

Program Governance Table of Contents

Policy ID	Policy Subject	Page #
PG01	Policy Council and parent Center Committee Structure	1
PG02	Policy Council Membership and Composition	2-3
PG03	Policy Council Responsibilities	4-5
PG04	Policy Council Functions	6
PG05	Responsibilities of the Parent Center Committee	7
PG06	Policy Council and Decisions to Hire or Promote Staff	8
PG07	Policy Council and Parent Center Committee Reimbursement	9
PG08	Internal Dispute Resolution between the Board of Directors and the Policy Council	10
PG09	Parent and Communities Complaints	11
PG10	Confidentiality	12
PG11	Conflict of Interest	13

PROGRAM GOVERNANCE

Policy ID: PG01

Subject: Policy Council and Parent Center Committee Structure

Policy: NCFCD will maintain a formal structure of shared governance through which parents/guardians can participate in policy making or in other decisions about the Head Start and Early Head Start programs is established and maintained that consist of a Policy Council at the agency level and Parent Center Committees at each Head Start/Early Head Start Center.

Policy Council

The Policy Council shall have a total of eighteen (18) voting members, with a minimum of 51% of the members being parents/guardians of children currently enrolled in the Head Start and Early Head Start programs, and the remaining percentage of the members being community representatives elected by parents of children currently enrolled and are serving on the Policy Council. A Policy Council, for a program year, must be maintained and functional until the new members are elected and seated for the following program year, but no later than October 1st of each year.

The Policy Council shall be structured to have at a minimum the following officers (Chairperson, Vice Chairman, and Secretary).

Parent Committee

Parent Center Committees are comprised exclusively of the parents/guardians of children currently enrolled at a center. Each year this committee must be organized prior to September 15th of each year.

The structure of the Parent Center Committee shall be determined by the Policy Council in collaboration with the Executive Director.

Regulations: 1304.50 a; 1304.50 a 1; 1304.50 a 1 i; 304.50 a 1 ii; 1304.50 a 1 iii; 1304.50 a 2; 1304.50 a 3; 1304.50 a 4; 1304.50 a 5. See also 1301.2 and 1306.3 h.

The new Head Start Act, 642(c)(2)(B)(ii)

History: Adopted: Policy Council and Board of Directors on 07/17/2001

Revision Date(s): PC and BD approved on 11/29/2007

PC approved 10/23/2008 02/25/2010

BD approved 10/24/2008 02/26/2010

PROGRAM GOVERNANCE

Policy ID: PG02

Subject: Policy Council Membership and Composition

Policy: The composition of the Policy Council shall be as follows: Total of eighteen (18) voting members; one (1) parent/guardian representative from each Head Start center, total of six (7); (one each from North Gulf, South Gulf, Calhoun, Liberty, Wakulla, Greenville, and Madison Head Starts), one (1) parent/guardian representative from each Early Head Start center, total of five (5) (one each from North Gulf, South Gulf, Calhoun, Liberty, and Wakulla); and six (6) community representatives one from each community served.

Parent/guardian members of the Policy Council shall be elected by the Parent Center Committee and shall stand for election or re-election annually.

No grantee staff (or members of their immediate families), *or* parents who are hired as substitute, may serve on the Policy Council.

Community representatives are selected from a slate of nominees who represent local businesses; public or private community, civic, and professional organizations; and members of the community at large who are familiar with resources and services for low-income children and families, within the geographic area served by the NFCDC's Head Start/Early Head Start programs. *Parent/guardians of children formerly enrolled in the Head Start/Early Head Start programs may serve as community representatives.*

No member of the Policy Council may serve on the Council for more than a total of three (3) years.

Procedures

Election of Parent Members

1. Prior to September 15th of each program year at a meeting of each Parent Center Committee chaired by a duly elected officer of the Committee, the members will place in nomination member(s) for Policy Council Representative.
2. A vote is taken on the members nominated, and the nominated member receiving the greatest number of votes is declared the Center's Policy Council Representative. If only one member is nominated, that member must receive a majority of the votes of the members present to be declared the Center's representative.
3. The parent receiving the second highest number of votes shall become the alternate and will serve if the member cannot attend a meeting or is removed from Council. If the representative was elected without opposition, a separate vote is taken to elect the alternate.
4. The secretary of the Parent Committee sends the names, address, and telephone numbers, of the elected Policy Council representative and alternate to the Executive Director, care of the Executive Assistant.

Selection of Community Representatives

1. Each year the Board of Directors requests from government bodies and local organizations within the geographic area served by each center, a nominee for service on the Policy Council to be received by the Board of Directors no later than July 1st. The letters shall at a minimum contain the organization's purpose, the reason they wish to be represented, the name of their nominee, and information about the nominee.
2. Prior to the annual organizational meeting of the Policy Council, the Board of Directors shall select a nominee from each sub-geographic service area whose member term expires to serve as a Community Representative on the Policy Council.
3. The selected community representatives to the Policy Council are presented to the elected Parent Representative on the Policy Council by the Chairman of the Board of Directors or the Executive Director at the beginning of the organizational meeting.
4. Following the presentation of the Community Representatives, the Parent members vote to seat the members.
5. If a member is not seated, the parent members will inform the Board in writing of their reason for not seating the member.
6. The Board of Directors may provide the Parent members with additional information about the selected representative not seated or select another member for consideration.

