

CASA STANDARDS

Standard 1: Program Mission and Purpose

The goal and purpose of CASA is to provide court-appointed volunteer advocacy to abused and neglected children. Every child in Umatilla County will have a safe, permanent, and nurturing home.

The ongoing development of Umatilla-Morrow County Head Start, Inc. as an agency is guided by the agency's mission statement:

Umatilla-Morrow Head Start is a caring, innovative network of quality individuals working in partnership with others to strengthen families and communities.

We are committed to providing a quality comprehensive educational program to all families and children through the communities we serve.

We believe the educational process begins at home and we will assist parents in working with their children to understand developmentally appropriate practices.

We are neighbors working together to strengthen families free of drug and alcohol abuse, promoting communities in which children are Free to Grow.

We will empower staff and families to identify needs and develop strengths, values and dreams by building confidence and respect.

Our vision is Stronger Families, Better Communities and Brighter Futures

Standard 2: Ethical Conduct

The CASA/GAL program upholds the credibility, integrity and dignity of the CASA mission by conducting all business in an honest, fair, professional and compassionate manner. Recognizing and respecting the sensitive nature of the work, the program maintains the highest confidentiality.

Each employee shall perform all duties assigned with cooperation, tact, courtesy and respect. An employee may not make public statements as a spokesperson of UMCHS, Inc. without prior clearance from the Executive Director. Employees are to economically utilize and conserve supplies and property. An employee must exercise the utmost discretion in all matters of official business. Any information received by an employee on a confidential basis must be maintained in strict confidence.

STANDARDS OF CONDUCT

All staff, consultants, and Volunteers will abide by the program's standards of conduct, which include:

1. Respect and promote the unique identity of each child and family and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability;
2. Follow program confidentiality policies concerning information about children, families, and other staff members;
3. Leave no child alone or unsupervised while under the agency's care, and
4. Use positive methods of child guidance and not engage in corporal punishment, emotional or physical abuse, or humiliation. In addition, not employ methods of discipline that involve isolation, the use of food as punishment or reward, or the denial of basic needs.

Standard 3: Inclusiveness and Diversity

The CASA/GAL program is committed to inclusiveness and diversity as essential value demonstrates these qualities in its own operation and promotes them in its governance, management and quality advocacy for the abused and neglected children it serves.

The CASA program demonstrates that inclusiveness and diversity are essential components of quality advocacy for the children it serves.

Affirmative Action Policy and Plan: An Affirmative Action Program is a set of specific and result oriented goals to which the employer and all employees commit themselves to apply every good faith effort. It is the purpose of the Affirmative Action Programs to identify organizational components and job categories in which certain groups within the population may not be represented in proportion to their availability in the labor force, to analyze the reasons for under-representation, to set goals and timetables for achieving equitable representation by these groups and to develop visible programs to pursue these goals.

It is the policy of UMCHS to affirmatively ensure that employment is in keeping with the principle of equal opportunity and to reaffirm equal opportunity in all personnel-related

actions. UMCHS is an Equal Opportunity Employer and does, in fact, intend to carry out the spirit of federal, state, and local laws and regulations which prohibit discrimination in employment on the basis of race; color; religion; national origin; gender; age; veteran's status; marital status; familial status, source of income, mental or physical handicap unrelated to performance of a specific job; excised juvenile records; having applied for, or used, worker's compensatory insurance; having been injured on the job; a member of family employed by UMCHS (exception being when that relative would be that persons' supervisor or in a position to arbitrate that person's grievances); one's association with a member of protected class; or sexual orientation.

It is the goal of UMCHS, Inc. to: Recruit, hire, and promote in all categories of job classifications without regard to race; color; religion; national origin; gender; age; veteran's status; marital status; mental or physical handicap unrelated to performance of a specific job; excised juvenile records; having applied for, or used, worker's compensatory insurance; having been injured on the job; a member of family employed by UMCHS (exception being when that relative would be that persons' supervisor or in a position to arbitrate that person's grievances); one's association with a member of protected class; or sexual orientation.

Base all decisions concerning employment and promotion in accordance with the principle of Equal Employment Opportunity by imposing only valid performance-related requirements with regard to employment and promotion opportunities.

Administer all other personnel actions, such as compensation benefits, training, educational incentives, and social and recreational programs, without regard to race; color; religion; national origin; gender; age; veteran's status; marital status; mental or physical handicap unrelated to performance of a specific job; excised juvenile records; having applied for, or used, worker's compensatory insurance; having been injured on the job; a member of family employed by UMCHS (exception being when that relative would be that persons' supervisor or in a position to arbitrate that person's grievances); one's association with a member of protected class; or sexual orientation.

Conduct a review of all personnel-related actions to ensure equal opportunity at all levels, in all classifications and activities. This will be done each June.

The policy of UMCHS, Inc. shall be made known to, and cooperation sought from, all its employees, contractors, subcontractors, and suppliers. This will be accomplished through all appropriate means:

Bulletins, letters, postings and other media

Conferences and orientation sessions

Personal contacts with the employees, executives, and management and supervisory personnel of contractors

All sources of employment recruitment

Workforce Diversity: UMCHS, Inc. will recruit from a diverse, qualified group of potential applicants and volunteers to secure a high-performing workforce drawn from all segments of American society by:

Designing and performing strategic outreach and recruitment to reach all segments of society

Using strategic hiring initiatives for people with disabilities and for people of color, conducting barrier analysis, and supporting Special Emphasis Programs (SEPs), to promote diversity within the workforce

Workplace Inclusion: UMCHS, Inc. will cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention by:

Encouraging and expanding employee use of wellness programs already in place

Expanding new employee/volunteer orientation process to provide for additional training, development, and networking opportunities

Establishing a centralized budget for all reasonable accommodations

Providing training for all volunteers, employees, managers and supervisors on the reasonable accommodation process

Sustainability: UMCHS, Inc. will develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion by:

Demonstrating leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace

Fully and timely compliance with all Federal laws, regulations, Executive orders, management directives, and policies related to promoting diversity and inclusion in the workforce

Involving volunteers and employees as participants and responsible agents of diversity, mutual respect and inclusion

Conducting focus groups at locations to collect feedback on issues regarding workplace diversity

Standard 4: Disproportionality

The CASA/GAL program demonstrates an understanding of and is committed to address disproportionality issues and how they impact the children served and the abused and neglected children of their community.

UMCHS has been involved in the Mission of Casey Family Programs (Umatilla County is a Casey Family county) to provide and improve – and ultimately prevent the need for foster care.

Casey Family Programs has provided high-quality foster care, kinship care and transition services to improve the lives of children and families in Oregon and across the country. Today, we are working with children, families and communities to ensure that all children can be raised in a safe and permanent family.

We have educated our staff and volunteers on the need for public policy changes that will help child welfare systems provide effective services for children and families.

We have:

Provided Live Wrap Training to bring expertise to the practitioners involved in the Wraparound Umatilla project and community partners that make referrals to it.

Increased the number of individuals and organizations that are aware of the SERFC initiative and how it may impact the community. Determine the level of risk the community is prepared to accept to keep children with their parents.

Participated in Agency Cross Training in Chronic Neglect, Recognizing Bias and other pertinent topics.

Standard 5: Program Governance

The CASA/GAL program has a governing body responsible for the following: oversight program's compliance with all applicable laws and regulations; adoption of policies; def services; and guidance of program development, assuring the program's accountability courts and community.

The CASA program has a governing body responsible for overseeing the program's compliance with all applicable laws and regulations, adoption of policies, definition of services and guidance of program development assuring the program's accountability to the courts and community.

The Preamble of the Umatilla-Morrow Head Start, Inc. By-Laws states that the organization exists for persons who share the belief that they can make a significant contribution towards enhancing parent, children and family strengths. We are a network of caring citizens, a consortium of supportive programs, and a bridge between need and empowerment.

The agency seeks to make a connection and a difference; we connect our local families to resources such as the Federal Head Start, the United States Department of Agriculture, and Oregon Head Start Pre-Kindergarten (Department of Education). We make a difference in our local communities by mobilizing service providers, by activating programs, and by interconnecting them with the parents and children who need them.

