PC/PAC
RESOURCE
MANUAL
2014
Welcome to the Sacramento County Policy Council (PC). The Council is the decision-making policy board for Head Start/Early Head Start. As a parent representative of this Council you will be involved in participating in the process of making decisions about the nature and operation of the Head Start/Early Head Start program. You are representing not only yourself, but also the parents who elected you to represent them. It is important that you report back to your respective Policy Committees the decisions made and information shared at Council meetings.

The Head Start/Early Head Start Parent Resource information has been developed for Council Representatives to assist you in your role on the Policy Council. We hope this information will guide you in becoming a more effective board member for the County Head Start/Early Head Start Programs.

The Parent Resource information includes major sources of information on the Head Start/Early Head Start Program in general and your program in particular. As the parent representative, you should familiarize yourself with the contents of this binder so that you might be able to assist parents at your Delegate Agency/SETA-Operated Early Learning Center to become more informed members of the Head Start/Early Head Start team.

This information is available on the Agency website: www.headstart.seta.net.

We hope the time you spend in Head Start/Early Head Start is enjoyable and productive for your entire family. Our goals are to witness your personal growth and your child’s growth, development and increased social competence. We look forward to assisting you in reaching these goals.

Wishing you a 2013-2014 rewarding learning experience.

Denise Lee, Deputy Director
Children and Family Services

Marie Desha,
Social Services/Parent Involvement Coordinator
PARENT ADVISORY COMMITTEE INTRODUCTION

Welcome to the SETA Head Start Parent Advisory Committee (PAC). As a parent representative on this committee, you will be involved in the decision-making process of the operation of all SETA-Operated Programs (SOP Early Learning Centers). You are representing not only yourself, but the parents who elected you to represent them. It is important that you report back to your respective Center Committees on the decisions made and information shared at the PAC meetings.

The Head Start/Early Head Start Parent Resource information has been developed for PAC Representatives to assist you in your role on the Parent Advisory Committee.

Parent Resource information includes major sources of information on the Head Start/Early Head Start program in general and the SOP program in particular. As a PAC Representative, you should familiarize yourself with the contents of this information so that you might be able to assist parents at your SETA-Operated Early Learning Center to become more informed members of the Head Start/Early Head Start team.

This information is available on the Agency website: www.headstart.seta.net.

We hope the time you spend in Head Start/Early Head Start is enjoyable and productive for your entire family. Our goals are to witness your personal growth and your child’s growth, development and increased social competence. We look forward to assisting you in reaching these goals.

Wishing you a rewarding and educational 2013-2014 Program Year!

Denise Lee, Deputy Director  Marie Desha, Social Services/
Children and Family Services Parent Involvement Coordinator
COMMON ABBREVIATIONS

A.C.F. Administration for Children and Families
A.D.A. Americans with Disabilities Act
A.D.A. Average Daily Attendance
C.A.A. Community Action Agency
C.A.B. Community Action Board
C.A.E.Y.C. California Association for the Education of Young Children
C.A.M.P. Community Advocating Male Participation
C.C.F.P. Child Care Food Program
C.D.A. Child Development Associate Credential
C.H.D.P. Child Health and Disability Prevention Program
C.H.S.A. California Head Start Association
C.I.P. Career Incentive Program
C.P.A.C. Community Partnerships Advisory Committee
Delegate Agencies Agency delegated by the Head Start grantee agency to operate Head Start Programs, also called D.A.
D.H.H.S. Department of Health and Human Services
D.R.D.P. - PS Desired Results Development Profile - Preschool
D.R.S. Designated Renewal System
E.H.S. Early Head Start
E.L.L. English Language Learner
E.P.S.D.T. Early Periodic Screening Diagnosis and Treatment
F.C.P. Family and Community Partnership
F.P.A. Family Partnership Agreement
Grantee Agency designated to administer and/or operate a Head Start program with a designated area
H.H.S. Health and Human Service Department
H.S.A.C. Health Services Advisory Committee
I.D.P. Individualized Development Plan
I.E.P. Individualized Education Plan
I.F.S.P. Individualized Family Service Plan
L.D.O. Locally Designed Option
J.T.P.A. Job Training Partnership Act
M.I. Male Involvement
**COMMON ABBREVIATIONS** (continued)

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<th>Description</th>
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<td>S.E.T.A.</td>
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<td>Training and Technical Assistance Plan</td>
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Shared decision making involves the Policy Council/Committee, Parent Advisory Committee, SETA Governing Board, Head Start Directors, Executive Director and the Board of Directors or School Board.
ROLES AND RESPONSIBILITIES
FOR
HEAD START/EARY HEAD START
POLICY COUNCIL (PC) AND
PARENT ADVISORY COMMITTEE (PAC)
ROLES AND RESPONSIBILITIES
FOR
HEAD START/EARLY HEAD START POLICY COUNCIL (PC) AND
PARENT ADVISORY COMMITTEE (PAC)

RESPONSIBILITIES:

- To maintain positive interactions with parents, children and staff.

- To develop a partnership with parents and staff in making decisions about program changes and policies.

- To attend monthly PAC meetings the third Tuesday of the month (9:00 a.m. in the SETA Board Room) unless another date has been designated for a special meeting.

  Note: PAC Representatives (6) elected from the PAC to sit on the Policy Council are to attend PC monthly meetings on the fourth Tuesday of the month (9:00 a.m. in the SETA Board Room) unless another date has been designated for a special meeting.

  Note: A parent that works for SETA or a Delegate Agency shall not be eligible to be elected to the PC/PAC or Policy Committee. (Exception – parents who are working on a temporary basis. Performance Standards Program Governance 1304.50(b)(6).

- To arrange for child care to attend the PC/PAC meetings. You will be reimbursed for child care and transportation/mileage.

- To notify the Alternate and at least one of the following: PC/PAC Chair, or the central office Clerk of the Boards/Committee if you cannot attend the meeting.

- To learn how to conduct a meeting.

- To become familiar with the Performance Standard, 1304.50 Program Governance; school readiness goals; Parents, Family, and Community Engagement; new laws; the PC/PAC Bylaws; and the 3-Year Goals and Objectives.

- When convenient, to participate on special committees and exam/interview/screening panels of prospective candidates for SETA Head Start/Early Head Start positions.

- To communicate the concerns and interests of your center parent meetings (PC/PAC and Policy Committee) to keep parents and staff informed on pertinent program information.

- To participate in program evaluation(s). Parents will be asked to take part in the monitoring and evaluating process (Office of Head Start Monitoring Protocol) and the annual program Self-Assessment.
• To provide a written report to the PC/PAC on parent conferences attended.

• To invite community based agencies/organizations to PC/PAC meetings at the center level to share information beneficial to Head Start/Early Head Start infants, children and family members.

• To advocate for your needs, the needs of your children, family members and community members in which you live. (Example: “Early Learning Advocacy Day” and attending community meetings.)

• To share your accomplishments at PC/PAC, Policy Committee and center parent meetings, such as: recently employed, graduating from high school, college, and obtaining a GED.

QUALIFICATIONS:

• Parent must be a parent of a child/children currently enrolled in the Head Start/Early Head Start program.

• Interest in making decisions for the Head Start/Early Head Start program.

MEMBERSHIP COMPOSITION:

• At least 51% of the PC/PAC Representatives are parents of a child/children currently enrolled in the Head Start program. Past Parents of Head Start children may serve as representatives of the community. In no case, should representatives of the community exceed 51% of the total group. No staff member (nor members of their families) shall serve on the PC/PAC in a voting capacity.

• PAC Members are elected by parents of the Head Start/Early Head Start program.

• PC Members are elected by local Policy Committees (Delegate Agencies) and by the SETA Head Start Operated Program’s Parent Advisory Committee (PAC).

TERM:

• Members are elected for a one-year term beginning in November and ending in November.

• Members may serve a maximum of three (3) years (this applies whether terms are consecutive or separated in time and includes all membership categories). The Policy Council, Policy Committee, and the Parent Advisory Committee must limit the number of one year terms any individual may serve on either body to a combined total of three (3) years.

(Method of Operations: Shared Decision Making involving the Parent Advisory Committee, Policy Council, Executive Director, Deputy Director Children and Family Services, Head Start Director, Governing Board, and the Board of Directors.)
## RIGHTS AND RESPONSIBILITIES OF MEMBERS

<table>
<thead>
<tr>
<th>RIGHTS</th>
<th>RESPONSIBILITIES</th>
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|  Notices of meetings  
 Attend meetings  
 Make motions  
 Second motions  
 Nominate people for office  
 Be nominated for office  
 Elect people to office  
 Know the meaning of the question people are debating  
 Object when rules are being violated  
 Appeal the decision of the Chair  
 Not have to suffer personal abuse and attack  
 Have access to minutes of all meetings  
 Voice your opinion |  Attend meetings  
 Be on time  
 Stay until the end of the meeting  
 Be ready to discuss a topic  
 Be attentive  
 Be open-minded  
 Treat everyone with courtesy  
 Address issues, do not attack people  
 Insist on law and order at meetings  
 Be familiar with basic rules of parliamentary law  
 Adhere to rules of the organization  
 Respect the rights of others  
 Participate in committees  
 Promote the organization's growth and influence  
 Enhance the organization's reputation  
 Voice your opinion |
THE CHAIR PRESIDES:

It is the privilege of the Chair of the Parent Group to preside at meetings. There are steps which the Chair should follow in taking charge of a meeting. They are:

1) Call to Order
2) Consent Items
3) Action Items
4) Information Items
5) Committee Reports
6) Other Reports
7) Adjournment

1) CALL TO ORDER

The Chair announces:

"The meeting will please come to order."

The Chair asks the Secretary to call roll.

The Chair asks the Secretary if there are enough members to establish a quorum. In order to conduct business, it is usually agreed that there must be a certain number of members present. This is called a Quorum. The number agreed upon may vary. In legislative bodies the number is usually "one more than half the members." In smaller groups the number may be reduced to whatever percent the groups agree upon.

If there is no Quorum -- not enough members present -- the Chair says:

"As there is no Quorum, the meeting is adjourned."

An informal meeting may be held; however, no action items may be approved.
2) **CONSENT ITEMS**

Sometimes referred to as General Consent or Unanimous Consent. In cases where there seems to be no opposition in routine business, time can be saved by the procedure of general consent.

The correction and approval of minutes is an example of business that is normally handled by general consent. The Chair will ask:

"Are there any corrections to the minutes?"

Corrections, when proposed, are usually handled by general consent. The Chair will say:

"If there are no corrections (or "no further corrections"), the minutes stand approved (or "approved as corrected")."

3) **ACTION ITEMS**

"Action" means a collective decision made by a majority of the members of a policy group upon a motion, proposal, resolution or order.

Business is brought before an assembly by the motion of a member. A motion is a formal proposal by a member that the assembly take certain action.

4) **INFORMATION ITEMS**

Information that is of interest to the policy group but does not require action is presented at this point. Some examples of Information Items:

- Introduction of New Staff
- Monthly Enrollment Report
- Monthly Budget Report
- Monthly Credit Card Expense Report
- Program Information Summaries
- USDA Meal/Snack Report
- Parent Trainings/Workshops/Meetings/Event Updates
- Parent/Staff Recognition
- Governing Board Minutes/Board of Directors Minutes/School Board Minutes
- Community Agency Presentation
5) **COMMITTEE REPORTS**

Sometimes a large committee needs smaller committees to help them. These smaller committees spend time and study a project and then report to the whole group. These reports are merely advice to the group. They may be accepted, rejected or changed.

Some committees are appointed for a whole year. They are called Standing Committees. Examples might be a Budget/Planning, Personnel/Bylaws, Executive Committees, etc.

Others are appointed for special tasks. These task committees are called Special Committees or AD HOC.