Regulations: 1304.50 b; 1304.50 b 1; 1304.50 b 2; 1304.50 b 3; 1304.50 b 4; 1304.50 b 5; 1304.50 b 6; 1304.50 b 7; 1304.50 d 1 vi; 1306.3 h *The new Head Start Act, 642(c)(2)(B)(ii)*

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): Updated 10/2001 PC and BD approved 11/29/2007
Policy Council 10/23/2008 10/29/2009 02/25/2010
Board 10/24/2008 10/30/2009 02/26/2010

PROGRAM GOVERNANCE

Policy ID: PG03

Subject: Policy Council Responsibilities

Policy: The Board of Directors delegates the following responsibilities to the Policy Council for the purpose of facilitating their participation in decision making about the nature and operation of the Head Start and Early Head Start programs. The Policy Council shall perform these responsibilities in accordance with agreed upon policies and procedures.

1. The responsibility to approve and submit to the Board of Directors' decisions about each of the following:
 - a. Activities to support the active involvement of parents in supporting program operations, including policies to ensure that NFCD is responsive to community and parents needs.
 - b. Program recruitment, selection, and enrollment priorities.
 - c. Head Stat/Early Head Start funding applications and amendments, prior to submission of application.
 - d. Budget planning for program expenditures, including policies for reimbursement and participation in Policy Council and Parent Committee activities.
 - e. Developing procedures for how members of the Policy Council will be elected.
 - f. Develop Bylaws for operation of the Policy Council.
 - g. Program personnel policies and decisions regarding the employment of program staff consistent with the Board of Directors' responsibilities in this area, including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.
 - h. Recommendations on the selection of delegate agencies and the service areas for such agencies.

Procedures

- a) The Executive Director, in collaboration with appropriate Policy Council and Board Committees, prepares draft procedures or revisions to existing procedures and submits them to the Board of Directors for review, discussion, and input.
- b) Following review and comments by the Board of Directors, the procedures/revisions are forwarded to the Policy Council for review, discussion, input and approval / resubmission to the Board of Directors.
- c) If the Council approves the procedure/revision without change, formal action to adopt is taken by the Board of Directors. If the Council review results in changes, the Executive Director will present the changes to the Board for consideration.
- d) Following action by the Policy Council, the Policy Council sends the minutes containing the Policy Council's action to the Board of Directors.
- e) During a meeting of the Board of Directors, action is taken to adopt the procedures / revisions.
- f) At anytime a change is made during the steps, the membership of the body making the change should entertain a motion on the change only, and not the entire procedure. Such votes should be taken only in cases where there are no changes.

The procedures for accomplishing each of these responsibilities not specifically spelled out as part of these policies and procedures are incorporated into the appropriate agency system.

Regulations: 1304.50 c, 1304.50, Appendix A; 1304.50 d; 1340.50 d 1; 1304.50 d 1 i; 1304.50 d 1 ii; 1304.50 d 1 iii; 1305.3; 1304.50 d 1 iv; 1304.51 a; 1304.50 d 1 vii; 1304.50 d 1 viii; 1304.51 i 1; 1301.31; 1304.50 d 1 ix; The new Head Start Act, 642(c)(2)(D)(i-viii)

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007
PC on 10/23/2008 BD on 10/24/2008

PROGRAM GOVERNANCE

Policy ID: PG04

Subject: Policy Council Functions

Policy: The Board of Directors assigns the following functions to the Policy Council for the purpose of facilitating their active participation in the program.

Procedures:

1. Serve as a link between the Parent Center Committees, Board of Directors, public and private organizations, and the communities served by NFCD
2. Assist the Parent Center Committees in communicating with parents enrolled in all programs to ensure that they understand their rights, responsibilities, and opportunities with NFCD and to encourage their participation in the programs.
3. Assist the Parent Center 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.
4. Assist in recruitment of volunteer services from parents, community residents, and community organizations, and assist in the mobilization of community resources to meet identified needs.
5. Initiate and approve suggestions and ideas for program improvements.
6. Establish the Parent Activity Fund.
7. Assist in the development of and approve a plan for recruiting and selecting eligible children, infants, toddlers, and pregnant women.
8. Partner with the Board of Directors and management to develop procedures designed to facilitate structured approaches to their role in shared governance.

Regulations: 1304.50 d 2; 1304.50 d 2 i; 1304.50 d 2 ii; 1304.50 d 2 iii; 1304.50 d 2 iv; 1304.50 d 2 v

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG05

Subject: Responsibilities of the Parent Center Committee

Policy: The Head Start/Early Head Start staff shall facilitate and support the active involvement of the Parent Committee in carrying out the following authorized functions.

- a) Advise staff in developing and implementing local program policies, activities, and services.
- b) Plan, conduct, and participate in informal as well as formal programs and activities for parents and staff.
- c) Within the guidelines established by the Board of Directors and Policy Council participates in the recruitment and screening of Early Head Start and Head Start employees.

Procedure

1. When a meeting is planned for the purpose of discussing center programmatic issues, the individual convening the meeting will send a notice and an invitation to attend to the appropriate committee of the Parent Center Committee.
2. Following each such meeting, members of the committee of the Parent Center Committee or the individual convening the meeting if no members were present will make a report to the Parent Center Committee and take into consideration their input.
3. In instances where the Parent Committee desires to provide activities for parents at the center level, the Family and Community Partnership Specialist will appoint a staff person to assist them in developing and planning the activity, and support them in the conduct of the activity.

Regulations: 1304.50 e; 1304.50 e 1; 1304.50 e 2; 1304.50 e 3, 1304.50 d 2 iii

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG06

Subject: Policy Council and Decisions to Hire or Promote Staff

Policy: The Policy Council or its personnel committee shall be invited to participate with Center Manager(s)/Area Coordinator(s) in the screening of applicants for employment in Head Start/Early Head Start and an employee hired to work in Head Start/Early Head Start or promoted must be approved by a majority vote of the full Policy Council.

