

Name of Program NHPS Head Start
 For Period Beginning 7/1/2023 2532 5278

Program Account PA 20 (Training)
 Ending 10/31/2023

Item	Annual Budget	YTD Expenses	Encumbrances	Available Budget
A. Personal				
B. Fringe Benefits				
Total Personnel	0.00	0.00	0.00	0.00
C. Mileage				
D. Travel	5,564.00	140.30	0.00	5,423.70
E. Equipment				0.00
F. Supplies				0.00
G. Contractual	0.00	0.00	0.00	0.00
H. Renovations				0.00
I. Other	61,370.00	8,205.00	1,900.00	51,265.00
Grand Total	66,934.00	8,345.30	1,900.00	56,688.70

Name of Program NHPS Head Start
 For Period Beginning 7/1/2023 2532 5279

Program Account PA 22 (Basic)
 Ending 10/31/2023

Item	Annual Budget	YTD Expenses	Encumbrances	Available Budget
A. Personal	3,959,200.00	603,205.29	0.00	3,355,994.71
B. Fringe Benefits	1,368,474.00	152,956.94	0.00	1,215,517.06
Total Personnel	5,327,674.00	756,162.23	0.00	4,571,511.77
C. Mileage				
D. Travel	25,000.00	0.00	0.00	25,000.00
E. Equipment	0.00			0.00
F. Supplies	42,355.00	30,585.79	11,732.98	36.23
G. Contractual	406,773.00	84,092.78	272,680.00	50,000.22
H. Renovations	0.00			0.00
I. Transportation	336,420.00	4,654.19	0.00	331,765.81
J. Other (Field Trips)	30,000.00	2,540.00	21,270.00	6,190.00
Grand Total	6,168,222.00	878,034.99	305,682.98	4,984,504.03

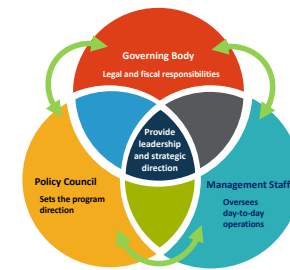
Name of Program NHPS Head Start
 For Period Beginning 7/1/2023 2532 6373

Program Account H/S Supplement COLA
 Ending 10/31/2023

Item	Annual Budget	YTD Expenses	Encumbrances	Available Budget
A. Personal	308,915.00	308,915.00	0.00	0.00
B. Fringe Benefits	104,834.00	104,834.00	0.00	0.00
Total Personnel	413,749.00	413,749.00	0.00	0.00
C. Mileage	0.00	0.00	0.00	0.00
D. Travel	0.00	0.00	0.00	0.00
E. Equipment	0.00	0.00	0.00	0.00
F. Transportation	6,955.00	6,955.00	0.00	0.00
G. Contractual	75,000.00	40,000.00	35,000.00	0.00
H. Renovations	0.00	0.00		0.00
I. Other (Field Trips and Parent Activities)	0.00	0.00	0.00	0.00
Grand Total	495,704.00	460,704.00	35,000.00	0.00

Head Start Leadership and Governance





Head Start Leadership and Governance Key Activities

Activity	Management Team	Policy Council/Committee	Governing Body/ Tribal Council
Developing Bylaws	<ul style="list-style-type: none"> Draft GB and PC bylaws and amendments 	<ul style="list-style-type: none"> Submit to GB decisions regarding PC bylaws 	<ul style="list-style-type: none"> Adopt bylaws and amendments for GB and PC
Policies and Procedures			
<p>Developing Governance Structure</p>	<ul style="list-style-type: none"> Draft policies and procedures for consideration by PC and GB/TC, Oversee the implementation of approved policies and procedures Provide training to GB and PC Focus on continuous quality improvement Oversee management and protection of program data Maintain automated accounting and recordkeeping system Monitor goals, objectives, and regulatory compliance Establish and manage parent committees to: <ul style="list-style-type: none"> Advise staff on parent engagement activities Communicate with Policy Council/ Committee Participate in the recruitment and screening of HS employees 	<ul style="list-style-type: none"> Approve and submit to the GB decisions regarding: <ul style="list-style-type: none"> Activities to actively involve parents and ensure responsive services Recruitment, selection, and enrollment priorities Funding applications and amendments Budget planning, including policies supporting Policy Council activities Policy Council bylaws and election procedures Head Start program personnel policies and decisions, including criteria for employment and dismissal of program staff Recommendations on delegates/service areas 	<ul style="list-style-type: none"> Select delegate agencies and service areas Establish procedures/ criteria for recruitment, selection, and enrollment Review results and follow-up from federal monitoring Review and approve: <ul style="list-style-type: none"> Funding applications and amendments Major policies and procedures, including self-assessment and financial audit Progress on implementing the Head Start grant, including corrective actions Personnel policies regarding the hiring, evaluation, termination, and compensation of agency employees including the Head Start director and management team Financial management, accounting, and reporting policies Major expenditures and operating budget Selection of auditor and actions to correct audit findings Adopt: <ul style="list-style-type: none"> Procedures for accessing/collecting information Standards of conduct, including conflicts of interest and complaints Procedures for selecting PC Procedures for utilizing advisory committees



