

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011
The Chickasaw Nation**

1304.50(a)(1)

(1) Grantee and delegate agencies must establish and maintain a formal structure of shared governance through which parents can participate in policy making or in other decisions about the program (related standards: **45 CFR 1301.2** for the definition of a Head Start parent).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
A. Parent Committees are established at each center and meet monthly.	A. CS, T, TA, FSW PI/SSM	Month of: September	Parent Meeting Agendas, Minutes and sign-in sheets	Completed Enrollment forms, Meeting agendas, minutes, sign-in forms	Shared Governance among Parent Committees, Policy Council and Governing Board
B. A Policy Council is established and meets bi-monthly.	B. CS, P, PC, Mgmt staff	Month of: October	Policy Council Meeting Agendas, Minutes and sign-in sheets	Copies of Sign-In Sheets	
C. A governing Board is established and meets quarterly.	C. HSD, GB, G	Month of : July	Governing Board Meeting Agendas and Minutes	Computer to mail out agendas, minutes of previous meeting and documents for review and discussion	

1304.50(a)(2)

(2) Parent Committees must be comprised exclusively of the parents of children currently enrolled at the center level for center-based programs or at the equivalent level for other program option (related standard: **45CFR 1306.3(h)**).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
A. All parents of enrolled children are automatically members of a Parent Committee.	A. CS, T, TA, FSW PI/SSM	Month of: Sept-May	Parent Orientation and Family Partnership	Copies of agendas and meeting notice	All parents are members of the Parent Committee
B. Parent Committees may choose to develop smaller groups to facilitate in-depth discussions of significant issues before such issues are considered by the larger Parent Committee.	B. P, CS, T, TA, FSW, PI/SSM	Months of: Sept-May	Special committee minutes and reports to Parent Committee	Copy paper	Special committees established and suggestions shared
C. The Parent Committee may choose to structure					

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
meeting around a breakfast, potluck meal, or other social event, to encourage participation by as many parents as possible.	C. P, CS, T, TA, FSW, PI/SSM	Months of: Sept-May	Meeting minutes	Food for meeting and meeting notice	Parents increase participation in Parent Committee

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(a)(3)

(3) All policy Councils, Policy Committees and Parent Committees must be established as early in the program year as possible. Grantee Policy Councils and delegate Policy Committees may not be dissolved until successor Councils or Committees are elected and seated (related standard: **45 CFR 1304.52(k) (4)**).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. Recruitment of Parent Committee:</p> <ol style="list-style-type: none"> 1. Discuss policy groups and Parent Committees during recruitment; 2. Display posters, show videos, or use other means to provide groups and Parent Committees about the nature and timing of the election process; 3. Provide opportunities for outgoing members of policy groups to play an active role in recruiting, meeting with, welcoming, training and providing one-on-one mentoring to potential new members; and 4. Invite new parents to observe Policy Council or Policy Committee meetings. <p>B. It may be necessary to develop procedures to maintain the participation of outgoing parents or to elect parents to complete an unexpired term, if parents have left the area, as is often the case in migrant programs.</p> <p>C. A new grantee or delegate needs to form an appropriate interim policy group that represents potential Head Start parents, as well as other community members. This interim body is immediately involved in start-up programs planning, the development of interim procedures and hiring of staff.</p>	<p>A. CS, T, TA, FSW, PC</p>	<p>A.</p> <ol style="list-style-type: none"> 1. Months of: Jan-Dec 2. Months of Aug-Sep 3. Months of Aug-Oct 4. Months of: Aug-July <p>B. Months of: Sep-Oct</p> <p>C. If necessary</p>	<p>A.</p> <ol style="list-style-type: none"> 1. Parent Orientation 2. Parent Meetings 3. Parent meetings and Policy Council Retreat 4. PC Meeting notices <p>Re-election of committee members</p> <p>Identification of interim PC members</p>	<p>A.</p> <ol style="list-style-type: none"> 1. Family Partnership 2. Posters, videos, dvds 3. PC participation 4. PC Meeting notices <p>By-laws identifying length of term and replacement of committee members</p> <p>List of parents interested in serving as interim PC member</p>	<p>Policy Council, Policy Committees and Parent Committees are established as early in the program year as possible and remain in place until new members are seated</p>
<p>D.</p>					

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(a)(4)