6) **OTHER REPORTS**

Other information reports from individuals are usually made during this section. No action is required. Some examples of reports are:

- Director's Report
- Chair's Report
- Managers'/Coordinators’ Reports
- Policy Council Report
- Center Update Report

Every agenda for regular meetings shall provide an opportunity for members of the public to directly address the policy group on any item of interest to the public, provided that no action shall be taken on any item not appearing on the agenda. The time may be limited for public testimony on particular issues and for each individual speaker.

7) **ADJOURNMENT**

When the business of the meeting is finished, the Chair says:

"If there is no further business, the meeting stands adjourned."

Any member may introduce a motion to adjourn at any time during the meeting if by so doing he does not interrupt another speaker. He simply says:

"Mr./Madam Chair, I move we adjourn."

When the Chair hears the motion seconded, he/she says:

"It has been moved and seconded that the meeting be adjourned."
A motion to adjourn is not debatable, so the Chair immediately calls for a vote:  
"All in favor (Aye) of adjourning raise your hand. Those opposed (Nay) raise your hand. Those who abstain raise your hand."

If the Ayes have it:

"The motion is carried. The meeting is adjourned."

If the motion is lost by a majority of no votes, the meeting continues.

If a motion on a business is being debated at the time of adjournment, it comes up as an agenda item at the next regular meeting.
A motion is a way of getting your idea before the group.

**How to Make a Motion**

A proposal for action is made in the form of a motion. After the motion has been made, another member who wishes to be considered says,

"I second the motion."

A second merely implies that the seconder agrees that the motion should come before the meeting, not that he necessarily favors the motion. For example:

"I move that the Policy Council approve the Fiscal Year 2013-2014 Head Start/Early Head Start Budget."

**Steps in Presenting a Motion:**

1) Member addresses the Chair
2) Member is recognized by the Chair
3) Member states his proposal
4) Another member seconds the motion
5) Motion is restated by the Chair
6) Chair conducts discussion
7) Chair puts question to vote
8) Chair announces the result
EXAMPLE OF PRESENTING A MOTION

When a member is recognized, he or she states his or her motion so that all can hear:
"I move that the Policy Council approve the Fiscal Year 2013-2014 Head Start/Early Head Start Budget."

Another member (without waiting to be recognized) calls out:
"I second the motion."

Chair then says:
"It has been moved and seconded that the Policy Council approve the Fiscal Year 2013-2014 Head Start/Early Head Start Budget."
"The floor is now open for discussion."

The motion at this point is said to be pending. During this time, members may rise to agree, disagree, or abstain (member's first last name must be announced for the minutes) with the proposal after being recognized by the Chair. After discussion seems complete, the Chair asks:

"Is there any further discussion?"

If not, then the Chair asks for the vote (the question), saying:

"It has been moved and seconded that the Policy Council approve the Fiscal Year 2013-2014 Head Start/Early Head Start Budget." All those in favor (Aye), please raise your hand. All opposed (Nay), please raise your hand. All abstentions please raise your hand."

Chair then says:

"The Ayes have it. The motion is carried."
OR
"The No's have it. The motion is defeated."
A GLOSSARY OF PARLIAMENTARY TERMS

The following is a glossary of words used in meetings (definitions are based on how these words may be used):

ABSTAIN  To refrain from voting one way or the other on a motion
ADJOURN  To end the meeting
ADOPT  To approve or accept
AMEND  To change a motion
APPOINT  To assign a person to a job or position
CAUCUS  A meeting of organization leaders in order to decide policy, candidates and or plans; or a meeting of special interest groups or power groups
CHAIR  Position held by Chair or leader of group
COMMITTEE  A small group that studies, reports on, and recommends part of the organization’s program
DEBATE  Argument of discussion of something that is open to question
GENERAL CONSENT  A silent, unanimous vote; if even one member objects, the motion must be voted on
MAJORITY OPINION  The decision of most of the voting members of a group or committee
MINORITY OPINION  The decision of less than half of the voting members of a group or Committee
MINUTES  Official record of a meeting
NOMINATE  To recommend a person for election. (Nominations do not require a second.)
PENDING  Undecided, still before the group
PETITION  A formally drawn request often bearing the names of a number of people, which is addressed to a person or a body of persons in power soliciting some sort of right or other benefit
GLOSSARY (continued)

POINT OF INFORMATION  A way of asking for factual information relevant to the business at hand

POINT OF ORDER  A motion that asks the Chair whether the meeting, or part of it, is being conducted properly

PRO TEM  Latin for “temporary”

PROXY  The authority to vote or act for another member. Not allowed in CAA Boards

QUESTION  To subject to analysis

QUESTION OF PRIVILEGE  A way of addressing personal concerns during the meeting, such as room temperature.

QUORUM  The minimum number of members who must be present for a legal official meeting

RESCIND  To take back, withdraw

RESOLUTION  The act of determination; a policy statement

SECOND  A sign from at least one other voting member of the Board that he thinks the motion should be considered and is willing to second it

STANDING COMMITTEE  A committee that continues from year to year; a permanent committee

SPECIAL (OR AD HOC) COMMITTEE  A committee created to perform a special task and is dissolved when the task is completed and a final report given

SUB-COMMITTEE  A small committee formed within a committee

TABLE  To put off discussion or vote on a motion to a later time, or to another meeting

UNANIMOUS VOTE  When everyone votes the same way

VETO  To disapprove
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BYLAWS FOR THE SACRAMENTO COUNTY
HEAD START/EARLY HEAD START POLICY COUNCIL (PC)

ARTICLE I
Name

This Council shall be named the Sacramento County Head Start (HS)/Early Head Start (EHS) Policy Council, hereinafter referred to as the Policy Council (PC). Head Start/Early Head Start hereinafter shall be referred to as HS/EHS.

ARTICLE II
Purpose, Powers, Duties and Functions

Section 1: Purpose

The purpose of the PC shall be to promote the objectives of the HS/EHS Child Development Program of Sacramento County, State of California, as established by the Federal Economic Opportunity Act of 1964, as amended. The purpose of the PC shall include, but not necessarily be limited to:

A. The encouragement and promotion of parent participation in the process of making policy decisions about the nature and operation of HS/EHS programs in Sacramento County.

45 Code of Federal Regulations (CFR) 1306.3 (h): A HS/EHS parent means a HS/EHS child’s mother or father, other family member who is a primary caregiver, foster parent, guardian or the person with whom the child has been placed for purposes of adoption pending final adoption decree. All future reference of parent will be defined as such.

B. Aiding and assisting local Parent Policy Committees in performing meaningful roles and functions in the operation of local HS/EHS programs.

C. Initiating suggestions and ideas for HS/EHS program improvement.

D. Serving as a channel of communication among organizations and agencies by building a partnership, both public and private, with individuals and groups interested in the aims, goals, and objectives of HS/EHS Child Development Programs.

E. Aiding and assisting both the enrolled child and his or her family in obtaining the full benefits of programs and facilities established to aid and improve educational, economic, and health status, including dental and nutrition, of the low-income population.

Section 2: Powers, Duties and Functions

The PC must perform the following powers, duties and functions directly:
A. Serve as a link to the Parent Committees, Grantee and Delegate Agency governing bodies, public and private organizations, and the communities they serve.

B. Assist Parent Committees in communicating with parents enrolled in all program options to ensure that they understand their rights, responsibilities, and opportunities in HS/EHS and to encourage their participation in the program.

C. Assist Parent Committees in planning, coordinating, and organizing program activities for parents with the assistance of staff, and ensuring that funds set aside from program budgets are used to support parent activities.

D. Assist in recruiting volunteer services from parents, community residents, and community organizations, and assist in the mobilization of community resources to meet identified needs.

E. Federal regulations state that the PC must work in partnership with key management staff and the governing body to develop, review, and approve or disapprove the following policies and procedures:

1. All funding applications and amendments to funding applications for HS/EHS, including administrative services, prior to the submission of such applications to the Department of Health and Human Services (DHHS).

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

3. Procedures for program planning in accordance with this part and the requirements of 45 CFR 1305.3.

4. The program’s philosophy and long- and short-range program goals and objectives.

5. The selection of delegate agencies and their service areas.

6. The composition of the PC and the procedures by which policy group members are chosen.

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

8. The annual self-assessment of the Grantee 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.

9. The annual independent audit that must be conducted in accordance with 45 CFR 1301.12.
10. Program personnel policies and subsequent changes to those policies, in accordance with 45 CFR 1301.31, including standards of conduct for program staff, consultants, volunteers and hiring and firing criteria for program staff.

11. Decisions to hire or terminate the HS/EHS Director of the Grantee agency.

12. Decisions to hire or terminate any person who works primarily for the HS/EHS program of the grantee agency. For the Grantee Sacramento Employment and Training Agency (SETA)-Operated Program (SOP), the function of screening and interviewing prospective applicants directly related to the SOP may be delegated to the Parent Advisory Committee (PAC) of the Grantee. (The delegation of this authority must be approved by the PC on an annual basis.)

13. PC reimbursement for reasonable expenses incurred by members. Members shall not receive compensation for serving on the PC or for providing services to the HS/EHS Agency.

14. Grantee policies that define the roles and responsibilities of the governing body members and informs them of the management procedures and functions necessary to implement a high quality program.

15. Internal dispute resolution. PC must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and the policy group.

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

F. Individual members while representing the PC, shall not engage in any activities or assume any such powers, duties, or functions that are contrary to, or inconsistent with the goals and objectives of the HS/EHS Child Development Program, as established by either local, State or Federal laws, regulations or SETA policies.

ARTICLE III
Membership

Section 1: Election/Appointment of Members

As outlined in Article III, Section 2, the PC shall consist of elected voting representatives from each delegate agency Policy Committee, the SETA-operated PAC, Community Representatives (Past Parents, Grandparent, Foster Parent), elected by the PC. Additional Community Representatives shall be appointed by community agencies. Home Base Option and EHS Representatives shall be elected by delegate agency Policy Committees and SETA-Operated Program parent committees. The Outgoing PC Chair shall have a reserved seat.
The Male Involvement Representative shall be elected by the SOP Men’s Activities Affecting Children Committee (MAACC).

Section 2: **Parent Representatives**

A. The Parent Membership shall consist of:

- Six (6) Representatives elected from the SOP PAC
- Three (3) Representatives from Sacramento City Unified School District
- Two (2) Representatives from San Juan Unified School District
- Two (2) Representatives from Elk Grove Unified School District
- Two (2) Representatives from Twin Rivers Unified School District
- Two (2) Representatives from Women’s Civic Improvement Club/Playmate (WCIC)
- Two (2) Representatives from Home Base Option
- One (1) Representative from EHS - SOP
- One (1) Representative from EHS - Sacramento City Unified School District
- One (1) Representative from EHS - San Juan Unified School District

The above parent representatives must be a parent of a child/children currently enrolled in the HS/EHS Program.

B. **Community Representatives**

Additional PC members will include:

- One (1) Representative elected by the Men’s Activities Affecting Children Committee (MAACC) - This representative may or may not be a current parent. There will be one (1) Alternate position.
- Two (2) Past Parent Representatives - elected by the outgoing PC. Representative may be elected by the current PC if the outgoing PC has been dissolved. The Past Parent elected to the PC may not have a child/children enrolled in the HS/EHS Program. There will be two (2) Past Parent alternate positions.
- One (1) Outgoing PC Chair - may not be held by any other party.
- Two (2) Community Representatives appointed by agencies.
- One (1) Foster Parent Representative - elected by the outgoing PC. Representative may be elected by the current PC if the outgoing PC has been dissolved. Representative must be a current or past parent of SOP or a Delegate Agency. There will be one (1) Foster Parent alternate position.
- One (1) Grandparent Representative - elected by the outgoing PC. Representative may be elected by the current PC if the outgoing PC has been dissolved. Representative must be a current or past parent of SOP or a Delegate Agency. There will be one (1) Grandparent alternate position.
Section 3: **Alternates**

Each representative holding membership on the PC shall additionally be entitled to have one alternate. An alternate shall be elected by the committee/agencies he or she represents.