Activity	Management Team	Policy Council/Committee	Governing Body/ Tribal Council
<p>Providing Leadership and Strategic Direction</p>	<ul style="list-style-type: none"> • Outline planning process and protocols for planning committee, including staffing considerations • Review key reports and recommend program and school readiness plans • Prepare draft goals and objectives • Use program plans to support reporting, ongoing monitoring and self-assessment • Outline required adjustments to goals and objectives 	<ul style="list-style-type: none"> • Work with staff to select planning committee with focus on parent engagement • Review recommendations for planning committee • Approve goals and objectives • Respond to progress reports • Use data for ongoing oversight and correction • Approve adjusted goals and objectives 	<ul style="list-style-type: none"> • Work with management staff to select planning committee, including GB representation • Review recommendations for planning committee • Ratify goals and objectives • Respond to progress reports • Use data for ongoing oversight and correction • Ratify adjusted goals and objectives
<p>Monitoring Program Performance</p>	<ul style="list-style-type: none"> • Generate reports to monitor compliance and goal attainment that include: <ul style="list-style-type: none"> • HHS secretary communication • Financial statements • Program information summaries • Ongoing monitoring results • Data on school readiness • Enrollment • USDA nutrition reports • Financial audit • Self-assessment • Community assessment • PIR 	<ul style="list-style-type: none"> • Review related reports • Use data for ongoing oversight, correction, and self-assessment 	<ul style="list-style-type: none"> • Review related reports • Use data for ongoing oversight, correction, and self-assessment





Activity	Management Team	Policy Council/Committee	Governing Body/ Tribal Council
<p>Ensuring Consensus</p>	<ul style="list-style-type: none"> Develop procedures with GB and PC and facilitate selection of mediator and arbitrator 	<ul style="list-style-type: none"> Jointly establish written procedures for resolving internal disputes between GB and PC in a timely manner that include impasse procedures. These procedures: <ol style="list-style-type: none"> Demonstrate that the GB considers proposed decisions from the PC and vice versa Require the GB and the PC to notify the other in writing why it does not accept a decision Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal If the agency's decision-making process does not result in a resolution and an impasse continues, GB and PC must select a mutually agreeable third-party mediator and participate in a formal process of mediation that leads to a resolution of the dispute. If no resolution is reached with a mediator, GB and PC must select a mutually agreeable arbitrator whose decision is final (this does not apply to AIAN programs). 	





Head Start Program Governance *Reference Book*



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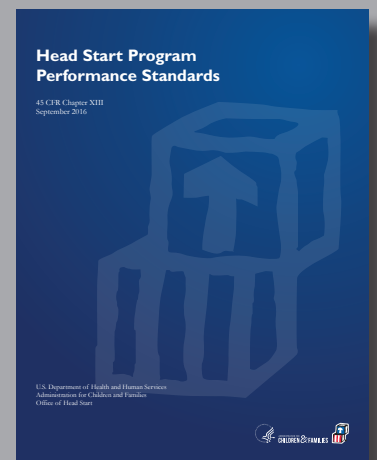
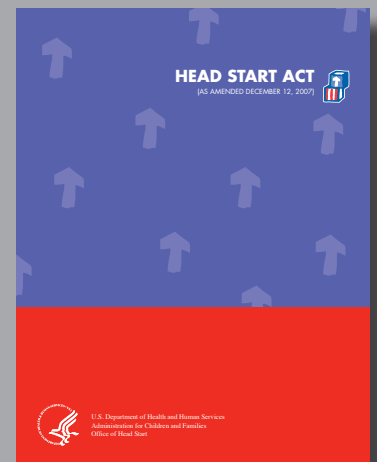
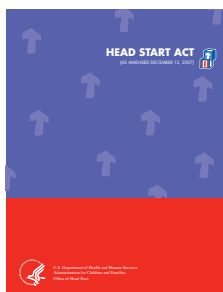