(4) When a grantee has delegated the entire Head Start program to one delegate agency, it is not necessary to have a Policy Committee in addition to a grantee agency Policy Council.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. In situations where a grantee delegates the entire Head Start program to one delegate agency, the Policy Council takes on all policy responsibilities.</p> <p>B. Grantees have procedures that describe how decisions are made involving the grantee governing body, the delegate governing body and the Policy Council.</p>	NA	NA	NA	NA	NA

1304.50(a)(5)

(5) The governing body (the group with legal and fiscal responsibility for administering the Early Head Start or Head Start Program) and the Policy Council or Policy Committee must not have identical memberships and functions (related standard: **45 CFR 1304.50(g)** and **Appendix A**).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. Agencies review membership lists and bylaws to ensure that memberships and functions of the governing body and the policy group are not identical.</p> <p>B. Communication between the groups is improved if there is at least one representative from the governing body serving on the policy group and at least one representative from the policy group serving on the governing body.</p>	<p>A. GB, PC, HSD</p> <p>B. GB, PC, HSD, Liaison</p>	<p>Annually</p> <p>GB – quarterly PC – bi-monthly</p>	<p>PC and GB By-laws reviewed annually</p> <p>Liaison attends both meetings and reports the actions of each group to the other</p>	<p>PC and GB membership lists and By-laws</p> <p>Liaison reports</p>	<p>The Policy Council and Governing Body do not have identical memberships and functions and have a liaison who attends both GB and PC meetings and reports the actions of each group</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN 2010-2011

1304.50(b)(1)–(b)(7) Policy group composition and formation.

- (1) Each grantee and delegate agency governing body operating an Early Head Start or Head Start program must (except where such authority is ceded to the Policy Council or Policy Committee) propose, within the framework of these regulations, the total size of their respective policy groups (based on the number of centers, classrooms or other program option units, and the number of children served by their Early Head Start or Head Start program), the procedure for the election of parent members, and the procedure for the selection of community representatives. These proposals must be approved by the Policy Council or Policy Committee.
- (2) Policy Councils and Policy Committees must be comprised of two types of representatives: parents of currently enrolled children and community representatives. At least 51 percent of the members of these policy groups must be the parents of currently enrolled children (related standard: **45 CFR 1306.3(h)**).
- (3) Community representatives must be drawn from the local community: businesses; public or private community, civic, and professional organizations; and others who are familiar with resources and services for low-income children and families, including, for example, the parents of formerly enrolled children.
- (4) All parent members of Policy Councils or Policy Committees must stand for election or re-election annually. All community representatives also must be selected annually.
- (5) Policy Councils and Policy Committees must limit the number of one-year terms any individual may serve on either body to a combined total of three terms.
- (6) No grantee or delegate agency staff (or members of their immediate families) may serve on Policy Councils or Policy Committees except parents who occasionally substitute for regular Early Head Start or Head Start 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 upon any Early Head Start or Head Start administrative, fiscal or programmatic issues.
- (7) Parents of children currently enrolled in all program options must be proportionately represented on established policy groups.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. Procedures for parent elections:</p> <ol style="list-style-type: none"> 1. Inform all parents of their vital role in program governance; 2. Ensure that there is a fair method of nomination, either by parents nominating themselves or by other parents nominating them; nominations should be placed only with the consent of the nominee; 3. Provide proportionate representation to parents in all program options and settings. If agencies operate programs serving different geographical regions or ethnic groups, to adopt policies to ensure that all group being served will have an equal opportunity to serve on policy groups; and 4. Consider using Parent Committees to facilitate the process of nominating and electing parents to the Policy Council or Policy Committee. 	<p>A. CS, T, TA, FSW, HSD, PI,SSM</p>	<p>Month of: September</p>	<p>Orientation topic, Meeting agendas, meeting notices, meeting minutes</p>	<p>Parent Handbook, PC By-laws, Robert Rules of Order</p>	<p>Annual election of one PC member representing each classroom and one alternate member and one community representative from each center who are not employees of the Tribe who directly affect the Head Start program</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>B. Parents involved in every step of the process for selecting community representatives.</p> <p>C. Consideration when nominating parent members and community representatives to policy groups:</p> <ol style="list-style-type: none"> 1. The willingness and ability of the potential members to contribute time and effort to the program and to serve as mentors and role models, as well as resource persons; 2. The diversity of the group of individuals nominated, with consideration being given to the programs or program options in which the children of nominees are enrolled; 3. The agency's goals and the information generated by the Community Assessment; and 4. The desirability of having representation from the governing body to the policy group, in order to improve communication between the two groups. <p>D. Agencies and policy groups establish procedures for monitoring the three-year limit for both parents and community representatives. Agencies also develop volunteer opportunities that allow former policy group members to use their skills and experience to support program activities and operations.</p> <p>E. Personnel policies and bylaws address potential conflicts of interest between agency employment and membership on a Policy Council or Policy Committee.</p>					