A. Alternates may be seated as voting members of the PC only in the absence of the voting representative for whom they serve as alternate.
   1. In the event an Alternate does not cast a vote during the program year, Alternate will not have served as a PC member and term is not counted.

B. Alternates may be seated as voting members upon recognition of their voting status by the PC Chair at any meeting.

C. Alternates may not hold an office.

D. Alternates are encouraged to attend meetings of the PC on the same regular basis as members. However, the Alternate will not receive a reimbursement if the Representative is present.

E. Alternates are excluded from attending the following conferences: The National Head Start Association (NHSA) Parent Training Conference, the Region IX Head Start Association Annual Conference/Training, and the California Head Start Association (CHSA).

Section 4: **Other Provisions**

A. At least 51% of the voting membership of the PC shall consist of parents/guardians whose children are currently enrolled in the program.

B. The PC may establish and select additional voting delegates who shall serve as community representatives of the PC by a two-third (2/3) vote.

C. Community Agency Representatives wishing to be reappointed must express their desire to remain on the PC. Otherwise, the Agency may designate a replacement for that representative.

D. The seating of representatives shall take place at the annual meeting. These representatives shall then serve as voting members.

E. No SETA or Delegate Agency HS/EHS staff (or members of their immediate families) shall serve on the PC except parents who occasionally substitute for regular HS or EHS staff. Occasional substitute teaching is defined as once a week and/or not to exceed four (4) consecutive days in a month.

F. Additional members may be added by a 2/3 vote to ensure all program options are proportionally represented on the PC.
Section 5: **Terms**

The PC, Policy Committee, and the Parent Advisory Committee must limit the number of one-year terms any individual may serve on either body to a combined total of three (3) program years. During the term of office, voting representatives (or alternates) shall serve as members (or alternates) of the PC until their voluntary termination or until replaced by the committee/agency they represent or until termed out. Representatives must continue to represent center or agency they were chosen from. The term for Community Agency Representative shall be for one (1) program year. A Community Agency Representative may not sit more than three (3) program years.

Section 6: **Attendance**

A. **Absences**: Any member or alternate in a voting capacity, missing two (2) consecutive regular meetings without an excused absence or missing a total of three (3) meetings (regular/special, excused or unexcused) will automatically be removed. An excused absence shall include but not be limited to sickness or death in the family.

A member requesting an excused absence must call the alternate, if the alternate is known, and the Social Services/Parent Involvement (SS/PI) Coordinator, PC Board Chair, or the Clerk of the Boards, prior to the meeting.

B. **Reinstatement**: The representative agency/group may request that a member who has been removed due to absences be reinstated in the event the Alternate declines. This request must be in writing and submitted to the Chair and SS/PI Coordinator within ten (10) calendar days. It is the final decision of the PC Executive Committee whether any representative shall be reinstated. In the event the representatives’ Early Learning Center/Agency is temporarily closed, or representatives’ child/children have transitioned out of the program, the PC Executive Committee shall have the sole decision to reinstate.

1. A member who has resigned and held an Executive office and wants to be reinstated must provide a written notice to the PC Chair and SS/PI Coordinator within ten (10) calendar days. It shall be the final decision of the Executive Committee whether the member be reinstated. If the member is reinstated, member is not reinstated to their former Executive position.

C. **Punctuality**: Members arriving more than 15 minutes after the regular scheduled meeting or committee meeting start time will not receive a reimbursement unless approved by the Chair or SS/PI Coordinator. Members are expected to stay throughout the duration of the meeting. The Secretary will keep track of representative’s arrival time and notify the Clerk of the Boards accordingly.

D. **Policy Council/Policy Committee Business**: Members conducting PC/Policy Committee business and not at the PC meeting, shall be neither present nor absent, but rather identified as “PC/Policy Committee.”
Section 7: **Removal**

A PC member may be removed by two-thirds vote of all members present and voting whenever, in the judgment of the Council, the best interest of the Council would be served. Action to remove a member must be on the agenda.

**ARTICLE IV**

**Meetings**

Section 1: **Meetings**

A. **Annual Meeting**

The annual meeting of the PC shall be held on the 4th Tuesday in November of each year.

B. **Regular Meetings**

Unless notice is otherwise provided, regular meetings of the PC shall be held on the fourth Tuesday of each month at 9:00 a.m. at the SETA Board Room.

C. **Special Meetings**

Special meetings of the PC may be called at anytime by the SETA Governing Board, PC Chair, Children and Family Services Deputy Director, SETA Executive Director or upon petition by at least a majority of the members of the PC.

D. **Quorum**

For the purpose of transacting the business of the PC at any annual, regular, special, or emergency meeting, a quorum of the PC shall be necessary. A quorum shall be a majority of those entitled to vote. Vacant positions on the PC shall not be considered in establishing a quorum. A majority (51%) of the quorum must be current parents.

Section 2: **Meeting Notice**

Meeting notices shall include an agenda for the next meeting, and Council members shall be provided with the minutes of the preceding (annual, regular, special or emergency) meeting as soon as possible.

A. **Annual and Regular Meetings**

Notice of annual and regular meetings of the PC shall be in writing, provided to all members of the PC, and posted at least 72 hours in advance of the meeting as required by the Ralph M. Brown Act. Staff shall endeavor to postmark such notice at least five (5) calendar days prior to the meeting, but failure to do so
shall not preclude action, provided that the notice requirements of the Ralph M. Brown Act have been satisfied.

B. **Special Meetings:**

Members of the PC must be notified of special meetings not less than twenty-four (24) hours prior to any special meeting. Staff shall endeavor to provide such notice at least 72 hours prior to any special meeting, but failure to do so shall not preclude action, provided that the notice requirements of the Ralph M. Brown Act have been satisfied. No other business or discussion may be transacted or entertained at special meetings of the PC, excepting that business and/or discussion for which the special meeting was called.

C. **Emergency Meetings:**

The PC may hold emergency meetings as defined in the Ralph M. Brown Act without complying with the notice provisions of either Section A or Section B of this Article IV, provided that the PC determines that an emergency situation as defined in the Ralph M. Brown Act exists.

D. **Committee Meetings:**

Members of the PC must be notified in writing of committee meetings. Notice of regularly scheduled meetings shall be provided in compliance with Section A, above. Notice of special meetings of other committees shall be provided in compliance with Section B, above, shall be delivered personally, or by mail and shall be received at least twenty-four (24) hours before the time of such meeting as specified in the notice.

Any member missing two (2) consecutive committee meetings without an excused absence or missing a total of three (3) meetings excused/unexcused may be removed from that committee. An excused absence shall include but not be limited to sickness, death in the family, or conducting PC business. A member requesting an excused absence must call the PC Chair, SS/PI Coordinator or the Clerk of the Boards and request an excused absence prior to the meeting.

Section 3: **Open Meetings**

The PC shall conduct meetings, regular, annual, special and emergency, in conformance with the Ralph M. Brown Act, California Government Code Section 54950, et. seq.

Section 4: **Mailing Address**

 Notices to all meetings of the PC shall be in writing and delivered personally or by mail to the PC members’ addresses, as recorded in the PC records. The Council members, their alternates and Community Members, shall be personally responsible for the
accuracy of mailing address. Updated contact information should be submitted to SS/PI Coordinator or Clerk of the Boards within ten (10) calendar days of change.

Section 5: Rules of Procedure

Except as specifically provided herein, Robert’s Rules of Order\(^1\) shall govern procedures in all meetings of the PC. (A loaner copy of the Robert’s Rules of Order is available upon request.) Notwithstanding any contrary provision contained in these Bylaws or Robert’s Rules of Order, if a special meeting is called because a regular meeting has been canceled or because a quorum is unavailable at a regular meeting, any matter properly considered at a regular meeting may be considered at the special meeting, provided that all notice, quorum and meeting requirements of this Article IV regarding special meetings have been met.

Section 6: Nominations/Elections

PC Board Members or candidates must be present to be nominated or elected. However, if PC member is absent due to PC business, the member may be nominated or elected.

Section 7: Voting

Each PC Board Member has one vote which cannot be cast by proxy. In the event of a conflict of interest, affected members shall, consistent with the California Political Reform Act, disclose the existence of the conflict and shall neither participate in the deliberations regarding, nor vote on the matter. Actions of the PC may be taken only by a majority vote of all of the PC members present, provided that any abstentions shall be counted as votes with the majority of those members actually voting. If a member has not voted because of disqualification due to a conflict of interest, that fact shall be noted in the minutes, but his/her vote shall not be recorded either as an affirmative vote, a negative vote or an abstention. Results of the voting will be announced by the Chair.

Section 8: Meeting Reimbursement

Each PC member will receive reimbursement for reasonable expenses. This amount is determined by the Head Start Division according to the PC Reimbursement Policies and Procedures.

Parents are not to bring small children to the meetings. If small children are present, members will be reimbursed for transportation/mileage only.

A. Members will receive reimbursement for the actual cost of child care (not to exceed $30 in a 24-hour day when attending conferences, workshops, trainings, orientation, Parent Leadership Institute, or participation in the Agency hiring process) to be in alignment with PC/PAC Reimbursement Policies and

Procedures. Additionally, transportation/mileage will be provided for attending required meetings/obligations listed below:

1. PC (regularly scheduled, annual, emergency and special meetings)
2. Interview/screening/exam panels
3. Standing committee meetings (Budget/Planning, Personnel/Bylaws, Executive, Social/Hospitality, Parent Ambassador)
4. Office of Head Start (OHS) Monitoring Protocol Training/Review (reimbursement for training received after completion of first review-Monitoring/Evaluation Committee) and Program Self Assessment
5. Program Area Committees
6. Community Partnership Advisory Committee (CPAC)
7. Health Services Advisory Committee (HSAC)
8. Ad Hoc (special) Committee meetings
9. Community Action Board meetings (CAB)
10. Governing Board Meetings (only applies to the Chair or an Executive Officer in the absence of the Chair.)
11. Workforce Investment board and Committee meetings (only applies to the Chair or Executive Officer in the absence of the Chair.)

B. Member/Alternates who are a spouse or significant other, will not each receive reimbursement.

C. Members will receive only one reimbursement per day, regardless of the number of meetings attended. Only members of said committee will be reimbursed for attending meetings. A lunch reimbursement or meal will be provided if a meeting or meetings exceed four (4) hours.

ARTICLE V
Officers

Section 1: Officers

The Officers of the PC shall be the Chair, Vice Chair, Secretary, Treasurer, and Parliamentarian.

Section 2: Election and Term of Office

A. Election of the new officers shall be held at the next meeting following the annual meeting of the newly seated PC by a plurality vote of the PC members present and voting. At least 51% of the officers must be current parents. Officers elected shall take office immediately following election.

B. No member shall hold more than one (1) office at a time, and no member shall be eligible to serve more than two (2) terms in the same office. No more than one (1) representative per each of the SOP, Delegate Agencies, or Community Representatives shall serve as an officer.
C. A SOP Parent Advisory Committee (PAC) member who has not been re-elected/replaced (called a holding member) shall not be eligible for election to represent PAC on PC or hold an officer position.

Section 3: Duties of Officers

The duties of the PC officers shall be as prescribed in these Bylaws and shall also include such other duties as may be established by the PC that are not in conflict with these Bylaws.