Table of Contents



PART I. Program Governance: Head Start Act



Governing Body Sec. 642 (c)(1).....3

- A. In general 3
- B. Composition 3
- C. Conflict of interest 4
- D. Exception 4
- E. Responsibilities 5



Policy Council Sec. 642 (c)(2)8

- A. In general 8
- B. Composition and selection 8
- C. Conflict of interest 8
- D. Responsibilities 8



Policy Committees Sec. 642 (c)(3)9



Program Governance Administration Sec. 642(d)..... 10

- 1. Impasse policies 10
- 2. Conduct of responsibilities 10
- 3. Training and technical assistance 10

Table of Contents *continued*

Head Start Program
Performance Standards

45 CFR Chapter XIII

Subpart B

Section 1301

Section 1301.1

Section 1301.2

Section 1301.3

Section 1301.4

Section 1301.5

Section 1301.6

Section 1301.7

Section 1301.8

Section 1301.9

Section 1301.10

Section 1301.11

Section 1301.12

Section 1301.13

Section 1301.14

Section 1301.15

Section 1301.16

Section 1301.17

Section 1301.18

Section 1301.19

Section 1301.20

Section 1301.21

Section 1301.22

Section 1301.23

Section 1301.24

Section 1301.25

Section 1301.26

Section 1301.27

Section 1301.28

Section 1301.29

Section 1301.30

Section 1301.31

Section 1301.32

Section 1301.33

Section 1301.34

Section 1301.35

Section 1301.36

Section 1301.37

Section 1301.38

Section 1301.39

Section 1301.40

Section 1301.41

Section 1301.42

Section 1301.43

Section 1301.44

Section 1301.45

Section 1301.46

Section 1301.47

Section 1301.48

Section 1301.49

Section 1301.50

Section 1301.51

Section 1301.52

Section 1301.53

Section 1301.54

Section 1301.55

Section 1301.56

Section 1301.57

Section 1301.58

Section 1301.59

Section 1301.60

Section 1301.61

Section 1301.62

Section 1301.63

Section 1301.64

Section 1301.65

Section 1301.66

Section 1301.67

Section 1301.68

Section 1301.69

Section 1301.70

Section 1301.71

Section 1301.72

Section 1301.73

Section 1301.74

Section 1301.75

Section 1301.76

Section 1301.77

Section 1301.78

Section 1301.79

Section 1301.80

Section 1301.81

Section 1301.82

Section 1301.83

Section 1301.84

Section 1301.85

Section 1301.86

Section 1301.87

Section 1301.88

Section 1301.89

Section 1301.90

Section 1301.91

Section 1301.92

Section 1301.93

Section 1301.94

Section 1301.95

Section 1301.96

Section 1301.97

Section 1301.98

Section 1301.99

Section 1301.100

PART II. Program Governance: Head Start Program Performance Standards



Purpose (45 CFR §1301.1) 11



Governing Body (45 CFR §1301.2)..... 12

a. Composition 12

b. Duties and responsibilities 12

c. Advisory committees 12



Policy Council and Policy Committee (45 CFR §1301.3) ...13

a. Establishing policy councils and policy committees 13

b. Composition 13

c. Duties and responsibilities..... 13

d. Term 14

e. Reimbursement..... 14



Parent Committees (45 CFR §1301.4)..... 15

a. Establishing parent committees 15

b. Requirements of parent committees 15



Training (45 CFR §1301.5)..... 15



Impasse Procedures (45 CFR §1301.6)..... 16



HEAD START ACT

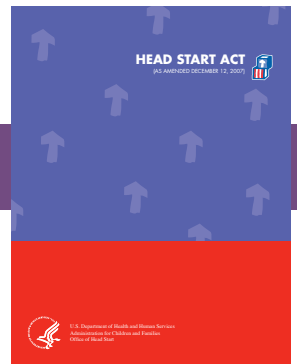


Governing Body Sec. 642 (c)(1)

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

(1) GOVERNING BODY –

- (A) **In General** – The governing body shall have legal and fiscal responsibility for the Head Start agency.
- (B) **Composition** – The governing body shall be composed as follows:
 - (i) Not less than 1 member shall have a background and expertise in fiscal management or accounting.
 - (ii) Not less than 1 member shall have a background and expertise in early childhood education and development.



