selection, and enrollment

Collaborative Decision-Making/ Taking Action:

Establish impasse procedures

Policy Council

Program Direction

Approve and submit to the governing body:

- Activities that involve parents and ensure responsive services
- Program recruitment, selection, and enrollment priorities
- Funding applications/amendments
- Budget planning
- Policy Council bylaws and election procedures
- Head Start program personnel policies and decisions
- Recommendations on delegates/service areas

Receive and use operational reports

Operational Reports:

- HHS secretary communication
- Financial statement
- Program information summaries
- Data on school readiness goals
- Enrollment
- USDA
- Financial audit
- Self-assessment
- Community assessment
- Program Information Report (PIR)

Provide Legal Oversight:
Ensure compliance with federal, state, tribal, and local laws

Provide Leadership and Strategic Direction

Management Staff
Day-to-Day Operations

Key responsibilities:

- Develop and implement policies and procedures
- Provide training and technical assistance to governing body, Policy Council, staff, and volunteers
- Provide ongoing supervision of staff and budget to ensure compliance and continuity of care
- Oversee continuous quality improvement
- Manage, use, and protect program data
- Maintain an automated accounting and recordkeeping system
- Monitor goals, objectives, and regulatory compliance
- Engage in the establishment and management of parent committees
- Generate and share operational reports with Policy Council, governing body, and HHS (as appropriate)



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ANNUAL PROGRAM GOVERNANCE PLANNING CALENDAR

SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<p>* Approve CA Process * Approve Election Process</p> <p>Training: Planning Calendar</p>	<p>Welcome and Orientation</p> <p>* Approval of Bylaws * Approve Personal Policies * Community Assessment Recommendations</p> <p>Training: Refunding Application and Budget</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>* Approve Refunding Application</p> <p>* Program Data Summary Report</p> <p>Training: Monthly Reports</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>Training: Program Five Year Goals</p>
JANUARY	FEBURARY	MARCH	APRIL
<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>* Update Program Five Year Goals * Approve Recruitment Selection Criteria</p> <p>Training: Eligibility/Attendance</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>* Approve Selection Process</p> <p>Training: School Readiness Institute</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>* Program Data Summary Report</p> <p>Training: Self-Assessment</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>* Approve Self-Assessment Process</p>
MAY	JUNE	JULY	AUGUST
<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>Training: HS/EHS Health Fair</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p> <p>* Program Data Summary Report</p> <p>Training: Program Information Report(PIR)</p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p>	<p><i>Financial Statement Review Program Information Summary Enrollment and Attendance CACFP Report</i></p>

As needed: Approval of activities to support parent involvement in program operations including policies to ensure that the program is responsive to community and parent needs, financial audits, communications from the secretary, supplemental funding applications.
Example: Office Of Head Start Reports (Monitoring Findings)

Section 2 – QIP Governance Section

QIP Action 2

The Policy Council will review and revise the current bylaws (2010) to ensure that they are in compliance with the 2007 Act and HSPS 2016 revised and adopt the newly revised bylaws. The recommended updated bylaws will be submitted to the BCAP Board of Trustees for final approval and adoption. The newly seated Policy Council will review revised bylaws and become familiar with its function and use as a guide for governance and responsibilities. 1301.3; 1301.5

Fw: Revised BCCAP By-laws request for approval

Dr. Ruben A. Johnson <rjohnson@bccap.org>

Thu 3/26/2020 10:39 PM

To: Manvir Gill <magill@bccap.org>

Cc: Jill Rickards <jrickards@bccap.org>; Lois Bond <lobond@bccap.org>

📎 1 attachments (60 KB)

Outlook-lnmkxjtx.png;

The policy council was "polled" via email and below is there response for approving the "by laws" along with the original email that Jill sent our asking for this vote. Please print out the information below and this will satisfy the method used for this vote and final "Policy Council" approval. However, Jill will need to get to you the person who will be the rep. at the board meetings.

Thanks,

Dr. Ruben A. Johnson, Chief Executive Officer
Burlington Community Action Partnership
718 U.S. 130
Burlington, NJ 08016
PH: 609-239-4000
EM: rjohnson@bccap.org



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From: Jill Rickards <jrickards@bccap.org>

Sent: Wednesday, August 14, 2019 11:40 AM

To: Dr. Ruben A. Johnson <rjohnson@bccap.org>; Natalie Mitchem <nmitchem@bccap.org>; Sharon Forman <sharonf03@bccap.org>

Subject: Fw: Revised BCCAP By-laws request for approval

see below approval

Jill Rickards

BCCAP Head Start/Early Head Start
Family/Community Coordinator
jrickards@bccap.org
718 Route 130 South
Burlington, NJ 08016
(609)261-2323 ext. 5014



From: C Ash <ashbourne.carrie91@gmail.com>
Sent: Wednesday, August 14, 2019 11:19 AM
To: Jill Rickards <jrickards@bccap.org>
Subject: Re: Revised BCCAP By-laws request for approval

I approve

On Tue, Aug 13, 2019, 2:18 PM Jill Rickards <jrickards@bccap.org> wrote:

Good Afternoon Policy Council Members,

I hope you all had an opportunity to review the revised by-laws (as attached). Please email me back with the following:

I approve the revised BCCAP By-laws

or

I don't approve the revised BCCAP By-laws

Please email me as soon as possible, as the BCCAP Board of Trustees will need to vote as well. Thank you!