A. The Chair of the PC shall preside over all meetings of the PC and implement all policies and programs of the PC. The Chair shall act as the official agent of the PC in all matters relating to the PC, and shall be the chief spokesperson and public relations officer for the PC. The Chair shall have the power to appoint, both in and out of the PC, any additional positions as needed with ratification of the PC. The Chair shall represent the PC at the National Head Start Association Parent Conference. The Chair shall be an ex-officio member of all committees and shall represent the PC at all Governing Board meetings, but shall adhere to Article IV, Section 8 as it relates to reimbursement.

B. The Vice Chair shall serve as Chair of the PC in the absence of the Chair, and shall have all the delegated powers. The Vice Chair will assume the position of Chair if the seat of Chair is vacated. An election will be held for Vice Chair. Should both the Chair and Vice Chair leave office simultaneously, an election will be held at the next regularly scheduled meeting to replace both. The Secretary shall preside over the election in this event. The Vice Chair shall oversee the Parent Ambassador Committee.

C. The Secretary shall keep records of the current and preceding minutes at each meeting, record resolutions or motions adopted, as may be necessary to expedite the PC’s business. The Secretary shall oversee the Social/Hospitality Committee, and shall be a member of the Parent Ambassador Committee.

D. The Treasurer shall work with staff and Council Secretary and keep such records, files and accounts as may be necessary to expedite the PC’s business, work with the Staff and Council Secretary. The Treasurer shall be a member of the Social/Hospitality Committee and the Parent Ambassador Committee.

E. The Parliamentarian shall advise the presiding officer on matters pertaining to parliamentary procedure and oversee the Personnel/Bylaws Committee. If the Parliamentarian sits by the Chair, he or she is not entitled to make motions, discuss motions, or vote.
Section 4: **Vacancy**

In the event an officer is unable to perform his/her duties, including failure to learn and/or comply with the rules governing PC (Bylaws, Brown Act, Robert’s Rules of Order), or failure to act in the best interest of the board, the PC Chair shall appoint an interim officer until the officer returns to duty or is replaced at the next regularly scheduled meeting. The appointment of the officer must be made from among the membership of the PC.

A. In the event of a vacancy in the position of Chair, the Vice Chair becomes Chair until the next regular election in December.

B. In the event of a vacancy in any other office, an election shall take place at the next regular, annual or special meeting of the PC.

**ARTICLE VI**

**Committees**

There is hereby created standing committees of the PC. At least 51% of all Committees shall be current parents. The quorum of any committee shall be 51% of the Committee membership. No committee meeting shall have a majority of PC members present without proper public notice.

Section 1: **Standing Committees**

**Executive Committee**

The Executive Committee shall be comprised of all elected officers. The Executive Committee shall perform such powers, duties, and functions as provided in these bylaws and such other powers, duties, and functions as established by the Policy Council. The Executive Committee shall meet at the discretion of the PC Chair or PC. Notice of an Executive Committee meeting shall be sent to all PC members no less than three (3) calendar days before the meeting. The Committee shall report, in writing, all actions at the next meeting of the full PC. In the event of an emergency, the Executive Committee will act on behalf of the Board pending ratification by the PC at the next meeting.

**Budget/Planning Committee**

A. Budget/Planning Committee composed of the Treasurer and other members who shall be selected after each annual meeting by the PC. This Committee shall assist in the development and review of all HS/EHS budgets, budget modifications and amendments for the Head Start funding year and submit their review to the full PC for approval. A monthly fiscal report shall be provided to the PC on the fiscal status of the Head Start budget.
B. It is recommended that all SOP HS/EHS Budget issues and modifications are approved by the PAC prior to PC approval. The PAC Budget Committee should review said documents.

**Personnel/Bylaws Committee**

The Personnel/Bylaws Committee shall be composed of the Parliamentarian and members who shall be selected after each annual meeting by the PC. It shall be the duty of this committee to deal with all personnel matters and recommend any changes in Bylaws.

**Social/Hospitality Committee**

Social/Hospitality Committee shall be composed of the Secretary, Treasurer and other members who shall be selected after each annual meeting of the PC. The duty of this committee shall be to plan for all social activities of the PC. It shall be the duty of this Committee to report the expenditure of funds to the PC.

**Parent Ambassador Committee**

Parent Ambassador Committee shall be composed of the Vice Chair, who shall oversee the Committee, the Secretary, Treasurer, former parents, and other members who shall be selected after each annual meeting of the PC. Former parents who no longer serve on the PC shall receive reimbursement for participation for one (1) program year. The duty of this committee shall be to promote all PC trainings/events, and children’s activities. It shall be the sole duty of this Committee to report the expenditures of funds to the PC monthly.

**Section 2: Program Area Committees**

There is hereby created Program Area Committees of the PC. The following are Program areas: Early Childhood Development and Health Services, Parent, Family and Community Engagement, Monitoring and Evaluation.

- **Early Childhood Development and Health Services Committee** shall be comprised of one (1) staff and representatives who shall plan and review the Early Childhood Development and Health Services program area, and review the Male Involvement Program.

- **Parent, Family and Community Engagement Committee** shall be comprised of one (1) staff and representatives who shall plan and review the Parent/Family Support program area.

- **The Men’s Activities Affecting Children Committee (MAACC)** shall be comprised of one (1) staff and representatives who shall plan and review the Male Involvement Program.
- **The Monitoring and Evaluation Committee** shall be comprised of one (1) staff and the committee of the whole who shall plan, review and oversee program monitoring and evaluation.

PC member representatives shall select at least two (2) Program Area Committees to serve on as described above. Special circumstances may be excused by the Chair.

**Section 3: Special Committees:**

When necessary to carry on the work of the PC, other committees such as Ad Hoc (special committees), shall be appointed by the Chair. Such committees must have a purpose and time frame for committee appointment. All elected Board meeting members attending approved special committee meetings will receive the standard reimbursement.

**ARTICLE VII**

**Required Reports**

**Section 1: Required Reports**

The following reports shall be provided to the PC monthly. The purpose of reports is to maintain control of program quality and program accountability:

- Fiscal Reports (Budget Reports)
- Corporate Card Statement of Accounts (Credit Card Expense Report)
- USDA Meal/Snacks Report (Child and Adult Care Food Program [CACFP]) Report (SOP)
- Program Information Summaries (Monthly Head Start Report)
- Sacramento County HS/EHS Program Enrollment Report (Enrollment Report)

**ARTICLE VIII**

**Bylaws Amendment**

These Bylaws may be amended by a two-thirds (2/3) vote of the membership of the PC present and voting, providing that:

A. There is a quorum present.

B. All proposals to amend these Bylaws be submitted in open session at a regular, annual or special meeting of the PC. Proposals to amend these Bylaws must originate at least four full calendar weeks prior to the final voting and acceptance or rejection of the proposals.

A. Written notice of the intention to amend these Bylaws be forwarded to members of the PC at least five (5) calendar days prior to the regular, annual or special meeting when voting is to take place.
D. The notice of intention to vote upon amendments shall include the specific Articles, Sections, or Sub-Sections to be voted upon, and further that the specific language of the amendments and/or alterations be included in the notice of intention to amend.

E. No voting on Bylaws amendments may take place excepting at a regular, annual or special meeting of the PC.

F. Any amendments must also be approved by the SETA Governing Board.

PC approved on 11/26/13
Governing Board approved 12/5/13
BYLAWS

FOR THE

SETA HEAD START/EARLY HEAD START

PARENT ADVISORY COMMITTEE

PAC First Reading: 09/17/13
PAC Final Approval: 10/15/13
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BYLAWS
FOR THE SETA HEAD START/EARLY HEAD START PARENT
ADVISORY COMMITTEE

Article I

Name

This committee shall be named the SETA Head Start/Early Head Start Parent Advisory Committee, hereinafter referred to as the PAC. Head Start and Early Head Start shall be referred to as HS and EHS.

SECTION 1: Definition of Parents

Parents
Head Start parent means a Head Start child's mother or father, other family member who is a primary care giver, foster parent, guardian or the person with whom the child has been placed for purposes of adoption pending a final adoption decree [in accordance with the Head Start Performance Standards, 45CFR 1306.3(h)]. All future reference of parents will be defined as such.

Article II

Purpose, Powers, and Functions

SECTION 1: Purpose

The purpose of the PAC shall be to promote the objectives of the HS/EHS Child Development Program of the SETA Grantee Operated Head Start Program (referred to as SOP), State of California, as established by the Federal Economic Opportunity Act of 1964, as amended. The purpose of the PAC shall include, but not necessarily be limited to:

A. Serve as a link between public and private organizations, the Grantee Policy Council, and the community it serves.

B. Have the opportunity to initiate suggestions and ideas for program improvements and to receive a report on action taken by the administering agency with regard to its recommendations.

C. Plan, coordinate, and organize activities for parents involved in the SOP with the assistance of staff, and ensure funds that are set aside from program budgets are used to support parent activities.
D. Assist in communicating with parents and encourage their participation in the SOP to ensure that they understand their rights, responsibilities and opportunities in HS and EHS.

E. Assist in recruiting volunteer services from parents, community residents, and community organizations, and assist in the mobilization of community resources to meet identified needs.

F. Administer the Parent Activity funds for the SOP.

SECTION 2: Powers, Duties, and Functions

The PAC shall exercise all such powers, duties, and functions as granted to it, by the Policy Council.

A. Individual members, shall not engage in any activities or assume any such powers, duties or functions that are contrary to or in conflict with state and federal law or applicable administrative regulations specifically including, but not limited to, the guidelines, regulations, or policies established by the Federal Department of Health and Human Services (DHHS), and the Administration for Children, and Families (ACF), SETA and the goals and objectives of the HS/EHS Program.

B. The functions of the PAC, in partnership with staff and all other persons responsible, are as follows:

1. Development and operation of all program content areas, including curriculum in the SOP.

2. Assisting in carrying out SOP classroom activities.

3. Planning, conducting, and participating in all programs and activities for SOP parents and staff.

4. Participating in recruitment and screening of SOP employees (this function is contingent upon annual delegation from the Policy Council).

5. Planning, developing, and ratifying the SOP Budget prior to final approval by the Policy Council (in reference to the Policy Council Bylaws).

6. PAC reimbursements for reasonable expenses incurred by members conducting PAC business
Article III

Membership

SECTION 1: Election of Members

As outlined in Article III, Section 2, the PAC shall consist of elected voting representatives from SOP HS/EHS Early Learning center classrooms, SOP Home Base, EHS/Home Base Options, and Community Representatives (Past Parents, Grandparent, Foster Parent), elected by the PAC. The Outgoing PAC Chair shall have a reserved seat.

The Male Involvement Representative shall be elected by the SOP Men’s Activities Affecting Children Committee (MAACC).

SECTION 2: Members

The membership of the PAC shall consist of:

A. Parent Representatives

Parent Representatives must be a parent of a child/children currently enrolled in the Head Start program.

1. One (1) voting Representative elected per HS/EHS SOP center.
2. Two (2) voting Representatives elected from the SOP Home Base Program.
3. One (1) voting Representative elected from the SOP EHS/Home Base Program.

B. Community Representatives

Additional PAC members will include:

1. Two (2) voting Community Representatives referred to as Past Parent Representatives shall be elected by the outgoing PAC. Representative may be elected by the current PAC if the outgoing PAC has been dissolved. The Past Parent elected to the PAC may not have a child/children currently enrolled in the HS/EHS program. Community members desiring to be reappointed must reapply for membership on a yearly basis. There will be two Alternates for Past Parents.

2. One (1) voting seat shall be specifically reserved for the Outgoing Chair, if not termed out. The Outgoing Chair reserves the right to relinquish this seat. The position may not be filled by any other party.

