

**Duluth Public Schools / Duluth Head Start
Governing Board (School Board) Annual Training
Presented to the Education Committee
February 9, 2016**

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Duluth Head Start



Serving preschool children and their families
in Duluth since 1964.

Duluth Head Start Mission

- The mission of Duluth Head Start is to serve income eligible preschool children and their families. These services include opportunities to enhance social and cognitive skills, increase health and wellness and build upon family strengths.

Duluth Head Start Locations

- Barnes Early Childhood Center (1)
- Laura MacArthur Elementary School (2)
- Myers-Wilkins Elementary School (2)
- Piedmont Elementary School (2)
- Stowe Elementary School (1)
- Spirit Valley YWCA Childcare Center (EHS and Pre-k)
- Washington Center (EHS and Pre-K)

Funding Sources

- Federal grants fund our classrooms throughout the city serving 3 and 4 year olds.
- State grants fund our collaboration with the YWCA Childcare Center and Families in Transition serving families experiencing homelessness.

Comprehensive Services



- Health
- Nutrition
- Education
- Mental Health
- Disabilities
- Family Advocacy
- Parent Engagement



Eligibility

2015 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA

Persons in family/household	Poverty guideline
• 1	\$11,770
• 2	15,930
• 3	20,090
• 4	24,250
• 5	28,410
• 6	32,570
• 7	36,730
• 8	40,890

For families/households with more than 8 persons, add \$4,160 for each additional person.

Enrollment Requirements

- Head Start enrollment is quick ,easy and confidential.
- Parents provide proof of income, copies of dental and physical exams and immunizations.
- Head Start staff will assist parents with finding a family doctor and dentist.

Curriculum



- Opening the World of Learning-A literacy rich curriculum used in all Federal Head Start classrooms.
- State program options use Creative Curriculum and PITC.
- Second Step-Supports social-emotional growth by helping children identify and manage feelings, learn to be with others and solve problems.
- Strategies from SEEDS of Early Literacy and Action Based Learning (connecting, brain, movement & learning) are embedded into the day.

Screening & Assessment

- **Social Emotional Screening:** during initial home visit
- **Health & Developmental Screening:** within first 45 days of enrollment
- **On-going assessment :** through various means; documented observation, child interview, direct assessment, parent input, work samples
- **Outcomes:** are reported 3 times/year
- **Curriculum is individualized :** (increasing or modifying the degree of challenge, or adapting the environment) accordingly to make the Early Head Start and Head Start programs relevant and meaningful for every child.

Parent Engagement

- Home Visits
- Conferences
- Policy Council
- Parent/Family Events
- Community Involvement
- Ensuring regular attendance
- Supporting healthy child development



