



Head Start A to Z, 2.0 Governance Training

The Foundation for Successful Head Start Programs

Presented to the Contra Costa County Board of Supervisors

February 10, 2026



NATIONAL CENTER ON

Program Management and Fiscal Operations

Governance Training Requirement

Head Start Program Performance Standard 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.

*This refers to eligibility and determination training

Head Start Eligibility Determination

- Age Eligibility:
 - Head Start 3- to 5-year-olds
 - Early Head Start 0- to 3-year-olds and pregnant mothers
- Categories of Eligibility:
 - Experiencing Homelessness
 - Foster Child
 - Family Income
 - Receiving Public Assistance (TANF, SSI, or SNAP)

Safeguards to Determining Eligibility

- CSB has policies in place to ensure all families and children are treated with respect and recognized for their individuality.
- All CSB staff are trained on HIPPA to ensure private information related to the family and child remains private and confidentiality is protected.
- Staff are trained on all current applicable regulations regarding eligibility and will not intentionally violate federal program regulations. Failure to do so could result in disciplinary action up to and including termination.
- Caregivers sign under penalty of perjury that the information they provide is true and correct to the best of their knowledge. Childcare services may be adversely affected for falsification of information on enrollment forms.

Six Guiding Principles for Governing Head Start Programs

1. Successful programs are learning organizations.

2. The effective delivery of services grows out of strong systems.

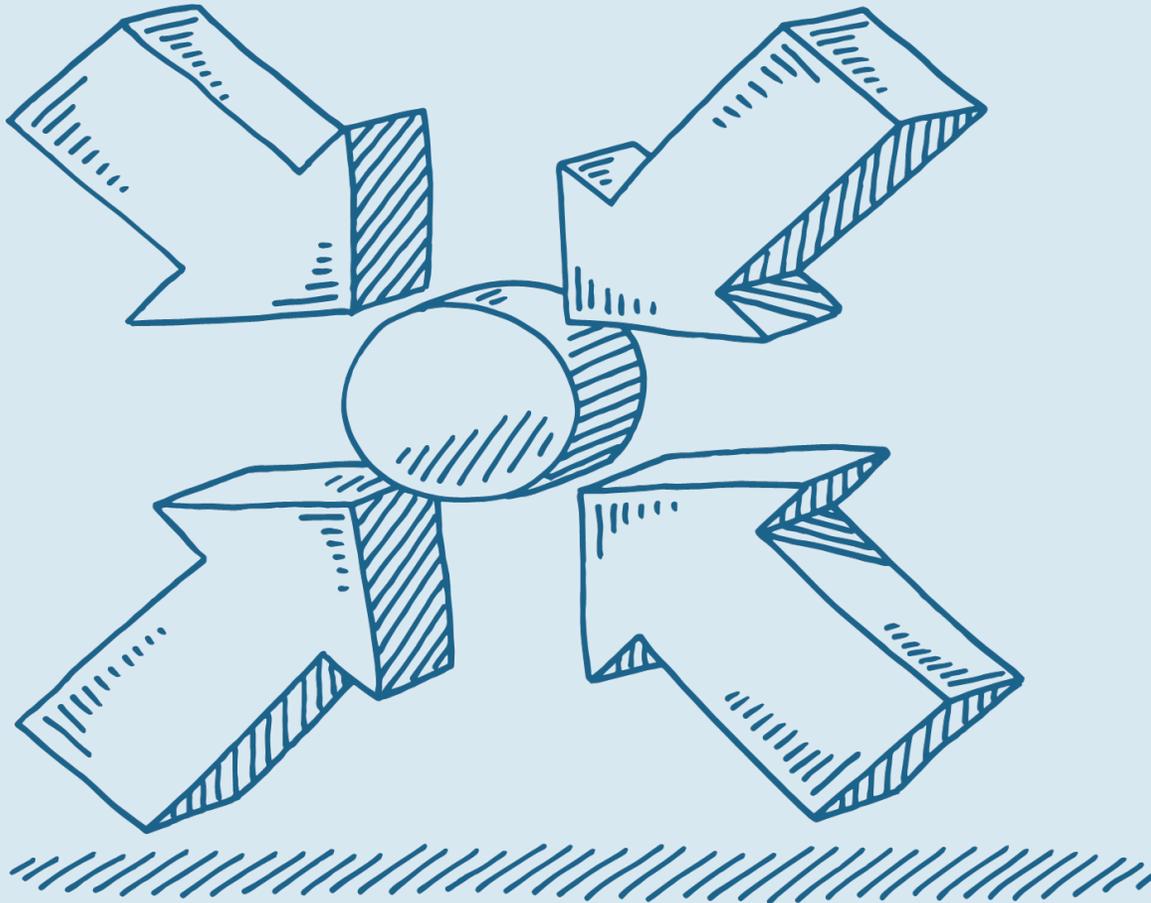
3. Sound decision-making is informed by quality data.