Our immediate goal is to improve the lives of our clientele. We can do this through education, training, and service.

Our long range goal is to strengthen the persons that we touch so that the individual - family - community - nation chain is strengthened in corresponding increments.

It is not contemplated that the corporation will have members, other than the persons serving on its Board of Directors. However, the Board of Directors may establish criteria and requirements for memberships. If so, then a membership roll shall be maintained, to include at least the name, phone, fax and address of each member. If provision for membership is made, then the Board shall also provide for the internal corporate rules regarding such memberships (i.e., annual meetings, special meetings, voting rights etc.). These bylaws shall be amended at that time to incorporate those provisions

Program Component Information reports, utilizing Child Plus will be completed by all Program Directors and Managers each month and submitted to the Executive Director and Associate Directors. From these reports the Associate Directors will complete a monthly report which will be given to all Policy Council and Board members monthly.

Board information will include the following:

Monthly Financial Statements Including Credit Card Expenditures

Head Start/OPP/Early Head Start

Enrollment

Waiting Lists

Policy Council, Board, and Staff meetings dates and times

Trainings/Workshops

In-Kind

Attendance

Parent Volunteers

Child Abuse Reports

Health/Dental/Immunization Information

Nutrition Assessments

Training

WIC
Caseload
High Risk Clients
Training

US Department of Agriculture
Monitors
Number of meals served in Centers and amount of revenue

Child Care Resource & Referral
Referrals and Consultations
Database numbers

Healthy Start
Family Unit Enrollment by Community
Individual Family Advocate Caseload
Family Unit Enrollment Year to Date
Parent Support Groups/Parent Education Offered by Community and Attendance
Race/Ethnicity/Primary Language/Age of Participants

Court Appointed Special Advocates Program
Number of Volunteers
Number of Children needing a CASA Volunteer
Updates on Funder, State, and National CASA requirements.
Training attended offered to volunteers.

Family Support & Connections
Number of referrals from Self Sufficiency
Number of referrals year to date
Number of Families served by community
Number of referrals year to date
Flexible spending amount and type offered to families

The Board has explicit and comprehensive fiscal and legal responsibility for administering and overseeing the agency and for safeguarding Federal and State funds. The new law enumerates a long list of responsibilities with which Boards must now comply. There are no exceptions to the requirements in the list of responsibilities. In effect, the Board must now be actively involved in the oversight of the agency's Head Start program.

Many of the Board's responsibilities mirror the subjects listed in Appendix A to 45 CFR 1304.50 of the Head Start regulations, but some are new or are differently defined. For example, the Board is now specifically responsible for approving personnel policies and procedures relating to the hiring, evaluation, compensation, and termination of the

Executive Director, Head Start Director, Director of Human Resources, Chief Financial Officer, and others with equivalent position within the agency.

The Umatilla Morrow Head Start, Inc. Board must:

Assume legal and fiscal responsibilities for administering and overseeing all programs under its authority; including the safeguarding of Federal and State funds

Adopt practices that assure active, independent, and informed governance of the corporation, including the resolution of internal disputes.

Be responsible for ensuring compliance with applicable Federal, State and local laws and regulations

Be responsible for other activities, including:

Selecting delegate agencies and their service area, as appropriate

Establishing procedures and criteria for recruitment, selection, and enrollment of children

Reviewing all applications for funding and amendment to such applications

Establishing procedures and guidelines for accessing and collecting accurate and regular information for use by the Board of Directors about program planning, policies, and agency operations

Reviewing and approving all major policies of the agency, including but not limited to the annual self-assessment, financial audit, progress in carrying out the programmatic and fiscal provisions in the corporation's applications, including implementing any corrective actions, as applicable, and personnel policies regarding hiring, evaluation termination and compensation

Approving financial management, accounting, and reporting policies, and compliance with laws and regulations relating to financial statements, including the approval of all major financial expenditures of the agency, annual approval of the operating budget of the agency, selection of independent financial auditors who shall report all critical accounting policies and practices to the Board of Directors, and monitoring the corporation's actions to correct any audit findings and of other action necessary to comply with applicable laws and regulations governing financial statement and accounting practices

Approving personnel policies and procedures, including those regarding the hiring, evaluation, and compensation and termination of the Executive Director, Head Start Director, Director of Human Resources, Chief Financial Officer, and any other person in an equivalent position within the agency

Establishing, adopting, and periodically updating written standards of conduct that establish standards and formal procedures for disclosing, addressing and resolving any conflicts of interest or appearance of conflicts of interest by Directors, Officers and employees of the corporation, and consultants and agents who provide services or furnish goods to the corporation, and complaints, including investigations, as appropriate

As practicable and appropriate, establishing advisory committees to oversee key responsibilities related to program governance and improvement

Standard 6: Human Resources Management

The CASA program follows written policies for recruitment, selection, diversity, training, retention and effective performance of its paid personnel.

The ultimate responsibility of this and every other agency policy rests with the Board of Directors. Authorization for implementation is delegated to the Executive Director and to a designated management team and staff members.

The agency is firmly committed to the principle of equal opportunity and will reaffirm this policy in all human resource actions. The organization will recruit, hire, and promote in compliance with all applicable federal and state laws and regulations. A detailed description of personnel policies and procedures may be found in the agency's **Staff Employment Manual**. Each employee has both written and electronic access to this manual.

All employees of UMCHS, Inc. are hired in connection with a grant or contract, the terms of which vary considerably in scope, duration, and content. Therefore, although these policies reflect the general position of the program, it must be kept in mind that some grants or contracts may more specifically limit and define the relationship between program and individuals hired.

Job classifications are categorized according to required training, responsibility, liability, and accountability. Compensation is based on the breadth and depth of responsibility. Wage comparability studies will be conducted on a regular basis to ensure equity with the marketplace. Job classifications have been outlined as follows:

Program Director

Program Manager

Program Coordinator

Program Specialist

The purpose of the staff training program is to provide staff with opportunities for training, development, and advancement.

Training for the staff will be developed by the Staff Development Committee, Administrative Team, and Management Team to insure the provision of new skills and information for both returning and new employees so that their work will become more productive and satisfying.

In determining staff training needs, the following tools may be utilized:

Self-Evaluation

Training Evaluations

Requests to SDC

Training Needs Assessment

Community Assessment

Multi-cultural make up of families/children served

State T/TA Team State-wide assessment– ICF, Inc.

In assessing individual training needs, the following tools may be utilized:

Self-Evaluation

Training Evaluations

Performance Appraisals

Professional Development Plans

Staff should receive ongoing effective supervision so that they are able to develop realistic and effective plans to empower families to meet their objectives; to understand why a family may not be making progress and how to work with the family more effectively. In addition, staff should receive ongoing effective supervision in order to express their concerns and frustrations; receive feedback on strengths and areas needing improvement; to see that they are making a difference; and in order to avoid stress-related burnout.

Supervisors will provide ongoing case review and periodic shadowing of home visits to ensure that family cultural values and beliefs are respected.

Supervisors provide regularly scheduled individual supervision to:

Full time Healthy Start FSW:	1 ½ - 2 hours per week (may be split into two sessions)
Teachers:	3 hours every other week
Family Advocates:	1 ½ - 2 hours monthly
Support Staff:	quarterly
WIC Certifiers:	every 30 days

Managers:	every 30 days
Directors	every 30 days
Executive Director	every 60 days

This could include:

Coaching and providing feedback on strength-based approaches and interventions used (e.g., problem-solving, crisis intervention),

Shadowing

Classroom/Home Visit Observations

Reviewing written Family Assessment Interviews

Reviewing Family Partnership Plans - progress and process

Reviewing family progress and level changes

Discussing family retention and attrition

Providing feedback on documentation and integrating use of tools used (e.g., developmental screens, evaluation tools)

Review the data to make sure it is accurate for each participating family within the time parameters set by the evaluation, ensure the accuracy of the data reported, and monitor their data through ongoing review of quarterly reports, and timely review of preliminary status report data.