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Governing Body Sec. 642 (c)(1) *continued*

(iii) Not less than 1 member shall be a licensed attorney familiar with issues that come before the governing body.

(iv) Additional members shall—

(I) reflect the community to be served and include parents of children who are currently, or were formerly, enrolled in Head Start programs; and

(II) are selected for their expertise in education, business administration, or community affairs.

(v) Exceptions shall be made to the requirements of clauses (i) through (iv) for members of a governing body when those members oversee a public entity and are selected to their positions with the public entity by public election or political appointment.

(vi) If a person described in clause (i), (ii), or (iii) is not available to serve as a member of the governing body, the governing body shall use a consultant, or another individual with relevant expertise, with the qualifications described in that clause, who shall work directly with the governing body.

(C) Conflict of Interest – Members of the governing body shall:

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

(ii) not receive compensation for serving on the governing body or for providing services to the Head Start agency;

(iii) not be employed, nor shall members of their immediate family be employed, by the Head Start agency (including any delegate agency); and

(iv) operate as an entity independent of staff employed by the Head Start agency.

(D) Exception – If an individual holds a position as a result of public election or political appointment, and such position carries with it a concurrent appointment to serve as a member of a Head Start agency governing body, and such individual has any conflict of interest described in clause (ii) or (iii) of subparagraph (C)—



- (i) such individual shall not be prohibited from serving on such body and the Head Start agency shall report such conflict to the Secretary; and
- (ii) if the position held as a result of public election or political appointment provides compensation, such individual shall not be prohibited from receiving such compensation.

(E) Responsibilities – The governing body shall—

- (i) have legal and fiscal responsibility for administering and overseeing programs under this subchapter, including the safeguarding of federal funds;
- (ii) adopt practices that assure active, independent, and informed governance of the Head Start agency, including practices consistent with subsection (d)(1), and fully participate in the development, planning and evaluation of the Head Start programs involved;
- (iii) be responsible for ensuring compliance with Federal laws (including regulations) and applicable state, tribal and local laws (including regulations); and
- (iv) be responsible for other activities, including—
 - (I) selecting delegate agencies and the service areas for such agencies;
 - (II) establishing procedures and criteria for recruitment, selection, and enrollment of children;
 - (III) reviewing applications for funding and amendments to applications for funding for programs under this subchapter;
 - (IV) establishing procedures and guidelines for accessing and collecting information described in subsection (d)(2);
 - (V) reviewing and approving all major policies of the agency, including—
 - (aa) the annual self assessment and financial audit;



- (bb)** such agency’s progress in carrying out the programmatic and fiscal provisions in such agency’s grant application, including implementation of corrective actions; and
- (cc)** personnel policies of such agencies regarding the hiring, evaluation, termination, and compensation of agency employees;
- (VI)** developing procedures for how members of the policy council are selected, consistent with paragraph(2)(B);
- (VII)** approving financial management, accounting, and reporting policies, and compliance with laws and regulations related to financial statements, including the –

 - (aa)** approval of all major financial expenditures of the agency;
 - (bb)** annual approval of the operating budget;
 - (cc)** selection (except when a financial auditor is assigned by the State under State law or is assigned under local law) of independent financial auditors who shall report all critical accounting policies and practices to the governing body; and
 - (dd)** monitoring of the agency’s actions to correct any audit findings and of other actions necessary to comply with applicable laws (including regulations) governing financial statements and accounting practices;
- (VIII)** reviewing results from monitoring conducted under section 641A(c) including appropriate follow-up activities;



- (IX) approving personnel policies and procedures, including policies and procedures regarding the hiring, evaluation and compensation, and termination of the Executive Director, Head Start Director, Director of Human Resources, Chief Fiscal Officer, and any other person in an equivalent position with the agency;
- (X) establishing, adopting, and periodically updating written standards of conduct that establish standards and formal procedures for disclosing, addressing, and resolving—
 - (aa) any conflict of interest, and any appearance of conflict of interest, by members of the governing body, officers and employees of the Head Start agency, and consultants and agents who provide services or furnish goods to the Head Start agency; and
 - (bb) complaints, including investigations, when appropriate; and
- (XI) to the extent practicable and appropriate at the discretions of the governing body, establishing advisory committees to oversee key responsibilities related to program governance and improvement of the Head Start program involved.



