

**BOARD OF COMMISSIONERS MEETING**

**DATE:** May 18, 2026

**TIME:** 5:30 p.m.

**MAIN LOCATION:** Board Room 1920 Mariposa Street, Suite 310 Fresno, CA 93721

**AGENDA**

ITEM	SUBJECT	PRESENTER	ACTION
1.	CALL TO ORDER		
2. Page 3	ROLL CALL		
3.	POTENTIAL CONFLICT OF INTEREST		
4.	MISSION MOMENT A. Health Services	Thomas, Staff	Information
5. Pages 4	CHIEF EXECUTIVE OFFICER'S REPORT	Lewis, CEO	Information
6. Pages 5 - 34	CONSENT AGENDA - ITEMS 6_1- 6_9 <i>See attached consent agenda.</i>	Pimentel, Chair	Approve
7. Page 35	AGENCY FINANCIAL AND HEAD START FINANCIAL STATUS REPORT MARCH 2026 A. Supporting Document - CSBG Organizational Standard 8.7	Charter Impact	Accept
8.	CALAIM UPDATE	Lazzarini, Staff	Information
9. Page 43	STRATEGIC PLAN PRESENTATION	Arredondo, Staff	Information
10.	COMMISSIONERS' COMMENT	Pimentel, Chair	
11.	EXECUTIVE SESSION		
12.	ADJOURNMENT		
NOTE:	NEXT BOARD MEETING: Monday, August 24, 2026, at 5:30 p.m. at the Fresno EOC Board Room		

**BOARD OF COMMISSIONERS MEETING**

**CONSENT AGENDA**

<b>ITEM</b>	<b>SUBJECT</b>	<b>PRESENTER</b>	<b>ACTION</b>
<b>6_1.</b> Page 5	<b>APRIL 27, 2026, BOARD MEETING MINUTES</b>	Pimentel, Chair	Approve
<b>6_2.</b> Page 8	<b>APRIL 15, 2026, FINANCE COMMITTEE MEETING MINUTES</b>	Taylor, Committee Chair	Approve
<b>6_3.</b> Page 10	<b>2026 ACCOUNTING POLICY REVISION &amp; MODERNIZATION</b>	Erwin, Staff	Approve
<b>6_4.</b> Page 12	<b>TRANSIT SYSTEMS: TRANSIT BUS PROCUREMENT</b>	Dulin, Staff	Approve
<b>6_5.</b> Page 13	<b>APRIL 8, 2026 PROGRAM PLANNING AND EVALUATION COMMITTEE MEETING MINUTES</b>	Lira, Committee Chair	Approve
<b>6_6.</b> Page 15	<b>PROGRAM PLANNING &amp; DEVELOPMENT: FUNDING PROPOSALS FOR AMOUNTS EXCEEDING \$150,000</b>	Medina, Staff	Approve/ Ratify
<b>6_7.</b> Page 17	<b>APRIL 7, 2026 HEAD START 0 TO 5: COUNTY-WIDE POLICY COUNCIL MINUTES</b>	Balderas, Staff	Accept
<b>6_8.</b> Page 23	<b>HEAD START 0 TO 5: PROGRAM UPDATE REPORTS (PUR) FOR MARCH 2026</b> A. Supporting Document	Balderas, Staff	Accept
<b>6_9.</b> Page 25	<b>HEAD START 0 TO 5: COUNTY-WIDE POLICY COUNCIL BYLAWS</b>	Balderas, Staff	Approve