Jill Rickards

BCCAP Head Start/Early Head Start
Family/Community Coordinator
jrickards@bccap.org
718 Route 130 South
Burlington, NJ 08016
(609)261-2323 ext. 5014

Re: Revised BCCAP By-laws request for approval

Catherine Riley-Johnson <catjohn73@gmail.com>

Tue 8/13/2019 11:40 PM

To: Marvin Thompson <marvint@rocketmail.com>

Cc: Dr. Ruben A. Johnson <rjohnson@bccap.org>; Jill Rickards <jrickards@bccap.org>; Natalie Mitchem <nmitchem@bccap.org>; Sharon Forman <sharonf03@bccap.org>; Silvia Jimenez <cabrolinajimenez@hotmail.com>; ashbournecarrie91@gmail.com <ashbournecarrie91@gmail.com>; jmleath <jmleath@gmail.com>; lalargi@yahoo.com <lalargi@yahoo.com>; tas32081 <tas32081@aol.com>

Yes, I approve.

Catherine

On Tue, Aug 13, 2019 at 9:03 PM Marvin Thompson <marvint@rocketmail.com> wrote:

I approve the revised BCCAP By-laws
Marvin Thompson

[Sent from Yahoo Mail for iPhone](#)

On Tuesday, August 13, 2019, 2:18 PM, Jill Rickards <jrickards@bccap.org> wrote:

Good Afternoon Policy Council Members,

I hope you all had an opportunity to review the revised by-laws (as attached). Please email me back with the following:

I approve the revised BCCAP By-laws

or

I don't approve the revised BCCAP By-laws

Please email me as soon as possible, as the BCCAP Board of Trustees will need to vote as well. Thank you!

Jill Rickards

BCCAP Head Start/Early Head Start

Family/Community Coordinator

jrickards@bccap.org

[718 Route 130 South](#)

[Burlington, NJ 08016](#)

[\(609\)261-2323 ext. 5014](#)



Re: Revised BCCAP By-laws request for approval

Marvin Thompson <marvint@rocketmail.com>

Tue 8/13/2019 9:03 PM

To: Jill Rickards <jrickards@bccap.org>; ashbournecarrie91@gmail.com <ashbournecarrie91@gmail.com>; lalargi@yahoo.com <lalargi@yahoo.com>; tas32081 <tas32081@aol.com>; Silvia Jimenez <cabrolinajimenez@hotmail.com>; jmleath <jmleath@gmail.com>; Catherine Riley-Johnson <catjohn73@gmail.com>

Cc: Dr. Ruben A. Johnson <rjohnson@bccap.org>; Sharon Forman <sharonf03@bccap.org>; Natalie Mitchem <nmitchem@bccap.org>

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Marvin Thompson

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Family/Community Coordinator

jrickards@bccap.org

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Burlington, NJ 08016

[\(609\)261-2323 ext. 5014](tel:(609)261-2323)



Re: Revised BCCAP By-laws request for approval

Silvia Jimenez <cabrolinajimenez@hotmail.com>

Tue 8/13/2019 7:37 PM

To: Jill Rickards <jrickards@bccap.org>; ashbournecarrie91@gmail.com <ashbournecarrie91@gmail.com>; lalargi@yahoo.com <lalargi@yahoo.com>; marvint@rocketmail.com <marvint@rocketmail.com>; tas32081 <tas32081@aol.com>; jmleath <jmleath@gmail.com>; Catherine Riley-Johnson <catjohn73@gmail.com>

Cc: Dr. Ruben A. Johnson <rjohnson@bccap.org>; Sharon Forman <sharonf03@bccap.org>; Natalie Mitchem <nmitchem@bccap.org>

I approve of the revised BCCAP By-Laws

Get [Outlook for Android](#)

From: Jill Rickards <jrickards@bccap.org>

Sent: Tuesday, August 13, 2019 2:18:19 PM

To: ashbournecarrie91@gmail.com <ashbournecarrie91@gmail.com>; lalargi@yahoo.com <lalargi@yahoo.com>; marvint@rocketmail.com <marvint@rocketmail.com>; tas32081 <tas32081@aol.com>; Silvia Jimenez <cabrolinajimenez@hotmail.com>; jmleath <jmleath@gmail.com>; Catherine Riley-Johnson <catjohn73@gmail.com>

Cc: Dr. Ruben A. Johnson <rjohnson@bccap.org>; Sharon Forman <sharonf03@bccap.org>; Natalie Mitchem <nmitchem@bccap.org>

Subject: Revised BCCAP By-laws request for approval

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Jill Rickards

BCCAP Head Start/Early Head Start

Family/Community Coordinator

jrickards@bccap.org

718 Route 130 South

Burlington, NJ 08016

(609)261-2323 ext. 5014



Fw: Revised BCCAP By-laws request for approval

Jill Rickards <jrickards@bccap.org>

Tue 8/13/2019 3:17 PM

To: Sharon Forman <sharonf03@bccap.org>; Dr. Ruben A. Johnson <rjohnson@bccap.org>
see below approval

Jill Rickards

BCCAP Head Start/Early Head Start

Family/Community Coordinator

jrickards@bccap.org

718 Route 130 South

Burlington, NJ 08016

(609)261-2323 ext. 5014



From: Jonathan M. Leath <jmleath@gmail.com>
Sent: Tuesday, August 13, 2019 2:22 PM
To: Jill Rickards <jrickards@bccap.org>
Subject: Re: Revised BCCAP By-laws request for approval

I approve the by-laws.

Jonathan

On Tue, Aug 13, 2019 at 2:18 PM Jill Rickards <jrickards@bccap.org> wrote:

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