



**Community Action Partnership of Kern
Head Start/State Child Development**

POLICY COUNCIL MEETING PACKET

September 22, 2026

POLICY COUNCIL STANDING COMMITTEES

September 2026

EXECUTIVE COMMITTEE

Chairperson: **James Osborne**
Vice Chairperson: **Rebecca Castro**
Secretary: **Alejandra Verduzco**
Treasurer: **Maria Izaguirre**
Parliamentarian: **Martiza Garcia**

STANDING COMMITTEE MEMBERS

Board of Directors: **Maria Reyes**

BUDGET & FINANCE

Chairperson: **Maria Izaguirre**

1. James Osborne
2. Lupe Perez-Garcia
3. Maria Izaguirre
- 4.
- 5.
- 6.

BYLAWS

Chairperson: **Maritza Garcia**

1. Candy Diaz
2. Pablo Reyes
3. Elizabeth Williams
- 4.
- 5.

PLANNING

Chairperson: **Rebecca Castro**

1. Zuleima Garcia
- 2.
- 3.
- 4.
- 5.
- 6.

SCHOOL READINESS

Chairperson: **Alejandra Verduzco**

1. Clarissa Mendoza
2. Frances Torres
3. Rebecca Castro
- 4.
- 5.



LEGEND:	
Attended	X
Did Not Attend	ABS
Attended Another CAPK Function	
Meeting Not Held	
Membership Terminated	
Absent Due to Weather Conditions	
Resigned	R
Special Call Meeting	SC
Executive Committee Meeting	EC
Not Yet Elected to Policy Council	

Policy Council Attendance

2025 - 2026

#	REGION 1	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Candy Diaz - Pete Parra	X	ABS	X	ABS	X	X	X	X		ABS		
2	Zuleima Garcia - Pete Parra	X	ABS	X	X	X	X	ABS	ABS		X		
3	James Osborne - Shafter EHS	X	X	ABS	X	ABS	X	X	ABS		X		
4	Clarissa Mendoza - Virginia	x	X	X	X	X	ABS	X	ABS		ABS		
#	REGION 2	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Martiza Garcia - Angela Martinez	X	X	X	X	ABS	X	ABS	X		X		
2	Frances Torres - Martha J Morgan	X	X	ABS	X	ABS	X	X	X		ABS		
3	Markquetta Jordan - Angela Martinez						ABS	R	R		R		
4	Vacancy												
#	REGION 3	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Alejandra Verduzco - Primeros Pasos	X	ABS	X	X	X	X	X	X		X		
2	Natalie Villagrana - San Diego						ABS	ABS					
3	Vacancy												
4	Vacancy												
#	REGION 4	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Maria Reyes - Harvey Hall	X	ABS	X	X	X	X	X	X		R		
2	Rebecca Castro - Harvey Hall	X	X	ABS	X	X	X	X	X		X		
3	Santra Buckhalter - Oasis						X	X	R		R		
4	Shelby Nava - Rosamond						X	ABS					
#	REGION 5 - Home Base	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Maria Izaguirre - N. Sanchez						X	X	X		X		
2	Sandra Ibarra - M. Martinez						ABS	X	X		R		
#	REGION 5 - Partnership	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Vacancy												
#	REGION 6 - San Joaquin	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Jennifer Juarez Hernandez - Lathrop	X	X	X	X	X	ABS	ABS					
2	Vacancy												
#	Community Representatives	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Pablo Reyes - Past Parent				X	ABS	X	X	X		X		
2	Elizabeth Williams - Adventist Health						X	ABS	X		X		
3	Vacancy												
#	Board Member	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026
1	Lupe Perez-Garcia					X	X	X	X		X		

[illegible]

School Readiness Committee

Member	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.
Alejandra Verduzco		X	X	X	X	X				
Clarissa Mendoza		X	X	X	ABS	X				
Frances Torres		X	X	ABS	X	ABS				
Rebecca Castro		ABS	X	X	ABS	X				
Sandra Ibarra					X	ABS		R	R	
Markquetta Jordan					X	R		R	R	

Bylaws Committee

Member	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.
Maritza Garcia		X		X		X		X	X	
Candy Diaz		X		X		X		X	X	
Pablo Reyes				X		X		X	X	
Santra Buckhalter						ABS		R	R	
Elizabeth Williams						X		ABS	ABS	

Board of Directors

Member	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.
James Osborne								X		

Legend

Attended	X
Did Not Attend	ABS
Attended Another CAPK Function	
Resigned	R
Terminated	
No Subcommittee Meeting Held	
Not Yet Elected to Subcommittee	
Absent Due to Weather Conditions	
Excused Absence	ABS*



DATE	September 22, 2026
TIME	5:30 p.m.
LOCATION	CAPK Administrative Office 1300 18 th Street 3 rd Floor – Board Conference Room Bakersfield, CA 93301
TEAMS LINK	https://teams.microsoft.com/meet/277925860526669?p=tM5LR1gH0wg_cTzhHeo
MEETING ID	277 925 860 526 669
PASSCODE	fm6TE7FE

Policy Council Meeting Agenda

The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

1. Call to Order

a. Roll Call

Alejandra Verduzco
Candy Diaz
Clarissa Mendoza
Elizabeth Williams
Frances Torres

James Osborne
Lupe Perez-Garcia
Maria Izaguirre
Maritza Garcia
Pablo Reyes

Rebecca Castro
Zuleima Garcia

2. Public Comments

The public may address the Policy Council on items that are not on the agenda. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.

3. Committee Reports

- a. Budget & Finance Committee – Maria Izaguirre
- b. Bylaws Committee – Maritza Garcia
- c. Planning Committee – Rebecca Castro
- d. School Readiness Committee – Alejandra Verduzco

4. Consent Agenda

Action Item

The Consent Agenda consists of items that are considered routine and non-controversial. These items are approved in one motion unless a member of the Council or the public requests removal of a particular item. If comment or discussion is requested, the item will be removed from the Consent Agenda and will be considered in the order listed.

- a. Policy Council Meeting Minutes – August 25, 2026 **(p. 8-14)**
- b. Policy Council Bylaws Committee Meeting Minutes – August 4, 2026 **(p. 15-16)**
- c. Policy Council Planning Committee Meeting Minutes – August 11, 2026 **(p. 17-18)**
- d. Policy Council Budget & Finance Committee Meeting Minutes – August 18, 2026 **(p. 19-20)**
- e. Head Start Budget to Actual Report, March 1, 2026, through July 31, 2026 **(p. 21-23)**
- f. Early Head Start Budget to Actual Report, March 1, 2026, through July 31, 2026 **(p. 24-26)**
- g. Head Start McFarland Modular as of July 31, 2026 **(p. 27-28)**
- h. Head Start and Early Head Start Kern Non-Federal and In-Kind Report, March 1, 2026, through July 31, 2026 **(p. 29)**
- i. Early Head Start Child Care Partnership Non-Federal and In-Kind Report, March 1, 2026 through July 31, 2026 **(p. 30)**
- j. Parent Travel & Childcare March 1, 2026 through July 31, 2026 **(p. 31)**
- k. Parent Activities through March 1, 2026 through July 31, 2026 **(p. 32)**

- l. Head Start Program Review & Evaluation Report – August 2026 **(p. 33-34)**
- m. Feed the Need Event – September 29, 2026, Kern County Fair, Bakersfield, CA (English/Spanish) **(p. 35-36)**
- n. Movies in the Park – through October 2026, Bakersfield, CA **(p. 37)**
- o. Kern County Veterans Stand Down – October 8, 2026, Stramler Park, Bakersfield, CA **(p. 38)**
- p. Free Sensory Friendly Movie Dates – through December 2026, Studio Movie Grill **(p. 39)**
- q. Self-Care September – Action for Happiness **(p. 40)**
- r. Backpack Connection Series: How to Use Positive Language to Improve Your Child’s Behavior (English/Spanish) **(p. 41-42)**
- s. National Maternal Health Hotline – Health Resources & Services Administration (English/Spanish) **(p. 42-43)**
- t. The Proposed Head Start Rule: A Parent Quick Guide – National Head Start Association **(p. 44)**
- u. Parents Speak Up for Head Start – National Head Start Association (English/Spanish) **(p. 45-46)**
- v. What’s your #headstartstory? – Head Start California (English/Spanish) **(p. 47-48)**
- w. Head Start Recruitment Flyer (English/Spanish) **(p. 49-50)**
- x. Early Head Start San Joaquin Flyer (English/Spanish) **(p. 51-52)**
- y. Home Visiting Program Flyer (English/Spanish) **(p. 53-54)**
- z. Policy Council Meeting Dates **(p. 55)**

5. New Business

Action Item

- a. 2026 Amended CAPK Head Start Policy Council Bylaws – Lisa Gonzales, Program Governance Coordinator **(p. 56-69)**

6. Standing Reports

- a. Program Governance – Lisa Gonzales, Program Governance Coordinator
- b. Community Representative – Pablo Reyes, Past Parent
- c. Community Representative – Elizabeth Williams, Adventist Health Hospital
- d. Board of Directors – Lupe Perez-Garcia, CAPK Board Member
- e. Head Start/State Child Development – Jerry Meade, Assistant Director-Program

7. Policy Council Chairperson Report

8. Policy Council Member Comments

9. Next Scheduled Meeting

10. Adjournment

COMMUNITY ACTION PARTNERSHIP OF KERN
POLICY COUNCIL MEETING MINUTES
August 25, 2026
CAPK Administrative Office
1300 18th Street, Bakersfield, CA 93301

1. Call to Order

The meeting was called to order at 5:33 p.m.

a. Roll call was taken, and a quorum was established.

Policy Council Members Present: Alejandra Verduzco, Elizabeth Williams, James Osborne, Lupe Perez, Maria Izaguirre, Maritza Garcia, Pablo Reyes, Rebecca Castro, Zuleima Garcia

Policy Council Members Absent: Candy Diaz, Clarissa Mendoza, Frances Torres

2. Public Comments

The public may address the Policy Council on items not included on the agenda at this time. However, the Policy Council will take no action other than that of referring the item(s) to staff for study and analysis. Speakers are limited to three minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.

None

3. Committee Reports

a. **Budget & Finance – Lisa Gonzales**

The Budget & Finance Committee met on August 18, 2026, and reviewed all standing budget reports from March 1, 2026, through June 30, 2026. These reports included budget to actuals, parent activities, parent reimbursement along with the non-federal share in-kind report as well as the financial report for the McFarland Modular project. In response to an inquiry made during the committee meeting, information was shared with Policy Council members about the expenses incurred for the McFarland project. It was shared that the expenses incurred were related to pre-construction costs; architectural service costs to Gregory Frank Architects for this project. This included but was not limited to architectural plan, as well as convenience and filing fees. It was shared that all financial reports can be found in the consent agenda portion of the Policy Council meeting packet for August 25, 2026. The next Budget & Finance Committee meeting will be held on September 15, 2026, at 5:30 p.m. on Microsoft Teams.

b. **Bylaws – Maritza Garcia**

The Bylaws Committee met on August 4, 2026, and completed its review of the CAPK Head Start Bylaws. Articles ten through fourteen were reviewed, which included disciplinary actions, concerns, problems, and complaints as well as the process for making amendments to the bylaws. The committee also revisited Policy Council composition as well as Policy Council Committee composition. Concluding discussion, the committee felt that changes to both areas would be beneficial due to ongoing Policy Council member recruitment and retention challenges. The committee also chose to reschedule their standing October meeting to September 9, 2026, to support amending the bylaws in a timely manner. As required, the bylaws document with the proposed amendments will be presented to the Policy Council and subsequently to the Board of Directors with a request for approval. The Bylaws Committee will have its next meeting on September 9, 2026.

c. **Planning – Rosa Guerrero**

The Planning Committee met on August 11, 2026, with a quorum established. The Division Program Report for June 2026 was shared with members. Early Head Start had 96% reportable enrollment and Head Start had 98% reportable enrollment. San Joaquin Head Start Preschool had a reportable enrollment of 45%. Additionally, the Central Kitchen delivered 43,218 meals during the month of May. April data was shared for meals and snacks provided through the Child and Adult Care Food Program (CACFP). It was stated that 80% of the total meals provided in Kern County through CACFP were done so through vendors. Similarly, 84% of CACFP meals provided in San Joaquin County (SJC) were through vendors in SJC. The program's health and safety goal was also shared with the committee which noted 10% of staff have completed

iLookOut training with additional staff to take the training to ensure the program maintains a standard of safety practices. The next Planning meeting will take place on September 9, 2026, at 5:30 p.m. on Microsoft Teams.

d. **School Readiness – Alejandra Verduzco**

The School Readiness Committee had its last meeting of the term in June. However, school readiness is always taking place in the program. As the new program year recently began, staff attended a pre-service training which covered a variety of topics. Some of the areas included strategies for challenging behaviors, goal setting which encouraged staff to create goals and the steps needed to achieve their goal. This was to help support them with additional understanding when working with families on setting their goals. Additionally, part-year centers are open, and serving children. The current school readiness domain is social-emotional. The lesson plan study for Early head Start classrooms is bags, and for our Head Start classrooms is the first 6-weeks. The program is proud to provide exemplary early childhood education to both Kern and San Joaquin Counties and is always open for enrollment and accepting applications.

4. Presentations

a. **CAPK Energy Program – Maria Soto, Outreach Specialist**

Maria shared with the Policy Council that the CAPK Energy Program provides services through two different programs. The utilities assistance program helps make a payment towards a gas, electric or propane bill for qualified residents of Kern County in need of assistance. There is an application process, and it is an income-based program. Maria stated that applicants must provide proof of income for the last 30 days for all household members over the age of 18 years. In addition, all pages of the most current gas and electric bill must be provided as well. The person applying for assistance must also provide identification and a social security number. Maria added that the applicant does not need to be the individual whose name is on the bill; they must simply reside in the home. If approved, a utility payment can be made up to \$1500 if they are past due on their bill.

The other program offering services is the weatherization program. This program provides repairs, as well as replacing a variety of items around the home to make it more energy efficient. Maria shared that there are several different funds taking place at various times of the year, and therefore it is best that interested parties give the Energy Program a call to share what their needs are. She added that one form of assistance focuses on appliances, another on scaling the home, and another on solar. Maria provided additional information about the partnership with solar services providers. She shared that one partner agency assists with training individuals to install solar panels and this is free of cost and is provided through 21st Century Energy Center. The other partner, Grid Alternatives, installs solar energy, including batteries, to support continued savings throughout the day and night. Maria shared that this service is offered in limited zip codes, and it is best to call the office to verify if they are eligible to participate in the program. Maria also shared that there is also a program through the city that does roof repair, but this is limited to residents of Bakersfield. She added that all programs have income guidelines for all members of the household.

Currently there is another program through PG&E, which is Reach and Match My Payment. The Reach Program can make up to an \$800 payment towards qualified households who receive a 48-hour shutoff notice or a 15-day notice. The Match My Payment has a higher income threshold for families and can help match their payment towards their bill if it is over \$50 and is past due; it maxes out at \$1000.

Maria restated that if anyone needs assistance with their gas or electricity bill or if they feel like they can lower their bill through weatherization, to please call the Energy Department for support.