Integrating quality assurance results including regular and routine review of assessments and assessment records, home visit records, and all documentation used by program

Coaching regarding home visit completion rates

Discussing putting new training into practice

Supporting cultural sensitivity and practices

Providing guidance on use of curricula

Providing reflection on techniques and approaches

Identifying areas for growth

Identifying and reflecting on potential and actual boundary issues, and

Sharing information on community resources

Supervisors/Managers/Directors receive regular, ongoing supervision which holds them accountable for the quality of their work and provides them with skill development and professional support. Procedures may include:

Addressing personnel issues

Feedback/reflection to supervisors regarding the team

Agency issues

Review of program documentation such as monthly or quarterly reports, program statistics, and quality assurance mechanisms

Review of progress towards meeting program goals and objectives

Strategies to promote professional development/growth, and

Quality oversight that could include shadowing of supervisor

The Executive Director is provided with skill development, professional support, and supervision from the Board of Directors. This may include:

Feedback at Board meetings six times per year

Individual meetings with Board members, and

An annual performance evaluation

Any documentation of supervision must be kept confidential. Individual binders/folders for each employee that contains notes, observations, and other forms of documentation must be kept and locked in file cabinets at all times. After the completion of each log, they should be placed in the employee's personnel file. All forms of documentation should be signed and dated by each staff person. Documentation may include:

Supervisory Notes

General FSW Supervision Form

Observation Forms

Reflective Supervision Forms

Professional Development Plans

Annual Performance appraisals (kept in employee personnel file)

Standard 7: Volunteer Management

The CASA program follows written policies for its volunteers regarding recruitment, application, selection and screening, training, supervision, volunteer roles and responsibilities and dismissal.

Volunteering is rewarding and beneficial. Volunteering can also open up career opportunities, by providing job training and experience for gaining future employment.

We look forward to assisting volunteers in becoming successful in their area of interest and skill development. We are enthusiastic, energetic and willing to offer encouragement and support.

Umatilla-Morrow Head Start, Inc. (UMCHS) actively promotes the use of volunteers and community resources to expand and improve programs for the benefit of the children and families served.

Volunteers can be professional and nonprofessional, parents, local residents, and members of the larger community. Volunteers serve as Board, advisory, and Policy Council members; CASA volunteers; work in the classrooms, office and kitchens; provide training and education; and provide medical and dental exams. The following are some ways volunteers can spend their time in the program:

Assisting in the classroom

Participating in the SMART reading program

Serving as a CASA advocate

Providing clerical help in offices

Becoming a bus monitor

Assisting at the center in the kitchen

Performing maintenance duties in offices and classrooms

Assisting with child care for agency activities/meetings

Becoming a mentor

Becoming a Healthy Start “Welcome Baby” visitor

Sharing talents and skills with other parents in training/workshop/activity setting

COURT APPOINTED SPECIAL ADVOCATE CERTIFICATION POLICY

Court Appointed Special Advocates (CASA) will be well-trained volunteer advocates that speak on a child’s behalf. They serve on behalf of children at will. The CASA volunteer procedure is as follows:

Complete volunteer application with four letters of reference

Volunteer must be a resident of Umatilla County

Complete interview with Program Manager.

Complete background check with Oregon Child Care Division

Complete 30 hours of training utilizing the “National CASA Association Volunteer Training Curriculum Independent Study Manual in conjunction with the Program Manager.

Be sworn in and take the CASA Pledge with the presiding judge of Umatilla County.

A person is on active status if he or she is currently assigned to a case, or has been assigned to a case within the last 3 months.

A person may be placed on probationary status for up to 6 months for concerns related to the ability to perform the position, or failure to meet initial or annual certification requirements. The probation ends when the person has adequately addressed the concerns that led to invoking the probation. The reasons for invoking and completing probation shall be documented in the volunteer’s file.

Volunteers will be considered inactive or on leave for any of the following: have completed a case three or months ago and not yet taken a new case; are currently eligible for case assignment, but request to be on leave for a period of time; or are ineligible and in the process of regaining certification

A person may resign from being a CASA volunteer. A CASA may voluntarily resign for reasons that, in the CASA’s judgment, preclude his or her continuation in the program. A person will be considered resigned after 12 months on inactive or leave status, unless a specific written exception is made by the program manager.

A CASA may become active again after being on leave or inactive status. The person will arrange with the Program Manager any training or other activities necessary to reactivate their status.

Volunteers in this program who wish to transfer to another CASA program may authorize in writing the release of their written application materials to the new program.

Volunteers wishing to transfer from another program to this one may do so, provided the screening and training requirements of this program are met. A combination of application materials from both the former program and this one, as well as training from the former program and training from this program will suffice. The Program Manager will make this determination after consulting with the program director and/or volunteer coordinator in the other program, and after interviewing the candidate for transfer. At a minimum, a face-to-face interview and an orientation to the procedures and laws specific to this jurisdiction will be required.

A CASA may be terminated. Reasons for termination include:

Failure or inability to perform one's duties necessary to the level of competency as a Court Appointed Special Advocate

Drug or alcohol use or abuse that impairs one's ability to perform in this position

Harm to a child

Deliberate violation of agency policies or state law, including breach of confidentiality

Unwillingness to accept supervision

Commission of a criminal offense during the time of service

Lying or deliberate misrepresentation on the application or during the screening process

Unavailability to perform one's duties

Any other circumstances deemed harmful to the organization or to the CASA's ability to advocate for the child. UMCHS reserves the sole right to determine what constitutes cause for termination.

See Volunteer Handbook for complete information on volunteering for Umatilla-Morrow Head Start, Inc.

Standard 8: Public Relations

CASA program communicates with its community and other service providers about its program and of the needs of the children it serves and cooperates with other agencies to plan for needed programs of service for children.

A communication system ensures that an exchange of information allows individuals to become fully involved in program activities and to make group decisions that promote a quality program. To be effective, information flows to and from parents, staff, governing bodies, and community partners.

The system ensures that information is timely and accurate. Materials should be translated into the primary language of the family at a level that all can understand and comprehend. In addition, families should be matched with staff who meets the cultural

and linguistic needs of the major population groups within the service population. If that is not possible, skilled interpreters will be provided.

Within the Head Start Agency (including WIC, CCR&R, Healthy Start, CASA, USDA, etc.) there are many ways in which communication takes place. However, we still struggle with timely and cost effective communication. Below is a list of the methods of communications available for use. Some have to be used in place of others, depending on the circumstance. This list appears in the order of Agency preference due to cost effectiveness, with a schedule of when intra-agency mail will be transported from Hermiston to outlying areas (Pendleton Office and Milton-Freewater Office) and from outlying areas to Hermiston. Team Leaders/ Operations Directors need to coordinate with their staff members, a person responsible for seeing that outgoing mail is at the central pick-up point (Pendleton or Milton-Freewater) prior to scheduled pick-up times. Team Leaders/ Operations Directors also need to coordinate with their staff for pick-up of incoming mail after scheduled drop off times.

Form of communication

Comments

Face to Face

Always preferred, not always possible

E-mail/Web Access

All centers have access to e-mail and UMCHS website. Use of this communication system will reduce the telephone expenditures. Please take time to use the e-mail/website. Team leaders/Operations Directors coordinate with staff time to access the center computer for email/website access.

Intra-Agency Mail

Milton-Freewater center will have mail pick-up, at least, every Monday. WIC staff will know in advance if WIC staff from Pendleton or Hermiston is to be in Milton-Freewater or other days. WIC Staff will notify Team Leader so that all staff will be aware of other

intra-agency mail days.

Mail at the Hermiston Administrative Office for Pendleton needs to be ready by 4:30 PM for transport to Pendleton. Mail at the Pendleton Office for Hermiston needs to be ready by 4:30 PM for transported each morning to Hermiston.

Intra-Agency Mail that cannot be picked up or delivered in a week's time is mailed to that center from the Hermiston office on Fridays. As a rule, all staff members from your center/office, going to or coming from the Administrative Office, are responsible to pick-up and drop off mail from/for your center/office. Always check before you travel!

Regular Mail

At times, especially with cooks, paperwork is due earlier than other center month end reports. To insure

that it arrives at the main office on time, you can send it regular mail. If you mail it from the Pendleton Post Office by 5:00 PM, it will be

delivered in Hermiston by 1:30 PM the next day. So paper work due to the fiscal office by 8:00 in the morning must be mailed 2 days before. Outlying areas (Grant and Wallowa Counties, will use this regularly, in place of intra-office mail.)