Policy Council Sec. 642 (c)(2)

(A) In General – Consistent with paragraph (1)(E), each Head Start agency shall have a policy council responsible for the direction of the Head Start program, including program design and operation, and long- and short-term planning goals and objectives, taking into account the annual communitywide strategic planning and needs assessment and self-assessment.

(B) Composition and Selection –

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

(ii) The policy council shall be composed of –

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

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

(C) Conflict of Interest – Members of the policy council shall –

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

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

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

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

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



Policy Council Sec. 642 (c)(2) *continued*

- (iii) Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.
- (iv) Budget planning for program expenditures, including policies for reimbursement and participation in policy council activities.
- (v) Bylaws for the operation of the policy council.
- (vi) Program personnel policies and decisions regarding the employment of program staff, consistent with paragraph (1)(E)(iv)(IX), including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.
- (vii) Developing procedures for how members of the policy council of the Head Start agency will be elected.
- (viii) Recommendations on the selection of delegate agencies and the service areas for such agencies.



Policy Committees Sec. 642 (c)(3)

- (3) Policy Committees** – Each delegate agency shall create a policy committee, which shall --
 - (A) be elected and composed of members, consistent with paragraph (2)(B) (with respect to delegate agencies);
 - (B) follow procedures to prohibit conflict of interest, consistent with clauses (i) and (ii) of paragraph (2)(C) (with respect to delegate agencies); and
 - (C) be responsible for approval and submission of decisions about activities as they relate to the delegate agency, consistent with paragraph (2)(D) (with respect to delegate agencies).



Program Governance Administration Sec. 642 (d)

(1) Impasse Policies – The Secretary shall develop policies, procedures, and guidance for Head Start agencies concerning

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

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

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

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

(B) Monthly program information summaries;

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

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

(E) the financial audit;

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

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

(H) communication and guidance from the Secretary; and

(I) the program information reports.

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

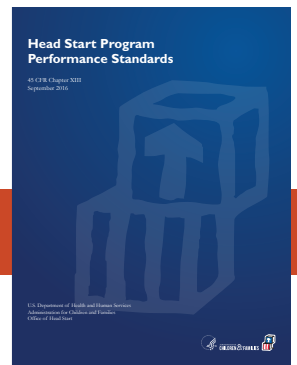


HEAD START PROGRAM PERFORMANCE STANDARDS



45 CFR §1301.1 Purpose.

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



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45 CFR §1301.2 Governing body.

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

(b) Duties and responsibilities.

- (1)** The governing body is responsible for activities specified at section 642(c)(1)(E) of the Act.
- (2)** The governing body must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described at section 642(d)(2) of the Act to conduct its responsibilities.

(c) Advisory committees.

- (1)** A governing body may establish advisory committees as it deems necessary for effective governance and improvement of the program.
- (2)** If a governing body establishes an advisory committee to oversee key responsibilities related to program governance, it must:
 - (i)** Establish the structure, communication, and oversight in such a way that the governing body continues to maintain its legal and fiscal responsibility for the Head Start agency; and,
 - (ii)** Notify the responsible HHS official of its intent to establish such an advisory committee.



45 CFR §1301.3 Policy council and policy committee.

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

(b) Composition.

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

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

(c) Duties and responsibilities.

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



45 CFR §1301.3 Policy council and policy committee. *continued*

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

(d) Term.

(1) A member will serve for one year.

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

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

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

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



45 CFR §1301.4 Parent committees.

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

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

- (1)** Advise staff in developing and implementing local program policies, activities, and services to ensure they meet the needs of children and families;
- (2)** Have a process for communication with the policy council and policy committee; and
- (3)** Within the guidelines established by the governing body, policy council or policy committee, participate in the recruitment and screening of Early Head Start and Head Start employees.



45 CFR §1301.5 Training.

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



45 CFR §1301.6 Impasse procedures.

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

These procedures must:

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

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

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

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

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



ADMINISTRATION FOR
CHILDREN & FAMILIES



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<https://eclkc.ohs.acf.hhs.gov/about-us/article/national-center-program-management-fiscal-operations-ncpmfo>

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