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(c)&(d)

- (c) Policy groups responsibilities – general. At a minimum policy groups must be charged with the responsibilities described in paragraphs **45 CFR 1304.50(d), (f), (g)** and **(h)** of this section and repeated in **Appendix A** of this section.
- (d) The Policy Council or Policy Committee.
- (1) Policy Councils and Policy Committees must work in partnership with key management staff and the governing body to develop, review and approve or disapprove the following policies and procedures:

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. Formal systems of communication and a thoughtful plan of ongoing training serve as a critical foundation to the development of effective working partnerships among the policy group, the governing body and key management staff.</p> <p>B. To further support cooperative relationships, grantee and delegate agencies:</p> <ol style="list-style-type: none"> 1. Develop a consultation and approval process that is integrated between the policy group and governing body in order to expedite agency decision-making concerning the Head Start program; 2. Establish written procedures for many of the policy approval functions of the governing body and the Policy Council or Policy Committee; 3. Recognize that having organized and agreed upon practices reduces the time and effort needed to conduct business and reduces conflict between the groups; 4. Recognize the role of staff in developing policy issues for consideration, discussion and approval by both the policy group and the governing body; and Provide information to the policy groups in a timely manner in order to support effective decision-making. 	<p>A. GB, PC, HSD, Mgmt staff</p>	<p>Months of: Oct-Sept</p>	<p>Regular, scheduled GB and PC meetings</p>	<p>PC and GB By-laws, Parent Handbook, Service Plans</p>	<p>Policy Council, Governing Body and Management staff work in partnership to develop, review and approve or disapprove Head Start documents</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(d)(1)(i)

(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) (related information: **function(I)(e)** in the chart “Governance and Management Responsibilities,” in **Appendix A**).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. The agency’s planning process provides for the involvement of the governing body and the Policy Council or Policy Committee at strategic points during the development of all funding applications.</p> <p>B. Suggestions for involving grantee Policy Councils and delegate Policy Committees in a meaningful review of applications and related materials:</p> <ol style="list-style-type: none"> 1. Consider the funding application as part of an ongoing planning process, and involve members in the decision-making process early on, before the applications and related materials are drafted; 2. Provide timely training on the interrelated nature of budgets and program planning (see 45 CFR 1304.52(k)(4)); and 3. Provide frequent information on program progress and expenditures to create a climate in which agency decision-making is supported by adequate and ongoing information about agency activities (see 45 CFR 1304.51(h)(1) on financial and program reporting systems). 	<p>A. Tribal grant writer, GB, PC, HSD, Mgmt staff</p>	<p>Annual funding application September 1</p>	<p>Budget application, community and self assessments</p>	<p>Community and Self Assessments, previous funding application</p>	<p>All funding applications and amendments are developed by the Tribal grant writer with input from the GB, PC and Head Start staff and approved by the GB and PC</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(d)(1)(ii)

(ii) Procedures describing how the governing body and the appropriate policy group will implement shared decision-making (related standard: **function(II)(c)** in the chart, “Governance and Management Responsibilities,” in **Appendix A**. Also see **45CFR 1304.51(d)** for information on communication between the Policy Council or Policy Committee and the governing body).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>Strategies for successful shared decision-making:</p> <ol style="list-style-type: none"> 1. Develop written procedures describing how the sharing of responsibilities across the functions specified in the chart in Appendix A of this section will be implemented; 2. Ensure that the Policy Council, the Policy Committee and the governing body receive regular and accurate information about program planning, policies and agency operations through the communication system required by 45 CFR 1304.51(a); and 3. Support open channels of communication between the grantee Policy Council or the delegate Policy Committee and the relevant governing body through such measures as: <ul style="list-style-type: none"> • the exchange of minutes from meetings, • forums for open discussions between the groups, • joint meetings on specific issues or concerns, • the participation of policy group members in staff meetings, and • concurrent membership of selected individuals on both the governing body and policy group. 	<p>A. HSD, PC, GB, Liaison, Mgmt staff</p>	<p>Annual</p>	<p>HS Director, Policy Council Chairperson and Liaison attend both GB and PC meetings and share information</p>	<p>GB and PC By-laws, Meeting agendas, minutes and sign-in sheets</p>	<p>The Governing Body and Policy Council have implemented shared decision making with open communication between them and shared with the center parent committees</p>