Fax Calls

If paperwork needs to arrive more quickly than intra-agency mail, and you can't send it as an attachment over email, use the fax. Remember to log the fax calls. Time sheets can be faxed, but the original needs to be sent also. Fiscal Department needs the original with signatures for filing purposes.

Telephones

Long distance calls can be a major expense. If you are calling long distance, be prepared and keep conversations brief. When calling the Main office (long distance or toll-free) check with staff at your office/center to see if anyone else needs to talk with persons in the main office. This will cut down on expenses. No personal long distance calls! Remember to Log all long distance calls. Email first, when possible.

Through a variety of community interagency committees, information flows to the community about the UMCHS programs and their role in the community. Through the involvement in these community groups, the agency is able to partner with a variety of different agencies and avoid duplication of services. Listed below is a sample of community groups on which the agency participates:

Community Interagency Network (East & West End)

Family Support & Connections

0-8 Early Childhood Partnership Team (Umatilla and Morrow Counties)

Umatilla Chapter of Oregon Association for the Education of Young Children

Mental Health Advisory Council

Chamber Leadership Seminars

Stop Smoking Task Force

Zero to Five Interdisciplinary Team

RAPP (Reduce Adolescent Pregnancy Program)

Prevention Team of Morrow County

School Board (Each School Board is assigned a Head Start representative to attend their meetings)

Commission for Children and Families

Wraparound Project with ESD

Citizens Review Board

Through a variety of communication methods, information about the organization is shared with staff. Listed below is a list of ways in which communication is shared with staff:

Management Team (all supervisors) meets every other month for information updates, supervisory training, and clarification of agency issues.

Administrative Team (all staff who report directly to the Executive Director) meets every Tuesday morning for planning, issue discussion, and program updates.

Team Leader Meetings (all center staff who report directly to Operations Directors) meet monthly.

Team Meetings (each center staff) meet monthly.

Staff Meetings (all agency staff) meet together four times per year for training, Staff Development Association, component training and committee work. (August, October, February, and April)

Staff Development Committee (made up of 15 representatives of staff) meetings occurs quarterly. At staff meetings the Staff Development Committee chairperson facilitates a meeting of all staff to give reports regarding Program Information, Oregon Head Start Association meetings, and information sharing from centers.

Information memos are sent out to staff in writing, via e-mail/website, in the agency newsletter, and by fax to inform staff of promotion opportunities, clarification of or changes in employment policies, funding, committee meetings, or updates in federal or state rules and regulations.

Information in the primary language of the family is shared with parents and volunteers through:

Newsletters
Information Memos
Center Committee Groups
Policy Council
Committee work
Phone and e-mail
Home Visits
Volunteer Handbook

Information is shared with the Board of Directors through:

Annual Orientation with Policy Council in September
Monthly Trainings
Monthly Financial and Program Reports
Monthly newsletters
Committee meetings (Budget and Personnel)
Participation on Self-Assessment
Monthly Board Notes
Board meetings which occur every other month
Board Handbook
Phone and e-mail

Standard 9: Planning and Evaluation

The CASA program maintains management information and data necessary to plan, evaluate and report its services.

Oregon Revised Statutes provide legal protection for Court Appointed Special Advocates (CASA) by stating that CASAs "...**shall be immune from any liability for acts or omission or errors in judgment made in good faith in the course and scope of that person's duties or employment as part of a CASA volunteer program.**" (ORS 419A.170(5)). To demonstrate good faith, the following procedures must be followed. Failure to follow these procedures may result in probation or immediate dismissal from one's duties as a Court Appointed Special Advocate:

CASA volunteers must maintain absolute confidentiality regarding the children they represent and their families. This procedure is the cornerstone of the CASA program,

and reflects the CASA's legal (ORS 419A.170 and 419A.255), moral, and ethical obligations to protect this child's and family's rights to privacy.

The CASA may discuss and release information to legal parties of the case, including only the following persons: the parents and their attorneys, the children and their attorneys, the Child Welfare case worker, Deputy District Attorney, Assistant Attorney General, CASA Program Manager, and the Judge.

The CASA may discuss and release information on order of the court.

A CASA volunteer should never have a child in his or her care or custody, nor be responsible for the child. This is to protect the children served by the CASA program. It also protects the CASA from unfounded accusations of abuse, and from becoming inappropriately emotionally involved with the child. Examples of inappropriate practice include:

Providing transportation to the child

Taking a child home or sheltering in the home

Taking the child to a restaurant or park, no matter how nearby

CASA volunteers should not provide direct services to children or their families. This is to help keep the CASA's role very clear, and to prevent CASA volunteers from becoming involved in activities that could jeopardize their objectivity, lead to conflict of interest or to liability problems, or cause a child or family to become dependent on the CASA for services. The CASA's role is to advocate for services, not provide them.

Some examples of inappropriate volunteer practices are:

Giving legal advice or counsel

Transporting the parent or child

Supervising visits between the parent and child

Being a big brother or big sister to the child

Making placement arrangements for the child

Arranging appointments for drug treatment, counseling, parent training classes and any other services

Performing crisis counseling or other counseling

Giving money or gifts to the child or family (other than a very small gift such as a color book or token item that serves a purpose; very small means less than \$5; even very small gifts should be given infrequently).

A CASA volunteer does not engage in activities that jeopardize the safety of the child, the integrity of the program, or the objectivity of the volunteer, or in activities that are likely to result in a conflict of interest or expose the program or volunteer to criminal or civil liability. The CASA volunteer also abides by the National CASA Code of Ethics. The CASA must never establish a personal or professional relationship (other than as a CASA) with a child or the child's family.

To avoid conflicts of interest, a CASA shall not be appointed to a child with whom or with whose family the CASA has a professional or personal relationship.

Discuss any doubtful activities with the CASA Program Manager.

A CASA volunteer must report any suspected incidents of child abuse or neglect to the appropriate authorities and to the CASA Program Manager. It is also important to inform the current Child Welfare case worker or the worker's supervisor. To report suspected incidents of abuse, call the Child Abuse Hotline 1-800-547-3897 or 9-1-1.

If you think you have broken one of these procedures, call your CASA Program Manager immediately. The CASA Program Manager will work with you to sort out and fix any problems that result, and your actions will demonstrate good faith.

Umatilla-Morrow Head Start, Inc will protect the confidentiality of all student and client information in accordance with both Oregon and Federal laws. Protected information includes, but is not limited to, student and client records, the CCR&R data base, CASA records and staff personnel records. Confidential information is released only with a signed Authorization for Release of Information form.

The lives of individuals and families are private matters that are protected from public scrutiny except when:

Information is required in order to provide requested services; or

A crime has been committed or in certain cases, when there is a solid basis for suspecting one.

Information about persons or families may be collected only when needed in the performance of duty and only the specific information required may be gathered. Any information gathered in the exercise of duty must be securely guarded so that such information does not become known by unauthorized persons. If it is received in confidence, it must be maintained in confidence.

Agency programs which are funded by the federal government are bound by the laws of confidentiality. Any violation of this policy is considered grounds for immediate dismissal (Please see the Employment Policies section of the Administrative Procedures Manual).

Umatilla Morrow Head Start, Inc. will insure that both public and private organizations providing program services to children and families are responsible for maintaining confidentiality as defined by this policy.

Umatilla Morrow Head Start, Inc. will train all staff, substitutes and volunteers on confidentiality regulations and practices so that privacy is properly maintained during the collection of any information, its protection while in the hands of the personnel, and when it is stored in the office. Volunteers or other persons placed in the agency (JOBS, JTPA, etc.) will sign a Confidentiality Agreement.

Umatilla Morrow Head Start, Inc. will provide supervision to staff and volunteers so that confidentiality is maintained.

Umatilla Morrow Head Start, Inc. will provide and maintain appropriate facilities and procedures in the main office, classroom sites, and clinics, so that unauthorized persons

will not have access to the information whether stored in files or on computer.

Staff will collect only that information required in the performance of duty. The only exception is when child abuse or neglect is suspected. Both federal and state law requires that such information be plainly documented and reported to the proper authorities (Please see Child Abuse and Neglect Policy in the Operations Management of the Administrative Procedures Manual).