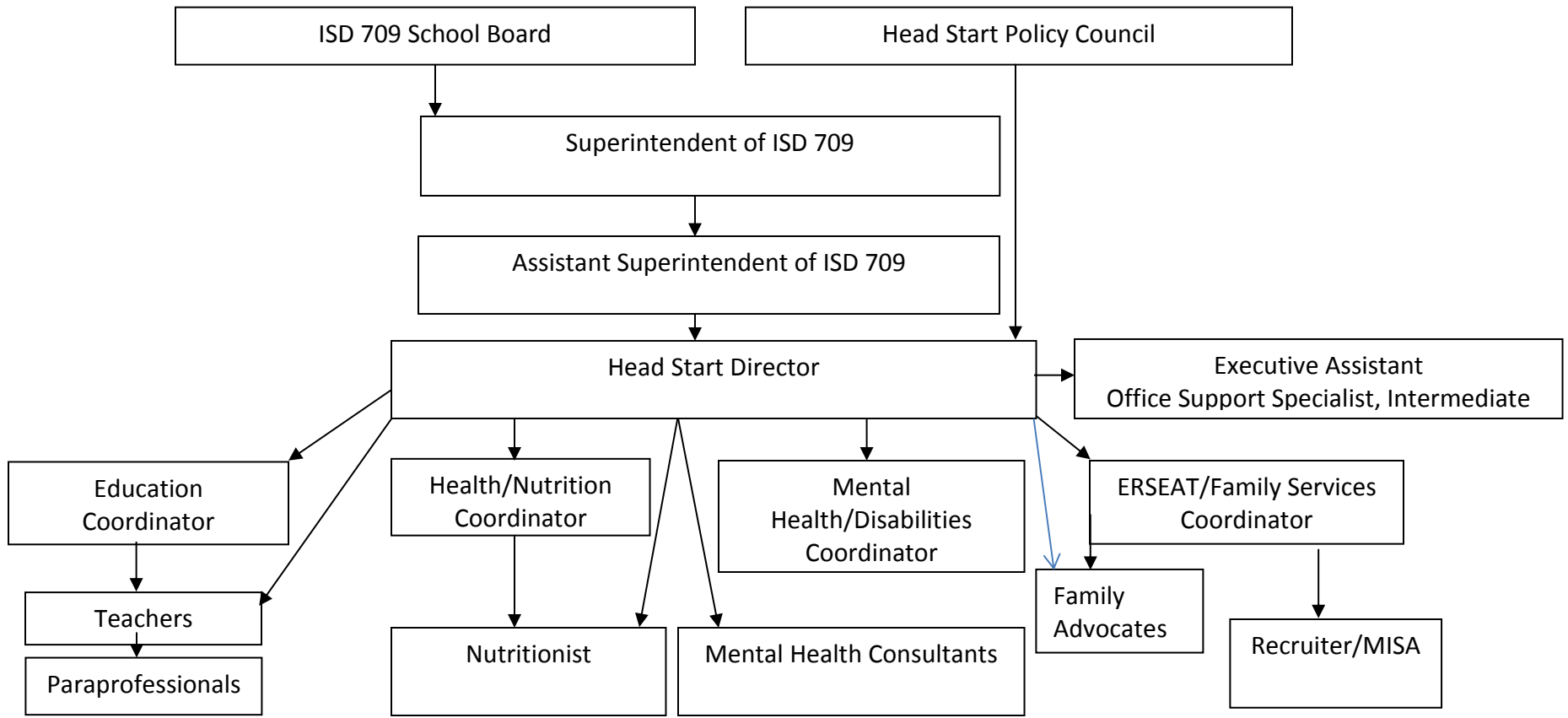
For more information:

- Duluth Head Start
2102 N. Blackman Ave.
Duluth, MN 55811
Phone: 218-336-8815
Fax: 218-336-8819



- Online @ www.ISD709.org

Duluth Head Start Organizational Chart



DULUTH HEAD START POLICY COUNCIL BY-LAWS

ARTICLE I: ORGANIZATION NAME

The name of this organization shall be “*Duluth Head Start Policy Council*,” representing the Head Start program of Duluth, Minnesota. Duluth Head Start is under the Duluth Public Schools, the grantee of the program.

ARTICLE II: ORGANIZATION PURPOSE (Roles and Responsibilities)

The purpose of the Duluth Head Start Policy Council is to work in partnership with key management staff and the governing body to develop, reviews, and approve or disapprove the following policies and procedures:

- all funding applications and amendments to funding applications for Head Start, including administrative services, prior to the submission of such applications;
- procedures describing how the governing body and the Policy Council will implement shared decision making;
- procedures for program planning that include the program’s philosophy and long- and short-range program goals and objective;’
- the composition of the Policy Council and the procedures by which members are chosen;
- criteria for defining recruitment, selection, and enrollment priorities;
- the annual Self-Assessment of the grantee’s progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review;
- program personnel policies and subsequent changes to those policies, including standards of conduct for program staff, consultants and volunteers;
- decisions to hire or terminate the Head Start Director and any person who works primarily for Head Start;

In addition, the Policy Council must:

- serve as a link to the Parent Committees, governing body, public and private organizations and the communities they serve;
- assist Parent Committees in communicating with the parents enrolled in all program options to ensure that they understand their rights, responsibilities, and opportunities in Head Start, and to encourage their participation in the program;
- assist in recruiting volunteer services from parents, community residents, and community organizations, and assist in the mobilization of community resources to meet identified needs;
- establish and maintain procedures for working with the grantee to resolve community complaints about the program.
- promote Head Start in a positive manner that serves to strengthen the program.

ARTICLE III: MEETING PROCEDURE

- A. Meetings will be conducted respectfully and fairly, utilizing Robert's Rules of Order as a guide.
- B. Regular meetings shall be held on a specified day and time each month, to be agreed upon by the Policy Council. Meetings are held monthly; a July meeting will be held if necessary.
- C. Location, time of meeting, tentative agenda and minutes of the previous meeting shall be mailed from the Head Start office at least 5 days before the meeting.
- D. Policy Council members hold office until newly elected or re-elected members are seated.