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(d)(1)(iii)&(iv)

(iii) Procedures for program planning in accordance with this part and the requirements of **45 CFR Part 1305.3**;

(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) (related standard: **functions(I)(a)** and **(b)** in the chart, “Governance and Management Responsibilities,” in **Appendix A**. Also, see **45 CFR 1304.51(a)** on program planning, and specifically, **45 CFR 1304.5(a)(1)(ii)** on formulating long-range goals and short-term objectives.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>Suggestions for involving Policy Councils and Policy Committees in program planning and in shaping the program’s philosophy and long- and short-range goals and objectives:</p> <ol style="list-style-type: none"> 1. Ensure that members are aware of established agency time frames and procedures for program planning; 2. Ensure that the Policy Council and Policy Committee participate in discussions concerning program vision; 3. Establish subcommittees, as needed, to work with director, the governing body, and appropriate staff on developing and analyzing program plans, long-range goals and short-term objectives for each program area; 4. Obtain recommendations from Parent Committees; 5. Provide input on relevant community issues; 6. Review financial statements of the program and explore program resources; 7. To determine if adequate resources exist to support goals and objectives; and 8. For Policy Councils of agencies with delegate agencies, ensure that the grantee agency’s planning procedures describe how delegate agencies will integrate their planning activities into those of the grantee. 	<p>A. P, PC, GB, HS staff, Partners</p>	<p>Ongoing</p>	<p>Results of Community and self assessments, recommendations of staff, PC, GB and partners</p>	<p>Community and self assessments, minutes of various meetings</p>	<p>The philosophy and long and short-range goals of the Head Start are determined by input from parents, PC members, GB members, Head Start staff, Tribal and community partners</p>

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50(d)(1)(v)

(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) (see also **functions(I)(c)** in the chart “Governance and Management Responsibilities,” in **Appendix A**).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
Approval of delegate agencies and their service areas is a shared decision of the Policy Council and the governing body. The provision of all information to both groups in a time-sequenced manner supports and facilitates the agency’s decision-making processes and minimizes conflict as well.	NA	NA	NA	NA	NA

1304.50(d)(1)(vi)

(vi) The composition of the Policy Council or the Policy Committee and the procedures by which policy group members are chosen (related information: **functions(II)(a)** in the chart “Governance and Management Responsibilities,” in **Appendix A** and see **45 CFR 1304.50(b)(1)** regarding policy group composition and information).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
See cross-references under “related information” for this section.	PC, GB, HSD, CS, HS staff	Month of: September	PC by-laws	PC by-laws	The composition and procedures for selection of PC members is appropriate

1304.50(d)(1)(vii)

(vii) Criteria for defining recruitment, selection and enrollment priorities, in accordance with the requirements of **45 CFR Part 1305**.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
Members need to be familiar with the requirements of 45 CFR 1305 . They are encouraged to examine	PC, CS, T, TA, FSW, Education	Ongoing	ERSEA policies and procedures	ERSEA policies and procedures,	PC members know and understand the criteria

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
how the enrollment process is working in relationship to these requirements as well as their understanding of the program philosophy and the needs of children and families in the community.	Manager (ERSEA), HSD			application, enrollment packet	for defining recruitment, selection and enrollment priorities

1304.50 (d)(1)(viii)

(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) (related information: **functions(D)(g)** and **(b)** in the chart, “Governance and Management Responsibilities,” in **Appendix A**).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. As active participants in the ongoing process of annual self-assessment, as required under 45 CFR 1304.5(i), the Policy Council and Policy Committee consider the extent to which:</p> <ol style="list-style-type: none"> 1. The time schedule for self-assessment is reasonable; 2. An appropriate assessment team has been formed, which includes parents and adequate representation from the community; 3. The self-assessment team receives training on how to conduct an assessment; 4. All team members are fully aware of the results of the last self-assessment, as well as of the Federal monitoring review; 5. The measures used to conduct the self-assessment adequately evaluate the program; 6. Findings from the self-assessment are reported to the Policy Council, Policy Committee, Parent Committees and governing bodies; and 7. Improvement plans are appropriate and feasible in terms of resources and time 	A. PC, GB, HS staff OMB, OEH, DHS	Ongoing beginning in September	Self assessment tools, committee chairs, committee meeting minutes and reports	Self assessment handbook, committee meeting agendas and minutes	<p>The annual self assessment is completed with input from PC, GB, HS staff and partners</p> <p>PC and GB review the tribal policy for an annual independent audit and the most recent audit report</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
frames. B. Policy groups also review the agency's procedures to ensure that an annual independent audit is conducted, in accordance with 45 CFR 1301.31 , and copies of the audit are available to them.					