5. Consent Agenda

***ACTION**

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- a. Policy Council Meeting Minutes – June 23, 2026 (English/Spanish)
- b. Policy Council Bylaws Committee Meeting Minutes – June 2, 2026
- c. Policy Council Planning Committee Meeting Minutes – June 9, 2026
- d. Policy Council Budget & Finance Committee Meeting Minutes – June 16, 2026
- e. Policy Council School Readiness Committee Meeting Minutes – June 18, 2026
- f. Head Start Budget to Actual Report, March 1, 2026, through June 30, 2026
- g. Early Head Start Budget to Actual Report, March 1, 2026, through June 30, 2026
- h. Head Start McFarland Modular as of June 30, 2026
- i. Head Start and Early Head Start Kern Non-Federal and In-Kind Report, March 1, 2026, through June 30, 2026
- j. Early Head Start Child Care Partnership Non-Federal and In-Kind Report, March 1, 2026, through June 30, 2026
- k. Parent Travel & Childcare March 1, 2026, through June 30, 2026
- l. Parent Activities through March 1, 2026, through June 30, 2026
- m. Head Start Program Review & Evaluation Report – June/July 2026
- n. Letter of Resignation M. Reyes – July 29, 2026
- o. ACF-OHS-IM-26-01 Enrollment Reductions, Date of Issuance: August 6, 2026
- p. Letter of Resignation S. Ibarra – August 11, 2026
- q. Kern County Baby Expo and Community Resource Fair – August 28, 2026, Beale Memorial Library
- r. Latination 13 – September 4-5, 2026, Arts Council of Kern
- s. Water Spray Parks – ongoing through September 7, 2026, Bakersfield, CA
- t. Kids Run – September 12, 2026, Riverwalk Park, Bakersfield, CA
- u. Movies in the Park – through October 2026, Bakersfield, CA
- v. Kern County Veterans Stand Down – October 8, 2026, Stramler Park, Bakersfield, CA
- w. Save the Date - Policy Council End of Term Event – October 27, 2026
- x. Free Sensory Friendly Movie Dates – through December 2026, Studio Movie Grill
- y. Backpack Connection Series: How to Help Your Child Understand and Label Emotions (English/Spanish)
- z. Parents Unite – National Head Start Association
- aa. Way to Hope – United Way
- bb. Early Signs of Autism & Services Offered – Kern Autism Network
- cc. Heat Illness Prevention – United Farm Workers Foundation
- dd. Water Safety – Kern County Network for Children
- ee. Garden Suncatcher Activity – KidsGardening.org
- ff. Head Start Recruitment Flyer (English/Spanish)
- gg. Early Head Start San Joaquin Flyer (English/Spanish)
- hh. Home Visiting Program Flyer (English/Spanish)
- ii. Policy Council Meeting Dates

A motion was made by Alejandra Verduzco and seconded by Lupe Perez-Garcia to approve consent agenda items (a) through (ii). Motion carried unanimously.

6. New Business

- a. **2026-2027 Budget Revision/Equipment Purchase Approval (Retroactive) – Rosa Guerrero, Administrative Analyst**

Rosa shared that staff were notified in early August that the Heating, Ventilation, and Air Conditioning (HVAC) unit at the Delano Child Development Center needed replacement. Delano is a part year center, and services were to begin on August 10, 2026. With the start of the new school year approaching coupled with the extreme temperatures in Kern County this situation was identified as a health and safety risk and it was deemed necessary to install the unit prior to the start of services to ensure staff and students

returned to a safe environment as well as not to disrupt scheduled services. Rosa also shared that staff have been in conversation with the CAPK Finance Department as well as the Office of Head Start, who have been notified of this situation and of the impending request for action. Budget detail was also provided to the Council, along with an invoice for the unit and costs associated with such. A retroactive request for approval is sought to transfer funds from the Head Start base grant to allocate for the cost of the unit. Rosa added that this item will also be presented to the Board of Directors. A motion was made by Maritza Garcia and seconded by Zuleima Garca to approve. Motion carried unanimously.

b. **Nomination and Election of Policy Council Treasurer – Lisa Gonzales, Program Governance Coordinator**

Lisa shared due to a recent resignation there is a vacancy on the Policy Council Executive Board for the position of Treasurer. Lisa also spoke about the role and the responsibilities of this position noting that the Policy Council Treasurer is also the chairperson of the Budget & Finance Committee, will facilitate those meetings as well as provide a verbal report at monthly Policy Council meetings. She also referenced the CAPK Head Start Bylaws which state that currently enrolled parent members of the Council are eligible to hold this position. The floor was open for nominations from any parent member wishing to serve in this capacity with Maria Izaguirre expressing interest and self-nominating to serve as the Policy Council Treasurer; Maritza Garcia seconded the motion. Motion carried unanimously.

Lisa also noted with the resignation, there was also the position of Policy Council Board of Directors Representative left vacant. However, so as not to create a lapse in service on the Board of Directors, a Policy Council Special Call Executive Committee Meeting was held in July with an opportunity for any member to attend if interested in potentially serving as the Policy Council Representative to the CAPK Board of Directors. Lisa shared that through the electoral process, James Osborne was elected to serve as the new representative to the board.

7. Standing Reports

a. **Program Governance – Lisa Gonzales, Program Governance Coordinator**

Lisa provided the Council with information about the Feed the Need event taking place at the Kern County Fair to benefit the CAPK Food Bank. She encouraged members to either attend for free by donating six canned/non-perishable food items per person, or to volunteer to assist with the event should their schedule permit. Lisa added that this was the first time in several years that the Policy Council and the event didn't overlap. She also encouraged members to share information about this event widely with friends and family.

A Save-the- Date flyer was provided to members for the final Policy Council meeting of this term. Lisa shared that this is a time when the Council will conduct its final meeting as well as an opportunity to recognize and celebrate members for their time and commitment. She continued and noted that this is a more formal event, and members can bring a "plus one" guest with them. Attendees will be seated at round dinner tables and treated to a full course meal in the company of staff, followed by the meeting and member recognition. Lisa encouraged members to write down the date on their calendars and to hang the flyer in a visible area to serve as a reminder.

Lisa reminded members about the opportunity presented in December (2025) to attend the annual Head Start California Conference, which Council member Frances Torres was elected to attend. She added that Head Start California (HSC) empowers Head Start programs to reach their potential through advocacy, professional development, networking and collaboration. Lisa shared the video, Stronger Together, The Head Start California Story with the Council to provide them with additional information and a better understanding of how HSC supports our program.

In continuing, to speak about Head Start and being an advocate for the program Lisa shared a brief PowerPoint photo montage showing highlights of the time she spent in a Head Start program as a child in Santa Barbara, California. Upon conclusion, Lisa encouraged members to continue to advocate for the program and to share their personal Head Start story.

There was a brief reminder that parent meetings will be resuming in September along with a reminder if any parent member wishes to potential return for the next term they will need to attend their respective parent meeting, volunteer to become a Regional Parent Committee (RPC) Representative, and attend their scheduled RPC meeting as that is the only place a parent can be elected to serve as a member of the Policy Council.

In closing, Lisa thanked members for their time, and attendance.

b. **Community Representative – Past Parent, Pablo Reyes**

Pablo spoke about a recent incident that occurred on a local high school campus during a Friday night football game. Pablo stated that when he became aware of what was taking place, the severity of the situation was not lost on him. He stated not only is he a school district employee but if this tragic situation occurred last year, his daughter would have probably been at the football game, hanging out with friends. Pablo also reflected on his time as Dean of Student Discipline and thought about the chaos, uncertainty, and fear the kids must have felt, adding that the community was simply out having a good time. Pablo shared that on Monday morning there were many parents at the high school with questions such as is my child safe, why didn't I get an alert, etc., as well as to ensure their email and contact information was current and up to date. Pablo stated that in sharing this, he would like to encourage parents to make sure their child's center and the schools that any other of their children may attend have the most current information on hand. He added that people can change their phone number and remember to tell friends and family but don't really think to update their information with school personnel. He added that it is so important that this information is kept current in the event of an emergency. Pablo added if any members' kids, or kids of anyone they may know were at the high school during the time of this traumatic event and need to speak with someone to please reach out to their respective school because help is available.

c. **Community Representative – Elizabeth Williams, Adventist Health Hospital**

Elizabeth thanked Pablo for sharing the information he did, adding that emergency contact information is a big deal in the Head Start world and it is super important.

Elizabeth spoke about an upcoming community event in October organized by Adventist Health. This is the annual VIPink Event that will be held on October 1, 2026. It will support breast cancer survivorship, breast cancer warriors fighting the battle, as well as resilience and early detection. Elizabeth encouraged anyone with family members to attend this event. She added that she would leave a flyer with Lisa so that she could share with members. In closing Elizabeth added that she also brought hand sanitizer bottles for everyone, which also includes information about the upcoming event.

d. **Board of Directors – Lupe Perez, CAPK Board Member**

Lupe shared that the Board of Directors was dark in July and the last meeting was held in June with a quorum established. All items on the consent agenda were approved. Lupe shared that two newly elected board members as well as one appointed member were officially seated on the board with their terms commencing on July 1, 2026.

Additionally, various reports were provided to the Board including the April 2026 financials, the Head Start Policy Council report as well as the CAPK Foundation Board report for which a recap of the Gourmet for Good event was provided including a status of the funds received to date.

Jeremy Tobias provided an update on the recently approved employee Cost of Living Adjustment (COLA) which is retroactive to March 1, 2026. He also provided a summary of the recently proposed Office of Management & Budget (OMB) changes.

Lupe stated that the next meeting of the CAPK Board of Directors will take place on Wednesday, August 26, 2026, at 12:00 p.m.

e. **Head Start/State Child Development – Sylvia Ortega, Quality Assurance Administrator**

Sylvia stated she would be providing the program report on behalf of Head Start Director, Yolanda Gonzales.

Sylvia shared that through funding provided by the Farm to School initiative fresh food boxes containing recipes along with all ingredients for such was piloted at two centers, Sterling and Primeros Pasos, which successfully extended classroom learning into family kitchens. Additionally, twelve parents are currently participating in a free six session parenting class through the USDA. The classes are aimed at helping families find practical ways to eat healthier, stay active, save money on groceries, and more, with free item takeaways at each session.

During the first six weeks of school, teachers are prioritizing students' social-emotional development by establishing strong classroom routines. Full-year centers will complete the initial 60-day developmental assessments for children by early September. This will be followed by parent-teacher conferences to set collaborative goals and strategies. The program is partnering closely with families to ensure an exceptional school year and is encouraging weekly communication to extend classroom learning into the home.

Sylvia shared that support services have focused on capacity building and service quality. The intervention team has completed a specialized pyramid model and visual support training to support social-emotional growth. The health team has conducted staff CPR training to reinforce emergency preparedness. Strategies for multidisciplinary team meetings have been finalized as well as delivering staff training on updated health guidelines and family engagement frameworks.

Some of the activities taking place in our child development centers include, first day of pre-school pictures, home visits were conducted, parents received their copy of the parent handbook, toured their child's center and classroom. Sylvia also shared information and examples of the current study for both Early Head Start and Head Start.

A variety of additional program information was shared with the Council, including but not limited to nutritional experiences, licensing visits, pre-licensing meetings in San Joaquin County and more.

Sylvia shared information about the National Proposed Rule Making (NPRM) informing members that the NPRM is a proposed rewrite of the current Head Start Program Performance Standards and added that this revision as proposed would be the most significant in the 61-years of Head Start. In continuing, Sylvia provided information about some of the most impactful proposed changes which included a federal cap on administrative costs cutting it from 15% to 5%, and the removal of staff to child ratios and group sizes. Key removals also include detailed regulations for serving children with disabilities as well as the prohibition of expulsion and limited suspension or expulsions. Additional areas of concern outlined in the NPRM are that families would no longer be able to enroll in the program without proper documentation. This means that families would be required to provide a birth certificate for enrollment. Sylvia also touched on other areas including, English only instruction, removal of the housing adjustment used for eligibility determination, physical activity requirements and more.

The Council was reminded that at this time these are proposed changes, and the public has 60 days to respond and have their voice heard. Sylvia shared that over the next two months, until October 6, 2026, CAPK leadership are advocating fiercely for the program and the families it serves. The same advocacy is taking place with programs all over the United States, as well as with the National Head Start organization. In continuing Sylvia stated that the programs priority remains the same and that is to provide a safe, healthy and high-quality environment for the children and families served and added that the Council will be updated as the program submits their comments and as any new information is learned about federal decisions made.

A question was asked about whether the Council will be provided with a list of what was shared. Sylvia stated that she would provide Lisa with some information so that she could email it to members. In closing, Sylvia stated that there are a lot of politicians who are in support of Head Start, they know Head Start works, and at this moment we don't know what is going to happen, but it is hopeful.

8. Policy Council Chairperson Report

The Chairperson did not have anything to share at this time.

9. Policy Council Member Comments

Members were given an opportunity to share a comment if they'd like.

Elizabeth Williams thanked Sylvia for the information she shared about the NPRM and is very excited to be at the table to advocate for Head Start. Elizabeth also thanked staff for all the hard work they do for all the children and families in our community.

10. Next Scheduled Meeting

The next Policy Council meeting will be held on September 22, 2026, at 5:30 p.m. in the Board Room.

11. Adjournment

The meeting was adjourned at 6:30 p.m.

Community Action Partnership of Kern Head Start/State Child Development
Policy Council Bylaws Committee Meeting Minutes
August 4, 2026
Meeting ID: 255 236 674 746 87 Passcode: 5hT9E88Q

1. Welcome

Committee members were welcomed to the meeting.

2. Call to Order

a. The meeting was called to order at 5:31 p.m.

3. Roll Call and establish Quorum (half plus one)

a. Quorum was established.

b. Members Present: Candy Diaz, Pablo Reyes, Maritza Garcia

c. Members not present: Elizabeth Williams

4. Approval of Agenda

Candy Diaz made a motion to approve the agenda dated August 4, 2026; Pablo Reyes seconded the motion. Motion passed unanimously.

5. Approval of Minutes

Candy Diaz made a motion to approve the minutes dated June 2, 2026; Pablo Reyes seconded the motion. Motion passed unanimously.

6. Introduction of Guests

Staff sponsor and Program Governance Coordinator Lisa Gonzales was the only additional person present.

7. Public Forum

(The public wishing to address the Policy Council Bylaws Committee may do so at this time; however, the Committee will take no action other than referring the item to staff for study and analysis.)

None

8. Presentation/Discussion Items

a. CAPK Head Start Policy Council Bylaws Articles X-XIV

The committee reviewed the balance of the bylaws document. This included disciplinary action, as well as concerns, problems and complaints. The definitions as outlined in the CAPK Head Start Bylaws as to what a concern, problem and a complaint are, were shared with committee members. In addition, the chain of command was reviewed for bringing forth any of these noted issues. On the same subject, possible disciplinary action was also reviewed.

In continuing the discussion, members reviewed all the components of standing committees. This included the function of each of the committees, as well as the number of members permitted to serve on each of the respective committees also reviewed impasse procedures, which the bylaws are required to have per the Head Start Program Performance Standards. It was also noted that the Parliamentary authority of the Council is Robert's Rules of Order, however, the Policy Council retains the power to deviate from this formal structure. It was shared that the Policy Council does follow Robert's Rules of Order very closely to mirror CAPK Board of Directors meetings as well as to share the formal structure setting as potential new learning for members.

In reviewing the final article of the CAPK Head Start Policy Council Bylaws, it was noted that any amendments recommended to the document must be presented to both the Policy Council and Board of Directors for approval.

b. **Revisit CAPK Head Start Policy Council Bylaws Article III Section 2 – Membership**

In revisiting Policy Council membership composition, it was noted that it has become increasingly challenging not only to recruit parents to serve on the Council but for them to retain their membership and attend all required meetings. Discussion ensued and the question was posed as if the number of parent vacancies per region might be easier attained if it were lowered. The current vacancies per region are four parents, with an additional list of alternates. After much discussion and data review, including current term resignations and terminations, the Policy Council Bylaws Committee felt decreasing each region's parent membership by two members might prove more effective.

c. **CAPK Head Start Policy Council Bylaws Article III Section 1- Standing Committees**

The review of this component of the bylaws was felt necessary since the Committee had recommended a decrease in Policy Council membership. With less membership of the Council there would not be a need to have such a large membership (6+) on each committee. In looking at historical data and to provide consistency, it was felt that all committees would be better suited with an allowable space for 5 members per committee.

d. **Bylaws Committee Meeting Dates**

With the suggestion revisions requiring Policy Council as well as Board of Directors approval the committee was given the opportunity to keep their previously scheduled meeting date for October or to move their final meeting to September so they can review the revised bylaws and subsequently send through the proper channels for approval. After reviewing their respective calendars, the committee decided to move the October date for its final meeting to Wednesday, September 9, 2026.

9. **Announcements**

Lisa reminded members of the final Policy Council meeting/event of the term in October, she also shared information about National Night Out, an upcoming backpack giveaway event and reminded members of the next Policy Council meeting as well.