Procedures:

1. Following the initial screening by the HR Manager to select those applicants that meet the minimum job requirements, the HR Manager will schedule a meeting of the screening committee. The notice should include the date and time of the meeting, the position that applicants are being screened for, and the number of interviews they will be conducting during the meeting if applicable. The job description and qualifications for the position and, the screening and interview form should be attached.
2. When the screening and interviews are completed, the screening committee will share their individual selection of applicant(s) for consideration by the Executive Director and reach consensus on up to three applicants who will be referred to the Executive Director by the HR Manager.
3. The Executive Director reviews the applicants and decides on the one to be hired. If the applications are rejected by the Executive Director, the HR Manager is directed to forward additional applications considered eligible by the screening committee or recruit additional applications. In instances where a position is being filled by promoting or transferring an employee, steps 1 – 2 are omitted.
4. Once a decision is made, the Executive Director requests approval by the Policy Council. The request must include sufficient information for the Policy Council to make an informed decision.
5. If the Council approves the request, the Executive Director may take necessary actions to finalize the hiring of the applicant. If the request is rejected, an alternate applicant may be presented to the Council for approval or the Executive Director may appeal the decision of the Council to the Board of Directors.
6. In cases where the Board and Policy Council do not agree, either group may declare an impasse. If an impasse is declared, the issue will be resolved in accordance with the Impasse Policy and Procedures.

Regulations: 1304.50 d 1 x, 1304.50 d 1 xi

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG07

Subject: Policy Council and Parent Center Committee Reimbursement

Policy: Members of the Policy Council and the Parent Center Committee that are low income members shall be reimbursed for prior approved expenses incurred in carrying out their responsibilities and functions.

Policy Council members will be reimbursed for miles traveled to and from Policy Council meeting and Policy Council Committee meeting.

Child care for Policy Council members who attend a meeting of the Council or one of its committees will be reimbursed at the rate of \$5.00 per hour for the first child, and \$2.00 per hour for each additional child, not to exceed \$10 per hour.

Policy Council and Parent Committee members who are approved to travel for the purpose of attending a conference, seminar or training will be reimbursed as provided for staff that travels for the same purpose.

Procedure:

1. Following participation in a meeting or activity by a Policy Council or Parent Committee member covered under this policy at the ending of the meeting or activity, completes a request for reimbursement, attaches receipts as necessary and submits it to the responsible staff person.
2. The staff member will review the request, sign off on it if legitimate and correct and forward it to the fiscal department.
3. The fiscal department processes the request for reimbursement and transmits a check to the PC or Parent Committee member upon the next scheduled accounts payable disbursement.

Regulations: 1304.50 f

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): Updated on 03/30/2004 PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG08

Subject: Internal Dispute Resolution between the Board of Directors and the Policy Council

Policy: In the event that a dispute or impasse occurs between the Board of Directors and the Policy Council, the following procedure shall be followed for the purpose of resolving such dispute or impasse.

The approved policies and procedures of the agency shall be the basis for resolving any dispute or impasse. In the event a dispute arises in an area not covered by the agencies approved policies and procedures, reasonableness shall be the basis.

An impasse committee consisting of two members each from the Board of Directors and the Policy Council and a third party arbitrator shall be established to resolve impasses between the Board and the Policy Council.

Procedure:

1. If a dispute arises between the Policy Council or a member of the Policy Council and an official of the agency (Board member or Executive Director), the dispute is reported to the Board of Directors who convenes a joint meeting of the Executive Committee of the Board of Directors and Policy Council will meet and hear and discuss the issues resulting in the dispute. A decision is reached by a majority vote of the combined executive committees.
2. If a disagreement occurs related to a decision of the Policy Council or the Board of Directors, the body determining that the two bodies cannot independently agree, the group determining that they cannot agree shall declare by a majority vote of the body that an impasse has been reached and notify the chairperson of the other party in writing and provide them with the names, telephone numbers and address of two (2) representatives selected to serve on an Impasse Committee.
3. Upon receiving the notice, the chairman of the other group convenes a meeting for the purpose of sharing with them the communication from the other party and selecting two (2) of its members to serve on the Impasse Committee.
4. One of the members of the receiving party's convenes a teleconference of the selected representatives and sets a date for the initial meeting of the committee.
5. At the first meeting of the Impasse Committee, the membership shall agree by 2/3 vote on the selection of an objective third party to serve as arbitrator. The name of the arbitrator is forwarded to the secretary of the Board of Directors who will confirm their participation and schedule the second meeting of the committee.
6. At this scheduled meeting, the arbitrator facilitates the Committee's establishment of ground rules for discussion of the problem, the establishment of criteria for resolution and negotiating resolution.
7. If after ten (10) days of negotiations the Committee cannot come to an agreement, the arbitrator shall within seven (7) days review all of the information available and render a decision. The decision of the arbitrator shall be binding to both parties.

Regulations: 1304.50h

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG09

Subject: Parent and Communities Complaints

Policy: Any parent complaints about an employee of NFCD shall be filed in writing with the Executive Director, who will investigate the complaint and render a decision unless the complaint is against the Executive Director in which case, the complaint is filed with the Chairperson of the Board of Directors.

A parent or community complaint about an action or non-action by NFCD relating to the nature and operation of the Head Start/Early Start programs shall be filed in writing with the Head Start/Early Head Start Policy Council.

In the event the Policy Council determines that after an attempt to resolve a complaint it is unable to do so, the Policy Council shall refer the complaint to the Board of Directors.

If a parent or the community is dissatisfied with a decision of the Policy Council after two attempts at resolving their complaint, the parent or the community may request the Board's intervention.