3. One (1) voting Male Involvement Representative (MIR) shall be elected by the SETA Operated Program Representative from Men’s Activities Affecting Children Committee (MAACC) to sit on the committee. The Representative must be
elected from the SOP MIRs or their Alternates based upon a recommendation from the SOP MIRs. This Representative may or may not be a current parent.

4. One (1) voting Foster Parent Representative selected by the outgoing PAC. Representative may be elected by the current PAC if the outgoing PAC has been dissolved. The Foster Parents elected to the PAC must have a child/children currently or previously enrolled in the HS/EHS Program. A Foster Parent desiring to be reappointed must reapply for membership on a yearly basis. There will be one Alternate for the Foster Parent Representative position.

5. One (1) voting Grandparent Representative elected by the Outgoing PAC. Representative may be elected by the current PAC if the outgoing PAC has been dissolved. The Grandparent elected to the PAC must have a child/children currently or previously enrolled in the SOP HS/EHS program. A Grandparent desiring to be reappointed must reapply for membership on a yearly basis. There will be one Alternate for the Grandparent Representative position.

SECTION 3: Policy Council Members

Six (6) SOP PAC Representatives and six (6) Alternates shall be elected to the Policy Council. Representatives must be a parent of a child/children currently enrolled in the Head Start program.

SECTION 4: Alternates

Each SETA HS/EHS center holding membership on the PAC shall have a minimum of one Alternate. The Alternate(s) shall be elected in the same manner as the center Representative.

A. Upon recognition of his or her status by the PAC Chair, an Alternate may be seated as a voting member of the PAC during the temporary absence of the elected Representative for whom he or she serves as an Alternate. However, an Alternate may not hold an office.
   1. In the event an Alternate does not cast a vote during the Program Year, Alternate will not have served as a PAC Representative and term is not counted.

B. Alternates are encouraged to attend meetings of the PAC on the same regular basis as members. However, the Alternate will not receive a reimbursement if the Alternate is not replacing the Representative.

C. Should the Representative member be unable to fulfill their term of office, the first Alternate shall automatically serve in that capacity with all rights and privileges.

D. Alternates are excluded from attending the following conferences: The National Head Start Association (NHSA) Parent Training Conference, the Region IX Head Start Association Annual Conference/Training, and the California Head Start Association (CHSA) Conference.
SECTION 5: Other Provisions

A. By a two-thirds (2/3) vote of members present and voting, the PAC may establish and select additional voting members who shall serve as community members of the PAC.

B. At least 51% of the voting membership of the PAC shall consist of parents whose children are currently enrolled in the program.

C. Additional members may be added to ensure all program center options are proportionally represented on the PAC.

D. No SETA HS/EHS or Delegate Agency staff (or member of their immediate families) shall serve on the PAC except parents who occasionally substitute for regular HS or EHS staff. Occasional subbing is defined as once a week and/or not to exceed four (4) consecutive days in a month.

E. Members holding a seat at the Annual PAC meeting shall not be elected to represent PAC on the PC.

F. Members who currently have a child/children currently enrolled in the HS/EHS program shall be eligible for election to represent the PAC on PC.

SECTION 6: California Head Start Association (CHSA) Representative/Alternate

If requested by CHSA, one Representative and one Alternate shall be elected by the PAC to serve as the Parent Representative to the California Head Start Association. Representative/Alternate must be a current parent. This is a two (2) year term limit.

SECTION 7: Term of Office

A. The term of each member shall be for one (1) program year, and said person may not serve more than three (3) program years. During the term of office, present members (and Alternates) shall serve in that capacity until one of the following situations occur: the Representative's voluntary termination; a new Representative from the center/program they currently represent is seated; the Representative is removed per Section 6A; or the Representative is termed out. Until such occurrence, Representatives must continue to represent the center or agency they were chosen to represent.

SECTION 8: Attendance

It is each center Representative’s responsibility to attend all PAC meetings and parent center meetings on a regular basis. If a member is unable to attend any PAC meeting, that member must notify: the Alternate and the Social Services/Parent Involvement (SS/PI) Coordinator, PAC Chair or the Clerk of the Boards.
A. **Absences:**
Any member or Alternate missing two (2) consecutive meetings without an excused absence or missing a total of three (3) meetings (regular or special) excused/unexcused will be automatically removed. An excused absence shall include but not be limited to sickness or death in the family. A member requesting an excused absence must call prior to the meeting: the Alternate, if the Alternate is known, and the SS/PI Coordinator, PAC Chair or the Clerk of the Boards.

B. **Reinstatement:**
The Representative or agency/group may request that a member who has been removed due to absences be reinstated in the event the Alternate declines. This request must be in writing and submitted to the Chair and SS/PI Coordinator within ten (10) calendar days. It is the final decision of the PAC Executive Committee whether any Representative shall be reinstated.

C. **PAC Business:**
Members conducting PAC business and not at the PAC meeting, shall be neither present nor absent, but rather identified as PAC.

D. **Punctuality:**
Members arriving more than 15 minutes after the regular scheduled meeting or committee meeting start time will not receive a reimbursement unless approved by the Chair or SS/PI Coordinator.

Members are expected to stay throughout the duration of the meeting. The Secretary will keep track of representative’s arrival time and notify the Clerk of the Committee accordingly.

E. **Quorum:**
For purposes of transacting the business of the PAC at any annual, regular, special, or emergency meeting, a quorum of the PAC shall be 51% of the current membership. A majority of the quorum must be current parents.

SECTION 9: Removal

A PAC Representative may be removed by two-thirds (2/3) vote of all members present and voting whenever, in the judgment of the committee, the best interest would be served. Action to remove a member must be on the agenda.
Article IV

Meetings

SECTION 1: Meetings

The PAC shall hold annual, regular, and special meetings.

A. **Annual Meeting**

   The annual meeting of the PAC shall be held in November of each year.

B. **Regular Meetings**

   Regular meetings of the PAC shall be held on the third Tuesday of each month at 9:00 a.m. at the Administrative Office Board Room, unless notice is otherwise provided.

C. **Special Meetings**

   Special meetings of the PAC may be called at anytime by the SETA Governing Board, SETA PC, SETA Executive Director, Children and Family Services Deputy Director, PAC Chair, or upon petition by at least a majority of the members of the PAC.

SECTION 2: Meeting Notice

Meeting notices shall include an agenda for the next meeting and PAC members shall be provided with the minutes of the preceding (annual, regular, special or emergency) meeting notification as indicated below:

A. **Annual and Regular Meetings**

   Notice of annual and regular meeting of the PAC shall be in writing and provided to all members of the PAC and posted at least seventy-two (72) hours in advance of the meeting as required by the Ralph M. Brown Act. Staff shall endeavor to postmark such notice at least five (5) calendar days prior to the meeting, but failure to do so shall not preclude action, provided that the notice requirements of the Ralph M. Brown Act have been satisfied.

B. **Special Meetings**

   Members of the PAC must be notified in writing of special meetings not less than twenty four (24) hours prior to any special meeting. Staff shall endeavor to provide such notice at least seventy two (72) hours prior to any special meeting, but failure to do so shall not preclude action, provided that the notice requirements of the Ralph M. Brown Act have been satisfied. No other business
or discussion may be transacted or entertained at a special meeting of the PAC, excepting that business and/or discussion for which the special meeting was called.

C. **Emergency Meetings**

The PAC may hold emergency meetings as defined in the Ralph M. Brown Act without complying with the notice provisions of either Section 2A or Section 2B of this Article IV, provided that the PAC determines that an emergency situation as defined by the Ralph M. Brown Act exists.

D. **Committee Meetings**

Members of the PAC must be notified in writing of committee meetings. Notice of regularly scheduled meetings shall be provided in compliance with section 2A and 2B, above, shall be delivered personally, or by mail, and shall be received at least twenty-four (24) hours before the time of such meeting as specified in the notice.

Any member missing two (2) consecutive committee meetings without an excused absence or missing a total of three (3) meetings excused/ unexcused may be removed from that committee. An excused absence shall include but not be limited to sickness, death in the family, or conducting PAC business. A member requesting an excused absence must call the PAC Chair, SS/PI Coordinator or the Clerk of the Boards and request an excused absence prior to the meeting.

E. **Mailing Address**

1. Notices to all meetings of the PAC shall be in writing and delivered personally, or by mail, to the PAC members’ address, as recorded in the PAC records. Representatives, Alternates, and Community members shall be personally responsible for the accuracy of mailing address.

2. Updated contact information should be submitted to the SS/PI Coordinator or Clerk of Committee within ten (10) calendar days of change.

**SECTION 3: Meeting Reimbursement**

Each PAC member will receive reimbursement for reasonable expenses. This amount is determined by the Head Start Division according to the PAC Reimbursement Policies and Procedures.

Parents are not to bring small children to the meetings. If small children are present, member will be reimbursed for mileage/transportation only.

A. Members will receive reimbursement for the actual cost of child care (not to exceed $30 in a 24-hour day, when attending conferences, workshops, trainings, orientation, Parent Leadership Institute or participation in the
Agency hiring process) to be in alignment with PC/PAC Reimbursement Policies and Procedures. Additionally, mileage/transportation will be provided for attending required meetings/obligations listed below:

1. PAC (regular, annual, emergency and special meetings)
2. Interview/screening/exam panels
3. Standing Committee meetings (Budget/Planning, Personnel/Bylaws, Executive, Social/Hospitality, Parent Ambassador)
4. Office of Head Start (OHS) Monitoring Protocol Training/Review (reimbursement for training received after completion of first review – Monitoring/Evaluation Committee) and Program Self Assessment
5. Program Area Committees
6. Community Partnerships Advisory Committee (CPAC)
7. Health Services Advisory Committee (HSAC)
8. Ad Hoc (special) Committee Meetings
9. Governing Board meetings (only applies to the Chair or an Executive Officer in the absence of the Chair)
10. Food Services Committee
11. Workforce Investment Board and Committee Meetings (only applies to the Chair or an Executive Officer in the absence of the Chair.)

B. Member/Alternates who are a spouse or significant other will not each receive reimbursement.

C. Members will receive only one reimbursement per day, regardless of the number of meetings attended. Only members of said committee will be reimbursed for attending meetings. A lunch reimbursement or meal will be provided if a meeting or meetings exceed four (4) hours.

SECTION 4: Rules of Procedures

A. The PAC shall conduct all meetings, regular, annual, special, or emergency in conformance with the Ralph M. Brown Act, California Government Code, Section 54950, et. seq.

B. Except as specifically provided herein, Roberts Rules of Order\(^1\) shall govern procedures in all meetings of the PAC. (A loaner copy of the Robert’s Rules of Order is available upon request.) Notwithstanding any contrary provision contained in these bylaws or Roberts Rule of Order, if a special meeting is called because a regular meeting has been canceled or because a quorum is unavailable at a regular meeting, any matter properly considered at a regular meeting may be considered at the special meeting, provided that all notice, quorum and meeting requirements of this Article IV regarding special meetings have been met.

SECTION 5: Nominations/Elections

PAC members or candidates must be present to be nominated or elected. However, if PAC member is absent due to PAC business, the member may be nominated or elected.

SECTION 6: Voting

Each PAC member has one vote which cannot be cast by proxy. In the event of a conflict of interest, affected members shall, consistent with the California Political Reform Act, disclose the existence of the conflict and shall neither participate in the deliberations regarding, nor vote on, the matter. Actions of the PAC may be taken only by a majority vote of all the members of the PAC, provided that any abstentions shall be counted as votes with the majority of those members actually voting. If a member has not voted because of disqualification due to a conflict of interest, that fact shall be noted in the minutes, and his/her vote shall not be recorded either as an affirmative vote, a negative vote or an abstention.

Article V

Officers

SECTION 1: Officers

The officers of the PAC shall be the Chair, Vice Chair, Secretary, Treasurer, and Parliamentarian.