10. **Meeting Adjourned**

The meeting was adjourned at 6:21 p.m.

**Community Action Partnership of Kern
Head Start/State Child Development Policy Council Planning Committee
Meeting Minutes
August 11, 2026
Meeting ID:257 218 737 566 15 Passcode: jq6nS78C**

1. Welcome

Rebecca Castro welcomed members to the meeting.

2. Call to Order

Rebecca Castro called the meeting to order at 5:33 pm.

3. Roll Call and establish Quorum (half plus one)

- a. Quorum was established.
- b. Members Present: Rebecca Castro, Zuleima Garcia.

4. Approval of Agenda

- a. Zuleima Garcia approved the agenda dated August 11, 2026; seconded by Rebecca Castro. Motion carried unanimously.

5. Approval of Minutes

- a. Motion to approve the minutes dated June 9, 2026, was made by Zuleima Garcia; seconded by Rebecca Castro. Motion carried unanimously.

6. Introduction of Guests

Guests in attendance tonight were Rosa Guerrero, Administrative Analyst; Lisa Gonzales, Program Governance Coordinator; Carol Hendricks, Enrollment and Attendance Manager; Alejandra Colop, Program Assistant and Translator.

7. Public Forum

(The public wishing to address the Policy Council Planning Committee may do so at this time; however, the Committee will take no action other than referring the item to staff for study and analysis.)

None

8. Presentation/Discussion Items

- a. June & July 2026 Division/Program Monthly Report – Carol Hendricks, Enrollment and Attendance Manager - **Information Item**

Carol presented the Program's Monthly Report for June 2026. Early Head Start had a reportable enrollment of 96%. Head Start's reportable enrollment was 98%. San Joaquin's Head Start Preschool had a reportable enrollment of 45%. The Home Visiting program had 184 enrollments for a year-to-date of 466.

Total meals delivered under Central Kitchen were 43,218. Under CACFP, total meals and snacks were 64,396 with 81% of meals served for the month of May. Meals and snacks for Kern vendors was 54,596 with 80% of meals served. For San Joaquin County vendors, 9,900 meals were delivered with 84% of meals served. Total Eligibility Determination for the month was 48 for a total of 401 for the calendar year.

For the over/under goal progress explanation, CAPK Head Start and Early Head Start part-year centers are currently closed and will return on August 10, 2026. Additionally, a Request for Proposal (RFP) was issued to obtain additional childcare partners.

Health and Safety was shared as this month's program goal. The objective is to strengthen standards of practice for mitigating risk by extending our culture of child health and safety. The program will

expand tools and resources necessary to ensure we have a standard of practice focused on child safety, preventing and identifying child abuse before August 10, 2026. A resource shared was iLookOut for Child Abuse training, a free online training focused on protecting child safety, preventing, and identifying child abuse.

Carol shared that some of the activities for the month of June included working on meeting full enrollment by the first day of the new program year, which will commence on July 1, 2026.

"Application Wednesdays" have been taking place; this is where parents can make an appointment or walk in and staff can work on their applications at the Enrollment and Attendance office.

Carol also presented the Program's Monthly Report for July 2026. Early Head Start had a reportable enrollment of 83% and Head Start Preschool met 95% of its reportable enrollment. San Joaquin's Head Start Preschool had a reportable enrollment of 49%. The Home Visiting program had 131 enrollments for a year-to-date of 597.

Total meals delivered under Central Kitchen were 40,482. Under CACFP, total meals and snacks delivered were 55,038 with 72% of meals served. Meals and snacks for Kern vendors was 43,218 with 71% of meals served. For San Joaquin County vendors 11,820 meals and snacks were delivered with 72% of meals served. Total Eligibility Determination for the month was 987 for a total of 1,388 for the calendar year.

For the over/under goal progress explanation, CAPK Head Start and Early Head Start part-year centers resumed services on August 10, and the proposal to obtain additional family childcare partners was submitted.

School Readiness was shared as July's program goal. Carol stated the school readiness goal along with Objective C to elevate children's social-emotional development and strengthen teacher-child interactions. The program added two curriculum specialist positions in the 2026-2027 program year. They will contribute to professional development opportunities by providing training in strengthening teacher-child interactions and social-emotional learning, while ensuring curriculum fidelity to drive school readiness outcomes.

Carol also recapped recruitment events in July including application clinics on Wednesdays, in Tehachapi, Oasis, California City and Taft. Teaching staff also received training on the most updated child assessments for DRDP 2025 and started a new assessment this month. Head Start staff also attended Pre-Service training where they learned about supporting children and families through wellness.

Committee member Rebecca asked if the program had any objectives that focus on teacher and parent relationships to support not just the children, but the whole family. Carol mentioned that Head Start serves the whole family structure. Rosa shared that there is an objective that is related to dual language framework and part of the action step is to partner with families on the importance of maintaining the home language. Partnerships with families are integrated throughout the goals and objectives. Although family partnerships may not always be identified as the primary focus, they are incorporated within one or more of the goals established for the five-year period.

9. Announcements

Lisa provided a reminder about the upcoming Policy Council meeting to be held on Tuesday, August 25, 2026. Rosa noted that the committee had decreased from five members to two members and reminded the committee that their attendance is appreciated.

10. Adjournment

The meeting was adjourned at 5:58 pm.

Community Action Partnership of Kern
Head Start / State Child Development
Policy Council Budget & Finance Committee Meeting Minutes
August 18, 2026
Meeting ID: 256 515 098 618 19 Passcode: Ns9z78UQ

1. Welcome

Members were welcomed to the meeting.

2. Call to Order

a. The meeting was called to order at 5:32 p.m.

3. Roll Call and establish Quorum (half plus one)

- a. Quorum was established.
- b. Members present: James Osborne, Lupe Perez-Garcia
- c. Members absent: Maria Izaguirre

4. Approval of Agenda

James Osborne approved the agenda with a corrected date of August 18, 2026; seconded by Lupe Perez-Garcia. Motion carried unanimously.

5. Approval of Minutes

Lupe Perez-Garcia made a motion to approve the minutes of June 16, 2026, and seconded by James Osborne. Motion carried unanimously.

6. Introduction of Guests

Guests in attendance were Louis Rodriguez, Finance Administrator, Rosa Guerrero, Administrative Analyst, Alejandra Colop, Program Assistant & Translator, and Lisa Gonzales, Program Governance Coordinator.

7. Public Forum

(The public wishing to address the Policy Council Budget & Finance Committee may do so at this time; however, the Committee will take no action other than referring the item to staff for study and analysis.)

None.

8. Presentation / Discussion Items – Rosa Guerrero, Administrative Analyst, Louis Rodriguez, Finance Administrator – Information Only Items

a. 2026-2027 Budget Revision/Equipment Purchase Approval (Retroactive) – Rosa Guerrero, Administrative Analyst

Rosa shared that prior to resuming part year services at the Delano Head Start site, staff were notified that the Heating, Ventilation, and Air Cooling (HVAC) unit needed to be replaced. It was noted that in the past, multiple service evaluations and repair attempts had been made with no success. Due to the return of part-year students coupled with the extreme summer temperatures in Kern County it was imperative that the unit be replaced. Furthermore, it was deemed if it was not replaced, this would pose a health and safety risk; therefore, the HVAC unit was replaced.

As a direct result of the purchase and replacement of the HVAC unit, a required retroactive budget revision will be presented to the shared governing bodies, the Policy Council and the CAPK Board of Directors, with a request to submit to the Office of Head

Start a transfer of funds from the Head Start base grant to cover the cost of the purchase.

b. **Financial Reports – Louis Rodriquez, Fiscal Administrator**

Louis provided budget to actual information for the Head Start grant for the period of March 1, 2026, through June 30, 2026, four months of the twelve-month budget period. Expenditures from base funds were 33% expended which is on track as projected. The training and technical assistance funds were expended at 24% for this reporting period. It was also noted that the non-federal share component (in-kind) was at 45%, which is very good.

Budget to actual information for the same reporting period, March 1, 2026, through June 30, 2026, was also provided for the Early Head Start grant with base funds at 38% expended and training and technical assistance at 34%.

The financial report for the McFarland Modular was presented which stated that as of June 30, 2026, 1.73% of the funding for this project has been spent. A question was asked about what the specific expenses were related to this project. That information was not readily available, and it was shared that staff would obtain the requested information and share accordingly.

Details of the program's non-federal share (in-kind contribution) report was also provided with Louis noting to committee members that this figure ties into the number indicated on the Head Start budget report.

In reviewing the Parent Local Travel & Child Care report through June 30, 2026, \$208.62 was expended from Head Start with \$117.35 expended from Early Head Start. In sharing information from the Parent Activities report for the same period, Head Start showed \$163.85 in expenditures with Early Head Start reporting \$92.16 in expenditures.

9. Announcements

Lisa provided a reminder about the upcoming Policy Council meeting to be held on Tuesday, August 25, 2026. She also shared that there will be information about the upcoming end of term Policy Council event which will be held on October 27, 2026.

It was also shared that Parent Meetings, held at all sites and throughout all program options will resume in September. Lisa reminded the committee that parents who are interested in serving another term on the Council must attend their parent meeting and volunteer to serve as a Regional Parent Committee Representative and attend that meeting where voting for Council members will take place.

Lisa shared that Maria Reyes submitted her resignation from the Policy Council therefore creating a vacancy as well for the Policy Council Board of Directors Representative. She added that an Executive Committee Meeting was held specifically to fill the position to avoid a lapse in representation, and James (Osborne) was elected to serve as the Policy Council Board of Directors Representative and will make his debut at the meeting taking place next week.

The next Policy Council Budget & Finance Committee meeting will be at 5:30 p.m. on Tuesday, September 15, 2026.

10. Adjournment

The meeting was adjourned at 5:53 p.m.



MEMORANDUM

To: Budget and Finance Committee of Policy Council

From: Tracy Webster, CFO/ Louis Rodriguez, Finance Administrator

Date: September 15th, 2026

Subject: *Head Start*
Budget to Actual Report for the period ended July 31, 2026 – **Info Item**

The Office of Head Start has awarded CAPK the full amount of its Head Start and Early Head Start grant for a five-year budget period, the third-year budget period is March 1, 2026, through February 28, 2027.

The following are highlights of the Head Start Budget to Actual Report for the period of March 1, 2026, through July 31, 2026. Five months (41.67%) of the 12-month budget period have elapsed.

Base Funds

Overall expenditures are at 39% of the budget.

Training & Technical Assistance Funds

Overall expenditures are at 53% of the budget.

Non-Federal Share (Head Start and Early Head Start combined)

The non-Federal share is at 55% of the budget.

Community Action Partnership of Kern
Head Start
Budget to Actual Report
Budget Period: March 1, 2026 - February 28, 2027
Report Period: March 1, 2026 - July 31, 2026
 Month 5 of 12 (41.67%)

Prepared 09/09/2026

BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	9,546,814	3,346,677	6,200,137	35%	65%
FRINGE BENEFITS	3,184,875	1,742,998	1,441,877	55%	45%
SUPPLIES	613,172	267,034	346,138	44%	56%
CONTRACTUAL	258,399	185,887	72,512	72%	28%
OTHER	3,323,722	1,498,330	1,825,392	45%	55%
INDIRECT	1,957,817	373,512	1,584,305	19%	81%
TOTAL BASE FUNDING	18,884,799	7,414,437	11,470,361	39%	61%

TRAINING & TECHNICAL ASSISTANCE

TRAVEL	56,265	12,932	43,333	23%	77%
SUPPLIES	28,122	13,249	14,873	47%	53%
CONTRACTUAL	10,420	2,772	7,648	27%	73%
OTHER	63,752	61,270	2,482	96%	4%
INDIRECT	19,027	4,562	14,465	24%	76%
TOTAL TRAINING & TECHNICAL ASSISTANCE	177,586	94,785	82,801	53%	47%

GRAND TOTAL HS FEDERAL FUNDS	19,062,385	7,509,222	11,553,162	39%	61%
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HEAD START and EARLY HEAD START COMBINED NON-FEDERAL SHARE

SOURCE	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
IN-KIND	2,117,972	2,077,951	40,021	98%	2%
CALIF DEPT OF ED	7,967,702	3,448,900	4,518,802	43%	57%
TOTAL NON-FEDERAL	10,085,674	5,526,851	4,558,823	55%	45%

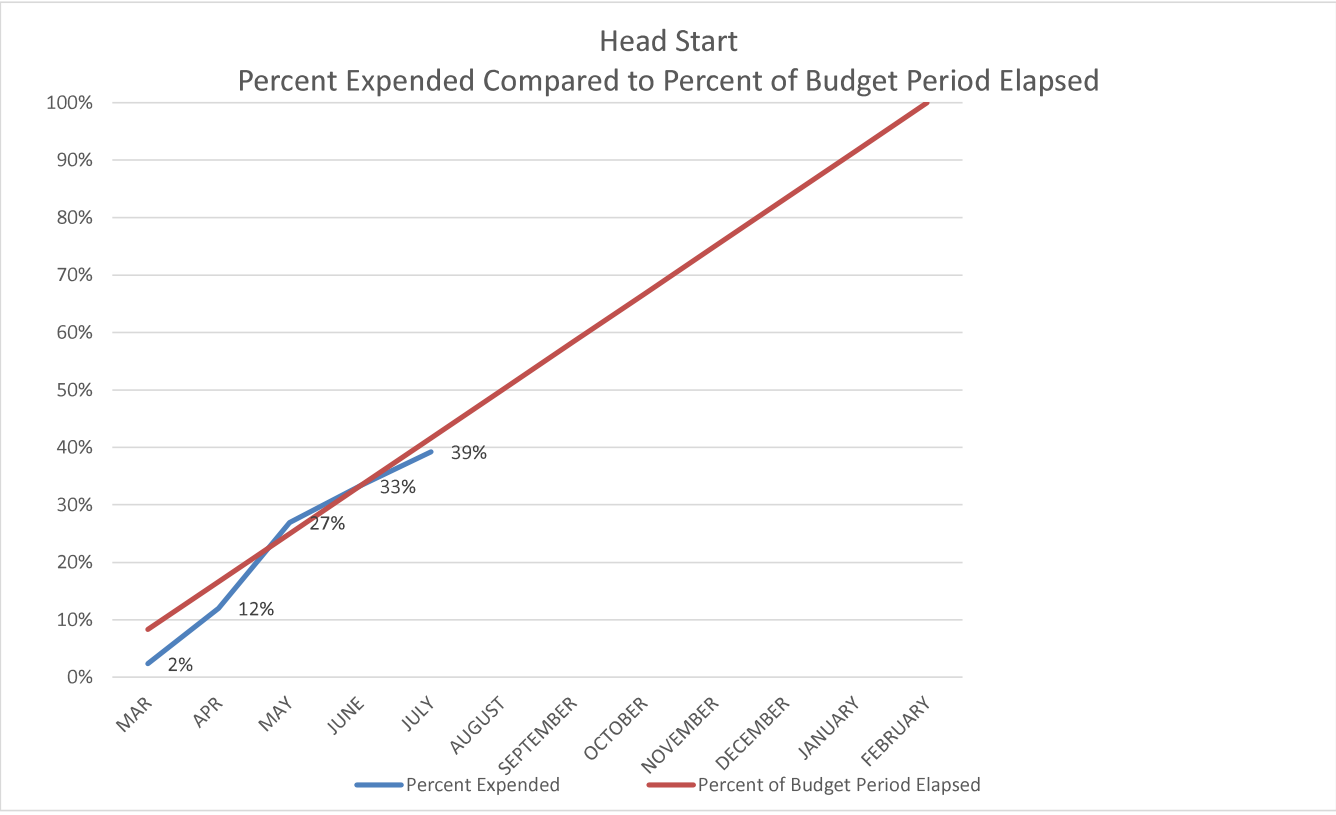
Budget reflects Notice of Award #09CH012489-03-01

Actual expenditures include posted expenditures and estimated adjustments through 07/31/2026

Administrative Cost for HS and EHS Combined **10.81%**

Agency-Wide Credit Card Report

	CURRENT	1 TO 30	31 TO 60	61 TO 90	TOTAL	STATEMENT DATE
Elan Credit Card	76,636				76,636	8/1/2026
Lowe's	12,492	-	-	-	12,492	7/31/2026
Smart & Final	76	-	-	-	76	8/2/2026
Save Mart	2,026	-	-	-	2,026	7/26/2026
Chevron & Texaco Business Card	9,133	-	-	-	9,133	8/6/2026
Home Depot	24,571	-	-	-	24,571	8/5/2026
	124,934	-	-	-	124,934	





MEMORANDUM

To: Budget and Finance Committee of Policy Council

From: Tracy Webster, CFO / Louis Rodriguez, Finance Administrator

Date: September 15th, 2026

Subject: *Early Head Start*
Budget to Actual Report for the period ended July 31, 2026 – **Info Item**

The Office of Head Start has awarded CAPK the full amount of its Head Start and Early Head Start grant for a five-year budget period, the third-year budget period is March 1, 2026, through February 28, 2027.