1304.50(d)(1)(ix)

(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 (related information: **function (III)(a)** in the chart, "Governance and Management Responsibilities," in **Appendix A**; **45 CFR 1301.31** on personnel policies; and **45 CFR 1304.52(h)** on standards of conduct for program staff, consultants and volunteers).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
A. Policy groups are knowledgeable about personnel policies, because of their roles in approving and disapproving decisions to hire or terminate staff. B. Elements to consider during the review of personnel policies include: 1. The effectiveness of the personnel policies in securing qualified staff who can provide appropriate services and who reflect the families served; 2. The potential need for modifications or addendums to agency-wide personnel policies and procedures, so that program staff are treated in accordance with 45 CFR 1301.31 ; and 3. The possible desirability of focusing the review on a particular area, such as benefits, recruitment, promotion procedures, salaries, job description or grievance procedures, during any given	A. HR, HSD, PC, CS, Mgmt staff	Determined by vacancy	Kronos, HR policies and procedures	Computer, internet, Kronos software, copy paper	The PC members will be familiar with HR policies and procedures

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

year.					
-------	--	--	--	--	--

1304.50(d)(1)(x)&(xi)

- (x) Decisions to hire or terminate the Early Head Start or Head Start director of the grantee or delegate agency; and
 (xi) Decisions to hire or terminate the person who works primarily for the Early Head Start or Head Start program of the grantee or delegate agency (related information: **function (III)(b)-(e)** in the chart, "Governance and Management Responsibilities," in **Appendix A**; and see **45 CFR 1304.50(e)(3)** on Parent Committee involvement in the recruitment and screening of Head Start employees).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. A method for including the Policy Council or Policy Committee in the approval or disapproval of decisions to hire or terminate individuals working for the program is essential. Some roles of the Policy Council or Policy Committee are to:</p> <ol style="list-style-type: none"> 1. Actively participate in the personnel process through such means as establishing a personnel committee that is charged with making recommendations to the full Policy Council or Policy Committee; 2. Ensure that positions are openly advertised; 3. Work with Parent Committees to implement the recruitment, selection and approval process; 4. Encourage parents to understand the employment process and to apply for jobs for which they are qualified; and 5. Participate in the approval process, without taking responsibility for directly hiring or terminating individual, because this is a management function. <p>B. To avoid barriers to hiring staff on a timely basis, migrant programs and other programs with geographical constraints develop guidelines for securing input from policy</p>	<p>A. HR, PC, GB, HSD, CS, Mgmt staff</p>	<p>Determined by vacancy</p>	<p>HR policies and procedures, Kronos</p>	<p>Computer, internet, Kronos software, copy paper</p>	<p>The PC committee established a personnel committee who review applications, select applicants for interview and select one member of the personnel committee to participate in the interview</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
group members who are not living in the local area at the time of the hiring process.					

1304.50(d)(2)(i)

(2) In addition, Policy Councils and Policy Committees must perform the following functions directly:

- (i) Serve as a link to the Parent Committees, grantee and delegate agency governing bodies, public and private organizations, and the communities they serve (related information: **45CFR 1304.51(b)** regarding communication with the community).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>Members of policy groups play an active role in listening to parents and community agencies by:</p> <ol style="list-style-type: none"> 1. Supporting parents in being effective spokespeople in the community by providing training in such areas as communication and listening skills; 2. Being members of grantee and delegate agency governing bodies and other community boards in order to share information about services for children and their families; 3. Reporting back to parents, keeping them informed about policy group actions through Parent Committee meetings, program newsletters, bulletin boards and one-on-one contacts; 4. Ensuring that staff provide basic information, such as copies of the <i>Head Start Program Performance Standards</i>, bylaws, notices and general information, to all interested parties; 5. Being familiar with resources in the community; 6. Fostering positive community relationships; and 7. Becoming advocates and leaders at local, 	A. PC, Mgmt staff	Ongoing during the year	PC, GB, Parent, community partnership meetings, agendas, minutes	PC, GB, Parent, community partnership meeting notices, center newsletters, center bulletin boards	PC members serve as a link to the parent committee, GB and public and private community organizations

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
State, Tribal and Federal levels.					