ARTICLE IV: MEMBERSHIP

- A. The total Policy Council shall consist of a minimum of 51% parents with children currently enrolled in the program. Policy Council will be established as early in the program year as possible and will not be dissolved until the successor Council is elected and seated. The governing body (School Board) and the Policy Council must not have identical membership and functions.
 - 1. Membership shall consist of the following:
 - a. **Schools:** For schools having 3 or more classrooms, there will be 2 representatives and 2 alternates per school; For schools having 1 or 2 classrooms, there will be 1 representative and 1 alternate per school.
 - b. **Childcare Collaborations:** There will be 1 representative and 1 alternate from each childcare center.
 - Families in Transition.** There will be 1 representative and 1 alternate from Families in transition. Parents participating in the Families in Transition parents may volunteer to be appointed to Policy Council, and may serve out the year even if they transfer to another part of the program. The goal will be to maintain one representative and one alternate at all times.
 - 2. If the parent representative is unable to attend a meeting, the alternate will be notified and will be the voting representative for that meeting. Representatives and alternates will receive training on Policy Council and Program Governance per the Performance standards.
 - 4. Community members, including the past Chairperson, former parents and community people will be called Community Representatives, and make up the remainder of the Policy Council voting membership. The Policy Council will select and vote approval of the Community Representatives. This will be done at the first meeting of the newly seated Policy Council.
 - 5. A School Board member, who acts as an *ex officio* liaison between the School Board and the Policy Council. The School Board will

appoint one of their members to this position. It does not count in the quorum, nor does the School Board member have a vote.

- B. Membership shall be for a term of:
 - 1. Head Start parents: 1 year; must be elected annually; may not serve longer than 3 years in a lifetime.
 - 2. Community representatives: 1 year, must be elected annually, may not serve longer than a maximum of 3 years. If a past parent is serving as a Community Representative, he/she may not serve more than 3 years' total lifetime.
- C. Membership shall be terminated when:
 - 1. A representative submits a letter of resignation or verbally tells a Head Start staff member or Policy Council officer;
 - 2. a representative leaves the community or program with or without submitting a letter of resignation;
 - 3. a representative is absent three consecutive meetings or has 3 unexcused absences;
 - 4. a representative engages in misconduct including: misrepresenting Head Start through their language or behavior that is detrimental to the Head Start program, children, parents or staff. Should this occur, the Policy Council in its entirety will be responsible, with a simple majority vote of members present for a regularly scheduled or appropriately called special meeting, for reprimanding or removing any representative from the Policy Council or the representative may choose to meet with the Director and at least 1 member of the Executive Committee to determine whether the member will be reprimanded or removed from the Policy Council. Complaints or concerns regarding the behavior of the Governing Board Liaison will be forwarded to the Governing Board for further action.
- D. Staff members to attend: Director and others as requested for specific agenda items. Staff does not count for the quorum nor do they have voting rights.
- E. No grantee agency staff or members of their immediate families may serve on Policy Councils.

ARTICLE V: EXECUTIVE BOARD

The Executive Board of the Duluth Head Start Policy Council will consist of a Chairperson, Vice Chairperson, Secretary, and Treasurer. They must be parents of children currently enrolled in the program, or parents of children who were enrolled in the program the previous year. Officers shall be elected for the term of one year. Alternates may run for offices; if elected, they will have voting rights only if the representative is absent on that meeting day. If elected to an office, attendance for the alternate would be required at meetings.

- A. The Chairperson is elected for a one-year term. He/she may be elected to a second concurrent term.

- B. The Vice Chairperson, Secretary and Treasurer will be eligible to run for another office for the next concurrent year.
- C. Duties of the officers are as follows
 - 1. Chairperson
 - a. conduct meetings;
 - b. appoint subcommittees, as needed;
 - c. call special meetings, when necessary;
 - d. represent the Policy Council at meetings when requested.
 - 2. Vice Chairperson
 - a. assist the Chairperson;
 - b. conduct meetings in the Chairperson's absence or when appropriate parliamentary rules apply;
 - c. represent the Policy Council other meetings when requested, and the Chairperson cannot attend.
 - 3. Secretary
 - a. record the minutes of meetings, including taking attendance;
 - b. handle correspondence that would normally not be undertaken by the administration;
 - c. establish if a quorum is present;
 - 4. Treasurer
 - a. monitor expenditures by Center and Home Base Parent committees;
 - b. monitor expenditures of the general Parent Fund;
 - c. make reports to the Policy council regarding such expenditures.
- D. When a vacancy occurs on the Executive Board:
 - a. the election to fill the Secretary or Treasurer position will take place at the first meeting following the vacancy notice;
 - b. the Vice Chairperson will have the first choice of filling the vacancy of the Chairperson's office. If the Vice Chairperson chooses to do this, a new Vice chairperson will be elected. If not, the position of Chairperson will be open to the Policy Council to elect.