When gathering information from community agencies and individuals, staff will discuss with the families the need for the information and have the client/ parent/legal guardian sign the Authorization for Release of Information.

When a photocopy is made to release or obtain information, staff will sign the photocopy attesting that the authorization is a true copy.

Staff will write the information clearly and concisely; will not use terms that are vague or can be misconstrued to mean something else.

If the information is reported by another person, rather than observed or given by the person involved, staff will state clearly who said it and exactly what was said. Example Mrs. Jones said, "My husband has not been here for five days." Do not paraphrase this into something general: "Husband has abandoned the family."

Staff will take care in recording information given by small children. You may need to listen to it and record the information indicating the information was given by the child.

When it is important to state your opinions, staff will state that what is written is your opinion and give the reasons for that opinion.

Student, client, and provider files and information will be kept under lock and key except when in direct use.

Only the information necessary to conduct a home visit or information that needs to be transferred from one location to another will leave the designated site. Information should travel under lock and key, preferably in the trunk of the car. Home visitors, upon completion of the home visit, will return the confidential materials to the office to be properly stored. Materials will not be left unattended in an unlocked car, desk or file cabinet.

Program materials will not be taken home to be worked on.

All forms and notes will be placed directly into the student or client files upon receipt to limit lost and misplaced confidential information.

Staff members will not discuss sensitive information with other staff. Conversation about students, clients, families or other family members should be avoided in public and your

home. If you need advice or assistance, discuss the case with your supervisor.

Parents, clients, and legal guardians have the right to inspect their files and may request that the information in the file be released. The process for students and clients is outlined in the Student/Client Records Policy located in this Operations Management section of the Administrative Procedures Manual.

Standard 10: Financial, Facility and Risk Management

The CASA program manages its operations in accordance with generally accepted financial and risk management practices and applicable federal, state and local statutory requirements.

ACCOUNTING/FINANCIAL

All Accounting and Financial duties are directed through the Fiscal Department, under the direction and supervision of the Executive Director. Fiscal responsibility and liability ultimately rest with the Executive Director, Fiscal Director and Board of Directors.

The Fiscal Director is responsible for maintaining fiscal integrity through the implementation of internal controls. A financial system that ensures budget management, maintains control over current operations, and provides a complete and accurate record includes the following:

Financial Statements will identify each source and use of funds with actual and budgeted amounts. The department will generate monthly budget reports and distribute them to Policy Council Members, Board Members, and Management.

Actual to budgeted amounts will be monitored on a monthly basis. Costs will be projected and budget revisions made. The Executive Director will obtain Policy Council approval for any revisions and/or supplemental grant applications that require approval from the funding sources.

Accounting records supported by source documentation as follows:

Purchase order and Supply Requisition forms are required to purchase supplies and equipment.

A complete record of disbursement will be maintained which includes, the invoice or check request, purchase order, supply requisition, and check stub from the written check.

These records will be kept for three years after the fiscal year ends or longer if there are unresolved audit issues.

Vouchers and billings are dated as to when paid and then filed in a timely and organized manner.

Payroll records are kept on each individual employee. These records will be kept for

seven years. The file includes, but is not limited to the following:

Payroll forms which state rate of pay, program employed by, and any other special employment conditions

Sick leave and annual leave records

Amount of pay and deductions are recorded each pay period

W-4 and I-9 forms.

Payroll will change staff salaries only after receiving the appropriate paperwork from the Human Resources Department. Payroll will be monitored monthly to ensure allowable and correct allocation of staff salaries to the proper grants.

Lease and Rental agreement records are kept in the Administrative office. Rental payments are payable at the beginning of each month. When monthly lease and rental agreement payments are made, documentation is filed in the Fiscal office. Leases will be kept on file for three years after the lease expires.

Records are kept on all consultants that the agency utilizes.

Records are kept on all written contracts/agreements for educational services, maintenance on equipment and interagency services.

Bank Statements will be reconciled at the end of each month. All interest income and any bank charges will be posted to the general ledger on a monthly basis to ensure proper financial reporting and provide the board with accurate information. The Human Resources Director will review the Bank Statement and Reconciliation monthly.

Audit adjustments will be made no later than 3 months after receiving them and the general ledger will be reconciled to the audited financial statements.

The general ledger, especially the balance sheet accounts, will be reconciled monthly and adjusted to correct any errors or mis-postings that have occurred. Payroll liabilities, accounts payable and fund balance accounts will be reconciled monthly.

Any checks outstanding for more than three months will be reviewed and followed up with the vendor to reduce stale dated checks. Oregon's unclaimed property laws will be followed. At the end of every two year period, unclaimed checks will be researched and at the end of the third year the unclaimed property will be remitted to the state.

Internal Control Procedures:

Draw down procedures: After payroll has been processed, which is the day before the payroll ACH file is sent and vendors are paid, the accounting system will be utilized to determine the amount of expenses in Head Start program accounts 120, 122, 220, and 225. Based on these expenses, money is drawn down from the Division of Payment Management to cover these expenses. Draw downs typically occur twice per month, unless weekly accounts payable is unusually high.

The receptionist will date stamp all checks received by mail and hand them to the fiscal department. These checks will be logged into the check log and stamped with our bank endorsement. All cash received will be collected by or turned into the fiscal department immediately or by the next working day, if after work hours. A receipt will be written for

all cash transactions. Deposits will be done twice a week. Pending deposits will be locked up.

Cash and checks received at centers will be safeguarded until either a deposit is made or the cash and checks are brought to the fiscal department by a staff member. If the deposit is made by a designated staff person, then they need to turn in a copy of the receipt and backup information by the next working day.

Electronic funds deposited directly to the bank account will be recorded in the check log. All backup pertaining to the electronic deposit will be sent to the fiscal department.

To the greatest extent possible the agency will maintain separation of duties. No employee may control all aspects of a financial transaction.

Access to the accounting server will be limited to the fiscal department and the Information Systems Director. The server will not have external access. The fiscal director will set up accounting access only to the fiscal department. Accounting data will be backed-up regularly with off-site storage.

CONFIDENTIALITY

Those with Fiscal responsibility have access to confidential information including: bid proposals, individual salary information, and wage garnishments. This information must be kept private, to be shared only with appropriate individuals. Violation of this policy will result in a formal reprimand and/or other forms of disciplinary action up to and including termination.

GRANT MANAGEMENT

Umatilla-Morrow Head Start, Inc. (UMCHS) supervises a variety of state and federally funded grant awards. The agency's fiscal year begins June first; however, individual grants may have a different financial reporting year.

GRANT AWARD	YEAR-BEGINNING DATE	YEAR-ENDING DATE
Head Start/Early Head Start	June 1	May 31
OregonPrekindergarten/EHS	July 1	June 30
Women, Infants and Children (WIC)	July 1	June 30
Child Care Resource & Referral	July 1	June 30
USDA	October 1	September 30
Family Support & Connections	July 1	June 30
Healthy Start	July 1	June 30
CASA	July 1	June 30

A list of required annual and quarterly reports (along with their due dates) is to be kept in the Fiscal Department. An annual financial audit shall be conducted by a Certified Public Accountant or a licensed Public Accountant. Formal bids for this service will be

accepted on a regular basis.

Current Training on Grants:

The Executive Director, Fiscal Director, Associate Director of Administrative Services, and Accounting Assistants will stay current with all applicable grant policies by attending trainings when offered.

The Executive Director, Fiscal Director, Associate Director of Administrative Services, and Accounting Assistants will read the grant administration manual as updates occur and utilize it as a resource guide when making decisions.

COMPENSATION

The salary schedule shall be reviewed during the grant application process each year. Any changes to the salary schedule shall be approved by the Board of Directors.

The compensation of the Executive Director shall be determined by the Board of Directors.

COST ALLOCATION

Head Start & Oregon PreKindergarten: Oregon Pre-Kindergarten and Oregon Early Head Start are considered matching funds for Head Start/Early Head Start. UMCHS, Inc. considers these grants as one program. Funds will be expended from both grants that meet all funding requirements. At times, funds may be allocated based on number of children served in each program.