Procedure

1. A parent or a community who has a complaint against the Head Start/Early Head Start programs must file the complaint in writing with the Secretary of the Policy Council or the Executive Director. If filed with the Executive Director, it will be forwarded to the Secretary of the Policy Council. The secretary notifies the chairperson of the complaint who will after conferring with the Executive Committee either places the complaint on the agenda of the next regular meeting or call a special meeting of the Policy Council to hear and act on the complaint. Notice of the decision of the Policy Council's Executive Committee must be sent to the parent or the community liaison who filed the initial complaint.
2. At the meeting, the complainant presents their complaint to the full Policy Council who may also require explanations from the official responsible for the action or non-action resulting in the complaint.
3. After considering the presentations from the complainant and official representing NFCD, the Policy Council may render a decision, or assign the complaint to a committee to further research the complaint and submit its findings to the Policy Council and then render a decision. If the Policy Council feels they are unable to render a decision or that it would be in the best interest of NFCD for the Board of Directors to address the complaint it is forwarded to the Secretary of the Board of Directors for hearing and the complainant is notified of this action.
4. If the complainant is not satisfied with the decision, they may request the opportunity to make a follow-up presentation to the Policy Council which the Policy Council will meet to hear within 14 days of the request.
5. If the Policy Council's decision is appealed to the Board of Directors, the Board within ten (10) working days of receipt will meet to hear the complaint, render a decision or set a date and time when a decision will be rendered.

Regulations: 1301.31 a 7; 1304.50

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG10

Subject: Confidentiality

Policy: All governing boards of NFCD including Policy Council and its members shall comply with NFCD's policy on confidentiality and disclose no information about a child, family or staff member.

Any member found to have violated NFCD's policy on confidentiality shall be immediately removed from their position without exception.

Regulations: 1301.31; 1304.52 h 1 ii; 1304.41 a 1

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD approved 11/29/2007

PROGRAM GOVERNANCE

Policy ID: PG 11

Subject: Conflict of Interest

Policy: All governing boards of NFCD including Policy Council and its members shall comply with NFCD's policy on conflict of interest.

1. Each member of the governing boards, including Policy Council, must abstain from voting when a voting conflict exists.
2. It is the duty of each member to make known through verbal or written communication to the Chairperson when a conflict of interest exists and to refrain from voting and/or participating in actions to be taken on the item for which they have a conflict of interest.
3. The term participate means any attempt to influence the decision by oral or written communication.
4. Members are prohibited from:
 - Having a financial conflict of interest with NFCD;
 - Receiving compensation for serving on the Board or providing services to NFCD;
 - Being employed by NFCD.
5. A financial conflict of interest is: (1) a member or their organization stands to benefit from an NFCD transaction or staff member of such organization receives payment from NFCD for any subcontract, goods, or services other than as part of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred; (2) a member's organization receives grant funding from NFCD; (3) a member is also a member of the governing board of a contributor to NFCD; and (4) a member in a position to make decisions about spending NFCD's resources.
6. The conflict of interest policy will be signed by each member annually and disclose all potential or actual conflicts should be openly acknowledged and documented. Furthermore, the individual with the conflict of interest would not vote on the issue or otherwise influence any related action.

Regulations: The new Head Start Act

History: Adopted: Policy Council approved 10/23/08 Board of Directors approved 10/24/08
Revision Date(s):

Planning
Table of Contents

Policy ID	Policy Subject	Page
MS01	Program Planning	2-1
<i>EL01</i>	<i>Community Assessment and Determining Community Strengths and Needs</i>	
AD01	Comprehensive Child Development Services	2-2
AD02	Socialization Activities and Home Visits	2-3
AD03	Facilities Must Comply with Licensing Requirements	2-4
AD04	Use of Community Resources	2-5
	See Administration Plan	
	<i>See Disabilities Services Plan</i>	
<i>DS01</i>	<i>Disabilities Services Plan</i>	

Note: italicized references are located in other sections of this document.

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS01

Subject: Program Planning

Policy: North Florida Child Development, Inc. develops and implements a systematic, ongoing process of program planning that includes consultation with the NFCD's governing body, policy groups, and program staff, and with other community organizations that serve Early Head Start and Head Start or other low-income families with young children.

1. Program planning includes an assessment of community strengths, needs and resources through completion of the Community Assessment, in accordance with the requirements of part 1305.3.
2. Program planning includes the formulation of both multi-year ("long-range") program goals and short-term program and financial objectives that address the findings of the Community Assessment, are consistent with the philosophy of Early Head Start and Head Start, and reflect the findings of NFCD's annual self-assessment.
3. Program planning includes the development of written plan(s) for implementing services in each of the program areas (e.g., Early Childhood Development and Health Services, Family and Community Partnerships, and Program Design and Management). See the requirements of parts 1305, 1306, and 1308.
4. All written plans for implementing services, and the progress in meeting them, are reviewed by the grantee or delegate agency staff and reviewed and approved by the Policy Council at least annually, and are revised and updated as needed.

Regulations: 1304.51 a; 1304.51 a 1; 1304.51 a 1 i; 1304.51 a 1 ii; 1304.51 a 1 iii; 1304.51 a 2; 1305.3, The new Head Start Act - 641A(g)(1)

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

ADMINISTRATION

Policy ID: AD01

Subject: Comprehensive Child Development Services

Policy: NFCD provides comprehensive child development services as defined in the Head Start Performance Standards.

The comprehensive child development services provided by NFCD include:

- a) Classroom activities aimed at fostering social competence.
- b) Home visits with parents to enhance the parental role in the growth and development of their child.
- c) Encourage parents to actively participate or volunteer in the classroom when ever possible.

Regulations: 1306.30 a

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

ADMINISTRATION

Policy ID: AD02

Subject: Socialization Activities and Home Visits

Policy: North Florida Child Development, Inc. provides classroom or group socialization activities for the child as well as home visits to the parents.