The following are highlights of the Early Head Start Budget to Actual Report for the period of March 1, 2026, through July 31, 2026. Five months (41.67%) of the 12-month budget period has elapsed.

Base Funds

Overall expenditures are at 43% of the budget.

Training & Technical Assistance Funds

Overall expenditures are at 47% of the budget.

**Community Action Partnership of Kern
Early Head Start
Budget to Actual Report**

*Budget Period: March 1, 2025 - February 28, 2027
Report Period: March 1, 2026 - July 31, 2026
Month 5 of 12 (41.67%)*

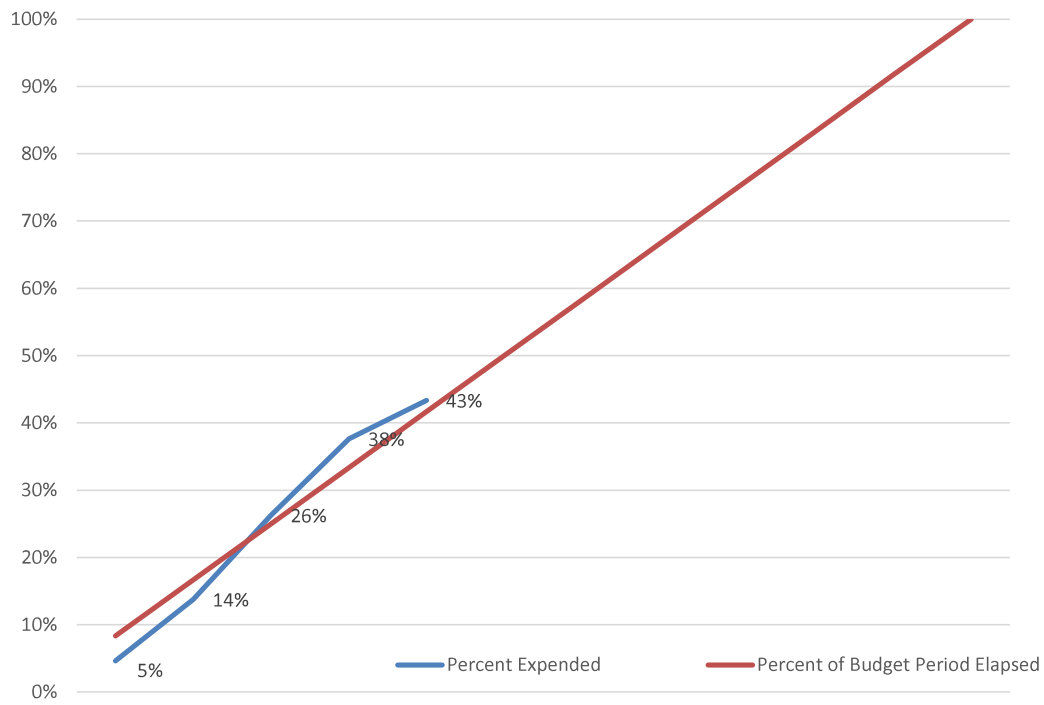
Prepared 09/09/2026

BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	10,872,663	4,556,211	6,316,452	42%	58%
FRINGE BENEFITS	3,584,023	1,903,915	1,680,108	53%	47%
SUPPLIES	818,999	310,130	508,869	38%	62%
CONTRACTUAL	1,021,511	420,205	601,306	41%	59%
OTHER	2,447,205	1,075,399	1,371,806	44%	56%
INDIRECT	2,191,961	810,321	1,381,640	37%	63%
TOTAL BASE FUNDING	20,936,362	9,076,182	11,860,181	43%	57%
TRAINING & TECHNICAL ASSISTANCE					
TRAVEL	107,305	31,081	76,224	29%	71%
SUPPLIES	38,024	27,003	11,021	71%	29%
CONTRACTUAL	23,813	3,178	20,635	13%	87%
OTHER	137,953	88,502	49,451	64%	36%
INDIRECT	36,851	12,422	24,429	34%	66%
TOTAL TRAINING & TECHNICAL AS:	343,946	162,187	181,759	47%	53%
GRAND TOTAL EHS FEDERAL FUNI	21,280,308	9,238,369	12,041,940	43%	57%

Budget reflects Notice of Award #09CH012489-03-01

Actual expenditures include posted expenditures and estimated adjustments through 07/31/2026

Early Head Start Percent Expended Compared to Percent of Budget Period Elapsed





MEMORANDUM

To: Budget and Finance Committee of Policy Council

From: Tracy Webster, CFO/ Louis Rodriguez, Finance Administrator

Date: September 15th, 2026

Subject: *Head Start*
McFarland Modular as of July 31, 2026 – **Info Item**

CAPK received authorization from the Office of Head Start (OHS) to purchase and install a modular unit at 410 E. Perkins Ave., McFarland, CA 93250.

The purchase of the new modular unit will be funded through the current grant (09CH012489-02-02).

Below are highlights of the modular project funds for the period ending July 3, 2026:

Overall expenditures to date: **1.73%**.

Community Action Partnership of Kern

McFarland Modular

Report Period: March 1, 2025 - July 31 2026

Prepared 09/09/2026	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
McFarland - (Purchase and Installation of Modular)	1,699,878	29,445	1,670,433	1.73%	98.27%

NOA - 09CH012489-02-02

Community Action Partnership of Kern
Head Start and Early Head Start Kern
Year-to-Date Non-Federal Share and In-Kind Report
Budget Period: March 1, 2026 through February 28, 2027
Report for period ending July 31, 2026 (Month 5 of 12)
Percent of budget period elapsed: 41.67%

LOCATION	Enroll- ment	March	April	May	June	July	YTD Totals	Kern/SJC	IN-KIND GOAL	% OF GOAL MET
Alberta Dillard	34	8,550	10,613	4,280	0	0	23,444	Kern	47,159	50%
Alicante	17	7,857	18,424	15,768	9,158	6,438	57,645	Kern	23,579	244%
Angela Martinez	105	24,973	10,805	9,732	8,370	5,059	58,939	Kern	145,637	40%
Broadway	34	7,454	6,327	2,204	0	0	15,985	Kern	47,159	34%
California City	17	8,331	6,327	2,204	0	0	16,863	Kern	23,579	72%
Cleo Foran	23	171	10,941	11,326	0	0	22,438	Kern	31,901	70%
Delano	60	22,825	13,043	11,355	7,784	6,720	61,727	Kern	83,221	74%
Fairfax	34	11,338	4,701	7,114	3,452	4,868	31,473	Kern	47,159	67%
Harvey L. Hall	136	26,024	27,454	30,539	23,827	21,951	129,795	Kern	188,634	69%
Heritage	17	1,518	1,437	2,012	0	0	4,967	Kern	23,579	21%
Home Base	170	16,475	8,725	8,756	5,622	0	39,578	Kern	235,793	17%
Martha J. Morgan	50	19,321	29,346	28,977	19,070	15,264	111,978	Kern	69,351	161%
Oasis	42	10,764	8,931	0	0	0	19,695	Kern	58,255	34%
Pete H. Parra	116	78,959	63,868	66,187	18,973	26,691	254,678	Kern	160,894	158%
Primeros Pasos	67	81,649	87,998	83,920	81,541	37,409	372,517	Kern	92,930	401%
Rosamond	51	0	148	0	0	0	148	Kern	70,738	0%
San Diego	32	9,986	10,149	11,746	10,429	0	42,310	Kern	44,384	95%
Shafter	17	1,820	1,653	3,544	1,775	0	8,792	Kern	23,579	37%
Shafter HS/EHS	24	4,059	4,872	4,382	3,307	0	16,620	Kern	33,288	50%
Sterling	115	31,322	25,268	26,981	22,740	0	106,311	Kern	159,507	67%
Stockdale Head Start	41	7,286	8,116	5,176	0	0	20,578	Kern	56,868	36%
Sunrise Villa	17	3,669	834	345	0	0	4,849	Kern	23,579	21%
Taft	51	20,131	20,075	7,963	0	0	48,169	Kern	70,738	68%
Tehachapi	15	0	0	0	0	0	0	Kern	20,805	0%
Vineland	17	8,932	9,178	4,296	0	0	22,406	Kern	23,579	95%
Virginia	17	10,839	9,480	5,815	0	0	26,133	Kern	23,579	111%
Willow	0	0	0	0	0	0	0	Kern	0	0%
Administrative Services		0	0	0	0	0	0	Kern/SJC	0	0%
PC Planning		0	0	0	0	0	0	Kern/SJC	0	0%
PC By Laws		0	0	0	0	0	0	Kern/SJC	0	0%
Governance		0	61	0	0	0	61	Kern	0	0%
Program Services		14,084	14,047	0	0	0	28,131	Kern/SJC	74,265	38%
California Street	24	1,876	8,084	10,739	2,606	0	23,304	SJC	33,288	70%
Gianone	16	1,228	2,002	1,102	1,051	0	5,384	SJC	22,192	24%
Kennedy	16	147	5,319	5,396	76	0	10,938	SJC	22,192	49%
Lodi Home Base	20	12,516	2,967	14,146	17,493	0	47,122	SJC	27,740	170%
Lodi UCC	24	18,379	7,868	7,891	0	0	34,138	SJC	33,288	103%
Lathrop Home Base	20	4,764	2,967	2,605	0	0	10,336	SJC	27,740	37%
Marci Massei	24	0	0	0	0	0	0	SJC	33,288	0%
Stockton Home Base	40	5,680	5,317	2,293	3,780	0	17,070	SJC	55,481	31%
Lathrop	24	3,638	2,527	3,733	966	0	10,865	SJC	33,288	33%
SUBTOTAL IN-KIND	1,527	486,565	449,874	402,531	242,019	124,401	1,705,390	0	2,192,237	78%
x										
State General Child Care*		0	0	0	0	325,436	325,436	Kern	2,135,515	15%
State Preschool*		1,026,140	693,628	0	0	363,309	2,083,077	Kern	4,067,566	51%
State Migrant Child Care*		2,382	2,268	2,155	2,268	516	9,588	Kern	157,004	6%
SUBTOTAL CA DEPT of ED		1,028,522	695,896	2,155	2,268	689,261	2,418,102		6,360,085	38%
x										
State General Child Care*		235,717	235,233	183,871	196,036	179,941	1,030,798	SJC	1,607,617	64%
SUBTOTAL CA DEPT of ED		235,717	235,233	183,871	196,036	179,941	1,030,798		1,607,617	64%
GRAND TOTAL		1,750,804	1,381,003	588,557	440,323	993,603	5,154,290		10,159,939	51%
							CCP In-Kind	372,561		
								5,526,851		

Community Action Partnership of Kern
Early Head Start Child Care Partnerships
Non-Federal Share and In-Kind Year-to-Date Report
Budget Period: March 1, 2026 through February 28, 2027
Report for period ending July 31, 2026 (Month 5 of 12)

Percent of year elapsed: **41.67%**

LOCATION	FUNDED ENROLL- MENT	Mar-26	Apr-26	May-26	Jun-26	YTD Totals	IN-KIND GOAL	% OF GOAL MET
Kern Community College District - BC	32	28,364	28,174	29,782	30,795	117,115	137,864	85%
KCSOS - Blanton	16	39,828	32,032	37,058	32,023	140,940	68,932	204%
Garden Pathways	11	0	0	0	0	0	47,391	0%
Taft College	42	37,023	35,735	18,539	23,209	114,507	180,947	63%
Escuelita Hernandez	16	0	0	0	0	0	68,932	0%
Program Services		0	0	0	0	0		
Admin Services		0	0	0	0	0		
GRAND TOTAL	117	105,214	95,941	85,379	86,027	372,561	504,065	74%

Budget reflects Notice of Award #09CH012489-02-02

**COMMUNITY ACTION PARTNERSHIP OF KERN
PARENT TRAVEL & CHILD CARE (6115)
2026-2027**

HEAD START

MONTH	BEGINNING BALANCE	SPENT THIS MONTH	SPENT YEAR-TO- DATE	REMAINING BALANCE	% OF YEAR ELAPSED	% OF BUDGET SPENT
MARCH 2026	\$ 1,350.00	\$ 81.00	\$ 81.00	\$ 1,269.00	8%	6%
APRIL 2026	\$ 1,269.00	\$ 61.64	\$ 142.64	\$ 1,207.36	17%	11%
MAY 2026	\$ 1,207.36	\$ 46.02	\$ 188.66	\$ 1,161.34	25%	14%
JUNE 2026	\$ 1,161.34	\$ 19.96	\$ 208.62	\$ 1,141.38	33%	15%
JULY 2026	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	42%	15%
AUGUST 2026	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	50%	15%
SEPTEMBER 2026	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	58%	15%
OCTOBER 2026	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	67%	15%
NOVEMBER 2026	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	75%	15%
DECEMBER 2026	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	83%	15%
JANUARY 2027	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	92%	15%
FEBRUARY 2027	\$ 1,141.38	\$ -	\$ 208.62	\$ 1,141.38	100%	15%

EARLY HEAD START

MONTH	BEGINNING BALANCE	SPENT THIS MONTH	SPENT YEAR-TO- DATE	REMAINING BALANCE	% OF YEAR ELAPSED	% OF BUDGET SPENT
MARCH 2026	\$ 500.00	\$ 45.54	\$ 45.54	\$ 454.46	8%	9%
APRIL 2026	\$ 454.46	\$ 34.69	\$ 80.23	\$ 419.77	17%	16%
MAY 2026	\$ 419.77	\$ 25.90	\$ 106.13	\$ 393.87	25%	21%
JUNE 2026	\$ 393.87	\$ 11.22	\$ 117.35	\$ 382.65	33%	23%
JULY 2026	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	42%	23%
AUGUST 2026	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	50%	23%
SEPTEMBER 2026	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	58%	23%
OCTOBER 2026	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	67%	23%
NOVEMBER 2026	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	75%	23%
DECEMBER 2026	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	83%	23%
JANUARY 2027	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	92%	23%
FEBRUARY 2027	\$ 382.65	\$ -	\$ 117.35	\$ 382.65	100%	23%

Prepared by: Louis Rodriquez
September 10, 2026

**COMMUNITY ACTION PARTNERSHIP OF KERN
PARENT ACTIVITIES (7175)
2026-2027**

HEAD START

MONTH	BEGINNING BALANCE	SPENT THIS MONTH	SPENT YEAR-TO- DATE	REMAINING BALANCE	% OF YEAR ELAPSED	% OF BUDGET SPENT
MARCH 2026	\$ 9,210.00	\$ -	\$ -	\$ 9,210.00	8%	0%
APRIL 2026	\$ 9,210.00	\$ -	\$ -	\$ 9,210.00	17%	0%
MAY 2026	\$ 9,210.00	\$ -	\$ -	\$ 9,210.00	25%	0%
JUNE 2026	\$ 9,210.00	\$ 163.85	\$ 163.85	\$ 9,046.15	33%	2%
JULY 2026	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	42%	2%
AUGUST 2026	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	50%	2%
SEPTEMBER 2026	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	58%	2%
OCTOBER 2026	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	67%	2%
NOVEMBER 2026	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	75%	2%
DECEMBER 2026	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	83%	2%
JANUARY 2027	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	92%	2%
FEBRUARY 2027	\$ 9,046.15	\$ -	\$ 163.85	\$ 9,046.15	100%	2%