Salary Allocations: Allocations are based on the number of hours worked in specific programs each pay period multiplied by the employee's hourly wage (wage includes the cost of fringe benefits provided by UMCHS, INC.).

Executive Director, Fiscal Director, Accounting Assistant, Fiscal Administrative Assistant, Receptionist, Child Resource & Referral Director, and Nutrition Director salary allocations are based on the cost allocation reports filled out each pay period.

Operations Directors, Grant County Program Manager, Health Manager, Education Managers, Education/Social Services/Mental Health Directors, Health Resource Specialist, and Transportation Manager salary allocations are based on the number of children served or staff supervised.

Associate Director of Administrative Services and Information Systems Director salary allocations are based on agency FTE.

Team Leaders' salary allocations are based on the number of FTE supervised.

The Child and Family Advocates, Family Advocates, Cooks, and Bus Drivers salary allocation is based on the number of children being served at their site.

Space & Utilities Allocations: The space and utilities allocations for UMCHS, Inc. offices and centers are based on actual square footage each program uses. Shared space is based on the employees FTEs multiplied by the cost per square foot.

Supplies & Copies: All requests for supplies are submitted to the Purchasing Agent (Fiscal Administrative Assistant). A Supply Requisition Form or supply log is filled out by the staff member with the item and amount needed, signed, dated and coded to funding source. Cost sheets are maintained by the Fiscal Administrative Assistant. Each month, the Operations Directors complete a cost report for the Fiscal Director. All programs are charged for the items requisitioned. The paper and maintenance are charged as items are purchased based on annual usage. This percentage will be calculated from the previous year's usage. All postage is maintained by the Receptionist. Each program is kept separate and at the end of each month the Receptionist will give the figures to the Fiscal Director for the monthly cost report. Laminating, chart printing and binding are also kept on each program and charged accordingly. The monthly cost reports are turned into the Fiscal Director on the 30th or 1st of each month and the information is charged to the various programs by doing a general journal entry.

Telephone Allocations: The telephone allocations are based on employees' FTE. The FTEs for the sites are added together and a percentage is figured. Monthly charges are multiplied by the percentage figured. The long distance calls are allocated by using phone logs which are kept by the center and individual employees and coding when the call is made through the phone company. This allocation is done when the bills are paid.

Transportation Allocations: All fuel, maintenance, and insurance costs are paid by Head Start and then charged to other programs in the agency on a cost per mile basis. In June a cost per mile is calculated by using the annual fuel, maintenance, and insurance costs divided by the total miles traveled during the previous year.

One vehicle purchased by the Corporation pays directly for all costs associated to it. If other programs utilize the vehicle they will reimburse the corporation for the use on a per mile charge.

Mileage sheets are kept on all the vehicles and turned in at the end of each month. Each sheet has the name of the program using the vehicle, date, beginning and ending mileage. The Transportation Manager totals all the mileage sheets and turns in a Monthly Report that has a total of all miles traveled for each program to the Fiscal Director. The cost per mile is multiplied by the number of miles each program used. A general journal entry is made to charge individual programs for use of vehicles during the month and the transportation line item for Head Start is credited.

Audit: The audit costs are allocated by the ratio of Grant expenses of the different programs. This allocation is done when the bill is paid.

Insurance: The student accident insurance is allocated by the ratio of children of each

program. The automobile insurance is charged to Head Start and Corporate (for its one vehicle) and then is charged out as part of the cost per mile when another program uses the vehicles. General liability insurance is based on the facility used by each program. The Director and Board insurance is based on the ratio of Grant Revenue of each program.

PAYROLL & TAXES

The Fiscal Office has custody of all payroll and payroll tax information. Payroll dates will be recommended by management. Payroll will be issued bimonthly, on or before, the 5th day of the month and the 20th day of the month. Taxes (FICA, federal and state) are to be paid with each payroll and are due within 72 hours of payroll disbursement.

PROCUREMENT POLICY

In compliance with the requirements of 45 CFR 74 (Federal Regulations governing the Administration of Grants under the Department of Health and Human Services) it is the official policy of this agency that:

All solicitations for goods and services will provide:

A Clear and Accurate Description

A Description (if practical) of technical requirements which will not be unduly restrictive

The Specific Features of "Brand Name or Equal" descriptions that bidders are required to meet.

For all procurement actions under \$100,000, cost comparison may be conducted through estimates obtained by telephone, written requests, or through comparison of catalog costs. The Fiscal Administrative Assistant will compile a cost comparison list of basic supplies the agency uses on a regular basis. This list will be updated at least twice per year. Price, shipping costs, availability, and quality will be taken into consideration when supplies are purchased.

Acquisition cost of equipment means the net invoice price of equipment, including modifications, attachments, accessories, or auxiliary apparatus necessary to make the equipment usable for the purpose for which it was acquired. Other charges, such as cost of installation, freight, duty or protective in-transit insurance shall be excluded from the unit acquisition cost. Prior approval is required for purchases for each program if over the following amounts:

Program	Amount	Prior Approval
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WIC	Over \$5,000	State Health Division
OPP	Over \$25,000	Department of Education
CCR&R	Over \$5,000	CCR&R Network
USDA	Over \$500	Department of Education
Head Start	Over \$25,000	Regional Office, Head Start Bureau

Conflict Of Interest: Officers, employees or agents of this organization shall not solicit nor accept personal gratuities, favors, or anything of significant monetary value from contractors or potential contractors - generally considered anything with a value of more than \$25.

Failure to comply with this prohibition shall be considered just cause for suspension or termination of the officer, employee or agent as specified in this organization's personnel policies and procedures document.

All employees engaged in the award and administration of contracts or other financial awards sign statements that they will not solicit or accept personal gratuities, favors, or anything of significant monetary value from contractors or potential contractors.

Free Competition: All procurement actions undertaken on behalf of Umatilla-Morrow Head Start, Inc. by its officers, employees or agents, whether negotiated or advertised and regardless of dollar value, must be conducted in a manner providing maximum open free competition. UMCHS will not use a "cost plus a percentage of cost" method. UMCHS will only use responsible contractors who possess the ability to complete the contracts and UMCHS will not use debarred or suspended contractors.

Determination Of Need: The Executive Director, Component Director/Manager, Team Leader, and/or Operations Director shall review each proposed purchase to determine: 1) whether the item is actually needed, and 2) if needed, whether there are alternatives preferable to purchasing (i.e. lease vs. buy decisions).

Purchasing Agents in charge of petty cash funds: \$50 each for Team Leaders, Operations Director or other Manager assigned to a specific site and the assigned Main Office Manager.

All incidental supplies will be purchased with petty cash. Petty cash expenditures are not to exceed the monthly allotment.

Equipment and supplies are available in the Administrative Offices located in Hermiston. It is each individual's responsibility to be familiar with supplies on hand. Requests for supplies and equipment will be completed on a supply requisition form outlining items, amounts, and amount received. The supply requisition form will then be signed by the person receiving supplies and the administrator who disperses supplies. An updated supply list will be maintained by the Operations Directors and will be distributed to all staff on a regular basis.

Solicitations For Goods And Services: Procurement actions where costs are expected to exceed \$100,000 shall be conducted through a negotiated procurement or sealed bid. Requests for bids shall contain clear specifications and shall not contain features which unduly restrict competition. Sole source for procurement over \$100,000 must be approved by the Regional office.

Small, Minority-Owned, And Women's Businesses: Keeping in mind the need to conduct grant business prudently and at reasonable cost, positive efforts will be made to use local, small, and minority-owned businesses if their costs are reasonable and their service competitive. UMCHS will make available information on upcoming opportunities for purchases and contracts. UMCHS will consider firms who subcontract out with small businesses, minority-owned, and women's business enterprises and encourage consortiums of such businesses. UMCHS will use the services and assistance of organizations that assist in the solicitation and utilization of small, minority-owned, and women's businesses.

Supply Requisition Form: All requests for supplies and equipment will be recorded on a supply requisition form and submitted to an appropriate Team Leader or Supervisor for final approval.

The Team Leader or Supervisor needs to initial the supply requisition and put the appropriate account code.

Upon approval, the requisition form will go to the Fiscal Department for a purchase order and then to the appropriate Purchasing Agent (Operations Director, Fiscal Administrative Assistant, or the Grant County Program Manager) for purchase.