### BOARD OF COMMISSIONERS ROLL CALL 2026

#	Commissioner	Term Expiration	Target Area / Appointing / Nominating Org.	1/26	2/23	3/23	4/27	5/18	8/24	9/28	10/26	11/16	12/14
1	ALVARADO, ALDO	Dec 2027	Head Start CWPC	T	0	0	0						
2	ARAMBULA, JOAQUIN	Dec 2027	31st Assembly District	T	T	T	T						
3	BONNER, ALYSIA	Dec 2027	Target Area F	T	T	T	T						
4	BROOKS, SHAWN	Dec 2028	Target Area E	0	0	X	0						
5	BROWN, EARL	Dec 2027	Target Area G	0	0	0	0						
6	BUCKLEY, ELIZABETH	Dec 2028	Fresno Reel Pride	0	0	0	0						
7	DANIEL, LINZIE	Dec 2028	Board of Supervisors	N/A	N/A	X	0						
8	DHILLON, RICKIE	Dec 2028	Mayor's Appointment	0	X	T	T						
9	LEON, REY	Dec 2027	Target Area B	X	0	0	0						
10	LIRA, DIANE	Dec 2027	FCSS	0	0	0	0						
11	MARTINEZ, LUIS	Dec 2028	14 <sup>th</sup> Senatorial District	T	0	T	T						
12	MCALISTER, BRUCE	Dec 2028	West Fresno Faith Based Organization	0	T	0	T						
13	MCCOY, BARIGYE	Dec 2027	Board of Supervisors	T	T	X	0						
14	MCKENZIE, DEBRA	Dec 2027	Target Area H	0	0	0	0						
15	PIMENTEL, ROBERT	Dec 2028	West Hills Community College District	T	0	0	0						
16	RODGERS, JIMI	Dec 2028	Association of Black Social Workers	0	0	T	0						
17	ROGERS, MATT	Dec 2027	Target Area C	0	0	T	0						
18	TAYLOR, STEVEN	Dec 2027	NAACP	0	T	T	0						
19	VACANT	Dec 2027	21 <sup>st</sup> Congressional District	N/A	N/A	N/A	N/A						
20	VACANT	TBD	Target Area A	N/A	N/A	N/A	N/A						
21	VACANT	TBD	Target Area D	N/A	N/A	N/A	N/A						
22	VACANT	TBD	Community Sector Representative	N/A	N/A	N/A	N/A						
23	VACANT	TBD	Public Official Representative	N/A	N/A	N/A	N/A						
24	VACANT	Dec 2027	Juvenile Court	N/A	N/A	N/A	N/A						
	Present = 0					= 1 absent							
	Absent = X					= 2 absent							
	Teleconference = T					= 3 absent							

*It is the Commissioner's responsibility to check the matrix, verify accuracy and inform the Secretary or designee if any changes are needed.*

May 18, 2026

## CEO REPORT

### **California Department of Community Services & Development (CSD):**

The CSD Director's Report highlighted that CSBG funding has been secured through Quarter 3, totaling \$51.6 million, with an expected annual total of \$68.8 million, while agencies await the release of Quarter 4 funds. The Director's report also addressed the significant impacts of the federal HR1 law, which will reduce eligibility for Medi-Cal and CalFresh programs. As a result, an estimated 665,000 to 950,000 Californians may lose CalFresh benefits by October 1, and up to 1.4 million could lose health coverage by 2028. Given these serious implications, agencies are encouraged to collaborate and develop strategies to mitigate the effects on vulnerable populations, with further network discussions planned to support coordinated responses.

### **National Community Action Foundation (NCAF):**

David Bradley's discussion focused on the current political and legislative landscape in Congress, highlighting internal divisions among Republicans over spending cuts and growing signs of reduced party unity, which may create opportunities for bipartisan collaboration. There is significant uncertainty around the federal budget process, with delays, shifting schedules, and expectations that major decisions may be postponed until 2027. Advocacy efforts for Community Services Block Grant (CSBG) funding are progressing, with strong congressional support but challenges in reaching desired funding levels due to broader budget cuts. Recent success in securing funding releases demonstrated that strategic engagement with key Republican leaders is effective. Additionally, a Government Accountability Office (GAO) review is underway, viewed as an opportunity to improve program effectiveness. Overall, despite uncertainty and slow progress in Congress, the outlook remains cautiously optimistic, with strong relationships, increased engagement, and positive public perception positioning community action programs for continued support.

### **Community and Economic Development Association of Cook County (CEDA) Site Visit Update**

April 29 – May 2, several Fresno EOC employees had the opportunity to visit CEDA in Chicago and to hear from their Program staff about their challenges and successes. During the visit, we observed a comprehensive, industry-aligned weatherization training model that integrates classroom instruction with hands-on learning to enhance the skills of current weatherization employees. CEDA's administrative practices, including coordinated intake, data tracking, strategic planning, and community needs assessment, demonstrated an effective and sustainable operational framework that can be tailored to meet the needs of Fresno EOC. The visit also reinforced the value of our Community Action Network. We look forward to our continued partnership and collaboration with CEDA to support knowledge sharing, program development, and the implementation of best practices that align with Fresno EOC's future goals.

## BOARD OF COMMISSIONERS MEETING MINUTES

**DATE:** April 27, 2026

**TIME:** 5:30 p.m.

**MAIN LOCATION:** Board Room - 1920 Mariposa Street, Suite 310, Fresno, CA 93721

### 1. CALL TO ORDER:

Robert Pimentel, Board Chair, called the meeting to order at 5:31 p.m.

### 2. ROLL CALL

**Present:** Aldo Alvarado, Shawn Brooks, Earl Brown, Elizabeth Buckley, Linzie Daniel, Rey Leon, Diane Lira, Barigye McCoy, Debra McKenzie, Robert Pimentel, Jimi Rodgers, Matt Rogers, and Steven Taylor.

**Teleconference:** Joaquin Arambula, Alysia Bonner, Rickie Dhillon, Luis Martinez, and Bruce McAlister.

**Absent:** None.

### 3. POTENTIAL CONFLICT OF INTEREST

None heard.