1304.50(d)(2)(ii)

(ii) Assist Parent Committees in communicating with parents enrolled in all program options to ensure that they understand their rights, responsibilities and opportunities in Early Head Start and Head Start and to encourage their participation in the program (related information: **45 CFR 1304.40(d)(3)** on parent participation, and **45 CFR 134.51(c)** on communication with families.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
The Policy Council and Policy Committee play important leadership roles in working with the Parent Committees to encourage all parents to participate in the activities of the Parent Committees and policy groups, as well as in other program activities. Effective methods for communicating the importance of parent participation vary, depending upon the parents and program. One suggestion is for members of these groups to work with staff in developing a handbook addressing parental rights, responsibilities and opportunities.	A. PC, P, HS staff	Ongoing during the year	Sharing of information from the parent handbook and enrollment packet	Parent handbook, enrollment packet	Policy Council members communicate to parents their rights, responsibilities and opportunities in Head Start and encourage parent to participate in all aspects of the program

1304.50(d)(2)(iii)

(iii) Assist Parent Committees in planning, coordinating and organizing program activities for parents with the assistance of staff, and ensuring that funds set aside from program budgets are used to support parent activities (related information: **45 CFR 1304.50(e)** on Parent Committee responsibilities).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
Parent Committees are allowed broad latitude when planning, coordinating and organizing activities. Grantee Policy Councils and delegate Policy Committees, as well as staff, are available to	A. PC, P, BM, HSD, FSW, CS	Ongoing during the year	Available funding for parent activities	Funding, parent and special committee meetings	PC members assist parent committees plan, coordinate and organize parent

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>support the Parent Committees in planning these activities, as needed, by:</p> <ol style="list-style-type: none"> 1. Encouraging parents to discuss all parent activities that the program currently sponsors and to assess the effectiveness of those activities; 2. Obtaining input from parents about what they would like to do in the program; 3. Assisting in securing funding, personnel and other resources to support desired activities; 4. Discussing when to use parent activity funds to help carry out proposed activities; and 5. Encouraging Parent Committees to take responsibility for submitting a recommended budget for parent activity funds for the following year to the Policy Council or Policy Committee. 					<p>program activities and ensure that program funds re available for these activities</p>

1304.50(d)(2)(iv)

(iv) Assist in recruiting volunteer services from parents, community residents and community organizations, and assist in the mobilization of community resources to meet identified needs (related information: **45 CFR 1304.41(a)(3)** for information on volunteer outreach).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>In order to assist in recruiting volunteers and in mobilizing community resources, Policy Councils and Policy Committees:</p> <ol style="list-style-type: none"> 1. Work with the Parent Committees to encourage parent participation; 2. Identify how volunteers and community resources can extend program services; 3. Assess the types and quality of volunteer opportunities; 	<p>A. PC, HS staff, FSW, PI/SSM, CS, HSD</p>	<p>Year round activity</p>	<p>Community resource list, community and Tribal partnership members</p>	<p>Community resource binder, Tribal and community departments</p>	<p>PC members assist in recruiting services from parents, community residents and organizations and mobilize community resources to meet identified needs</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
4. Suggest where to look for community volunteers and resources; 5. Supplement agency volunteer outreach efforts; and 6. Collaborate with local foundations and other organizations to mobilize resources.					

1304.50(d)(2)(v)

(v) Establish and maintain procedures for working with the grantee or delegate agency to resolve community complaints about the program (related information: **function(II)(e)** in the chart, “Governance and Management Responsibilities,” in **Appendix A**; and **45 CFR 1304.51(b)** regarding communication with community) .

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
Suggested procedures for fostering good community relations and resolving community complaints: 1. Foster positive community relations by being proactive with local agencies; 2. Conduct outreach to community agencies or individuals to solicit constructive suggestions for quality improvement; 3. Establish a follow-up process to respond to all community inquiries; and 4. Develop procedures that describe specific steps in the process for addressing community concerns and for resolving complaints and make copies of such procedures available widely.	A. PC, GB, CS, FSW, HSD, HS staff	Ongoing	Grievance policy and procedure	Parent Handbook	The program maintains and has an established procedure to resolve community complaints against the program

1304.50(e)(1),(2)&(3)

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

- (1) Advise staff in developing and implementing local program policies, activities and services;
- (2) Plan, conduct and participate in informal as well as formal programs and activities for parents and staff; and

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN 2010-2011

- (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 (related information: **45 CFR 1304.40**, Family Partnerships, **sections (a)(4), (d), (e) and (f)** for information on parent involvement, parent education programs and other interactions with parents).