1. The major purpose of the classroom or socialization activities is to help meet the child's development needs and to foster the child's social competence. These activities include:

- a) Dramatic Play - designed to help children role play and practice participating in social relationships.
- b) Using photographs and drawings to help child develop a sense of self as an individual and as a member of the group.
- c) Encourage children to resolve their own conflicts with adult supervision.

2. The major purpose of the home visits is to enhance the parental role in the growth and development of the child. NFCD achieves this purpose in home visits by:

- a) Encourage parents to become partners with NFCD in their child's education.
- b) Reporting to parents on their child's progress in the functional areas.
- c) Asking parents for their input on the educational curriculum used.

Regulations: 1306.30 b

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

ADMINISTRATION

Policy ID: AD03

Subject: Facilities Must Comply with Licensing Requirements

Policy: The facilities used by North Florida Child Development, Inc. for regularly scheduled classroom activities must comply with State and local requirements concerning licensing.

1. In cases where these licensing standards are less comprehensive or less stringent than the Head Start regulations, or where no State or local licensing standards are applicable, the program is required to assure that the facilities are in compliance with the Head Start Program Performance Standards related to health and safety as found in 1304.53 a, physical environment and facilities.

See also the policies under Facilities, Materials and Equipment (FC01-FC03)

Regulations: 1304.53 a; 1306.30 c
Florida Child Care Standards 65C-22.001(1)(2)

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

ADMINISTRATION

Policy ID: AD04

Subject: Use of Community Resources

Policy: North Florida Child Development, Inc. identifies, secures, and uses community resources in the provision of services to Head Start and Early Head Start children and their families prior to using Head Start and/or Early Head Start funds for these services.

Procedures:

1. NFCD identifies community resources for the provision of services to Head Start and Early Head Start children and families by means of a community needs assessment.
2. NFCD secures community resources for the provision of services to Head Start and Early Head Start children and families by means of cooperative agreements with other providers.
3. NFCD uses community resources for the provision of services to Head Start and Early Head Start children and families by implementing the cooperative agreements in place, providing services such as dental, mental health, and nutrition to the children and families being served in our communities.
4. The following controls are in place to utilize community resources prior to using Head Start and/or Early Head Start funds for these services:
 - a) Using the cooperative agreements to access dental, mental health, and nutritional services and having NFCD staff setting up appointments for the children and families.
 - b) By providing a community resource guide to families.
 - c) Using only providers who accept Medicaid and other primary forms of payment.
 - d) Encouraging and assisting families in their access to Healthy Kids and/or other agencies, for payments.
 - e) Establish an emergency fund for families, using donated funds from the community, staff, or other agencies.

Regulations: 1306.30 d

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

Communication
Table of Contents

Policy ID	Policy Subject	Page
HD03	Extended Follow-up and Treatment: Communication	3-1
<i>HS01</i>	<i>Health Emergency Procedures</i>	
<i>HS02</i>	<i>Conditions of Short-Term Exclusion and Admittance</i>	
<i>CP01</i>	<i>Community Partnerships</i>	
MS02	Communications	3-2
MS03	Communication with Families	3-3
MS04	Communication with Governing Body and Policy Groups	3-4
MS05	Communication Among Staff	3-5
	<i>See Disabilities Services Plan</i>	

Note: italicized references are located in other sections of this document.

CHILD HEALTH AND DEVELOPMENTAL SERVICES

Policy ID: HD03

Subject: Extended Follow-up and Treatment: Communication

Policy: North Florida Child Development, Inc. establishes a system of ongoing communication with the parents of children with identified health needs to facilitate the implementation of the follow-up plan.

1. NFCD's system of ongoing communication with parents of children with identified health needs includes:

- a) Staff makes home visits to discuss health problems and facilitate the implementation of the follow-up plan.
- b) Staff sends home copies of all health documentation that explains extended follow-up and treatment, as needed.
- c) Staff visits health professionals with the parents and encourages them to become active partners in their child's health care.

Regulations: 1304.20 c, 1304.20 c 1

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS02

Subject: Communications

Policy: North Florida Child Development, Inc. establishes and implements systems to ensure that timely and accurate information is provided to agency governing bodies, Policy Council, parents, policy groups, staff, and as needed for the general community.

1. NFCD establishes and implements the following system(s) to ensure that timely and accurate information is provided to parents, policy groups, staff, and the general community.
 - a) Communication occurs through formal, informal, written, facsimile, face to face, verbal, non-verbal, and graphic and is the transmission of a message from one person to another.
 - b) Transmittal of information can be through many channels. Staff should request confirmation of receipt of information distributed.
 - c) NFCD transmits information through our computer network system to and from NFCD centers. The technology capabilities include email, Internet, and the schematics to set up video conferencing. This technology shall provide the capabilities of formal and informal communications; however, it is not limited to nor does it take the place of weekly management meetings, monthly staff meetings, and on-going operational meetings.

Regulations: 1304.51 b

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS03

Subject: Communication with Families

Policy: North Florida Child Development, Inc. ensures that effective two-way comprehensive communications between staff and parents are carried out on a regular basis throughout the program year.

1. NFCD ensures that effective two-way comprehensive communications between staff and parents are carried out on a regular basis throughout the program year. This is ensured by a monthly parent center meeting, visits with parents on issues (other than child related), and policy council representation. Also, the immediate supervisors name and numbers is posted in the classroom and parents are welcomed to call, at any time.

2. Communication with parents is carried out in the parents' primary or preferred language or through an interpreter, to the extent feasible.

Regulations: 1304.51 c; 1304.51 c 1; 1304.51 c 2

History: Adopted: Policy Council and Board of Directors on 07/17/2001

Revision Date(s):

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS04

Subject: Communication with Governing Body and Policy Groups

Policy: North Florida Child Development, Inc. ensures that accurate and regular information is provided to the grantee's governing body and to members of the Policy Council about program planning, policies, and operations.