ARTICLE VI: VOTING AND NOMINATIONS

- A. If a parent, other than the elected representative and alternate, is present at a meeting, h/she does not have voting rights;
- B. Another representative will be chosen from the group whose representative was elected Chairperson.
- C. The Head Start Chairperson may vote only to break a tie and therefore does not count toward the quorum required. The Vice Chairperson, Secretary and Treasurer have full voting rights unless they are serving as an alternate.

- D. Head Start nominations for the Executive Board will be open to all Policy Council members who are parents of children currently enrolled in the program or parents of children who were previously enrolled in the program; this will generally occur at the November meeting.
- E. A quorum must be established to proceed on any voting items. A quorum is defined as 1/3 of the total Policy Council membership, with parents being in the majority.
- F. At any Policy Council meeting, the number of Community Representatives must be at least one fewer than the number of Parent Representatives present.
- G. Policy Council Representatives from the previous year will have voting rights until the new Policy Council is seated.
- H. Policy Council will elect 2 Parent Representatives to the Minnesota Head Start Association Parent Affiliate to attend each Minnesota State Head Start Association meeting. 1 Policy Council member will serve as a representative and 1 as an alternate. Responsibilities include attending the Association meetings (December, February, May and September or October), and reporting back to the Policy Council. These are one-two day meetings held in St. Cloud or St. Paul. Travel and meals will be the responsibility of the program.
- I. Policy Council will elect 2 members to represent them on the Duluth Head Start Planning Team. This group meets regularly and consists of staff and parent representatives. The Policy Council members on the Planning Team will serve as a liaison between this group and Policy Council, and will share information between the two groups.

ARTICLE VII: SUBCOMMITTEES

- A. Subcommittee membership will consist of:
 - 1. any parent of a currently enrolled child;
 - 2. community person, by invitation;
 - 3. appropriate staff members.
- B. Permanent Subcommittees are:
 - 1. Executive Committee consists of Policy Council officers;
 - 2. Health Advisory Committee (HAC) (1)
 - 3. Families in Transition (1)
 - 4. Education Committee (3)
- C. Subcommittees shall meet at the request of program staff, the administration or the Policy Council.
- D. Special subcommittees shall be appointed by the Policy Council Chairperson, as needed.

ARTICLE VIII: AMENDMENTS

Any amendments to these by-laws must be approved by a quorum as established in Article VI, E. Voting will occur at a Policy Council meeting determined by the Executive Committee.

Approved by the Policy Council on January 8, 2003
Approved with revisions by the Policy council on April 23, 2003
Amended December, 2003
Approved by the Policy Council on December 17, 2003
Approved with revision by the Policy council on February 11, 2004
Amended and approved by the Policy Council on September 1, 2004
Amended and approved by the Policy Council on October 13, 2004
Amended and approved by the Policy Council on November 16, 2005
Amended and approved by the Policy Council on March 14, 2006
Amended and approved by the Policy Council on October 2, 2007
Amended and approved by the Policy Council on April 1, 2008
Amended and approved by the Policy Council on September 6, 2011

Amended and approved by the Policy Council on October 11, 2011
Amended and approved by the Policy Council on March 4, 2014
Amended and approved by the Policy Council on May 6, 2014

Code of Conduct for Duluth Head Start Policy Council and Governing Body

POLICY

The Duluth Head Start Policy Council recognizes that persons involved in governance activities (Policy Council and Governing Body) at Duluth Head Start are leaders, models, and representatives of the organization. All members will be expected to conduct themselves such that their personal and professional conduct does not have a negative effect on services or reflect badly on Duluth Head Start public image, reputation, or credibility.