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>A. Parent Committees contribute to program development and operations in many ways, including, but not limited to:</p> <ol style="list-style-type: none"> 1. Electing policy group representatives; 2. Becoming involved in the development of the program's curriculum and approach to child development and education (see 45 CFR 1304.21(a)(2)(i) and 45 CFR 1304.40(e)(1)); 3. Designing program activities planned for various program settings, group socialization experiences and weekly home visits; 4. Locating resources to carry out program activities; 5. Bringing parent together to share common interests; 6. Working with the Policy Council and Policy Committee to support program development and implementation; and 7. Planning programs and activities for parents and staff. Parent Committees are encouraged to discover and discuss what parents would like to do and what they would like to learn; and to discuss how these ideas can be carried out with or without staff assistance. <p>B. Parent Committee members play a vital role in the recruitment and screening of employees. Within the guidelines established by the Policy Council or Policy Committee, members of Parent Committees:</p>	<p>A. PC, P, HS staff, HR</p>	<p>Ongoing</p>	<p>Parent handbook, Service plans, community and Tribal resources</p>	<p>Parent handbook, service plans, Resource binder, Chickasaw website</p>	<p>PC committee develops and reviews program policies, activities and services</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<ol style="list-style-type: none"> 1. Assist agencies to determine how and where to recruit potential employees; 2. Help determine the selection criteria; and 3. Participate in the interview process. 					

1304.50(f)

(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.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
Reimbursements to low-income members for reasonable expenses in fulfilling their group responsibilities are provided by the grantee or delegate agency from grant funds. Agency procedures and policy group bylaws may contain definitions of necessary reimbursement and reasonable expenses, which may include: <ol style="list-style-type: none"> 1. travel, lodging and per diem expenses, in line with agency policies for staff travel; 2. child care expenses, and 3. other expenses deemed appropriate. 	A. PC, BM, HSD, CS, FSW, HS staff	Ongoing	Reimbursement forms	Travel authorization form, mileage reimbursement form	Low-income PC members are able to participate fully in the PC activities due to reimbursement opportunities

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

- (1) Grantee and delegate agencies must have written policies that define the roles and responsibilities of the governing body members and that inform them of the management procedures and functions necessary to implement a high quality program.
- (2) Grantee and delegate agencies must ensure that appropriate internal controls are established and implemented to safeguard Federal funds in accordance with **45 CFR 1301.13** (related information: **function(II)(b), (f)** and **(g)** of the chart, “Governance and Management Responsibilities,” in **Appendix A; 45 CFR 1304.50(d)(1)(ii)** about shared decision-making between the governing body and the appropriate policy group; **45 CFR 1304.51(h)(1)** concerning financial reporting systems; and **45 CFR 1304.52(k)(4)** about training).

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>The responsibilities of the governing body include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Ensuring compliance with Federal laws and regulations, including the <i>Head Start Program Performance Standards</i>, as well as applicable State, Tribal and local laws and regulations, including laws defining the nature and operations of the governing body. 2. Understanding the Head Start philosophy and the role of parents and the Policy Council or Policy Committee in the Head Start shared governance structure, including the need to secure approval of policies and procedures by the grantee Policy Council or delegate Policy Committee; 3. Being fiscally and legally accountable for overseeing the Head Start program, including taking general responsibility for guiding and directing planning, general procedures and human resources management, as outlined in Appendix A in this section; and 4. Ensuring that their agency develops an internal control structure to <ol style="list-style-type: none"> a. safeguard Federal funds; b. comply with laws and regulations that have an impact on financial statements; c. detect or prevent noncompliance; and d. receive audit reports and direct and monitor staff implementation of corrective actions. <p>B. In addition, members of the governing body</p>	<p>A. GB, BM, Finance, OMB Procurement</p>	<p>Ongoing</p>	<p>Tribal policies and procedures, internal and external audits</p>	<p>Tribal policies and procedures, internal and external audits</p>	<p>The roles and responsibilities of the GB are defined in the GB by-laws and appropriate internal controls have been established and implemented to safeguard Federal funds</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>support the program by:</p> <ol style="list-style-type: none"> 1. Identifying and developing resources to augment Federal funds; 2. Visiting or volunteering in classrooms and other program activities; 3. Becoming involved in the self-assessment process; 4. Initiating joint training opportunities with the Policy Council or Policy Committee; 5. Establishing mentoring programs which match governing body members with members of the policy groups or other interested individuals; and 6. Obtaining feedback from parents and community members about the quality of services. 					

1304.50(h) Internal dispute resolution.

(h) 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.