1. The following information is included:

- a) Monthly financial statements, including credit card expenditures;
- b) Policies, guidelines, and other communications from the Office of Head Start;
- c) Monthly program information summaries;
- d) Program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency;
- e) Monthly reports of meals and snacks provided through programs of the Department of Agriculture;
- f) The financial audit;
- g) The annual self assessment, including any findings related to such assessment;
- h) The community-wide strategic planning and needs assessment of NFCD, including any applicable updates; and
- i) The program information reports (PIR).
- j) Monthly reports on the progress being made toward accomplishments of program goals and objectives.

Regulations: 1304.51 d; 1304.51 d 1; 1304.51 d 2; 1304.51 d 3; 1304.51 d 4
The new Head Start Act – 642(d)(2)(A-I)

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s): PC and BD on 12/11/2008

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS05

Subject: Communication among Staff

Policy: North Florida Child Development, Inc. has mechanisms for regular communication among all program staff to facilitate quality outcomes for children and families.

1. The mechanisms for regular communication among all program staff include monthly staff meetings, program monitoring reports, employee sign-in sheets, agenda and minutes from meetings, weekly management team meetings, daily email communications, and daily contact by supervisors to staff and parents.

Regulations: 1304.51 e

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

**Record Keeping and Reporting
Table of Contents**

Policy ID	Policy Subject	Page
GA01	Public Access to Program Information	4-1
<i>HD05</i>	<i>Involving Parents</i>	
<i>HS03</i>	<i>Medication Administration</i>	
MS07	Record-Keeping Systems	4-2
P01-d	Files and Records Systems	4-3
P02-d	Personnel and Medical Records	4-4
MS08	Reporting Systems	4-6
P03-d	Confidentiality	4-7
<i>HR19</i>	<i>Training and Advancement Opportunities</i>	
<i>See Disabilities Services Plan</i>		
<i>See Health Plan</i>		

Note: italicized references are located in other sections of this document.

GRANTS ADMINISTRATION

Policy ID: GA01

Subject: Public Access to Program Information

Policy: North Florida Child Development, Inc. provides reasonable public access to information and to records pertaining to NFCD's programs.

Procedures:

1. Upon written request, NFCD will provide requesters with access to information and records pertaining to the programs, as deemed reasonable by the CEO.
2. The CEO has ten (10) working days to respond to the requestor.
3. See policy P40-d, Section 7 in this manual.

Regulations: 1301.30

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS07

Subject: Record-Keeping Systems

Policy: North Florida Child Development, Inc. establishes and maintains efficient and effective record-keeping systems to provide accurate and timely information regarding children, families, and staff and must ensure appropriate confidentiality of this information.

1. The main record-keeping system used for the purpose to maintain children's records is the ChildPlus database system and a hard copy is maintained in a locked file cabinet at each center.
2. The main record-keeping system used for the purpose to maintain fiscal records is the Cougar Mountain Financial software system and a hard copy is maintained in the fiscal department.
3. Confidentiality is ensured through the provisions of the personnel system's Confidentiality policy, # P03-d.

Regulations: 1304.51 g

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

PERSONNEL POLICIES

Policy ID: P01-d

Subject: Children's Files and Records System

Policy: A file and records system is established and maintained by the North Florida Child Development, Inc. The currently enrolled children's records are maintained in the classroom and locked in a filing cabinet, *at all times*. Each child must have a file. Teachers are responsible for building and maintaining the education file.

Procedures:

1. All materials are filed on a timely basis using the system. The Family Case Manager is responsible for building the files after a child is accepted to the program.
2. Specific files are labeled for easy reference. Staff will keep a separate "Contact" notebook, originals to be filed weekly in the child's folder. The notebook is to be kept locked when not in use.
3. The children's files will be divided into five sections which includes
 - a) Children and Families
 - b) General Information
 - c) Family and Community Partnership
 - d) Disabilities
 - e) Health and Nutrition
4. Files are kept confidential in locked file cabinets and arranged in alphabetic order.
5. An "Access to File" form is available in each file for sign-off by all persons allowed access to files, with reasons stated, and the designated person allowing access to such files.
7. NFCD personnel, Department of Children and Families personnel, and parents are allowed to enter a child's file. *Anyone entering in a file must sign-in one the "Access to File" form.*
6. Documentation is to be kept in the order listed on the Case Management Tracking sheet. Each section of a child's file must have a Case Management Tracking sheet.
7. Center Managers and Specialists will monitor the classroom files periodically throughout the year to ensure completeness of the files.
8. See Case Management Tracking sheet for each section for responsible party.
9. While closing down the center, the previous school year's files (located in the bottom drawer) will be packed up and taken to the Central Office. The Central Office will place the stored files in a locked storage shed. The current year's files will be placed in the bottom drawer of the filing cabinet, where they will remain for the next school year.

Regulations: (1301.31); see 1304.51 g

History: Adopted: Policy Council and Board of Directors on 07/17/2001

PERSONNEL POLICIES

Policy ID: P02-d

Subject: Personnel and Medical Records

Policy: As required by Federal, State and regulatory agencies, and as needed for internal use, information relative to employment with North Florida Child Development, Inc. is collected and stored in the employee files.