PROCEDURES

1. Acceptable standards of conduct will be established and periodically revised by the Duluth Head Start Policy Council and Governing Board members.
2. All Council and Board members will be informed of the established standards of conduct.
3. The Duluth Head Start Policy Council in its entirety will be responsible, with a simple majority vote of members present for a regularly scheduled or appropriately called special meeting, for reprimanding or removing any representative from the Policy Council or the representative may choose to meet with the director and at least 1 member of the Executive Committee to determine whether the member will be reprimanded or removed from the Policy Council. Complaints or concerns regarding the behavior of the Governing Board liaison will be forwarded to the Governing Board for further action.

CODE of CONDUCT

Duluth Head Start Policy Council and Governing Board members:

1. Will respect and promote the unique identity of each child, family, employee, Council and Board members and refrain from stereotyping on the basis of gender, race, ethnicity, sexual orientation, marital status, culture, religion, or disability.
2. Must uphold the agency's confidentiality guidelines stated as follows:
 - a. No information regarding children and families of children enrolled with Duluth Head Start is to be discussed outside of the work setting or Council/Board meetings;
 - b. Information is to be discussed within the work setting and at Council/Board meetings only as is necessary and related to program operations/business or decision-making;
 - c. No information learned at Council/Board meetings or while conducting Council/Board business may be discussed or used in any way outside of Council/Board activities.

3. Will support and participate in a TEAMWORK approach to decision making.
4. Will behave and interact respectfully while participating on Council/Board or representing the organization within the community.
5. Must have an interest and concern for children and their families.
6. Are prohibited from using their position on Council/Board for purposes which are, or give the appearance of being, motivated by a desire for private gain for themselves or others, such as those with family, business or other ties.
7. Must not make public statements under the auspices of any agency title without the Council/Board approval.
8. Will follow all Duluth Head Start general operating procedures.
9. Will respect and uphold the legal authority of the Policy Council to establish, review, or revise the standards of conduct for individuals participating on the Council/Board.
10. Will respect and uphold the Duluth Head Start Policy Council By-Laws.

Duluth Head Start Shared Decision-Making

- Both entities, the School Board and the Policy Council, understand and respect their unique and specific roles and responsibilities in providing a high quality Head Start program
- The Policy Council understands the authority that the School Board has in making decisions, setting policy and overseeing the fiscal and legal aspects of any program or service of the Duluth Public Schools
- The School Board understands the role that the Policy Council has in the administration of the Duluth Head Start program
- Policies and procedures developed and implemented by the School Board that affect Head Start staffing and services will be shared with Policy Council. The same will occur regarding policies and procedures that are developed and implemented specific to Head Start- these will be shared with the School Board
- If at any time there is a need for the 2 parties to meet, that will be scheduled through School Board Committees or and invitation to a Policy Council meeting
- If needed, the Impasse Policy will be utilized to resolve any issues that may arise

Duluth Head Start Policy Council Training

What is Policy Council?

- Policy Council is a committee of parents and community representative who meet regularly to help establish policies and make suggestions about program operations. This group works closely with the Head Start Director and staff.
- The committee recommends policies based on input from the parent committees at each site, childcare center, and Families in Transition
- Members are elected for one (1) term, and can serve up to an additional two (2) terms (or 3 years total)
- Any parent is welcome to attend a Policy council meeting, but only elected representative may vote. If a representative is absent, their elected alternate may vote in their place
- Meetings are held monthly at Barnes Early Childhood Center, located in Lowell School, from 6-8 p.m. A light supper and childcare are provided. Transportation is provided to those who need it

What are the responsibilities of the Policy Council?

- Members serve as a link between parent committees. They share ideas, community resources, and concerns of all our parents. They report on Policy Council meetings during parent committee meetings.
- The PC shares some joint responsibilities and governance with the Duluth School Board
- Approve program operating plans and fiscal administration and be advised of any changes while the program is in operation
- Establish and review criteria for enrolling children into Head Start
- Assist with the interviewing and selection of applicants for Head Start staff positions
- Initiate suggestions and ideas for program improvement
- Members act as spokesperson for Head Start in the Duluth community

DULUTH HEAD START POLICY COUNCIL REPRESENTATIVES

Policy Council Representative Roles and Responsibilities:

- Attend Policy Council Meetings, participate in discussions, and **vote** on action items
- Attend Parent Meetings and service as a **link to the parents** you represent
- Along with your alternate, bring **requests, questions, and issues** from the Parent Meetings to Policy Council to be addressed
- Report on **Policy Council and Committee activity** at Parent Meetings
- **Participate fully** in other Policy Council activities
- Establish ways to **keep in communication** with the parents you represent.