EARLY HEAD START

MONTH	BEGINNING BALANCE	SPENT THIS MONTH	SPENT YEAR-TO- DATE	REMAINING BALANCE	% OF YEAR ELAPSED	% OF BUDGET SPENT
MARCH 2026	\$ 5,245.00	\$ -	\$ -	\$ 5,245.00	8%	0%
APRIL 2026	\$ 5,245.00	\$ -	\$ -	\$ 5,245.00	17%	0%
MAY 2026	\$ 5,245.00	\$ -	\$ -	\$ 5,245.00	25%	0%
JUNE 2026	\$ 5,245.00	\$ 92.16	\$ 92.16	\$ 5,152.84	33%	2%
JULY 2026	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	42%	2%
AUGUST 2026	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	50%	2%
SEPTEMBER 2026	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	58%	2%
OCTOBER 2026	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	67%	2%
NOVEMBER 2026	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	75%	2%
DECEMBER 2026	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	83%	2%
JANUARY 2027	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	92%	2%
FEBRUARY 2027	\$ 5,152.84	\$ -	\$ 92.16	\$ 5,152.84	100%	2%

September 10, 2026

Month	Aug-26	Program/Work Unit		Head Start Preschool & Early Head Start		
Division/Director	Head Start/State Child Development Division/ Yolanda Gonzales	Enrollment and Attendance Manager		Carol Hendricks		
Reporting Period		August 1, 2026 - August 31, 2026				
Program Description						
Head Start provides high-quality, early childhood education to children ages zero to five years old through part-day, full-day, and home-based options. The program has a holistic approach, not only addressing the needs of the child but teaching parents to become advocates and skilled providers for their children through its Parent Policy Council and Family Engagement programs. CAPK offers Head Start and Early Head Start services throughout Kern and San Joaquin counties.						
Early Head Start (ages 0-3) (FNPI 2a, 2b, 2c, 2c.1,2d, SRV 2b, 7a)		Month	Target	Annual Goal	Annual Progress	
Reportable/Funded Enrollment		696	753	753	92%	
Disabilities		19	10%	10%	19%	
Over Income 101%-130% (up to 35%)		16	n/a	n/a	2%	
Over Income 131% and up (up to 10%)		56	n/a	n/a	8%	
Head Start Preschool (ages 3-5) (FNPI 2a, 2b, 2c, 2c.1,2d,SRV 2b, 7a)		Month	Target	Annual Goal	Annual Progress	
Reportable/Funded Enrollment		718	936	936	77%	
Disabilities		72	10%	10%	10%	
Over Income 101%-130% (up to 35%)		13	n/a	n/a	2%	
Over Income 131% and up (up to 10%)		44	n/a	n/a	6%	
Head Start Preschool San Joaquin County Office of Education - (ages 3-5) (FNPI 2a, 2b, 2c, 2c.1,2d,SRV 2b, 7a)		Month	Target	Annual Goal	Annual Progress	
Reportable/Funded Enrollment		86	153	153	56%	
Disabilities		7	n/a	n/a	8%	
Over Income 101%-130% (up to 35%)		3	n/a	n/a	3%	
Over Income 131% and up (up to 10%)		0	n/a	n/a	0%	
Home Visiting Program (SRV 2cc, 7a)		Monthly (Reportable)	Year-To- Date (Term/Calendar)	Annual Goal (Term / Calendar)	Annual Progress (Calendar)	Annual Progress (Program Term)
Enrollment		170	173 / 222	240 / 480	46%	72%
Central Kitchen		Total Meals Delivered		Breakfast	Lunch	Snack
Meals and Snacks		59,291		20,892	17,507	20,892
Child and Adult Care Food Program (CACFP) (Note: The data represents information from July 2026)		Total Meals Delivered		Meals Allocated (CACFP/HS)	# of Meals Served	% of Meals Served
Meals and Snacks (SRV 5ii)		52,851		29,030/23,821	32,922	62%
Meals and Snacks - Kern Vendors		40,482		21,137/19,345	24,048	59%
Meals and Snacks - SJC Vendors		12,369		7,893/4,476	8,874	72%
Eligibility Determination (SRV 7b)(January 2025-December 2025)		450	507			
Total Community Services		450	507			
Explanation (Over/Under Goal Progress)						
On August 10, 2026, Part-Year centers resumed services. We continue to face challenges in filling our centers due to increased competition from school districts offering Transitional Kindergarten programs, as well as various staffing challenges. To address these challenges, we are actively participating in recruitment events, application clinics, door-to-door recruitment, and exploring opportunities to streamline and shorten the application process, and increasing public awareness of the unique value and comprehensive services provided through the Head Start Program compared to those offered by local school districts. Additionally, ongoing interviewing are being conducted to onboard direct service staff.						

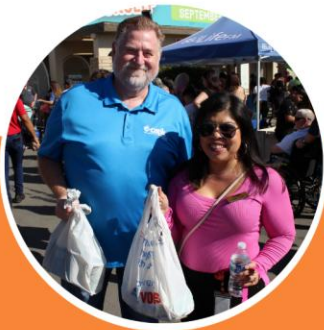
Goals	Progress Towards Goal
Goal I: Workforce: To enhance onboarding, recruitment, and retention of staff by implementing programs that embraces pathways for learning, professional development, succession planning, and a positive culture to obtain and retain staff.	Objective A: Develop a structured onboarding process that introduces new employees to the organization's culture, values, and expectation. Provide them with the necessary tools, resources and training to quickly integrate into their roles. Action Steps: Provide job-specific training that covers the tasks, responsibilities, and expectations associated with their position.
Program Description	
1. August 5,12,19,16, 2026 – Application Clinics, 1300 18th Street, CAPK Office, 2nd floor. 2. August 6, 2026 – Ready, Set, Back 2 School Health & Wellness Resource Fair, 9:00am to 12:00pm. 3. August 21, 2026 – Radio Lobo Crew of the Week, 9:00am to 12:00pm.	



2026 FEED THE NEED FOOD DRIVE

Join the CAPK Food Bank this Hunger Action Month for our annual Feed the Need Food Drive. Your generosity will help stock local pantries across Kern County, ensuring families in our community have what they need ahead of the holiday season.

Bring 6 cans and get into the Kern County Fair Free!



September 29th, 2026 4:00 PM-11:00 PM

KERN COUNTY FAIR
THE
PLACE
TO BE
SEPTEMBER 23-OCTOBER 4, 2026

Kern County Fairgrounds
1142 South P Street
Bakersfield, Ca 93307



ALIMENTA LA NECESIDAD 2026

Únete al Banco de Alimentos CAPK este Mes de Acción contra el Hambre para nuestra colecta anual de alimentos "Alimenta lo Necesario". Tu generosidad ayudará a abastecer las despensas locales en todo el condado de Kern, asegurando que las familias de nuestra comunidad tengan lo que necesitan antes de las fiestas.

¡Trae 6 latas y entra gratis a la Feria del Condado de Kern!



29 de septiembre de 2026, de 4:00 PM a 11:00 PM

KERN COUNTY FAIR
**THE
PLACE
TO BE**
SEPTEMBER 23-OCTOBER 4, 2026

Terrenos de la Feria de el Condado de Kern
1142 South P Street, Bakersfield, CA 93307



BAKERSFIELD

RECREATION & PARKS

PRESENTS

MOVIES IN THE PARK

FREE TO THE PUBLIC



May 8

The Park at River Walk



May 22

Linnell-Brahma Park



June 5

Greystone Park



June 12

Bakersfield Sports Village
(Stadium Field)



June 19

Mesa Marin
Sports Complex



September 4

Saunders Park



October 23

Silver Creek Park

**MOVIES WILL BEGIN AT DUSK. BRING YOUR PICNIC GEAR,
LAWN CHAIRS, BLANKETS, FAMILY, AND FRIENDS!**

FOR MORE INFORMATION:

CALL (661) 326-3866 OR VISIT

WWW.BAKERSFIELDPARKS.US



KERN COUNTY VETERANS STAND DOWN

OCTOBER 8, 2026



Stramler Park, 3805 Chester Ave, Bakersfield, CA
8:00 AM - 2:00 PM

Join us for the Kern County Veterans Stand Down. This annual event is dedicated to connecting veterans with essential resources, support services, and community partners committed to their well-being. The event is open only to veterans, whom can meet service providers, access assistance programs, and build meaningful connections within the veteran community.

No pre-registration is required, but proof of veteran status is needed. Veterans Court registration with CAPK will be available 7/14 - 8/29 at 1617 30th Street. and transportation assistance can be arranged for those in need. Call (661)695-3626 or email info@capk.org.

**Vendor
Sign Up**



**Volunteer
Sign Up**



For more information contact



info@CAPK.org



2-1-1

CAPK's Veteran Supportive Services (VSS) Program helps veterans and their families find stability through housing assistance, case management, and access to essential resources. From emergency shelter to permanent supportive housing, VSS is committed to restoring dignity and supporting long-term self-sufficiency for those who served.

STUDIO MOVIE GRILL

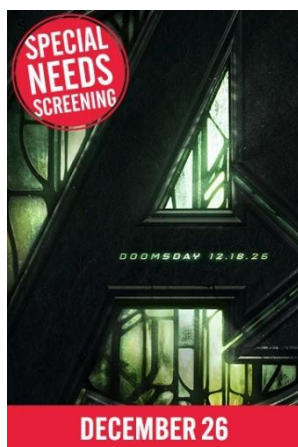
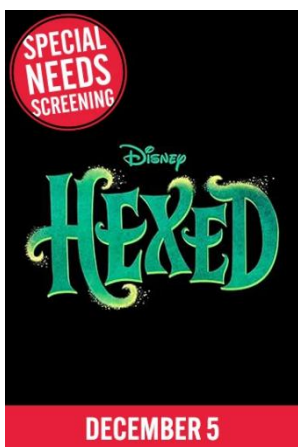
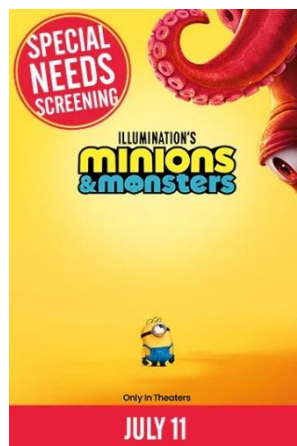
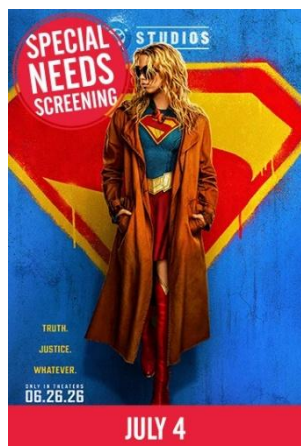
Sensory friendly Special Needs Screenings show movies with the lights up, the volume low, and where moving around, talking, and even dancing in the aisles is welcome.

Special Needs Screenings are shown on select Saturdays at 11:00 a.m.
at all SMG locations, unless noted otherwise.

Tickets are only available at the Box Office.

Tickets can be picked up as early as on Wednesday prior to the screening.

Tickets are FREE for all attendees and seating is on a first come, first served basis.



Self-Care September 2026

MONDAY

TUESDAY

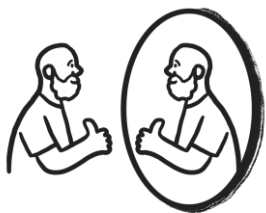
WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

SUNDAY



1 Find time for self-care. It's not selfish, it's essential

2 Notice the things you do well, however small

3 Let go of self-criticism and speak to yourself kindly

4 Plan a fun or relaxing activity and make time for it

5 Forgive yourself when things go wrong. Everyone makes mistakes

6 Focus on the basics: eat well, exercise and go to bed on time

7 Give yourself permission to say 'no'

8 Be willing to share how you feel and ask for help when needed

9 Aim to be good enough, rather than perfect

10 When you find things hard, remember it's ok not to be ok

11 Make time to do something you really enjoy

12 Get active outside and give your mind and body a natural boost

13 Be as kind to yourself as you would to a loved one

14 If you're busy, allow yourself to pause and take a break

15 Find a caring, calming phrase to use when you feel low

16 Leave positive messages for yourself to see regularly

17 No plans day. Make time to slow down and be kind to yourself

18 Ask a trusted friend to tell you what strengths they see in you

19 Notice what you are feeling, without any judgement

20 Enjoy photos from a time with happy memories

21 Don't compare how you feel inside to how others appear outside

22 Take your time. Make space to just breathe and be still

23 Let go of other people's expectations of you

24 Accept yourself and remember that you are worthy of love

25 Avoid saying 'I should' and make time to do nothing

26 Find a new way to use one of your strengths or talents

27 Free up time by cancelling any unnecessary plans



28 Choose to see your mistakes as steps to help you learn

29 Write down three things you appreciate about yourself

30 Remind yourself that you are enough, just as you are



ACTION FOR HAPPINESS

Happier · Kinder · Together



Backpack Connection Series

About this Series

The Backpack Connection Series was created by TACSEI to provide a way for teachers and parents/caregivers to work together to help young children develop social emotional skills and reduce challenging behavior. Teachers may choose to send a handout home in each child's backpack when a new strategy or skill is introduced to the class. Each Backpack Connection handout provides information that helps parents stay informed about what their child is learning at school and specific ideas on how to use the strategy or skill at home.

The Pyramid Model



The Pyramid Model is a framework that provides programs with guidance on how to promote social emotional competence in all children and design effective interventions that support young children who might have persistent challenging behavior. It also provides practices to ensure that children with social emotional delays receive intentional teaching. Programs that implement the Pyramid Model are eager to work together with families to meet every child's individualized learning and support needs. To learn more about the Pyramid Model, please visit ChallengingBehavior.org.

More Information

More information and resources on this and other topics are available on our website, ChallengingBehavior.org.



ChallengingBehavior.org

How to Use Positive Language to Improve Your Child's Behavior

Brooke Brogle, Alyson Jiron y Jill Giacomini

"Stop it." "No." "Don't do that!" As a parent, you might find yourself using these words and phrases more often when your child begins to make his own choices. Now, stop for a moment and consider how the conversation might feel if you couldn't use these words? What if, rather than telling your child what he can't do, you instead chose words to tell him what he can do? While this shift in language might seem small, it actually provides a powerful positive change to the tone of the conversation. When you focus on using positive language with your child, you will likely find that he has fewer tantrums, whines less and overall experiences fewer challenging behaviors.

How can such a small change make such a big difference? While it is obvious to adults, young children are not able to make the logical connection that when they are told not to do something, what they actually should do is the opposite. For example, the directions, "Don't climb on the counter" can be very confusing to a child. However, "Please keep your feet on the floor" tells the child exactly what the expectation is and how he can change what he is doing. Using positive language also empowers a child to make an appropriate choice on his own, which can boost his self-esteem. When you are specific in your directions by telling your child exactly what he can do and when, it is easier for him to comply and he is more likely to cooperate with the request.



Try This at Home

- **Replace "don't" with "do".** Tell your child what she can do! If you saw her cutting the leaves of a plant, rather than saying "Don't cut that!" you could say, "Scissors are for cutting paper or play dough. Which one do you want to cut?" It is more likely that your child will make an appropriate choice when you help her to understand exactly what appropriate options are available.
- **Offer a choice.** When you provide your child with a choice of things that he can do, wear or go, he is more likely to select one of the options you have offered because it makes him feel like he is in control. This strategy also works for you as a parent because you approve of either choice.
- **Tell your child "when."** When your child asks to do something, rather than saying no, acknowledge her wish and tell her when she might be able to do it. This answer feels more like a "yes" to a child. For example, if your child asks to go to the park, but you are on the computer finishing up a work project, you could say, "The park sounds like a great idea! I need to finish this letter for work right now. Would you like to go after your nap today or tomorrow morning after breakfast?"
- **Use "first-then" language.** Another way to tell a child when he can do something in a positive way is to use a "first-then" statement. For example, if he wants to watch TV but you would like for him to pick up his toys, you could say "First, pick up your toys and then

you may watch a TV show."