SECTION 2: Election and Term of Office

A. Officers of the PAC shall be elected at the next regularly scheduled meeting following the annual PAC meeting by a plurality vote of the PAC members present and voting, providing a quorum is present. Officers shall take office immediately following the election.

B. All PAC members are eligible to run for an Office/Officer position except members holding a seat. The Executive Committee must have at least three members who are parents of child/children currently enrolled in the HS/EHS, Home Base Option.

C. No member shall hold more than one (1) office at a time, and no member shall be eligible to serve more than two (2) terms in the same office.

SECTION 3: Duties of Officers

The duties of PAC officers shall be as prescribed in these Bylaws and shall include such other duties as may be established by the PAC that are not in conflict with these Bylaws.
A. The Chair of the PAC shall preside over all meetings of the PAC and implement all policies and programs of the PAC. The Chair shall act as the official agent of the PAC in all matters relating to the PAC, and shall be the chief spokesperson and public relations officer for the PAC. The Chair shall have the power to appoint, both in and out of the PAC, any additional positions as needed with ratification of the PAC. The Chair shall represent the PAC at the National Head Start Parent Association Conference. The Chair shall be an ex-officio member of all committees and shall represent the PAC at all Governing Board meetings, but shall adhere to the provisions of Article IV, Meetings; Section 3, as it relates to reimbursement.

B. The Vice Chair shall serve as Chair of the PAC in the absence of the Chair, and shall have all delegated powers. The Vice Chair will assume position of Chair if seat of Chair is vacated. An election will be held for Vice Chair. Should both the Chair and Vice Chair leave office simultaneously, an election will be held at the next regularly scheduled meeting to replace both. The Secretary shall preside over the election in this event. The Vice Chair shall oversee the Parent Ambassador Committee.

C. The Secretary shall keep a record of the current and preceding minutes at each meeting, record resolutions or motions adapted, as may be necessary to expedite the PAC's business. The Secretary shall oversee the Social/Hospitality Committee, and shall be a member of the Parent Ambassador Committee.

D. The Treasurer shall work with staff and the PAC Secretary and keep such records, files and accounts as may be necessary to expedite PAC's business. The Treasurer shall be a member of the Social/Hospitality Committee, and the Parent Ambassador Committee.

E. The Parliamentarian shall advise the presiding officer on matters pertaining to Parliamentary procedure and oversee the Personnel/Bylaws Committee. If the Parliamentarian sits by the Chair, he or she is not entitled to make motions, discuss motions, or vote.

SECTION 4: Vacancy

In the event an officer is unable to perform his/her duties, including failure to learn and/or comply with the rules governing PAC (Bylaws, Brown Act, Robert's Rules of Order), or failure to act in the best interest of the committee; the PAC Chair shall appoint an interim officer until the officer returns to duty or is replaced at the next regularly scheduled meeting. The appointment must be made from among the membership of the PAC.

A. In the event of a vacancy in the position of Chair, the Vice Chair becomes Chair until the next regular election in December.

B. In the event of a vacancy in any other office, an election shall take place at the next regular, annual or special meeting of the PAC.
Article VI

Committees

The quorum of the PAC shall be 51% of the committee membership. Membership is determined by the selection of the PAC. A majority (51%) of the quorum must be current parents. No committee meeting shall have a majority of PAC members present without proper public notice. Reference page Article III, Membership, Section 6, Attendance, A. Absences, for Standing and Program Area Committee meeting attendance.

Any member missing two (2) consecutive committee meetings without an excused absence or missing a total of three (3) meetings excused/unexcused will be removed from that committee. An excused absence shall include but not be limited to sickness, death in the family, or conducting PAC business. A member requesting an excused absence must call the PAC Chair, SS/PI Coordinator or Clerk of the Committee and request an excused absence prior to the meeting.

SECTION 1: Standing Committees

There is, hereby, created standing committees of the PAC. The following are standing committees: Executive, Budget/Planning, Personnel/Bylaws, Social/Hospitality, and Parent Ambassador.

A. Executive Committee
The Executive Committee shall be comprised of all elected officers (per Article V of these By-laws). The Executive Committee shall perform the powers, duties, and functions of the PAC in emergency situations when the PAC cannot be convened or quorum cannot be obtained and such other powers, duties, and functions, as deemed necessary, be established by the PAC. The meeting may be called by the PAC Chair, the Children and Family Services Deputy Director, the SETA Executive Director, or the SETA Governing Board. The committee shall report to the full PAC, in writing, all actions for ratification at the next meeting.

B. Budget/Planning Committee
Budget/Planning Committee shall be comprised of the Treasurer and other Representatives who shall be selected by the PAC promptly after each annual meeting. This Committee shall review all HS/EHS budgets and modifications for the HS/EHS funding year and submit their review to the full PAC for approval. It is recommended that all HS/EHS budget modifications and amendments be approved by the PAC prior to Policy Council approval. A monthly fiscal report shall be provided to the full PAC on the fiscal status of the HS/EHS budget. It shall be the duty of this committee to oversee the expenditures of the PAC and to report the acquired and expended amount of money to the full PAC.
C. **Personnel/Bylaws Committee**
   The Personnel/Bylaws Committee shall be comprised of the Parliamentarian and Representatives. They shall be selected by the PAC promptly after each annual meeting. It shall be the duty of this committee to deal with all personnel matters and recommend any changes in Bylaws to the full PAC.

D. **Social/Hospitality Committee**
   The Social/Hospitality Committee shall be comprised of the Secretary, Treasurer and Representatives selected by the PAC promptly after each annual meeting. The primary duty of this committee shall be to report to the full PAC all social activities.

E. **Parent Ambassador Committee**
   The Parent Ambassador Committee shall be composed of the Vice Chair, who shall oversee the Committee, and the Secretary, Treasurer, former parents and other members who shall be selected after each annual meeting of the PAC. Former parents who no longer serve on the PAC shall receive reimbursement for participation for one (1) program year. The duty of this committee shall be to promote all PAC trainings/events, and Head Start children activities. It shall be the sole duty of this Committee to report the expenditures of funds to the PAC monthly.

**SECTION 2: Program Area Committees**

There is hereby created Program Area Committees of the PAC. The following are Program Areas: Early Childhood Development and Health Services, Parent, Family and Community Engagement, Monitoring and Evaluation.

- **Early Childhood Development and Health Services Committee** shall be comprised of one staff and Representatives who shall plan and review the Early Childhood Development and Health Services program content area participate in curriculum/instruction and health and safety.

- **Parent, Family and Community Engagement Committee** shall be comprised of one (1) staff and Representatives who shall plan and review the Parent, Family and Community Engagement Committee program area.

- **The Men’s Activities Affecting Children Committee (MAACC)** shall be comprised of one (1) staff and Representatives who shall plan and review the Male Involvement program.

- **The Monitoring and Evaluation Committee** shall be comprised of one (1) staff and the Committee of the Whole who shall plan, review and oversee program.

- **The Food Services Committee** shall be comprised of one (1) staff and Representatives who shall plan, review and oversee program food service.

PAC Representatives shall select at least two (2) Program Area committees to serve on as described above. Special circumstances may be excused by the Chair.
SECTION 3: Special Committees

When necessary to carry on the work of the PAC, other committees, such as Ad Hoc (special committees), shall be appointed by the Chair. Such committee must have a purpose and time frame for committee appointment. All elected committee meeting members attending approved special committee meetings will receive the standard reimbursement.

A report will be provided to the full PAC.

Article VII

Reports

SECTION 1: Reports

The following reports shall be provided to the PAC monthly. The purpose of reports is to maintain control of program quality and program accountability:

✓ Fiscal Reports (Budget Reports)
✓ Corporate Card Statement of Accounts (Credit Card Expense Report)
✓ USDA Meal/Snacks Report - Child and Adult Care Food Program (CACFP) Report SOP
✓ Program Information Summaries (Monthly Head Start Report)
✓ Sacramento County HS/EHS Program Enrollment Report (Enrollment Report)

Article VIII

Bylaws Amendment

These Bylaws may be amended by a two-thirds (2/3) vote of the membership of the PAC present and voting, providing that:

A. There is a quorum present.

B. All proposals to amend these Bylaws be submitted in open session at a regular, annual or special meeting of the PAC. Proposals to amend these Bylaws must originate at least four full calendar weeks prior to the final voting and acceptance or rejection of the proposals.

C. Written notice of the intention to amend these Bylaws be forwarded to members of the PAC at least five (5) calendar days prior to the regular, annual or special meeting when voting is to take place.
D. The notice of intention to vote upon amendments shall include the specific Articles, Sections, or Sub-Sections to be voting upon, and further, that the specific language of the amendments and/or alterations be included in the notice of intention to amend.

E. No voting on Bylaws amendments may take place except at a regular, annual or special meeting of the PAC.

Current as of 10/15/13
Communications • Program Planning – An Overview Communications

SETA Head Start/Early Head Start has a clear and concise communication system which leads to on-going and routine communication amongst staff, parents, boards, committee members, the community, partners and delegate agencies.

Several methods of formal and informal communication are used to enhance two-way communication at all levels.

- PC, PAC and Governing Board agendas include Standing Information and Action items. The Deputy Director, Managers, Coordinators provide monthly Program/Operations updates.

- The SETA Governing Board is provided monthly Program and Fiscal Reports.

- Throughout the year, the following meetings are scheduled weekly or bi-weekly:

  - **Leadership Meetings** (weekly) – includes Managers, all Program Officers, Human Resources Manager/staff, coordinators, including home Base, ERSEA, governance, administration, delegate support. Other departments attend on an as needed basis. Sub-committees are established at Leadership, on an as needed basis.

  - **Manager’s Meetings** (weekly) – includes the Program Operations Manager (Education, Disabilities, Mental Health), the Program Support Services Manager (Delegate Support, Partners, Quality Assurance, Health/Nutrition, Safe Environments and Food Services) and the Family Support Services Manager (Social Services, Parent Involvement, Enrollment/Recruitment and Community Outreach and Home Base).

  - **Direct Report Meetings** (on-going) – instituted to ensure on-going communication between ERSEA, governance, administration and operations.

  - **Delegate Director’s Meeting** (monthly) – conducted monthly with mandated attendance by delegate agency directors.

  - **Delegate Fiscal Meetings** (monthly) – instituted to ensure delegate fiscal staff and delegate directors are meeting routinely with the grantee; to keep abreast of fiscal issues and provide cross-agency networking and idea sharing.
- **SETA Management Team** (monthly) – a monthly, agency-wide meeting for all management, under the direction of the Executive Director, Kathy Kossick. **Chief’s Meetings** are also conducted bi-monthly, which represents department heads, agency-wide.

- **Unit Meetings** (weekly) – each manager conducts weekly meetings with direct report staff (Program Officers).

- **Program Officers’ Meeting** (monthly) – Program Officers in turn conduct regional meetings with their director reports. And, **Multi-disciplinary Team Meeting** occur monthly with the Program Officer, Social Worker and Special Education Field Technician.

- **Strategic Planning** (once per year) – once per year, generally in December, Strategic Planning meetings take place to ensure long and short range department goals are achieved. These strategic directions are separate from 3-year goals/objectives, but are developed to ensure the department strengthens systems to support quality enhancements to the program and the department.

- **Budget/Planning Committee Meeting** (monthly) – Historically incorporates strong parent engagement, and occurs monthly (with exception of February through April when the committee meets weekly each calendar year in planning for the refunding application).

- **Parent Meetings** (monthly) – scheduled every month at Early Learning Centers.

Other written forms of communication include: (see Communication System Chart).