The **purpose** of the Duluth Head Start Policy Council is to work in partnership with key management staff and the governing body to **develop, review, and approve or disapprove** the following policies and procedures:

- All **funding applications** and amendments to funding applications for Head Start before the applications are submitted
- Procedures describing how the governing body (School Board) and the Policy Council will implement **shared decision making**
- Procedures for **program planning** that include the program's philosophy and long-and short-range program goals and objective
- The **composition of the Policy Council** and the procedures by which members are chosen
- Criteria for defining **recruitment, selection, and enrollment priorities**
- The **annual Self-Assessment** of the grantee's progress
- Program **personnel policies** and subsequent changes to those policies, including standards of conduct for program staff, consultants and volunteers
- **Decisions to hire or terminate** the Head Start Director and any person who works primarily for Head Start

DULUTH HEAD START POLICY COUNCIL ALTERNATES

Policy Council Representative Roles and Responsibilities

- Attend Policy Council Meetings and participate in discussions
- Replace your representative as a voting member when **the representative is unable to attend** a Policy Council meeting
- Attend Parent Meetings and serve as a **link to the parents** you represent
- Along with your representative, bring **requests, questions, and issues** from the Parent Meetings to the Policy Council to be addressed
- Report on **Policy Council and Committee activity** at Parent Meetings
- Participate in Policy Council **activities** when needed
- Establish ways to **keep in communication** with parents you represent

The **purpose** of the Duluth Head Start Policy Council is to work in partnership with key management staff and the governing body to **develop, review, and approve or disapprove** the following policies and procedures:

- **All funding applications** and amendments to funding applications for Head Start before the applications are submitted
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- The **composition of the Policy Council** and the procedures by which members are chosen
- Criteria for defining **recruitment, selection, and enrollment priorities**
- The **annual Self-Assessment** of the grantee's progress
- Program **personnel policies** and subsequent changes to those policies, including standard of conduct for program staff, consultants and volunteers
- **Decisions to hire or terminate** the Head Start Director and any person who works primarily for Head Start

Duluth Head Start Internal Dispute Resolution (Impasse Policy)

The purpose of this dispute resolution is to establish a procedure for reaching solutions for disagreements between the School Board and the Duluth Head Start Policy Council. This policy is required by the Federal Head Start Performance Standards. The Policy Council has the authority to share certain governance functions with the (Governing Board-School Board) as they relate to the administration of Head Start. The Policy Council works in partnerships with the Head Start Director who, in turn, works with the Administrative staff of the School District (Head Start Grantee).

The procedure for resolving internal disputes between the Duluth School Board and the Duluth Head Start Policy Council is as follows:

1. A meeting will be arranged between the Executive Committee of the Policy Council, the Head Start Director and the Superintendent of Schools and/or the Director of School Operations. The difference will be discussed and, if possible, a resolution reached. If so, the resolution will be shared by the Superintendent to the School Board and by the Executive Committee to the Policy Council.
2. If no resolution is reached, the Policy Council Executive Committee may request time on the School Board agenda or at the appropriate School Board Committee meetings to share their point of view and seek resolution. Any resolution must meet Federal Head Start regulations as well as any School District, state or local laws.
3. If there is still no resolution, assistance will be sought from the Regional Office of Head Start. A meeting or conference call would be arranged and discussion will continue until a resolution is reached.

Duluth Head Start COMMUNITY COMPLAINT PROCEDURE

The following procedure will be followed to resolve parent or community complaints about the Head Start program.

Once a complaint has been made, the Director of School Operations and the Head Start Director will discuss the complaint and appropriate response. The following steps may be taken depending on the nature of the complaint:

1. If the complaint is about a particular staff person, that person will be contacted and the complaint will be discussed
2. If the complaint is about a particular site or program option, the Head Start Director will share the complaint with appropriate staff, the Parent Committee and Policy Council
3. If the complaint is about program policies or services, the Director will share the complaint with appropriate staff, Policy Council and School District staff

All complaints will be address within a reasonable time frame. Confidentiality will be maintained at all times. The School Board and the Policy Council are committed to resolving all issues in good faith and respect.