■ Give your child time to think.

Sometimes, you may feel frustrated when your child does not respond quickly to requests and feel tempted to use demands and raise your voice.

When that happens, remember that your child is learning language and how to use it. She needs time to think about what you said and how she is going to respond. It can take her several seconds, or even minutes, longer than you to process the information. If you remain calm and patiently repeat the statement again, you will see fewer challenging behaviors and enjoy more quality time with your child.

- **Help your child to remember.** Children are easily distracted. Sometimes your child may need you to help him remember what you asked him to do in order to do it. "I remember" statements are very useful in these situations. For example, imagine you have asked your child to put on his shoes so that he can go outside, and he comes over to you without his shoes on and is trying to go outside. You can say, "I remember you need to put your shoes on before you can go outside." Stating the information as a simple fact, rather than a command, gives him the information he needs to make the right choice on his own without blaming him or making him feel like he has failed.



Practice at School

Teachers use positive language at school to help children become more confident and independent. When teachers tell children what they can do, children begin to manage themselves, classroom routines and interactions with peers by themselves. For example, a child who is throwing sand on the playground can be shown that, instead, she can use a shovel to put the sand in a bucket. The teacher might say, "If you want to play with the sand, you can fill this bucket. Would you like a blue bucket or this red one?" In this way, the teacher honors the child's interest, but directs it to a more appropriate play choice.



The Bottom Line

Positive relationships with parents, teachers and other caregivers provide the foundation for a successful and happy child, are the building blocks for your child's self-esteem and ability to empathize and predict future positive behavior choices. The manner in which you talk to your child has a significant impact on his behavior. Making positive changes to your communication style can be hard work, but with a little practice, you will see a big difference in your relationship with your child. Your child will feel more encouraged, positive and independent and, as a result, you will enjoy better overall cooperation.



UNIVERSITY OF
SOUTH FLORIDA

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Serie de Conexión Mochila

Sobre esta serie

La *Serie de Conexión Mochila* fue instaurada por TACSEI (por sus siglas en inglés) para brindar a los maestros y padres/proveedores una vía para trabajar en conjunto para ayudar a los niños a desarrollar sus aptitudes socioemocionales y reducir las conductas desafiantes. Los maestros podrían elegir enviar un volante a casa dentro de la mochila de cada niño cada vez que sea introducida una nueva estrategia o aptitud dentro de la clase. Cada volante de la *Conexión de Mochila* proporciona información que ayudará a los padres a estar informados sobre lo que su niño está aprendiendo en la escuela y las ideas específicas sobre cómo utilizar las estrategias o aptitudes en casa.

El Modelo de la Pirámide



El Modelo de la Pirámide es un marco que proporciona a los programas orientación en como promover la capacidad socioemocional en todos los niños y diseñar intervenciones efectivas que apoyen a los niños que puedan contar con conductas desafiantes persistentes. También proporciona prácticas para asegurarse de que los niños con retrasos socioemocionales reciban educación intencional. Los programas que implementan el Modelo de la Pirámide están entusiasmados de trabajar en sociedad con las familias para satisfacer las necesidades individuales de aprendizaje y apoyo que cada niño necesita. Para conocer más del Modelo de la Pirámide, por favor visite challengingbehavior.org.

Más información

Más información y recursos sobre este y otros temas están disponibles en nuestro sitio web, ChallengingBehavior.org.



National Center for
Pyramid Model
INNOVATIONS

ChallengingBehavior.org

Cómo utilizar lenguaje positivo para mejorar el comportamiento de su hijo

Brooke Brogle, Alyson Jiron y Jill Giacomini

“Detente.” “¡No hagas eso!” Como padre, usted puede encontrarse utilizando estas palabras o frases con más frecuencia cuando su niño comienza a tomar sus propias elecciones. Ahora, deténgase por un momento y considere ¿cómo podría sentirse la conversación si no pudiera utilizar estas palabras? ¿Qué tal, si en vez de decirle a su niño que no puede hacer, en su lugar elige palabras para decirle qué puede hacer? Mientras que este cambio en el lenguaje puede parecer mínimo, en realidad puede proporcionar un cambio positivo poderoso al tono de la conversación. Cuando se enfoque en utilizar lenguaje positivo con su niño, notará que hace menos berrinches y lloriqueos y que demostrara menos conductas desafiantes.

¿Cómo puede un cambio tan pequeño hacer tan gran diferencia? Mientras que es obvio para los adultos, los niños no son capaces de hacer la conexión lógica de que cuándo les dicen que no hagan algo, lo que en realidad deben de hacer es lo contrario. Por ejemplo, las instrucciones, “No te subas al mostrador” puede ser muy confuso para un niño. Sin embargo, “Por favor mantén los pies sobre el piso” le dice al niño exactamente cuál es la expectativa y cómo puede cambiar lo que está haciendo. El utilizar lenguaje positivo también le da poder a los niños para realizar una elección apropiada por sí solo, lo cual puede aumentar su auto estima. Cuando usted es específico con sus instrucciones mencionándole a su niño exactamente lo que puede hacer y cuándo hacerlo, le es más fácil para él cumplir y es más probable que coopere con su petición.



Pruebe esto en casa

- **Reemplace el “no” por el “sí.”** ¡Dígale a su niño qué puede hacer! Si lo vio cortando las hojas de una planta, en vez de decirle “¡No cortes eso!” usted puede decirle, “Las tijeras son para cortar papel o plastilina. ¿Cuál quieres cortar?” Es más probable que su niño tome la elección apropiada cuando usted lo ayude a comprender exactamente cuáles son las opciones apropiadas disponibles.
- **Ofrezca opciones.** Cuando usted le brinda a su niño opciones de qué puede hacer, ponerse o a dónde ir, es más probable que elija una de las opciones que usted le ofreció porque lo hace sentir que él tiene el control. Esta estrategia también funciona para usted como padre porque aprobará cualquier elección.
- **Dígale a su niño “cuándo.”** Cuando su niño le pida hacer algo, en vez de decirle que no, reconozca su petición y dígame cuándo podría hacerlo. Esta respuesta les suena más como un “sí” a los niños. Por ejemplo, si su niño le pide que vayan al parque, pero usted está en la computadora finalizando un proyecto de trabajo, le podría decir, “¡Ir al parque suena como una gran idea! Pero primero necesito terminar esta carta. ¿Te gustaría ir al parque después de tu siesta hoy o mañana después de desayunar?”
- **Utilice lenguaje como “primero-luego.”** Otra manera de decirle a su niño cuándo puede hacer

algo de manera positiva es utilizar una declaración conocida como “primero-después.” Por ejemplo, si él quiere ver televisión pero usted quiere que recoja sus juguetes, usted le podría decir “Primero levanta tus juguetes y después puedes ver televisión.”

- **Dele a su niño tiempo para pensar.** A veces, podrá sentirse frustrado cuando su niño no responde de manera rápida a su petición y sentirá la tentación de demandar y alzar la voz. Cuando eso suceda, recuerde que su niño está aprendiendo el lenguaje y cómo utilizarlo. Él necesita tiempo para pensar lo que usted dijo y cómo va a responder. Esto le puede tomar varios segundos, hasta minutos, más que a usted para procesar la información. Si mantiene la calma y repite calmadamente la petición una vez más, observará menos conductas desafiantes y disfrutará de más tiempo de calidad con su niña.
- **Ayúdele a recordar.** Los niños se distraen fácilmente. A veces su niño necesita que le ayude a recordar lo que usted le pidió que hiciera para poder hacerlo. Frases como “yo recuerdo” son muy útiles en estas situaciones. Por ejemplo, imagine que le ha pedido a su niño que se ponga los zapatos para que pueda salir. Usted puede decir, “Yo recuerdo que debes ponerte los zapatos antes de salir.” El comunicar la información como un simple hecho, en vez de una orden, le proporciona la información que él necesita para hacer la elección correcta por sí solo sin culparlo o hacerlo sentir como si hubiera fracasado.



Practique en la escuela

Las maestras utilizan lenguaje positivo en la escuela para ayudar a los niños a ser más seguros e independientes. Cuando las maestras les dicen a los niños qué pueden hacer, los niños comienzan a dirigirse a sí mismos, sus rutinas de clase y las interacciones con sus semejantes. Por ejemplo, a una niña que está tirando arena sobre el patio de juego se le puede enseñar que, en su lugar, ella puede utilizar una pala para echar la arena en una cubeta. La maestra podría decir, “Si quieres jugar con la arena, puedes llenar esta cubeta. ¿Te gustaría una cubeta azul o una roja?” De esta manera, la maestra honra el interés de la niña, pero lo dirige de una manera más apropiada.



La conclusión

Las relaciones positivas con los padres, maestras y otras proveedoras proporcionan los cimientos para un niño feliz y exitoso, son los componentes básicos para el auto estima de su niño y la capacidad para simpatizar y predecir las futuras elecciones de conducta positiva. La manera en que usted le habla a su niño tiene un impacto significativo sobre su comportamiento. El realizar cambios positivos a su estilo de comunicación puede ser trabajo difícil, pero con un poco de práctica, usted notará una gran diferencia en la relación con su niño. Su niño se sentirá más alentado, positivo e independiente y, como resultado, usted disfrutará de una mejor cooperación en general.

Se recomienda la reproducción de este documento. No se requiere permiso para copiar.

Esta publicación fue producida por el Centro de Asistencia Técnica sobre Intervención Social y Emocional (TACSEI) por sus siglas en inglés) para niños pequeños financiado por la Oficina de Programas de Educación Especial (OSEP por sus siglas en inglés), Departamento de Educación de los Estados Unidos (H3268070002) y actualizado por el Centro Nacional para Innovaciones del Modelo de la Pirámide también financiado por OSEP (H3268170003). Las opiniones expresadas no representan necesariamente las posiciones o políticas del Departamento de Educación, julio 2013 / enero, 2018.



UNIVERSITY OF
SOUTH FLORIDA



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Hotline to
your contacts



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MENSAJE DE TEXTO**

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Línea Nacional de Asistencia a la Salud Mental Materna



HRSA
Health Resources & Services Administration

GRATIS

24/7

CONFIDENCIAL

Agregue la
línea directa a
sus contactos



The Proposed Head Start Rule: A Parent Quick Guide

What is the proposed rule?

The federal government is considering changes to the rules that guide how Head Start programs operate. The proposal is called a **Notice of Proposed Rulemaking (NPRM)**, but you can simply think of it as a **proposed rule**.

Before making final decisions, the government is asking parents, families, Head Start staff, programs, and others to share their views. The public comment period is open **through October 6, 2026**.

Why does this proposed rule matter to parents and children?

This proposed rule could change important parts of how Head Start programs serve children and families. Among other things, it could affect:

- **Services for children with disabilities**, including early identification and support
- **Children's health and comprehensive services**, including how programs identify health and developmental needs and connect families to services
- **English language development**, including how programs support children's English skills while communicating with families in languages they understand
- **Staff-to-child ratios**, which can affect the individual attention children receive and the demands placed on teachers and other staff
- **Family eligibility and enrollment**, including how families prove they qualify for Head Start
- **Parent leadership and participation** in program decision-making

These changes could affect the services children receive, the support available to families, and parents' ability to have a voice in their Head Start programs. That's why it's important for parents to understand the proposed rule and share their experiences and views.

What can parents do?

Your voice makes a difference. The NPRM comment period remains open through October 6, 2026. Additionally, Head Start's Fiscal Year 2027 (FY27) funding has not yet been finalized. Take these actions to stay engaged and stand for Head Start:

- [Submit a public comment on the Federal Register](#). Share firsthand experiences and evidence from your program or community to help inform the public record.
- [Sign the NHSA parent letter](#). Add your name by September 30, 2026.
- [Keep contacting Congress about FY27 funding](#). Continue reminding lawmakers what adequate funding means for classrooms, the workforce, and the children and families Head Start serves.



PARENTS: SPEAK UP FOR HEAD START

Head Start rules could change.
You can make a difference.

The federal government is proposing changes to the standards that guide how Head Start programs serve children and families.

What You Can Do

Sign the National Parent Letter and tell federal decision-makers why strong Head Start standards matter to your child, family, and community.

Scan to Sign

It only takes a minute.

Sign the letter. Share the flyer. Make your voice heard.



PADRES DE HEAD START: SU VOZ ES IMPORTANTE!

Las reglas de Head Start podrían
cambiar. Tú puedes hacer la diferencia.

El gobierno federal está proponiendo cambios a las normas de Head Start que guían los servicios que los programas de Head Start brindan a los niños y las familias.

Lo que puedes hacer

Firme la Carta Nacional de los Padres y dígalas a los responsables de tomar decisiones a nivel federal por qué las normas sólidas de Head Start son importantes para su familia.

Escanee para Fimar

Solo toma un minuto. Ayude a proteger Head Start para los niños y las familias. ¡Sume su voz y firme hoy!

Firme y comparta este volante.





ee

Kristina, Head Start parent

Erika, Head Start alumni

Charlene, Head Start parent

Joe, Head Start staff

What's your
#headstartstory?

Tell us your Head Start story!

How has your Head Start program impacted you? Whether you're a Head Start parent, teacher, or a Head Start graduate, everyone has a story to tell.

The stories we share with policymakers, community leaders and educators today have the power to ensure that more families can benefit from Head Start tomorrow.

All stories submitted by Sept. 30, 2026 will be entered into a random drawing for a \$100 Amazon gift card! (stories must include a photo to be eligible).

**Every story matters.
Submit yours today!**

<https://bit.ly/story-26Form>



P.O. Box 268 Citrus Heights, CA 95611 | www.headstartca.org | 916-444-7760

Cuéntanos su historia de Head Start!

Erika, Graduada de Head Start



Charlene, Padre de Head Start



Kristina, Padre de Head Start

¿Qué es su #headstartcuento?

Head Start California está trabajando para aumentar la conciencia pública de la comunidad de Head Start, brindar un mejor servicio a nuestros miembros y participar de manera profunda y colaborativa con la comunidad de cuidado y educación de la primera infancia en California y en todo el país. Queremos escuchar sus historias sobre cómo Head Start le ha impactado.

¡Los participantes participarán en una rifa para recibir una de las cinco tarjetas de regalo de Amazon de \$100! Las historias deben entregarse antes del 30 de septiembre.

¡Visite nuestro sitio web para comenzar!

<https://bit.ly/Story-26FormSpn>





Your child's education is our priority!

Community Action Partnership of Kern's Head Start program is a no cost program for children 6 weeks to 5 years from low-income families and pregnant women. Families and children experiencing homelessness and children in the foster care system are also eligible, as well as children with disabilities and other special needs.

Rest assured that Head Start has put together a portfolio of robust safety features to reduce the risk of COVID-19 transmission while children attend our site locations.



There are various program options that can best fit your family's needs:

Head Start

- Full Year/Part Year Options
- Full Day/Part Day in class

Early Head Start

- Home Based
- Pregnant Women Full Day in Class

Partnerships

- Partnerships with community day care providers
- Full-day classes

To complete an application, you will need:

- Birth certificate or any legal document showing child's age
- Immunization's record
- Proof of family income - last 12 months
- Proof of address
- Proof of pregnancy (if applying for Pregnant Women's Program)



Our Head Start Students Receive:

- High-quality, age-appropriate learning from credentialed teachers
- Free medical and dental screenings, Healthy meals and snacks
- A safe indoor and outdoor setting to explore, discover, and learn

Give your child a Head Start!

1-800-701-7060

www.capk.org/headstart



La educación de su hijo(a) es nuestra prioridad.

Head Start es un programa sin costo, diseñado para niños (as) de 6 semanas hasta 5 años provenientes de familias de escasos recursos y mujeres embarazadas. Las familias y menores desamparados, así como las familias inscritas en el sistema de crianza, también pueden calificar para el programa, esto también incluye a los niños (as) con discapacidades y otras necesidades especiales.

Tenga la seguridad de que Head Start ha reunido una serie de sólidos elementos de seguridad para reducir el riesgo de transmisión de COVID-19 mientras los niños asisten a nuestros centros.