Purchase Orders: All purchase orders will be written by the Fiscal Department and approved by an authorized purchasing agent.

The original will be sent to the vendor, the pink copy will be given to the Fiscal Department, and the yellow copy will be given to the Purchasing Agent until goods are received. Upon receipt of all merchandise, the yellow copy will be marked "received" and dated. The yellow copy will then be sent to the Fiscal Department. "Prepaid" will also be marked on Purchase Orders which have been paid previously. Also, the purchase order will state if the supplies were purchased with the American Express card.

The Fiscal Department will make payment only after the pink P.O. copy; the yellow P.O. copy and invoice have been correctly matched. Correctly matched invoices will be paid on a weekly basis usually each Thursday.

In emergency situations, the Executive Director may sign purchase orders. However, in order to maintain the integrity of internal control, the roles of purchase initiation, generation, payment, and check signing should be separated. Two signatures are

required on all checks.

Use of Credit Cards: Credit Cards are a method of purchase and payment for authorized purchases that further the business of UMCHS. Credit Cards do not authorize a particular purchase. Anyone making a purchase with a Credit Card must follow all applicable purchasing policies and procedures. All credit cards issued will be signed for by the staff person holding the card.

The Executive Director is the sole entity authorized to utilize the agency American Express Card or authorize its use. A log will be maintained of all card purchases authorized by the Executive Director and will be initialed by same.

The Information Systems Director will be issued a credit card for purchase of computer supplies. The Associate Director of Child & Family Services will issued a credit card for purposes of paying for lodging when traveling to OHSA meetings.

Credit Cards may not be used for Cash Advances or Personal Use.

Credit Card users will understand and follow all purchasing policies and procedures. Credit card users will turn in receipts for all purchases in a timely manner to the fiscal department. Credit Card users will ensure the physical security of assigned Credit Cards. Credit Card users will maintain a documentation log for all purchases. Credit Card users will report all unusual and inappropriate Credit Card use to their supervisor and the Fiscal Director. The Credit Card user will immediately report all missing Credit Cards to their supervisor and the Fiscal Director.

The Fiscal Director will oversee the Credit Cards. The Fiscal Director will periodically review Credit Card purchases for compliance with purchasing requirements. The Fiscal Director will provide training on Credit Card use. The Fiscal Director will co-ordinate with the Associate Director of Administrative Services and supervisors on any Credit Card misuse.

Gas Credit Cards will be used for agency vehicles only and only to purchase fuel for the agency vehicle. All fuel purchases will be logged on to the vehicle's monthly mileage sheet.

Employees will be required to reimburse UMCHS for all inappropriate purchases. Employees who misuse the Credit Card may be subject to discipline up to and including dismissal. Applicable criminal charges may be pursued.

Conversion to the Metric System: Umatilla-Morrow Head Start, Inc. will convert to the metric system when it is cost effective or specified in the contract.

Recycling of Material: The agency will whenever feasible and practical recycle all paper products and other materials. When possible and cost effective, the agency will purchase recycled paper products and other materials. The agency will whenever

feasible and practical purchase products and services that conserve natural resources, protect the environment, and are energy efficient.

PROPERTY MANAGEMENT

Files: Files will be maintained for all single purchase items where the cost exceeds \$5,000. These files will be kept for three years after final disposition. These files shall include the following minimum documentation:

Request for Bid (if applicable)

Responses to Bid Request (if applicable)

Documentation of Telephone, Written Requests for Bids, or Catalog Estimates

Basis for Selection of Supplier if lowest bid not chosen

Copy of Approved Purchase Order

Copy of paid Invoice

Copy of Check Stub

Nonexpendable Personal Property: A property log and records shall be maintained for all equipment with a useful life of more than one year and a value of \$5,000 or more. UMCHS, Inc. reserves the right to include other supplies in this record. Any transfer or disposition of supplies or equipment that are included in this record need to have an inventory transfer form filled out and submitted to the Fiscal Department. The records include:

Description of property

Serial # or I.D. #

Title vests recipient/federal

Acquisition Date

Where purchased

Source of funds/grant number

Location and condition of property

Unit Acquisition Cost

Disposition of property

Sale price

Method of determining market value (depreciation schedule)

Any equipment purchased with USDA/WIC funds that has no useful life will be disposed of with the funder's permission (disposition instructions from the awarding agency will be requested). Disposition will provide for one of the following alternatives:

Retention of title. Retain title after compensating the awarding agency.

Sale of property. Sell the property and compensate the awarding agency.

Transfer of title. Transfer title to the awarding agency or to a third-party designated/approved by the awarding agency.

Each piece of equipment so listed will be marked with an inventory control number. This property log shall be verified at least every two years through a physical inventory taken by the Operations Directors.

Compliance By Contractors And Suppliers: The Agency's Fiscal Director is responsible for assuring that contractors and suppliers comply with the terms, conditions, and specifications of the contract or order.

Safeguarding Of Property: The receptionist or last staff person leaving the Centers and/or Office each day will be responsible for assuring that all portable toys and equipment are stored inside a locked building or area, and that Center/Office windows and doors are properly secured. Any fire hazards or insecure doors, locks, or windows shall be reported immediately to the Operations Directors.

Insurance: During each September, the Fiscal Director, Associate Director of Administrative Services, and the Executive Director shall review the insurance coverage on buildings, centers, equipment, and vehicles to determine if existing coverage is adequate and shall adjust insurance coverage as deemed necessary.

Emergency Notification: The Operations Directors shall provide to local police and sheriff annually in the month of September at least one staff name and telephone number to contact in case of an after-hours emergency.

IN-KIND

In-kind contributions are divided into seven areas:

Personnel All in-kind dollars for volunteer services.

Travel Mileage for transporting children, parents, etc.

Equipment Any item donated which requires an inventory number (value of \$5,000.00 or more).

Supplies Donated items not requiring an inventory number (including all cash gifts).

Food Value of edible items

Occupancy Donated space as well as space used for home visits for center and

home-based programs. Space donated to the agency is recorded at fair market value to be determined by a certified appraiser. This should be updated every two years.

Child care Providing Child care for volunteer's siblings.

Allowable In-Kind contributions include:

Classroom/Office Volunteers

Policy Council/Committee Meetings

Court Assigned Community Service (Office, Kitchen, Yard).

Spring/Fall Clean-up of facilities (Boy and Girl Scouts, Parents etc.).

United Way Grants

Space donated by third party (Fair market value less rent paid equals donation).

Administrative Limitations on In-Kind contributions include:

Appraisal of Property by an independent property appraiser, if donated, will be verified every two years

Reductions in normal legal costs

Reductions in normal medical/dental costs

Reduction in normal printing costs

Donations by local merchants for Head Start activities

Donations from senior service organizations

Unallowable or Questionable In-Kind contributions include:

Donated hours from staff

Excessive used toy donations

Excessive clothing donations

Excessive book donations

Foods containing sugar

Valuing space donated by grantee at fair market value

Spot announcements on the radio

INSURANCE

The Administrative Department is also responsible for maintaining complete and accurate information concerning all agency insurance policies. The following types of insurance coverage shall be secured:

Against Losses
Theft
Vandalism

Student Accident

General Liability

Automobile
Collision
Liability

Fidelity Bonding

Directors and Officers Liability

PETTY CASH

Petty Cash: Each Center, WIC Office and Administrative Offices is allocated \$50 per month for petty cash. This will be issued in one check to the person designated as team leader in each center. At the end of each month, employees will submit, (with time sheet) the Petty Cash Reimbursement Report with receipts attached. Petty cash checks will be written at the end of the month at the same time as payroll. When purchasing always obtain receipts. Purchase agency items separate from personal purchases. Receipts with personal items included will not be honored. All unused money will be applied to the next month's petty cash. Attach all receipts to the petty cash reimbursement form.

EQUIPMENT

Equipment is defined as an article of non-expendable, tangible personal property having a useful life of more than one year and an acquisition cost which equals or exceeds the lesser of (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000. The \$5,000 threshold does not include shipping, shipping is an additional expense.