4. Relationship-building is at the heart of transformational leadership.

5. School readiness for all is our driving goal.

6. Culturally and linguistically responsive organizations rely on intentional, specific, and coordinated approaches.

Leadership and Governance



- Set program direction
- Exercise fiscal and legal oversight
- Create a balanced representation of voices that ensure stakeholder input and accountability to the community
- Bedrock of effective program management



Inclusive Leadership: Head Start Perspective

Inclusive Leadership

Management staff's day-to-day activities and operating reports inform decisions made by the Policy Council and governing body.

The Policy Council determines program direction.

The governing body's legal and fiscal oversight builds on the management staff and Policy Council's unique insight and perspectives.

The three entities of Head Start leadership—management staff, Policy Council, and governing body—work together to support grantees on their five-year journeys, particularly around program planning.

Keep in Mind

While Head Start program leadership is an inclusive process, the ultimate responsibility lies with the governing body.



Leadership vs. Management Techniques

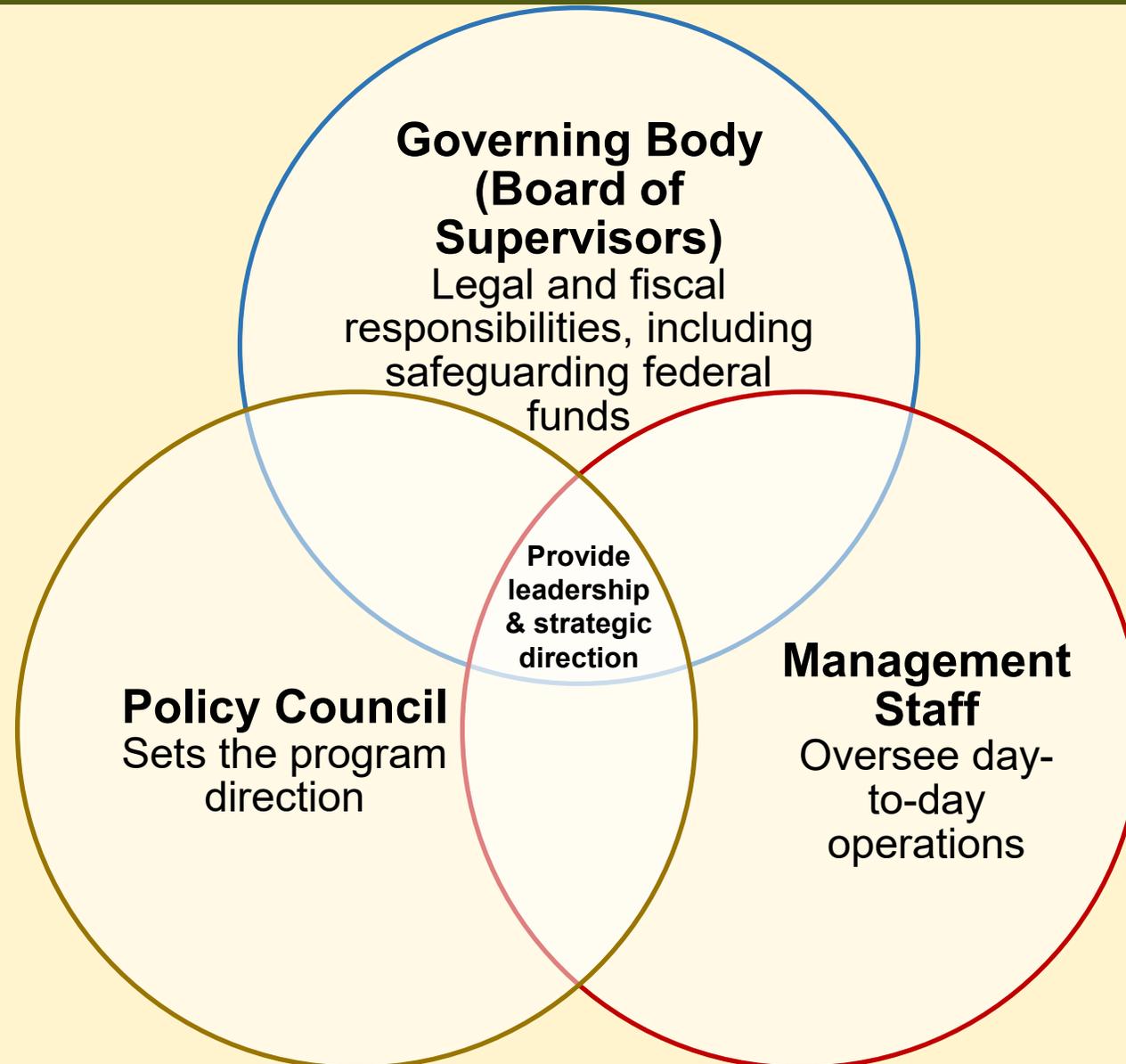
Leadership

1. Expanding boundaries
2. Influencing others
3. Creating a vision of a possible future
4. Committing to get the work done no matter what
5. Emphasizing intuition
6. Deciding actions based on the envisioned future
7. Pursuing enough data to decide now
8. Assessing accomplishment against vision

Management

1. Working within boundaries
2. Controlling resources
3. Planning to reach goals
4. Designing how and when work will be done
5. Emphasizing reason and logic
6. Deciding actions based on the past
7. Waiting for all relevant data before deciding
8. Measuring performance against plans

Head Start Leadership and Governance



Head Start Governance Responsibilities – Board of Supervisors

Resolution No. 2023/274 aligns the Board of Supervisors' responsibilities with the requirements of the Head Start Program Performance Standards and Head Start Act and ensures that:

- a. You have the legal and fiscal responsibility for administering and overseeing the program and safeguarding Federal funds.
- b. You adopt practices that assure active, independent, and informed governance of the Head Start agency and fully participate in the development, planning, and evaluation of the Head Start programs involved.
- c. You are responsible for ensuring compliance with Federal laws (including regulations) and applicable State, tribal, and local laws (including regulations).