Hay varias opciones de programas que pueden adaptarse mejor en las necesidades de su familia:

Head Start

- Opciones de año completo/año parcial
- Clases de tiempo completo y medio tiempo

Early Head Start

- Servicios a domicilio
- Mujeres embarazadas
- Día completo en clase

Asociaciones

- Asociaciones con proveedores de guarderías comunitarias
- Día completo en clase

Para completar una solicitud, necesitará:

- Acta de nacimiento o cualquier documento legal que demuestre la edad del niño
- Registro de vacunas
- Comprobante de ingresos familiares—últimos 12 meses
- Comprobante de domicilio
- Prueba de embarazo
(Si solicita el programa para mujeres embarazadas)



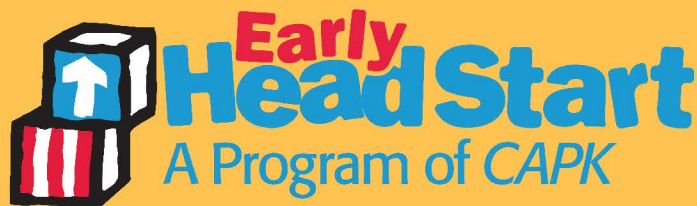
Nuestros alumnos de Head Start reciben:

- Aprendizaje de alta calidad y adecuado a la edad, ofrecido por profesores acreditados
- Exámenes médicos y dentales gratuitos, comidas y meriendas saludables
- Un ambiente interior y exterior seguro para explorar, descubrir, y aprender

¡Dele la oportunidad de un buen comienzo a su hijo (a) en Early Head Start!

1-800-701-7060

www.capk.org/headstart



Your child's education is our priority!

Community Action Partnership of Kern's Early Head Start Program in San Joaquin County is a no cost program for eligible children 0 to 3 years old and pregnant women. Our program is inclusive of all families including children experiencing homelessness, in the foster care system, as well as children with disabilities and other special needs.

CAPK has in place a variety of safety features to reduce the risk of transmitting infectious diseases including COVID-19, RSV, etc.



There are various program options that can best fit your family's needs:

Early Head Start

- Home Based
- Pregnant Women
- Full Day in Class

To complete an application, you will need:

- Birth certificate or any legal document showing child's age
- Immunization's record
- Proof of family income - last 12 months
- Proof of address
- Proof of pregnancy (if applying for Pregnant Women's Program)



Give your child the opportunity for a good start at Early Head Start!

APPLY NOW by scanning this!



(209) 242-9540
www.capk.org/headstart/

CAPK Early Head Start Children Receive:

- High-quality, age-appropriate learning from qualified and responsive teaching staff.
- Screening, assessments, healthy meals, and snacks.
- A safe indoor and outdoor setting to explore, discover and learn.



La educación de su hijo(a) es nuestra prioridad.

CAPK Early Head Start en el condado de San Joaquín es un programa sin costo para las familias elegibles. Ofrecemos servicios a niños de 0 a 3 años y mujeres embarazadas. Nuestro programa incluye a todas las familias, incluidos los niños sin hogar, niños en hogares de acogida y los niños con discapacidades.

CAPK cuenta con una serie de dispositivos de seguridad para reducir el riesgo de transmisión de enfermedades infecciosas como COVID-19, RSV, etc.



Hay varias opciones de programas que pueden adaptarse mejor en las necesidades de su familia:

Early Head Start

- Servicios a domicilio
- Mujeres embarazadas
- Día completo en clase

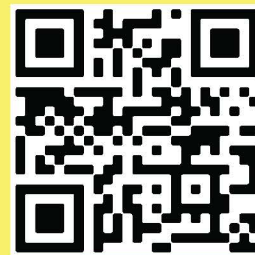
Para completar una solicitud, necesitará:

- Acta de nacimiento o cualquier documento legal que demuestre la edad del niño
- Registro de vacunas
- Comprobante de ingresos familiares—últimos 12 meses
- Comprobante de domicilio
- Prueba de embarazo
(Si solicita el programa para mujeres embarazadas)



¡Dele la oportunidad de un buen comienzo a su hijo (a) en Early Head Start!

¡APLICA AHORA escaneando esto!



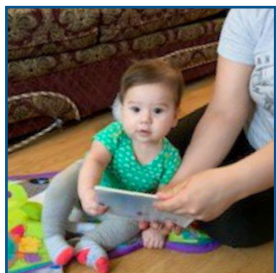
(209) 242-9540
www.capk.org/headstart/

Los Niños de CAPK Early Head Start Reciben:

-  Aprendizaje de alta calidad y adecuado a la edad del niño con personal calificado y atento.
-  Exámenes, evaluaciones, comidas y aperitivos saludables.
-  Un ambiente interior y exterior seguro para explorar, descubrir y aprender.



CalWORKs Home Visiting Program



Home visiting could help you with:

- Pre-natal & post-partum education
- Family and community support
- Positive parent and child interactions
- Health and social services

Who May Be Eligible?

CalWORKs participants who are:

- Pregnant
- Parents or caretakers of children birth to 24 months.

*To learn more or
to sign up for the program,*

Please contact our HVP Liaison at **(661)631-6756**
or your CalWORKs case worker.





CalWORKs

Programa de Visitas a domicilio



Las visitas a domicilio le pueden ayudar con:

- Educación
- Apoyo familiar y comunitario
- Interacción positiva entre padres e hijos
- Servicios sociales y de salud

¿Quién es elegible?

Las personas que participan en el programa de CalWORKs:

- Embarazadas
- Padres o guardianes de bebés recién nacidos hasta 24 meses de edad

Para obtener más información o inscribirse en el programa,

Llame al coordinador de HVP al **(661)631-6756** o a su trabajador social de CalWORKs.



2025 - 2026

Head Start Policy Council

Meeting Dates

Tuesday, November 18, 2025*
Tuesday, December 16, 2025*
Tuesday, January 20, 2026**
Tuesday, February 24, 2026
Tuesday, March 24, 2026
Tuesday, April 28, 2026
Tuesday, May 26, 2026
Tuesday, June 23, 2026
July – No Meeting
Tuesday, August 25, 2026
Tuesday, September 22, 2026
Tuesday, October 27, 2026

Policy Council Meetings are generally held at 5:30 p.m.
on the 4th Tuesday of the month.

** The November and December meetings will be held one week earlier due to the Thanksgiving and Christmas holidays.*

*** The January meeting will be held one week earlier to support attendance at the NHSA Winter Leadership Conference.*



MEMORANDUM

To: Policy Council

Lisa Gonzales

From: Lisa Gonzales, Program Governance Coordinator

Date: September 22, 2026

Subject: Approval of the 2026 Amended Policy Council Bylaws – **Action Item**

The Policy Council Bylaws Committee conducted its annual review of the CAPK Policy Council Bylaws as required and has recognized areas of the document in need of revision. In accordance with The Head Start Act, Section 642(c)(2)(D)(v) the proposed Bylaws are hereby presented to the Policy Council.

The Bylaws Committee met as scheduled on numerous occasions over the course of the 2025-2026 term to review, discuss and update the document as needed. The draft version of the CAPK Head Start Policy Council Bylaws, with recommended revisions and updates, was presented to the committee on September 9, 2026 for final review.

Most notable changes made to the current document include but are not limited to:

- Article III, Membership, Section 2 – *Types of Membership*. The number of parent members per region was reduced from four to two to support an overall increase in Policy Council participation and to help ensure all Policy Council seats are filled. **(Bylaws p.3)**
- Article III, Membership, Section 2(2) – *Board of Directors Representative*. The second sentence was revised to clarify the allowable length of service for a member serving in this capacity. **(Bylaws p.3)**
- Article III, Membership, Section 8 – *Conduct and Conflict of Interest*. The second sentence in paragraph two was streamlined to more clearly and precisely convey the expectation. **(Bylaws p.4)**
- Article IV, Officers, Section 3(c) – *Secretary*. This responsibility was removed, as it does not fall within the scope associated with this position. **(Bylaws p.6)**
- Article VIII, Standing Committees, Section 1(a). – The number of vacancies on each committee was reduced to align with the decrease in overall Policy Council composition and to promote more uniform and consistent committee sizes. **(Bylaws p.7-8)**

Additionally, minimal grammatical and formatting changes were made as needed throughout the document to ensure consistency.

Recommendation:

Staff recommend the Policy Council approve the CAPK Head Start Policy Council Bylaws as amended.

Attachment:

Policy Council Bylaws - *Draft*



**COMMUNITY ACTION PARTNERSHIP OF KERN
Head Start/State Child Development**

**POLICY COUNCIL
BYLAWS**

Bylaws Committee Reviewed: September 9, 2026

**Policy Council Approval:
Board of Directors Approval:**

ARTICLE I

NAME

The name of this organization will be Community Action Partnership of Kern Head Start/State Child Development Policy Council, hereafter known as the "Policy Council."

ARTICLE II

PURPOSE AND FUNCTIONS

SECTION 1. Purpose

1301.1 An agency must establish and maintain a formal structure for program governance that includes a governing body and a Policy Council at the agency level. Policy Councils are responsible for the direction of the agency's Head Start programs.

1. General Procedures

- a. 1301.3 (a) Each agency must establish and maintain a Policy Council responsible for the direction of the Head Start program.
- b. 1301.3 (b) A program must establish a Policy Council in accordance with section 642 (c)(2)(B) of the Head Start Act. Parents of children currently enrolled in each program option must be proportionately represented on the Policy Council.
- c. 1301.6 (a) 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.

2. Human Resource Management

- a. 642(2)(D)(vi) The Policy Council shall approve 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.

ARTICLE III

MEMBERSHIP

SECTION 1. Membership

1. Composition

- a. The Policy Council will be composed of:
Members of the community served by the Head Start agency which may include former Head Start parents. At least fifty-one percent (51%) of the Policy Council will be parents of children currently enrolled in the Head Start program.
- b. A parent is defined as "a Head Start child's mother or father, other family member who is the primary caregiver, foster parent, guardian or the person with whom the child has been placed for purposes of adoption pending a final adoption decree."

SECTION 2. Types of Membership

A parent must have a child currently enrolled in the Head Start program to be a member of the Regional Parent Committee (RPC). The RPC was developed to ensure the Policy Council is proportionately represented in each program option. The Policy Council membership shall consist of the following:

Region 1	Region 2	Region 3	Region 4	Home Base	HS/EHS Partnerships	San Joaquin Centers	Community Representative		CAPK Board of Directors
2 Parents	2 Parents	2 Parents	2 Parents	2 Parents	1 Parent	2 Parents	1 Past Parent	2 Community Agency	1 BOD Member

- a. Regional Parent Committee meetings will be held as needed to elect members to the Policy Council.
- b. If a member's child changes to another program option or region during the program year, they will remain on Policy Council until the position is filled. Once the position is filled, the member will be terminated and encouraged to seek election with their new parent committee.
- c. In the event a member's child ages out of the Head Start program, the member will continue to serve on the Policy Council until the end of the term.

1. Community Representatives

Community Representatives may be selected from the local community: businesses, public or private sector, civic, and professional organizations as well as others who are familiar with resources and services for low-income children and families, including parents of formerly enrolled children. 642(2)(B)(ii)(II)

- a. Two (2) Community Agency Representatives. Community representatives must follow the application process and obtain Policy Council approval before they can be seated. Community representatives will have the responsibility of providing a monthly verbal report on current events that support the Head Start program and the families it serves.
- b. One (1) Past Parent Community Representative. The past parent representative must be elected to the Policy Council and may not have a child currently enrolled in the Head Start program. The Past Parent Representative must be a member of an elementary school Parent Teacher Association, Parent Teacher Organization or similar affiliation. The responsibility will include providing a monthly verbal report, sharing information that supports school readiness for Head Start parents.
- c. Community Representatives may serve on the Policy Council for a total of five (5) years (collective total as a parent Policy Council Member and/or Community Representative Policy Council Member.) Representatives must stand for election annually.

If any Community Representative becomes a Head Start parent during a Policy Council term, their membership will be terminated; they may seek election with their new parent committee.

2. Board of Director's Representative:

One (1) member of the Board of Directors of the Community Action Partnership of Kern will be appointed to serve on the Policy Council each year. The appointed Board Member may serve as the Board of Directors' Representative for up to five (5) years, based on the collective total years of service as a Parent Policy Council Member, Community Representative Policy Council Member and/or Board of Director's Community Representative.

SECTION 3. Seating and Training of Members

Parent representatives and community representatives are seated as official voting Policy Council members at the first Policy Council meeting following completion of their Policy Council orientation and training.

- a. An annual orientation and training for **ALL** Policy Council members shall be provided within 30 (thirty) days after elections and thereafter as needed. Training must be completed prior to the following Policy Council Meeting. If the training is not completed the Policy Council member will be removed. Only those Parent Representatives and Community Representatives who complete the training will be seated.

SECTION 4. Vacancy

When a Parent Representative position is vacated, the affected Regional Parent Committee will elect a new representative.

SECTION 5. Resignation

A member must give the Program Governance Coordinator a written or verbal statement of resignation.

SECTION 6. Termination/Absence

Membership may be terminated because of three (3) consecutive absences between Policy Council and/or subcommittee meetings throughout the year for any reason, *except absences for attending a Community Action Partnership of Kern function, or EXTREME weather conditions*. Policy Council Members will assume responsibilities until approval of termination is made by the Council.

Termination Appeal Process

1. Submit a written letter of appeal to the Program Governance Coordinator within ten (10) working days of receiving the notification of termination.
2. The Program Governance Coordinator will place the appeal on the following Policy Council agenda for full Policy Council vote.
3. The Policy Council's recommendation will be in effect for the remainder of the current Policy Council term.
4. If an appeal is approved, the termination/absence record will recommence.

SECTION 7. Term of Membership

Head Start Policy Council Representatives are limited to a combined total of five (5) one (1) year terms. All representatives must stand for election annually. If a parent has served a total of three (3) terms and their child is no longer enrolled in the program they may seek re-election as a Past Parent Community Representative for an additional two (2) terms. Any member holding membership for four (4) months or more on the Policy Council will be considered to have served one (1) full term.

SECTION 8. Conduct and Conflict of Interest

Any member of the Policy Council who fails to act in the best interest of the Policy Council, or the agency, may be removed by a two-thirds (2/3) vote of the membership in attendance, provided the member has been notified of the proposed action.

No person who serves on Policy Council may be employed by CAPK nor may they have a financial conflict of interest with the agency. **The council and its committees shall carry out their responsibilities independent of staff.** Individuals serving the Policy Council may apply for employment with the agency at any time. Any Policy Council representative who accepts employment with CAPK must resign from the Policy Council immediately.

ARTICLE IV

OFFICERS

SECTION 1. Officers of the Policy Council

- a. The Policy Council will elect a Chairperson, Vice-Chairperson, Secretary, Treasurer, and Parliamentarian.
- b. These officers shall perform the duties prescribed in these bylaws.
- c. Currently enrolled parents may hold any officer position.
- d. Officers will be elected by a majority vote at the first Policy Council meeting of the new term and shall serve from election until the seating of new officers the following term.
- e. No member shall hold more than one office at a time.
- f. If the Vice-Chairperson, Secretary, Treasurer or Parliamentarian resigns or is removed from his/her office, an election will be held at the next Policy Council meeting after the official resignation announcement or removal process is voted upon. The Policy Council Chairperson must appoint a Policy Council member to fill a vacant office on an interim basis. At the next Policy Council meeting with a quorum established, an election for that officer position shall be conducted.
- g. If the Chairperson resigns or is removed from his/her office, the Vice-Chairperson will assume the office of Chairperson for the remainder of the term of office.

SECTION 2. Functions

1. Chairperson

- a. The Chairperson shall preside over and conduct all meetings of the Policy Council in addition to those of the Executive Committee.
- b. May support in the development of the agenda with the Program Governance Coordinator and the Director of Head Start/State Child Development or staff designee no later than ten (10) days prior to the meeting.
- c. The Chairperson will meet with the Program Governance Coordinator to review the agenda, no later than three (3) days prior to the meeting date.
- d. Refrain from entering debates during the Policy Council meeting.
- e. Call the meeting to order on time, follow the agenda and have the ability to clarify the business at hand at all times.
- f. Will explain each motion as needed.
- g. May vote to break ties.
- h. May acknowledge and approve urgent matters acting on behalf of the Policy Council.
- i. Appoint members to standing committees and special committees, as necessary.
- j. Appoint members to temporarily assume duties of absent officers.
- k. In the event of resignation or termination of any Policy Council officer, the Chairperson may appoint a Policy Council representative to fill the vacancy on an interim basis until the next regular Policy Council meeting (see Article IV, Section I).