Procedures:

1. Each personnel file shall contain information and documentation pertinent to employment with NFCD, including, but not limited to:
 - * Employment Application
 - * Personnel Action Forms
 - * Staff Performance Appraisal Forms
 - * Counseling Memos/Commendations
 - * Training certificates/licenses/transcripts
 - * All other information required by law and Child Care Licensing, or pertinent to employment.
2. Each file shall contain all pertinent Health/Dental/Life/Retirement information, including all health/medical related required forms for employment and other physician related documentation and to be maintained in the Fiscal Department.
3. All documents verifying legal work status and personal identification are kept in a separate file and to be maintained in the Fiscal Department.
4. Employees are responsible for providing, in a timely fashion, updated information on pertinent personal data, license renewal (if applicable), educational achievements, and current health status, to the Human Resource Department.
5. Program Management is responsible for submitting complete and timely documentation on employee performance, status changes and other information pertinent to employment, to the Human Resource Department.
6. The Human Resource Manager is responsible for filing records and maintaining the integrity of employment documents, and for assuring their confidentiality and authorized access.
7. Contents of the personnel files are in general to remain confidential. Outlined below are common situations where information on current and former employees will be released to an authorized person:
 - a) Upon expressed written permission of the employee authorizing the release, or implied permission. For example, when an employee applies for a transfer to another program, permission to review the employee's file by the hiring program management is presumed.
 - b) In response to a request by a governmental agency with legitimate right of access.

c) In response to credit institutions, commercial agencies and prospective employers to verify employment dates and title of the position.

d) In response to a subpoena (though whenever possible the employee should be notified in advance of documents being produce or information provided).

E) Every current employee shall have access to his/her own file, and may review its contents upon appointment with the Human Resource Manager.

8. Employees files may not be removed nor copied from the Human Resources Department without permission from the Human Resource Manager.

Regulations: [(1301.31); and see 1304.51 g]

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS08

Subject: Reporting Systems

Policy: North Florida Child Development, Inc. establishes and maintains efficient and effective reporting systems.

1. ChildPlus is used as the reporting system of program operations.
2. Cougar Mountain Financial software is used as the reporting system of financial status.
3. These reporting systems generate periodic reports of financial status and program operations in order to control program quality, maintain program accountability, and advise the Board of Directors, Policy Council, and staff of NFCD on the Agency's progress.
4. These reporting systems also generate official reports for Federal, State, and local authorities as required by applicable law, regulations, and founder requirements.

Regulations: 1304.51 h; 1304.51 h 1; 1304.51 h 2

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

PERSONNEL POLICIES

Policy ID: P03-d

Subject: Confidentiality

Policy: Efforts are made to insure the security and confidentiality of personnel, children's, and family files.

Procedures:

1. Confidentiality is strictly enforced.
2. The confidentiality concerning information about the child, family or other staff members is closely observed.
3. Any employee, volunteer or consultant who violates the "Confidentiality Policy" may be disciplined or removed from NCFD.
4. We ensure confidentiality by following these confidentiality procedures:
 - a) Files are kept under lock and key.
 - b) Only authorized staff members may access child and family files.
 - c) Staff is trained in how to maintain confidentiality.
5. The sharing of information with community partners is done in accordance with this Confidentiality policy.
6. See policy HR12 in section 7 of this manual.

Regulations: (1301.31); 1304.52 h 1 ii; 1304.41 a 1

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

On-Going Monitoring
Table of Contents

Policy ID	Policy Subject	Page
MS09	Self-Assessment and Monitoring	5-1
<i>DS01</i>	<i>Disabilities Services Plan [Policy]</i>	
UA01	Monitoring and Reporting Program Performance	5-2
UA02	Reports, Records Retention, and Enforcement; Monitoring and Reporting Program Performance	5-3

MANAGEMENT SYSTEMS AND PROCEDURES

Policy ID: MS09

Subject: Self-Assessment and Monitoring

Policy: A self-assessment is performed at least once each program year.

1. The annual self-assessment of NFCD'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, is developed, reviewed, and approved in partnership.
2. At least once each program year, with the consultation and participation of the Governing Board(s), and as appropriate other community members, NFCD conducts a self-assessment of their effectiveness and progress in meeting goals and objectives and in implementing Federal regulations.
3. NFCD establishes and implements procedures for the ongoing monitoring of their own Early Head Start and Head Start operations to ensure that these operations effectively implement Federal regulations. The procedures include:
 - a) Establishing time lines.
 - b) Forming and training an assessment team comprised of staff, parents, Policy Council, Board Members, and community members.
 - c) Gathering information, compiling findings from interviews, class visits, and documented material. Reviewing findings and making recommendations and plans for improvement.
4. NFCD will identify any deficiencies in agency operations identified in the monitoring review and NFCD will develop plans, including timetables, for addressing identified problems.

Regulations: 1304.50 d 1 viii; 1304.51 i; 1304.51 i 1; 1304.51 i 2; 1304.51 i 3

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):

MANAGEMENT STYSTEMS AND PROCEDURES

Policy ID: MS10

Subject: Site-Based Collaborative Management Approach

Policy: North Florida Child Development, Inc. is responsible for the management approach for site-based monitoring.

1. The document titled “Management Approach for NFCD’s Site-Based Collaborative” will be used to describe the management approach used by NFCD (see attached).
2. A monthly scheduled is provided for Specialist and Center Managers within the above titled document.
3. On-site Monitoring will be conducted quarterly by the Specialist. Reports are to recommend improvement strategies for weaknesses and corrective action strategies for a noncompliance. Issues or concerns that are identified during these reviews should be discussed with the Specialist and Center Manager for that area/site. The Center Manager will receive a copy of the Monitoring Tool findings on the day of the on-site review. On-site teachers will receive a copy from the Center Manager. The CEO will be given copies of the Tool at the first MTM meeting of the month.
4. Center Managers will complete the monthly monitoring tool utilizing site files and provided to the Specialist by the first working day of each month. This monitoring tool will be accompanied by a monthly report for the center.