On-going content reports (i.e., disabilities, enrollment/attendance, fiscal)

- Courier runs to centers (bi-weekly) – ensures routine written communication to field staff

- E-mail communication is strong

- Center newsletters and calendars (for parents)

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**Program Planning**

Planning is also a strong system for SETA staff. Staff and committee meetings (previously defined above) allow leadership staff and decision makers to plan for routine services as well as implement short and long range goals and outcomes.
The team uses results from PIR, a thorough annual Self Assessment, and resulting Program Improvement Plan, budget planning, Community Assessment results and resulting goals/objectives as well as DRDP results, and other reports, to bring together large work groups to plan and improve agency services and overall quality for parents, children and staff.
COMMUNICATION SYSTEM

PROGRAM GOVERNANCE

POLICY COUNCIL (PC)  PARENT ADVISORY COMMITTEE (PAC)  GOVERNING BOARD  COMMITTEES

PC Meetings  →Standing Information Items
PAC Meetings  →Standing Information Items
Monthly Program Reports
Monthly Fiscal Reports
PC/PAC Orientation
PC/PAC Training and Leadership Institute
PC/PAC Membership Binder
Conferences (Local/Out of Town)
Annual Report
Budget/Planning Committee Meetings
Committee Participation
Executive Director’s Report (oral)
Director’s Report (oral)
Manager’s Reports (oral)
ADA Report
Disabilities Report
Governing Board Minutes
Policy Council Minutes
Annual Report
Legal Counsel
Meeting with Director
Program Governance Training
Approval of Key Program Elements
Parent Consult as needed (PC/PAC Chairs attend monthly meetings)
IM/PI Updates
Impasse Procedure

Monthly Board Meetings
Monthly Program Reports
Executive Director’s Report (oral)
Deputy Director’s Report (oral)
SETA Employee Recognitions
Policy Council Minutes
Annual Report
Legal Counsel
Meeting with Director
Program Governance Training
Approval of Key Program Elements
Parent Consult as needed (PC/PAC Chairs attend monthly meetings)
IM/PI Updates
Impasse Procedure

Health Services Advisory
Budgeting/Planning
Community Partnership Advisory
Personnel/Bylaws
Safety/Curriculum/Disaster Preparedness
Monitoring/Evaluation
ECD & Health Services
Family and Community Partnerships
Hospitality Committee
### STAFF

#### ROUTING
- E-mail
- Fax
- Telephone
- Web Site
- Communication Boards
- CFS Newsletter (periodic)
- Voicemail
- Memos
- Weekly Courier

#### MEETINGS
- Policy Council (PC)
- Parent Advisory Committee (PAC)
- Head Start Managers Meetings
- SETA Managers Meetings
- Site Supervisors Meetings
- Site Meetings
- Regional Meetings
- Chiefs Meetings
- Program Officers Meetings
- Leadership Meetings
- FSW Meetings
- Unit Meetings
- Content Area Meetings
- Delegate Director’s Meetings
- Early Head Start Meetings
- Delegate Support Staff Meetings
- All Staff Meetings/Pre-service
- Community Partner Meetings
- Fiscal Meetings
- Family Case Management Meetings
- Staffings/Multi-disciplinary Team Meetings
- Food Service Meetings

#### TRAININGS/RESOURCES
- All Staff Training/In-Service
- Local Conferences
- State, Regional, and National Conferences
- On-site training
- City University
- Supervisor’s Training Series
- Site Resource Binder
- Policies & Procedures
- New Employee Orientation
- Job Duty Statements
- Supervisor’s Manual
- Coaching/Mentoring Project
- Delegate Kick-Off
- Delegate Protocol Training
- Delegate On-Site Training
- Delegate PIR Training
- Labor Contracts
- Union Meetings
- PC/PAC/GB Meeting Minutes
- Disaster Preparedness binder
- On-site ECE college coursework (#330)
- CPR/First Aid
- Child Abuse/Neglect
- Safety/Supervision/Standards of Conduct
- Regional (Cluster) Training
## FAMILIES

### WRITTEN COMMUNICATION
- Event Flyers
- Site Calendars
- Site Newsletters
- Parent Handbook/Parent Orientation
- Transition Brochure
- IDP’s
- IEP/IFSP’s
- Memo’s
- Daily Exchange Log (EHS)
- PC Meeting Minutes
- PAC Meeting Minutes
- Head Start Brochure
- Site Resource Binders
- Parent Bulletin Boards
- Site Comment and Complaint Forms
- Job Announcements
- Quality Assurance Forms
- “Ouch” Report Form
- Family Contact Form
- Family Partnership Agreement
- Parent Committee Minutes
- Family Literacy Newsletter (FLIP)

### MEETINGS
- Center Committees
- IEP/IFSP’s
- Home Visits
- Teacher/Parent Conferences
- Parent Meetings
- Child Study Team Meeting (CST)
- Child, Health & Disability Committee
- Health Services Advisory Committee
- Community Partnership Advisory Committee
- Family Partnership Agreements
- Family Contact Forms
- Community Meetings
- Male Involvement Representative Meetings
- Grandparent/Foster Parent Support Group
- Translation Services/Bilingual Staff

### TRAININGS
- Parent Training/Parent Activity at the center
- One Stop Career Centers
- Employment & Training Services
- Parent/Grandparent Conference
- Parent Leadership Institute
- State, Local and National Conferences
- HMI Training (English, Spanish)
- CPR – First Aid
- Countywide Parent Trainings
- Parent Aide Training
- School Readiness Aide Training
- On-call Cook Driver Training Series
- Male Involvement/Daddy and Me Activities
### COMMUNITY

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<th>OTHER AGENCIES/ COLLABORATION PARTNERS</th>
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<td>Public Service Announcements</td>
<td>ALTA California Regional Center</td>
<td>CHDP</td>
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<td>Paid Advertisements</td>
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<td>Local Child Care Planning Council</td>
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<td>Recruitment Flyers</td>
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<td>Community Events</td>
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<td>Child Action, Inc.</td>
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<td>Word-of-Mouth</td>
<td>Housing Authority (SHRA)</td>
<td>California Head Start Association</td>
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<tr>
<td>Annual Report (available the website)</td>
<td>Community Colleges (Cosumnes, ARC, SCC)</td>
<td>Health Services Advisory Committee</td>
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<td>WIC</td>
<td>Community Partnership Advisory Committee</td>
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<td></td>
<td>Sacramento County Office of Education</td>
<td>Head Start/State Dept. of Education Advisory Committees</td>
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<td>EFNEP (UC Davis)</td>
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<td>Job Corp</td>
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<td>Women Escaping a Violent Environment (WEAVE)</td>
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<td>The Birthing Project</td>
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<td>River Oak Center for Children</td>
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<td>Nurse Family Partnership</td>
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<td>Health Education Counsel (HEC)</td>
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# DELEGATES

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<td>Delegate Director Meetings</td>
<td>Delegate Kick-Off</td>
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<tr>
<td>Governing Board Minutes</td>
<td>Countywide Health/Nutrition Content Mtgs</td>
<td>Delegate Protocol Training</td>
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<tr>
<td>Sacramento County Annual Report</td>
<td>Countywide Special Education Content Mtg</td>
<td>Delegate On-Site Training</td>
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<tr>
<td>E-mail</td>
<td>Countywide Education Content Meetings</td>
<td>Delegate PIR Training</td>
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<tr>
<td>Memos</td>
<td>Countywide Early Head Start Content Mtgs</td>
<td>Grant/Refunding Application Training</td>
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<tr>
<td>Correspondence</td>
<td>Countywide Mental Health Content Mtgs</td>
<td>ChildPlus Training</td>
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<td>Parent Newsletter (Sprouts)</td>
<td>Countywide FCP Meetings</td>
<td>Countywide Parent Conference</td>
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<td>Monthly Program Report</td>
<td>Countywide Home Base Meetings</td>
<td>Countywide Parent Trainings</td>
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<tr>
<td>Event Flyers</td>
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<td>Parent Leadership Institute</td>
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<tr>
<td>Countywide Delegate Calendar of Events</td>
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<td>Webinars</td>
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<td>Monitoring Reports</td>
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<td>Local Conferences</td>
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<tr>
<td>Fiscal Reports</td>
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<td>State, Regional and National Conferences</td>
</tr>
<tr>
<td>IM-PI Updates</td>
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<td>Mentor/Coach Project</td>
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<td>Countywide PIR Report</td>
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<td>Countywide Disabilities Report</td>
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<tr>
<td>Monthly Enrollment Report</td>
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<tr>
<td>Delegate Agreement/Contract</td>
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<tr>
<td>Annual Report</td>
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</table>
EHS PARTNERS

WRITTEN COMMUNICATION
- Sacramento County Annual Report
- E-mail
- Memos
- Correspondence
- Monthly Program Report
- Event Flyers
- Countywide Delegate Calendar of Events
- Monitoring Reports
- IM-PI Updates
- Countywide PIR Report
- Countywide Disabilities Report
- Monthly Enrollment Report
- ChildPlus calendars
- Standard Operating Procedures binder
- Service Provider Agreement/Contract
- Annual Report

MEETINGS
- Countywide Early Head Start Content Mtgs
- Countywide Home Base Meetings
- Monthly Partner Meeting
- Partner Administration Meeting
- Staff Support Meetings

TRAININGS/RESOURCES
- Delegate Kick-Off
- Delegate Protocol Training
- On-Site Training
- PIR Training
- ChildPlus Training
- Countywide Parent Conference
- Countywide Parent Trainings
- Webinars
- Local Conferences
- State, Regional and National Conferences
- Health Screening Training
- Partners for a Healthy Baby Training
- HELP Training
- Partners Standard Operating Procedures
- ChildPlus Procedure Manual
### SACRAMENTO EMPLOYMENT AND TRAINING AGENCY FUNCTIONAL CHART

**Kathy Kossick**

**Denise T. Lee, Deputy Director**

**Children and Family Services**

- H/S Administration
- Program Governance
- HS/EHS Planning
- Delegate Agency Agreements
- CDE Contracts
- Community MOUs
- Grants
- Community Assessment
- Marketing
- Delegate Agency Program Design & Management Systems
- ERSEA – Eligibility, Attendance, Record Keeping, ADA Tracking, PIR, Monitoring, Quality Assurance
- Grantee Self-Assessment
- Community Partnership Advisory Committee (CPAC)
- Electronic Tracking Systems

**Robin Purdy, Deputy Director**

**HEAD START MANAGERS**

**D’ET PATTERSON**

**Fiscal Dept.**
- Dept. Budgets
- Dept. Fiscal Reporting
- CFS Audit Liaison
- Inkind Report
- CCFF
- Child Care Vouchers
- Parent Fees
- Equipment
- Travel
- Dept. Petty Cash
- CFS Inventory
- CFS Budget Allocations
- State Dept. of Education Reporting
- Payroll
- Audits
- Agency Budget Insurance
- Agency Fiscal Reporting

**KAREN GONZALES**

**Child Development & Education Services**
- H/S Grantee Program Regions
- Grantee Educational Services & Curriculum
- Child Literacy
- School Readiness
- Child Outcomes
- HS / EHS Policies and Procedures
- CDE Liaison
- Policies and Procedures
- Program Reports
- Personnel Rosters
- Mental Health Services
- Child Nutrition Services
- Special Ed Services
- EHS-CB Family Partnership Agreements
- EHS-CB Record Keeping
- Child Plus
- Attendance Tracking
- CSUS Collaboration
- HS/EHS Transition
- ECE Interns/ACES
- Substitutes
- Community Volunteers
- ECERS/ITERS/CLASS
- Child Safety Curriculum
- Professional Development (Educ., Spec. Educ., Mental Health)