2. Vice-Chairperson

- a. The Vice-Chairperson will chair the Planning Committee.
- b. Shall act in the absence of the Chairperson or at any time the Chairperson temporarily vacates/steps down from their position.
- c. Perform other duties as may be assigned to him/her by the Chairperson.

3. Secretary

- a. The Secretary will chair the School Readiness Committee.
- b. Call roll and maintain a record of members' attendance at Policy Council meetings.
- c. In collaboration with staff, the secretary may be asked to assist with the final documentation of minutes and motions, if needed.
- d. Ensure that Policy Council members sign in when attending meetings.
- e. Perform other duties as may be assigned to him/her by the Chairperson.

4. Treasurer

- a. The Treasurer will chair the Budget & Finance Committee.
- b. Ensure a monthly Parent Activity Fund report is distributed to the Policy Council.
- c. Perform other duties as may be assigned to him/her by the Chairperson.

5. Parliamentarian

- a. The Parliamentarian will chair the Bylaws Committee.
- b. Shall be able to define the Policy Council Bylaws and advise the Council on such, as necessary.
- c. Shall be aware of the meeting format and assist in keeping within that format.
- d. Assist in preserving order during Policy Council meetings.
- e. Perform other duties as may be assigned to him/her by the Chairperson.

SECTION 3. Officer Training

Training will be provided by the appropriate agency staff or consultants within one (1) month of an officer's election. Training will include the functions, duties, and responsibilities of the officers. Training may also include how to make a motion, the Ralph M. Brown Act, and Robert's Rules of Order as Newly Revised, etc. Follow-up training will be provided by agency staff or consultants as needed.

ARTICLE V

PARENT REPRESENTATIVES TO THE HEAD START CALIFORNIA PARENT CONFERENCE AND NATIONAL HEAD START ASSOCIATION CONFERENCE

- a. Pending the annual budget, elections may take place to attend the Head Start California Parent Conference or the National Head Start Parent Conference for members who have not previously attended a training. Alternates may be selected.
- b. If a 2nd or 3rd term Policy Council Member previously attended a conference and an opening is available, their attendance may be considered.
- c. Each member will be required to provide a verbal report of their experience to the Policy Council.

ARTICLE VI

POLICY COUNCIL MEETINGS

SECTION 1. Meetings

Regular Policy Council meetings will be held monthly as determined by the Policy Council. Standing committee meetings will be held based on the committee's vote. There will be no Policy Council or standing committee meetings scheduled during the month of July; any matters will be heard at Executive Committee meetings, as necessary.

- a. All meetings may be conducted, but are not required, to follow the Ralph M. Brown Act or Robert's Rules of Order, newly revised.

- b. Notices of each regular meeting shall be sent to all Policy Council members at least (5) days in advance, including a copy of the agenda for the meeting and the minutes from the previous Policy Council meeting.
- c. Meetings may be conducted using a web-based and/or teleconference communication system when deemed necessary.
- d. When attending a meeting using a web-based or teleconference communication system, all members shall have their cameras on and be visible during the meeting.
- e. If a Policy Council meeting is to be held via teleconference the conference call number and sign-in code must be provided to all members and made public.
- f. All Policy Council meetings are open to the public.
- g. The Program Governance Coordinator and Director of Head Start/State Child Development or designee will develop the agenda.

SECTION 2. Special Call Meetings

- a. A Special Call Meeting may be called by the Chairperson or the Director of Head Start/State Child Development. A quorum will be established at fifty percent (50%) plus one (1) of the Policy Council Executive Committee.
- b. Policy Council members must be notified by staff at least twenty-four (24) hours prior to a special call meeting with an explanation of the reasons for calling the special call meeting.

SECTION 3. Quorum

- a. A Policy Council quorum for conducting business will consist of fifty percent (50%) plus one (1) of the Council's membership.
- b. The Policy Council may not act on any matter unless a quorum is present.

ARTICLE VII

VOTING RIGHTS

SECTION 1. Vote

- a. The Policy Council will vote by a show of hands or stating "aye."
- b. A Policy Council member may vote only if present at a meeting during which a vote is taken and may not vote by proxy or absentee ballot.
- c. A Policy Council member who is out of the room or leaves the room during the time an action item is being discussed may not return to the room and vote.
- d. A majority vote is required to approve an issue/recommendation.
- e. The Chairperson may vote only to break a tie.
- f. The Executive Committee may act and vote on behalf of the Policy Council between official Policy Council meetings if a quorum of Policy Council members cannot be met.
- g. The Chairperson, acting on behalf of the Policy Council, may acknowledge and approve urgent matters.
- h. Members joining the Policy Council meeting on a web-based or teleconference communication system will vote by a show of hands or by a verbal response to include the members' name.

ARTICLE VIII

STANDING COMMITTEES

SECTION 1. Standing Committees

- a. Each Policy Council member must participate on one (1) standing committee. Policy Council members may participate on a maximum of two (2) standing committees during the Policy Council term.

Standing committees shall develop written recommendations which will be reflected in the committee meeting minutes and placed on the next Policy Council agenda. The minutes shall be available upon request except for meetings involving discussions of agency employees or potential employees, which are deemed confidential.

- Head Start Representative for CAPK Board of Directors – One (1) member
 - Budget and Finance – Five (5) members
 - Planning – Five (5) members
 - Bylaws – Five (5) members
 - School Readiness – Five (5) members
- b. The Executive Committee shall be comprised of five (5) members. The Chairperson, Vice-Chairperson, Secretary, Parliamentarian, and the Treasurer of the Policy Council. The Executive Committee will determine its meeting schedule.
- c. In the event a standing committee is unable to carry out its assigned functions in a timely manner (i.e. inability to maintain membership, inability to obtain meeting quorum, etc.), the Policy Council will be responsible for all functions described in Article II.

SECTION 2. Quorum

- a. A standing committee quorum shall consist of fifty percent (50%) plus one (1) of the membership of the committee.
- b. A standing committee may not conduct business unless a quorum is present.

SECTION 3. Voting

- a. A committee member may only vote when present at a meeting during which a vote is taken and may not vote by proxy or absentee ballot.
- b. A majority vote is required to approve an issue/recommendation.
- c. A committee chairperson may vote only to break a tie.

SECTION 4. Function of the Board of Directors Representative

Policy Council members will be given the opportunity to nominate and vote for a representative of the Policy Council to be seated on the Board of Directors.

- a. The elected Policy Council member must be available to attend all monthly Board of Director's meetings as well as all assigned subcommittee meetings to represent the Head Start program.
- b. The elected member will meet with the Program Governance Coordinator within three (3) days prior to the board meeting to review and prepare for a verbal report provided to the board.
- c. In the event that the current member is unable to fulfill duties as a Board Representative, the position will re-open for the election of a new representative at the following Policy Council meeting.

SECTION 5. Function of the Budget and Finance Committee

The Treasurer will chair the Budget and Finance Committee. The Budget and Finance Committee will perform the following functions:

Work with the agency staff in developing and reviewing the following for recommendation to the Policy Council for approval:

1. 1301.3 (c)(1) in reference to section 642(2)(D)(iii) as specified in the Head Start Act. Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.
2. 1301.3 (c)(1) in reference to section 642(2)(D)(iv) as specified in the Head Start Act. Budget planning for program expenditures, including policies for reimbursement and participation in policy council activities.

3. 1301.3 (e) 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.

SECTION 6. Function of the School Readiness Committee

The Secretary will chair the School Readiness Committee. The School Readiness Committee will perform the following functions:

Work with agency staff to review current school readiness goals based on the most recent Desired Results Developmental Profile data collected during annual assessment timeframes

1. 1301.3(c)(2) Use ongoing monitoring results, data on school readiness goals, and other information to conduct its responsibilities.
2. Review current classroom curriculum studies.

SECTION 7. Planning Committee

The Vice-Chairperson will chair the Planning Committee. The Planning Committee will perform the following functions:

Ensure that Policy Council members are aware of established timelines and procedures for program planning and work with agency staff in developing and reviewing the following for recommendation to the Policy Council for approval:

1. 1301.3(c)(1) in reference to §642(2)(D)(i) of the Head Start Act. 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.
2. 1301.3(c)(1) in reference to §642(2)(D)(ii) of the Head Start Act. Program recruitment, selection and enrollment priorities.
3. 1301.3 in reference to §642(2)(D)(iii) of the Head Start Act. Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.

SECTION 8. Bylaws Committee

The Parliamentarian will chair the Bylaws Committee. The Bylaws Committee will perform the following functions: 1301.3(c)(1) as referenced in §642(2)(D)(v) of the Head Start Act. Bylaws for the operation of the policy council.

1. 1301.3(c)(1) as referenced in §642(2)(D)(vii) of the Head Start Act. Developing procedures for how members of the policy council of the Head Start agency will be elected.
2. Review and recommend changes to the bylaws.
3. Interpret the bylaws when questions arise.
4. Ensure amendments are rewritten into the bylaws on an annual basis.

SECTION 9. Ad Hoc Committees

Ad hoc committees will be formed for a specific case, situation or purpose when deemed necessary. Representatives may volunteer or will be appointed by the Chairperson.

ARTICLE IX

REIMBURSEMENT OF EXPENSES

Policy Council members including Community Representatives shall be entitled to reimbursement for childcare and/or transportation expenses, as outlined in the agency's Program Governance Reimbursement Policy.

ARTICLE X

DISCIPLINARY ACTION

SECTION 1. Definition

Disciplinary action is designed to correct and/or abate any inappropriate actions made by Policy Council members. Disciplinary action may result from a concern, problem, complaint, or grievance brought against Policy Council members. Disciplinary action is applicable to all Policy Council members.

SECTION 2. Inappropriate Actions

Inappropriate actions shall include:

- a. Violation(s) of the Policy Council Bylaws.
- b. Violation of center and/or Policy Council chain of command regarding concerns, problems, or complaints.
- c. Personal misconduct when representing the Policy Council or Community Action Partnership of Kern.
- d. Falsification of or making material omissions on forms, records, or reports.
- e. Actual or threatened physical violence toward another employee, client, child, or parent.
- f. Possessing or bringing firearms, weapons, illegal drugs, or chemicals onto agency property, including vehicles.
- g. Using, possessing, or being under the influence of alcohol or controlled substances, as defined by law, while conducting Policy Council business or on agency property.
- h. Theft, unauthorized use, and possession or removal of Head Start or agency funds, property, records, or other materials or items belonging to another employee or client.
- i. Destroying or damaging Head Start, employee, or client property or records.
- j. Violating safety rules or practices or engaging in conduct which creates a safety or health hazard.
- k. Unauthorized disclosure of confidential information about the agency or any of its clients to the news media or the general public. Any disclosure of confidential client information to anyone, including other employees (refer to "*Oath of Confidentiality*").
- l. Smoking or vaping on agency property, in buildings and/or vehicles
- m. Engaging in unlawful activity.
- n. Directly or indirectly engaging in outside business or financial interests or activities which conflict in any way with the interest of the agency.
- o. Sexual harassment or other unlawful harassment of an employee, Policy Council or Governing Board member, parent, or community representative.
- p. Inciting conflict or hostilities.
- q. Bringing false accusations to the Policy Council or any of its committees.
- r. Slandorous or libelous remarks against members of the Policy Council, Board of Directors, parents or agency staff or clients.
- s. Failure to respect and promote the unique identity of each child and family and refrain from stereotyping based on gender, race, ethnicity, culture, religion, sexual preference, or disability.

SECTION 3. Disciplinary Action Process

Disciplinary actions may be initiated by submitting a **written statement** to the Director of Head Start/State Child Development, Program Governance Coordinator, and/or the Policy Council Chairperson. The written statement shall identify the inappropriate actions (see Article X, Section 2.) Written statements must be submitted within ten (10) working days following the occurrence. An acknowledgment of receipt shall be made within five (5) working days by the Director of Head Start/State Child Development or designee.

SECTION 4. Recommendations

The Policy Council member in question shall receive a copy of the written allegations concerning his/her actions and shall be given an opportunity to discuss the statement with the Chairperson and the Director of Head Start/State Child Development or designee prior to any action being taken. The Chairperson will respond to the Policy Council in one (1) or more of the following ways:

- a. Recommend that the parties involved discuss the issues and work toward a resolution.
 - b. Provide a written recommendation to the parties involved, outlining corrective action to be taken.
 - c. Recommend termination by the Policy Council.
 - d. Dismiss the allegation as unfounded or not within the responsibility of the Policy Council.
- The Policy Council's final vote will remain in effect for subsequent years.

ARTICLE XI

CONCERNS, PROBLEMS, AND COMPLAINTS

SECTION 1. Definition

- a. **Concerns.** Concerns shall be defined as any issue about which there is an interest, uncertainty, or apprehension relevant to the Community Action Partnership of Kern's Head Start/State Child Development Program (see Section 3.)
- b. **Problems.** Problems shall be defined as any issue about which there is a question raised for inquiry, consideration, or solution relevant to the Community Action Partnership of Kern's Head Start/State Child Development Program (see Section 3.)
- c. **Complaints.** Complaints shall be defined as a formal **written** allegation against a person or organization relevant to the Community Action Partnership of Kern's Head Start/State Child Development Program.

SECTION 2. Who May Bring Concerns, Problems, and Complaints to the Policy Council?

Any member of the general community and Policy Council members may bring concerns, problems and/or complaints to the Policy Council through appropriate channels. Complaints shall follow an established protocol for communication. Concerns are to be reviewed, investigated as necessary, and recommendations presented to the Policy Council by the Director of Head Start/State Child Development.

SECTION 3. Concerns, Problems, and Complaints

- a. Appropriate channels for General Community:
 1. Submit in writing and address to the Program Governance Coordinator or attend a Policy Council meeting. If a person from the community would like to speak to the Policy Council, they will have five (5) minutes to inform the Council. A person from the community must submit in writing, within ten (10) working days, the concern or complaint they are having with Community Action Partnership of Kern's Head Start/State Child Development Program.
 2. The Policy Council Executive Committee will respond within ten (10) working days to the concern or complaint.
 3. If the Policy Council Executive Committee cannot resolve the concern or complaint, it will be sent to Head Start Administration for resolution.
- b. Appropriate channels for Policy Council Members
 1. Submit in writing or speak with the Program Governance Coordinator. If support is needed in submitting the concern or problem in writing, assistance can be obtained from the Program Governance Coordinator.
 2. The Program Governance Coordinator, Director of Head Start/State Child Development, or designee will contact the Policy Council Representative within ten (10) working days.

ARTICLE XII

IMPASSE

SECTION 1. Procedure for Resolution of Impasse between the Governing Body and Policy Council

The Policy Council and Community Action Partnership of Kern Board of Directors shall follow the arbitration process outlined in Head Start Performance Standards 1301.6(b)(c).

1. (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.
2. (c) For all programs except American Indian and Alaskan 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.

ARTICLE XIII

PARLIAMENTARY AUTHORITY

The Policy Council has adopted Robert's Rules of Order as parliamentary authority, however, retains the power to deviate from this formal structure when considered necessary by the Policy Council Chairperson, Parliamentarian or Staff Sponsors.

Responsibility

The Program Governance Coordinator will be responsible for implementing this policy and tutoring all staff who require the knowledge and skills necessary to assist in implementation.

ARTICLE XIV

AMENDEMENT TO THE BYLAWS

These bylaws may be amended by sending a copy of the proposed amendments to each Policy Council member at least five (5) working days before the meeting. The Policy Council will conduct a first reading of the proposed amendment. The Policy Council may debate/discuss and revise any amendment. A vote for adoption of the amendments must be approved by fifty percent (50%), plus one (1) of the members present at the Policy Council meeting.