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
<p>The governing body and relevant policy group of each grantee or delegate agency have the responsibility for writing and following their own procedures for resolving internal disputes. It is important to develop and formally adopt dispute resolution policies on a proactive basis. Therefore, agencies:</p> <ol style="list-style-type: none"> 1. Consider using community resources to assist in developing resolution procedures and in resolving disputes; 2. Set procedures for seeking outside 	<p>A. G, PC, GB, HSD, HS staff</p>	<p>Reviewed annually during the year</p>	<p>Internal dispute resolution</p>	<p>Copy of the internal dispute resolution</p>	<p>The PC and GB annually review the Internal Dispute Resolution</p>

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011

ACTION STEPS	PERSON/TEAM RESPONSIBLE	TIME FRAME	DOCUMENTATION AND RESOURCES INDICATORS	RESOURCES NEEDED	OUTCOME
assistance from community-based organizations for the negotiation, mediation or arbitration of disputes that threaten to disrupt services to children and families; and 3. Ensure that new policy group members are made aware of the process.					

BM=Budget Manager; CS= Center Supervisors; C=Cooks; F/MM= Facilities/Maintenance Manager; FSW=Family Services Workers; G=Governor; GB=Governing Board; H/MH/DM=Health/Mental Health/Disabilities Manager; HSD=Head Start Director; NM=Nutrition Manager; NS=Nutrition Services; P=Parents; PC=Policy Council; PI/SSM= Parent Involvement/Social Services Manager; T=Teachers; TA=Teacher Assistants; TM=Transition Manager; TMT=Transportation Manager

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

1304.50 Appendix A: Governance and Management Responsibilities

The following chart restates the responsibilities and outlines the interactions of governing bodies, policy groups, and agency management staff.

Knowledge of the connections between all elements represented by the chart is critical to understanding the responsibilities of each individual or group. The chart provides a “bridge” linking the governance structure described in **45 CFR 1304.50** with the management functions described in **45 CFR 1304.51** and **45 CFR 1304.52**.

To effectively implement shared decision-making, members of governing bodies, policy groups and agency management teams adopt a holistic view of the complete system of program design and management and of how this system is integrated with the entire set of *Head Start Program Performance Standards*.

*See the <i>key and definitions</i> at bottom of each page.	Grantee agency		Delegate agency		Grantee or delegate management staff	
	Governing Body	Policy Council	Governing Body	Policy Committee.	HS program director	Agency Director
I. Planning						
(a) 1304.50(d)(1)(iii) Procedures for program planning in accordance with this Part and the requirements of 45CFR 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

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. Functions as determined by the local governing body and in accordance with all Head Start regulations.

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

<i>*See the key and definitions at bottom of each page.</i>	Grantee agency		Delegate agency		Grantee or delegate management staff	
	Governing Body	Policy Council	Governing Body	Policy Committee.	HS program director	Agency Director
(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)(viii) 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

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. Functions as determined by the local governing body and in accordance with all Head Start regulations.

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

<i>*See the key and definitions at bottom of each page.</i>	Grantee agency		Delegate agency		Grantee or delegate management staff	
Function	Governing Body	Policy Council	Governing Body	Policy Committee.	HS program director	Agency Director
(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

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. Functions as determined by the local governing body and in accordance with all Head Start regulations.

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

<i>*See the key and definitions at bottom of each page.</i>	Grantee agency		Delegate agency		Grantee or delegate management staff	
Function	Governing Body	Policy Council	Governing Body	Policy Committee.	HS program director	Agency Director
II. General Procedures						
(a) 1304.50(d)(1)(vi) 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

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. Functions as determined by the local governing body and in accordance with all Head Start regulations.

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

<i>*See the key and definitions at bottom of each page.</i>	Grantee agency		Delegate agency		Grantee or delegate management staff	
	Governing Body	Policy Council	Governing Body	Policy Committee.	HS program director	Agency Director
(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

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. Functions as determined by the local governing body and in accordance with all Head Start regulations.

**PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN
2010-2011**

*See the <i>key and definitions</i> at bottom of each page.	Grantee agency		Delegate agency		Grantee or delegate management staff	
	Governing Body	Policy Council	Governing Body	Policy Committee.	HS program director	Agency Director
III. Human Resources Management						
(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
(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
(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. Functions as determined by the local governing body and in accordance with all Head Start regulations.

PROGRAM DESIGN AND MANAGEMENT SERVICE PLAN 2010-2011

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. Functions as determined by the local governing body and in accordance with all Head Start regulations.