Regulations:

History: Adopted: Policy Council on 05/14/09
Board of Directors on 05/14/09

UNIFORM ADMINISTRATIVE REQUIREMENTS

Policy ID: UA01

Subject: Monitoring and Reporting Program Performance

Policy: [Grant] Recipients are responsible for managing and monitoring each project, program, subaward, function or activity supported by the award. Recipients shall monitor subawards to ensure that subrecipients have met the audit requirements as set forth in 74.26.

Procedures:

1. The HHS awarding agency will prescribe the frequency with which the performance reports shall be submitted. Except as provided in 74.51 f, performance reports will not be required more frequently than quarterly or, less frequently than annually. Annual reports shall be due 90 calendar days after the award year; quarterly or semi-annual reports shall be due 30 days after the reporting period. The HHS awarding agency may require annual reports before the anniversary dates of multiple year awards in lieu of these requirements. The final performance reports are due 90 calendar days after the expiration or termination of the award.
2. If inappropriate, a final technical or performance report will not be required after completion of the project.
3. Performance reports shall generally contain, for each award, brief information on each of the following:
 - a) A comparison of actual accomplishments with the goals and objectives established for the period, the findings of the investigator, or both. Whenever appropriate and the output of programs or projects can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.
 - b) Reasons why established goals were not met, if appropriate.
 - c) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.
4. NFCD submits the original and two copies of performance reports.
5. NFCD will immediately notify the HHS awarding agency of developments that have a significant impact on the award-supported activities. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.
6. HHS may make site visits, as needed.
7. The HHS awarding agency complies with the applicable report clearance requirements of 5 CFR part 1320, "Controlling Paperwork Burdens on the Public," when requesting performance data from recipients.

Regulations: 74.51; 74.51 a; 74.51 b; 74.51 c; 74.51 d; 74.51 d 1; 74.51 d 2; 74.51 d 3; 74.51 e; 74.51 f; 74.51 g; 74.51 h

History: Adopted: Policy Council and Board of Directors on 07/17/2001

UNIFORM ADMINISTRATIVE REQUIREMENTS

Policy ID: UA02

Subject: Reports, Records Retention, and Enforcement; Monitoring and Reporting Program Performance

Policy: North Florida Child Development, Inc. is responsible for monitoring grant-supported activities.

1. NFCD is responsible for managing the day-to-day operations of grant and subgrant supported activities. NFCD monitors grant and subgrant supported activities to assure compliance with applicable Federal requirements and that performance goals are being achieved. NFCD's monitoring covers each program, function or activity.
2. Nonconstruction performance reports. The Federal agency may, if it decides that performance information available from subsequent applications contains sufficient information to meet its programmatic needs, require NFCD to submit a performance report only upon expiration or termination of grant support. Unless waived by the Federal agency this report will be due on the same date as the final Financial Status Report.
3. NFCD shall submit annual performance reports unless the awarding agency requires quarterly or semi-annual reports. However, performance reports will not be required more frequently than quarterly. Annual reports shall be due 90 days after the grant year, quarterly or semi-annual reports shall be due 30 days after the reporting period. The final performance report will be due 90 days after the expiration or termination of grant support. If a justified request is submitted by a grantee, the Federal agency may extend the due date for any performance report. Additionally, requirements for unnecessary performance reports may be waived by the Federal agency.
4. Performance reports will contain, for each grant, brief information on the following:
 - a) A comparison of actual accomplishments to the objectives established for the period. Where the output of the project can be quantified, a computation of the cost per unit of output may be required if that information will be useful.
 - b) The reasons for slippage if established objectives were not met.
 - c) Additional pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.
5. NFCD will not be required to submit more than the original and two copies of performance reports.
6. Construction performance reports. For the most part, on-site technical inspections and certified percentage-of-completion data are relied on heavily by Federal agencies to monitor progress under construction grants and subgrants. The Federal agency will require additional formal performance reports only when considered necessary, and never more frequently than quarterly.
7. Significant developments. Events may occur between the scheduled performance reporting dates which have significant impact upon the grant or subgrant supported activity. In such cases, North Florida Child

Development must inform the Federal agency as soon as the following types of conditions become known:

8. Problems, delays, or adverse conditions which will materially impair the ability to meet the objective of the award. This disclosure must include a statement of the action taken, or contemplated, and any assistance needed to resolve the situation.

9. Favorable developments which enable meeting time schedules and objectives sooner or at less cost than anticipated or producing more beneficial results than originally planned.

Regulations: 92.40; 92.40 a; 92.40 b; 92.40 b 1; 92.40 b 2; 92.40 b 2 i; 92.40 b 2 ii; 92.40 b 2 iii; 92.40 b 3; 92.40 b 4; 92.40 c; 92.40 d; 92.40 d 1; 92.40 d 2

History: Adopted: Policy Council and Board of Directors on 07/17/2001

Revision Date(s):

Self Assessment
Table of Contents

Policy ID	Policy Subject	Page
SA01	Self-Assessment	6-1

SELF-ASSESSMENT

Policy ID: SA01

Subject: Self-Assessment

Policy: North Florida Child Development, Inc. assures their approach to self-assessment is effective in supporting the implementation of quality services to children and families.

1. The system ensures that the self-assessment examines the effectiveness and progress in meeting the grantee's goals and objectives as well as the implementation of Federal regulations by specifying a time schedule of program planning.
2. The system ensures that the process involves policy groups, parents, and as appropriate, other community members in the process. Parents, Policy Council members and community members are involved and to training on the self assessment process, as well as given duties and reporting jobs on the teams.
3. NFCD will analyze the results of the self-assessment and uses the information to address continuous improvement and to inform the grantee's planning process by sending results to the regional office staff, sharing with Policy Council, and the Board of Directors.

Regulations: 1304.51 i, 1304.51 i 1, 1304.51 i 2, 1304.51 i 3

History: Adopted: Policy Council and Board of Directors on 07/17/2001
Revision Date(s):