Examples of Board Involvement in Oversight

	Federal Requirement*	1/20/26	2/10/26	3/17/26	4/14/26	5/19/26	6/23/26	7/14/26	8/25/26	9/15/26	10/20/26	11/17/26	12/15/26
1. Monthly Program Updates	HSA 642(d)(2) HSPPS 1301.2(b)(2)	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	Jun '26	Jul '26	Aug '26	Sep '26	Oct '26
2. Monthly Financial Updates	HSA 642(d)(2) HSPPS 1301.2(b)(2)	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	Jun '26	Jul '26	Aug '26	Sep '26	Oct '26
3. Funder Communications	HSA 642(d)(2) HSPPS 1301.2(b)(2)	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26
4. Annual HS Governance and Eligibility Training	HSA 642(d)(3) HSPPS 1301.5, 1302.12(m)		Training										
5. Annual Goals and Objectives (included in Grant application)	HSPPS 1302.102(a)			Approval Item									
6. Annual Non-Competitive Grant Renewal Application	HSA 642(c)(1)(E) HSPSS 1301.2(b)(1)			Approval Item									
7. Annual Community Needs Assessment	HSA 640(g)(1)(C) HSPPS 1302.11(b), 1302.102(d)(2)			Share Results									
8. Annual Self-Assessment	HSA 642(d)(2) HSPPS 1302.102(b)(2)			Approval Item									
9. Annual Selection Criteria and Recruitment Plan	HSA 642(c)(1)(E) HSPPS 1302.13, 1302.14(a)						Approval Item						
10. FY26-27 Planning Calendar	HSA 640(g)(1)(D) HSPPS 1302.11(b), 1302.102(d)(2)						Approval Item						
11. Annual County Single Financial Audit	HSA 642(d)(2) HSPPS 1301.2(b)(2)						Approval Item*						
12. Annual Program Information Report	45 CFR Part 75											Share Results	

As Needed

CSB Agency Policies (HSA 642(c)(1)(E)). Results from Head Start Monitoring Activities (HSA 641(A)(c)).

Developing Procedures for Selection of Policy Council Members

1. Parents of Currently Enrolled Children

At least 51% of the Policy Council seats must be filled by parents of children currently enrolled in Head Start (HS) or Early Head Start (EHS) program. Child care centers are allocated 1 seat for every 60 slots (HS and EHS combined). Primary and alternative representatives are nominated and elected by each center's parent committee. When the primary representative is unable to attend a meeting, the alternative representative will attend the meeting and vote in the primary's place.

2. Past Parent Representative

Parents of children who formerly attended HS/EHS programs may serve on the Policy Council for a total of 5 years, inclusive of terms served while their children were enrolled. Past parents interested in serving submit a letter of interest to the Policy Council and are elected during the Policy Council Orientation Meeting.

3. Community Agency Representative

Community Agency Representatives are members of local community agencies, selected by the Policy Council, that serve low-income children and families.

Strategies for Excellence in Oversight

1. Establishment of Board of Supervisors Head Start Committee
2. Each Board member shall visit at least one Head Start center in their district annually
3. Dedicated time for presentation once per month at a full Board of Supervisors meeting

Head Start Governance Responsibilities – Policy Council

The Policy Council is responsible for the direction of the 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.

The Policy Council submits to the Board decisions about:

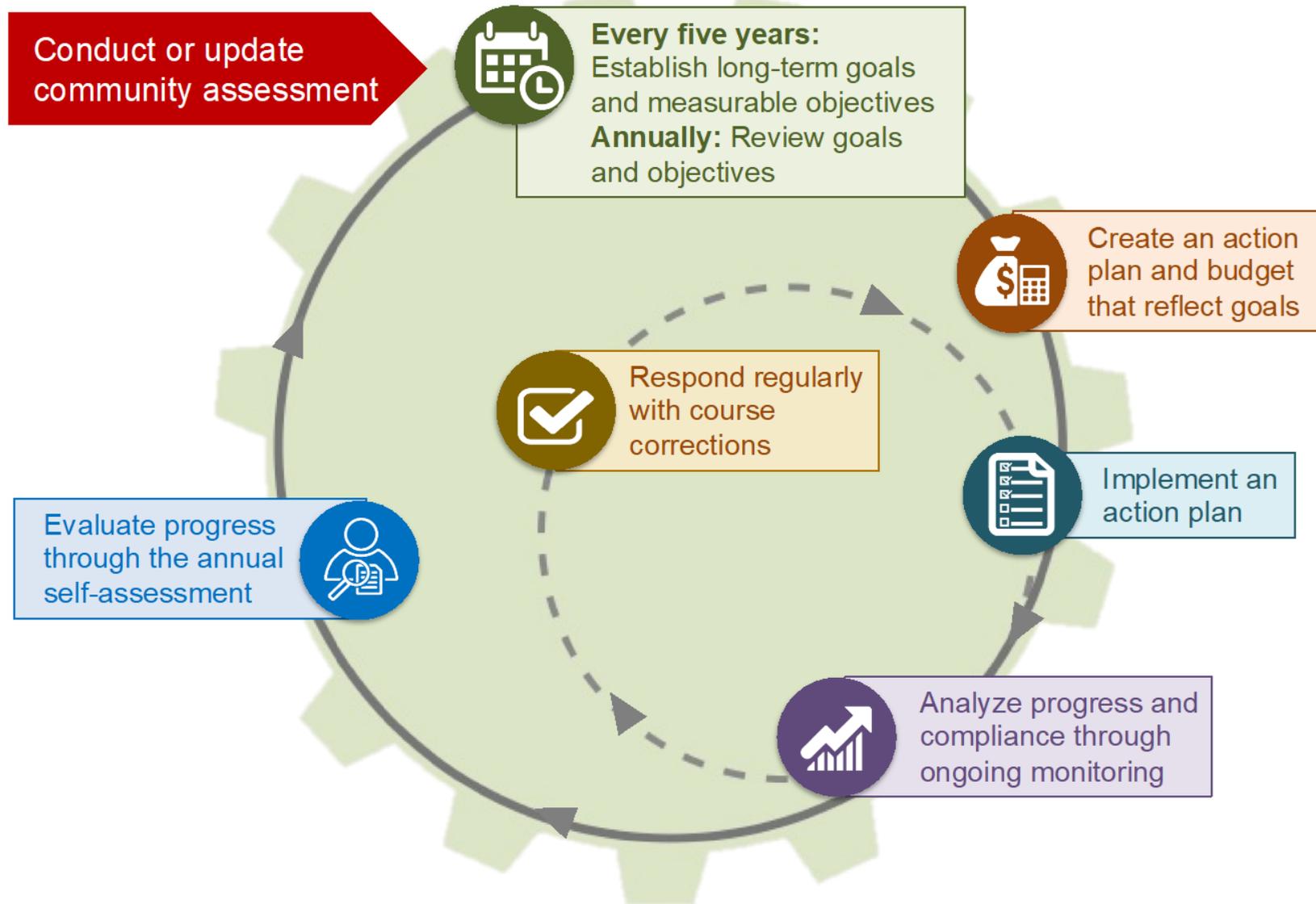
1. Activities to support active involvement of parents
2. Program recruitment, selection and enrollment priorities
3. Applications for funding and amendments
4. Budget planning for program expenditures
5. Policy Council bylaws, including procedures for how Policy Council members are elected
6. Program personnel policies

Head Start Governance Responsibilities – Executive Director

All duties and responsibilities assigned to the Executive Director do not replace the administrative responsibilities of the Board. The Executive Director has the following duties:

1. To carry out and implement the programmatic and fiscal obligations of the Head Start grant, as directed by the Board;
2. To access and collect information necessary for the Monthly Report and present the Monthly Report to the Board;
3. To hire, evaluate, and terminate Program employees, including the Head Start Director;
4. Implement Policy Council activities consistent with federal law;
5. Recommend any corrective actions required to improve program and fiscal operations; and
6. Ensure Head Start Program compliance.

Program Planning for Continuous Improvement



Key Messages

Individuals in leadership and governance roles must view their work through a systems lens.

Head Start management systems support leadership and governance functions.



Head Start leadership and governance rely on effective structures, processes, and relationships.

Leaders should proactively work to strengthen leadership and governance capacity.

Thank you!

Thank you for your time today.

We invite any comments you may have.