UNALLOWABLE COSTS

Provided below are *examples* of unallowable costs which might be incurred in connection with grant or sub-grant supported activities. Federal funds generally may not be used for these purposes, nor may such costs be used to meet cost-sharing or matching requirements.

Costs of direct mail, exhibits, newspaper, magazine and radio or television

advertisements. Exceptions:(1) recruitment of staff, trainees under training programs, human subjects for research grants; (2) disposal of surplus materials, (3) procurement of goods or services; and (4) other purposes specifically permitted by the terms of the grant.

Losses arising from uncollectible customers' accounts and other claims, legal costs, and other related costs.

Funds for possible future events or conditions arising from presently known or unknown causes, the outcome of which is indeterminable.

Charitable contributions and donations are unallowable.

Costs of entertainment, including amusement, diversion, and social activities and any costs directly associated with such costs (such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities) are unallowable.

Fines and penalties resulting from violation or failure of the organization to comply with Federal, State, and local laws and regulations.

Costs of organized fund raising including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions.

An honorarium is considered a payment or reward where the primary intent is to confer distinction on, or to symbolize respect, esteem, or admiration for the recipient.

The costs of idle facilities are unallowable: maintenance, repairs, housing, rent, insurance, property taxes, interest expense, and depreciation or use allowances.

Interest expense is never allowable when it relates to fully depreciated assets.

Meetings and conferences expenses are only allowable if the primary purpose is the dissemination of technical information.

The use of Head Start funds to cover costs incurred by other contracts or grants is unallowable.

CONSULTANTS

Consultants may be used to assist in self-assessment process, provide training to staff and parents, provide mental health, nutrition, health, or social services expertise, or provide technical assistance in the area of management and organizational design. Consideration will be given to the expertise of current employees prior to the hiring of outside consultants.

Several sources will be considered prior to the hiring of consultants, ie: T/TA provider,

Regional Office recommendations, and/or recommendations from other Head Start programs or local businesses. Consultants will be contacted prior to hiring, interviewed, and rates reviewed for reasonableness and quality of services to be provided.

Consulting rates will be negotiated and outlined in signed consulting agreements. The agreements will outline services to be rendered, duration of services, reporting requirements, pay rates, per diem based on federal travel regulations, travel reimbursement, if any, based on agency travel rates, and negotiated costs such as supplies and resources.

Standard 11: Record Keeping

The CASA program maintains complete, accurate and current case records and follows written policies for acceptance and assignment of CASA cases.

Each Court Appointed Special Advocate (CASA) will be assigned to a case that involves one or more children. Through the duties of a CASA, the CASA will advocate in court for the best interest of the child, which is a safe permanent home.

CASA is assigned to a case by the CASA Program Manager.

CASA meets the child/children at least once a month. The Court expects you to know the child/children and advocate for the child/children. The CASA should help the child understand the court proceedings and relay any messages from the child to the judge.

CASA interviews those that work with the child to get a better idea of how the child is being affected. Interviews may include, Child Welfare case worker, foster parents, teachers, counselors, doctors, dentists, anyone with knowledge of the child.

The CASA will keep a case file that will include written factual notes of interviews and observations. Other materials included in the case file are court orders, court reports, and evaluations. File shall be kept in a secured manner, and remain confidential. Case files may be subpoenaed as a legal document.

The CASA will help keep all parties focused on the permanent plan for the child/children.

The CASA will participate in any planning or treatment team meeting regarding the child/children in order to keep informed of the progress regarding the permanent plan for the child/children.

The CASA will participate in the Citizen Review Board (CRB) process for the case. If the CASA needs to attend the CRB by phone, they must let the CASA Program Manager know 3 days in advance so arrangements can be made with the CRB Coordinator.

If the case plan for the child/children is adoption, the CASA shall serve as a part of the Adoption Committee for the child/children with access to Home Studies and other confidential materials.

The CASA will attend all court hearings for the case. Court Reports will be given to the CASA Program Manager at least 2 days prior to the court hearing.

The CASA has the right to request hearings and to subpoena, examine, and cross examine witnesses. CASAs may also file motions. This needs to be done in conjunction with the CASA Program Manager.

The CASA will be supervised by the CASA Program Manager. The CASA Program Manager serves as a consultant, guide, resource person, mentor, and supervisor. Contact with the CASA Program Manager should be no less than once a month.

A CASA's involvement with the case continues until either the case ends, the judge has determined that a CASA is no longer needed for the case, or the CASA resigns in writing from the case.

All of the CASA's records, including notes, must be returned to the CASA program when the case closes.

It is never appropriate for a CASA to initiate contact with a child or family once the appointment to the case has ended. Oregon Revised Statutes provide legal protection for CASAs by stating that CASAs "...shall be immune from any liability for acts or omission or errors in judgment made in good faith in the course and scope of that person's duties or employment as part of a CASA volunteer program." (ORS 419a.170(5)). This means that the CASA is protected only as long as you are acting within the role as a CASA and are legally appointed to the case. Once the CASA's appointment has ended, the protection has ended.

The agency shall maintain student and client records necessary for the educational guidance of students and/or clients, for orderly and efficient operation of the agency, and as required by law. All educational, health, nutrition, special services and social services information related to clients and their families shall remain confidential.

All records are the property of the agency, but shall be available in a timely manner to parents, clients and legal guardians. A parent, client or guardian may challenge any information in the record believed inaccurate, misleading or in violation of the privacy or other rights of the student or client. Parents, clients, and guardians will be informed annually of their rights to review and propose amendments to the record. Copies of records may be requested at the program cost of duplication.

Records shall be kept safe and secure at all times. All records will be stored under lock and monitored by authorized custodians. All Head Start/OPP student records are retained for three years in locked file cabinets within a storage room that meets or exceeds the one (1) hour fire wall regulation. At the end of the three year period the student records shall be destroyed. Student information maintained on computer tracking systems are saved on cassette tapes and stored in a safety deposit box at the agency's bank. Women, Infant and Children (WIC) client records shall be kept for seven years.

Student/client records will be forwarded to other schools and agencies upon request.

Parental consent forms shall be required before Umatilla-Morrow County Head Start, Inc. may release those records, except as provided by law.

Records being released to school districts within the state of Oregon will be the original record with readable photocopies of the records being maintained at the Umatilla Morrow County Head Start, Inc. Records being released to other agencies and organizations will be readable photocopies.

The Executive Director is the official custodian of all records. In the event of a court subpoena, the Executive Director, or his or her representative, will present the records in court. The original records will be maintained by the individual programs and certified copies released to the court.

Either parent will be accorded full rights under OAR 581-21-210 - 581-21310 unless the agency has been provided with evidence that there is a court order, state statute, or legally binding document relating to such matters as divorce, separation, or custody that specifically revokes these rights.

Standard 12: National Affiliation

The CASA program will be a member in good standing of the National CASA Association and meet its standards, requirements and policies.

UMCHS CASA program will belong to the National CASA Association and meet its standards, requirements and policies. It will submit to the National CASA Association any reports or policies as requested.

If funds are available UMCHS CASA program will attend the National CASA Conference.

Standard 13: State Affiliation

The CASA program will be a member on the State CASA Association and will communicate, collaborate and share information with its fellow programs in the state.

UMCHS CASA program will belong to the STATE CASA Network and adhere to its

adopted By-laws. It will participate in state meetings, regional meetings, and committees as appointed.

Standard 14: Program Development and Implementation

The program engages in a comprehensive planning and implementation process that guides the program's development.

Umatilla-Morrow Head Start, Inc. (UMCHS) has established organizational systems which promote integrity, efficiency, and internal control. A management system that provides for proper planning and implementation of program design is essential to the overall success of this organization.

Program options which have been selected by this grantee will be carefully reviewed on an annual basis. All options chosen will be based on the findings of the community assessment. The management team, staff, and Board of Directors will actively participate in this evaluation and planning process. Components of the planning and implementation process include:

Community assessment

Advisory Board orientation

Board of Directors orientation

Self-assessment of program operations/written plans

Outcome measures

Grant application

Revision

Program annual report

Monitoring/communications

In addition the Governing Board shall each receive information on: Financial Audit; Annual Self-Assessment, including any findings; strategic planning; community assessment; and PIR.