**LISA CARR**

**Family Engagement Services**
- Parent Involvement Support
- Male Involvement
- Grandparent Support
- Parent Resource Assistants
- School Readiness Aides
- Parent Interns/Aides
- Parent Handbook
- Parent Career Incentives
- Family Literacy Involvement Program (FLIP)
- Child Health Services
- HS/EHS Home Base
- Family Partnership Agreements (Grantee)
- Accessing Community Resources
- HS/CDE/HB Enrollment, Recruitment and Selection
- T/TA Plan
- Community Events/Participation
- ChildPlus
- Attendance/Customer Service
- Family Placement Data Entry

**BRENDA CAMPOS**

**Program Support Services**
- Food Services
- Grantee Health and Nutrition/Support/Coordination
- Grantee and Delegate Support/Coordination
- Education
- Health
- Nutrition
- Special Education
- Mental Health
- Support Services
- Health Services Advisory Committee
- Community Events/Participation
- Quality Assurance
- Center Lease Agreements
- Center Health/Safety
- Safe Environments
- Disaster Preparedness

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<tr>
<th>Fiscal Services</th>
<th>Personnel and Facilities</th>
<th>I.T. Services</th>
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<td>Office Supplies</td>
<td>Employee Recruitment</td>
<td>Computer Support</td>
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<td>Fiscal Monitoring</td>
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<td>Supervisory Training</td>
<td>Software Training</td>
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<tr>
<td>Agency Budget</td>
<td>Personnel Policies and Procedures</td>
<td>MIS</td>
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<td>Insurance</td>
<td>Employee Evaluations</td>
<td>WIA Data Tracking</td>
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<td>Agency</td>
<td>Personnel Evaluation</td>
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<td>Fiscal Reporting</td>
<td>Personnel Files</td>
<td>Web Pages</td>
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<tr>
<td>Dept. Budgets</td>
<td>AA/EEO</td>
<td>Wide-Area Network Services (WAN)</td>
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<tr>
<td>Procurement</td>
<td>Employee Evaluations</td>
<td>Computer Procurement</td>
</tr>
<tr>
<td>Payroll</td>
<td>Employee Evaluations</td>
<td>Computer Procurement</td>
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</tbody>
</table>

### Roy Kim, Deputy Director

- **Fiscal Services**
  - Office Supplies
  - Fiscal Monitoring
  - Payables
  - Audit
  - Agency Budget
  - Insurance
  - Agency Fiscal Reporting
  - Dept. Budgets
  - Procurement
  - Payroll

- **Personnel and Facilities**
  - Employee Recruitment
  - Hiring
  - Staff Orientation
  - FMLA
  - Labor Relations
  - Grievances/Complaints
  - Supervisory Training
  - Personnel Policies and Procedures
  - Employee Evaluations
  - Personnel Files
  - AA/EEO
  - Employee Leaves
  - Labor Contract Administration
  - Staff files/Staff Qualifications (TB/fingerprints/units)
  - Grantee Facilities
  - Classroom Supplies/Materials/Equipment
  - Site Inventory
  - Janitorial Services
  - Architectural Services

- **I.T. Services**
  - Computer Support
  - Help Desk Services and Support
  - Computer Inventory
  - Software Training
  - MIS
  - WIA Data Tracking
  - Smart Card
  - Web Pages
  - Wide-Area Network Services (WAN)
  - Computer Procurement

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Children and Family Services Department  
Organizational Chart  

Program Operations Manager  
Karen Gonzales  

Program Consultants  
Clinical Social Worker  
Marilyn Palmer, MFT  

Education Coordinator  
Denise Gale  
Susan Field  

Program Officers  
Region I, II, III, IV  
Katherine Brock  
Nathanael Gale  
Betsy Uda  
Dana McVey  

Social Worker  
Region I, II, III, IV  
Ronald Dent  
Sharon Farley-Aranaga  
Sidonie Smith-Dustman  
Janice Edwards  

Site Supervisors (32)  
Region I, II, III, IV  

Special Ed. Field Tech.  
Region I, II, III, IV  
Clairissa Jenkins  
Shondell Pearson  
Sherri-Lee Tolbert  
Beverly Sanford  

Associate Teacher  
(152)  

Child Care Teacher Asst.  
(1)  

Teacher  
(82)  

EHS Educator  
(15)  

Typist Clerk III  
Lynnette Blaney  
Consuelo Lopez  

ITA  
Donald Schmidt
Internal Dispute Resolution and Impasse Procedure
RESOLUTION NO. 99-2

SHARED DECISION-MAKING, INTERNAL DISPUTE RESOLUTION AND IMPASSE PROCEDURES BETWEEN THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY GOVERNING BOARD AND THE HEAD START POLICY COUNCIL

THIS AGREEMENT, dated for convenience May 6, 1999, is made and entered into by and between the Sacramento Employment and Training Agency, a Joint Powers Agency of the County of Sacramento and the City of Sacramento ("SETA"), and the SETA Head Start Policy Council "Council").

WHEREAS, the Federal Head Start Act (42 U.S.C. §9801, et seq.) authorizes a local public or non-profit private agency to be designated as Head Start agency and to serve as a Head Start Grantee to provide services to Head Start eligible children and families in a designated community; and,

WHEREAS, SETA is the Head Start Grantee designated to serve both the incorporated and unincorporated areas within the boundaries of Sacramento County, California; and,

WHEREAS, the SETA Governing Board ("Board") is the Grantee Board for SETA Head Start; and,

WHEREAS, the Head Start Act implementing regulations (45 C.F.R. Part 1304) require that each Grantee establish a policy council, comprised of at least 50% parents of children enrolled in the program who have been elected by the parents of children enrolled in the program, plus representatives of the community; and,

WHEREAS, the Council has been established as the policy council for SETA Head Start; and,

WHEREAS, the Head Start regulations allocate to the Board general responsibility for certain Planning, General Procedure and Human Resource Management matters which must also be approved by the Council; and,

WHEREAS, the Head Start regulations further require that the Board and the Council established written procedures describing how the Board and the Council will implement shared decision-making and how they will resolve internal disputes, including impasse procedures; and
WHEREAS, the Board has approved this Agreement and authorized its Chairperson to execute it at a meeting duly notice and held on May 6, 1999;

NOW THEREFORE, the parties agree as follows:

1. Actions of the Board and the Council with respect to shared decision matters shall be implemented as follows:
   A. The Policy Council shall make initial decisions with respect to all shared decision matters and shall refer those decisions to the Board for concurrence.
   B. The Board shall then consider the decision reached by the Council and either concur with, modify or reject the Council’s decision. If the Board concurs, the joint decision shall become the decision of SETA Head Start. If the Board modifies or rejects a decision of the Council, the matter shall be referred back to the Council for concurrence. If the Council concurs, the joint decision shall become the decision of SETA Head Start. If, for any reason, the Board and the Council are unable to reach concurrence with respect to a shared decision matter, the matter shall proceed to Impasse Committee as outlined in Section 2, below.

2. When the Council and the Board fail to concur with respect to any shared decision matter, the following impasse procedure shall be utilized to resolve the matter.
   A. The Executive Director shall arrange, as soon as practicable, and Impasse Committee to address the matter. All meetings of the Impasse Committee shall be held consistent with the Ralph M. Brown Act.
   B. The Board and the Council shall each appoint two (2) members to serve on the Impasse Committee, which shall meet and discuss the matter to reach resolution. Once the Impasse Committee has reached agreement on a recommended course of action, the recommendation shall be submitted to the Council and then to the Board for acceptance and concurrence. If either the Council or the Board for acceptance and concurrence. If either the Council or Board rejects the Impasse committee recommendation, the matter shall be referred back to the Impasse Committee for further discussion and recommendations. This process shall be continued until the Council and the Board mutually agree on an acceptable resolution of the matter. Such mutual agreement shall constitute the final action of SETA Head Start regarding the matter.
Executed in Sacramento, California on the dates appearing below.

Dated: _________________________     HEAD START POLICY COUNCIL

_____________________________
Chairperson

Dated: _________________________     SETA GOVERNING BOARD

_____________________________
Chairperson
Community Complaint Procedure
COMMUNITY COMPLAINT PROCEDURE

The purpose of this procedure is to establish a process whereby members of the community having concerns regarding the Head Start program in Sacramento County may have those concerns or complaints heard. One of the important functions of the Policy Council of the Head Start program, consistent with Federal Regulations, is to establish a procedure for the airing of community complaints. Moreover, it is the position of this agency that parent involvement in the airing and resolution of community complaints is a fundamental key to the successful operation of the Head Start program.

The procedures outlined in this document have as their goal the informal resolution of complaints. It is recognized that frequently complaints and concerns arise out of a failure of communication. Thus, many complaints or concerns can be resolved when the interested parties meet informally to discuss the concerns. To that end, a complainant must demonstrate that he/she has attempted to solve his/her concern prior to filing a complaint under this procedure.

The following are applicable to this complaint resolution procedure:

1. A formal hearing is not authorized at any step of the procedure. While a complainant shall be afforded a full opportunity to air his/her concerns, there does not exist the unlimited right to call witnesses. This procedure does not authorize the issuance of subpoenas to compel the attendance of witnesses.

There shall be no right to cross examination. Formal rules of evidence will not be followed at any step of the process.
2. This procedure does not apply to the complaint from any person employed in any fashion in any Head Start program in Sacramento County. Grievances of employees shall be handled consistent with applicable personnel policies.

3. This procedure does not apply to the complaints of any contractor of the Head Start program.

4. The Deputy Director of the Agency must concur in the resolution reached at any step of the procedure.

5. All complaints must be set forth in writing, outlining in reasonable detail, the nature of the complaint and the remedy sought. Agency staff will be designated by the Head Start Deputy Director to assist complainants in preparing a written complaint.

6. Petitions will not be accepted.

7. All complaints shall be filed with the Head Start Deputy Director, Sacramento Employment and Training Agency, 925 Del Paso Blvd., Suite 100, Sacramento, CA 95815.

**STEP 1 ~ INFORMAL REVIEW**

Upon receipt of the complaint, the Head Start Deputy Director shall cause to be scheduled an informal review meeting. The Head Start Deputy Director and Policy Council Chair, or their respective designees, shall meet with the complainant to discuss the issues and attempt to reach a resolution of the issues. If a mutually agreeable resolution cannot be reached, within five (5) calendar days a written request will be sent to the complainant that he/she proceed to the next level of review.
STEP 2 ~ POLICY COUNCIL COMPLAINT RESOLUTION PANEL

For each complaint, the Policy Council Chair shall appoint a Complaint Resolution Panel comprised of four (4) members of the Policy Council. No member of the panel shall be a representative of an agency against which the complaint was made. The Grantee Social Services/Parent Involvement Coordinator shall also be a member of this committee. The Chair of this committee shall cause to be scheduled a meeting of the panel with the complainant. At the meeting, the complainant shall be afforded the full opportunity to present his or her concerns. The party or parties against whom the complaint is made shall also be afforded an opportunity to be heard. If a mutually agreeable resolution cannot be reached at this meeting, it shall be the responsibility of the Complaint Resolution Panel to send the complaint to the next level of review within five (5) calendar days.

STEP 3 ~ POLICY COUNCIL

Upon receipt of an appeal of a complainant from STEP 2, the appeal shall be placed on the agenda of the next regularly scheduled Policy Council meeting. At that meeting, the complainant shall be afforded an opportunity to present his or her concerns. The party or parties against whom the complaint was filed shall also be afforded an opportunity to be heard. Thereafter, the Policy Council shall make its decision with respect to the complaint and that decision shall be recorded in the official minutes of the Policy Council and forwarded to the Executive Director of the Agency as the Policy Council's recommendation. The Executive Director of the Agency shall, thereafter, cause to be issued the final decision of the Agency which shall be in writing and shall exhaust all Agency remedies.