### 4. INTRODUCTION OF NEW COMMISSIONERS

Board Chair Pimentel announced a new commissioner joining the Fresno EOC Board of Commissioners, Linzie Daniel, Board of Supervisor appointee. Commissioner Daniel provided a brief introduction highlighting his background.

No action required.

### 5. MISSION MOMENT

Patrick Turner, Training & Employment Services Director, provided a comprehensive overview of the Food Distribution Program, including its structure across service areas and sites, staffing and volunteer support, key partners, and funding sources, and highlighted outcomes such as improved food access and nutrition, better health outcomes, strengthened community trust and engagement, and increased cultural and social connection.

No action required.

6. CHIEF EXECUTIVE OFFICER'S REPORT

Steven R. Lewis, Chief Executive Officer, provided highlights from the CEO Report.

No action required.

7. CONSENT AGENDA – ITEMS 7\_1– 7\_13

**Motion by:** Rodgers **Second by:** Lira

**Ayes:** All in favor.

**Nays:** None heard.

8. FINANCIAL AND HEAD START FINANCIAL STATUS REPORT FEBRUARY 2026

Steven Warnes, Finance Officer, and Alison Tatem, Finance Manager, provided an overview report of the Agency Financial Statements and the Head Start Financial Status Report, as of February 28, 2026.

This item meets Community Services Block Grant (CSBG) Organizational Standards 8.7.

**Motion by:** Leon **Second by:** Daniel

**Ayes:** All in favor.

**Nays:** None heard.

9. FRESNO EOC ANNUAL REPORT 2025

Andy Arredondo, Evaluation Director, presented the 2025 Annual Report, summarizing prior-year program data, highlighting achievements, and communicating the agency's activities and results to the community.

No action required.

10. COMMISSIONERS' COMMENT

Commissioner Alvarado thanked the CEO for attending the Head Start Annual Parent Conference that took place on Saturday, April 25, 2026, and encouraged the Board to attend the Head Start Self-Assessment orientation training taking place on Tuesday, May 12, 2026, from 10:30 a.m. – 12:00 p.m. at the Head Start 0 to 5 West Conference Room, located at 1920 Mariposa Street, Suite 230, Fresno, CA 93721.

Commissioner Leon invited the organization to join the reoccurring Community Health and Empowerment meeting held every second Friday via Zoom, involving local agencies, government representatives, and other organizations, aimed at creating a community event calendar to coordinate activities in Huron, avoid overlaps, and ensure continuous engagement.

No action required.

**11. EXECUTIVE SESSION**

There was no action to report out of the Executive Session.

**12. ADJOURNMENT**

The meeting adjourned at 7:27 p.m.

**FINANCE COMMITTEE MEETING**

**Date:** April 15, 2026

**Time:** 12:00 p.m.

**Location:** 1920 Mariposa Street, Suite 310, Fresno, CA 93721

**MINUTES**

**1. CALL TO ORDER**

Steven Taylor, Chair, called the meeting to order at 12:01 p.m.

**2. ROLL CALL**

Roll was called and a quorum was established.

**Committee Members:**

Steven Taylor  
Debra McKenzie

**Staff:**

Steven R. Lewis  
Greg Streets  
Jack Lazzarini

Andy Arredondo  
Michael Balderas  
Chris Erwin  
Alison Tatem  
Elionora Vivanco

**Teleconference (T):**

Robert Pimentel  
Alysia Bonner

Sherry Neil  
Dion Varnado  
Alyssa Collins  
Thomas Dulin

**Charter Impact**

Rebecca Heinricy (T)  
Christopher Fisher (T)

**Absent:**

N/A

Steve Warnes  
Ana Medina

**3. MARCH 18, 2026, FINANCE COMMITTEE MEETING MINUTES**

**Motion by:** McKenzie **Second by:** Taylor

**Ayes:** All in favor.

**Nayes:** None heard.

**4. AGENCY FINANCIAL AND HEAD START FINANCIAL STATUS REPORT FEBRUARY 2026**

Christopher Fisher, Charter Impact Client Finance Director, provided an overview report of the Agency Financial Statements as of February 28, 2026.

Alison Tatem, Head Start 0 to 5 Finance Manager, presented the Head Start/Early Head Start Financial Status Report as of February 28, 2026.

**Motion by:** McKenzie **Second by:** Pimentel

**Ayes:** All in favor.

**Nayes:** None heard.

**5. VARIANCE REPORT**

Rebecca Heinricy, Charter Impact Client Finance Director, provided an overview of the T&E, VAC, and Advance Peace variance reports.

As of February 2026, T&E program is 67% through its July–June funding period, with both grants approximately 60% expended. The Urban Youth In School grant has expended 60.2% of its \$222,950 budget, while the Urban Youth Out of School grant has expended 59.4% of its \$668,851 budget. Overall spending is slightly below the pace of time elapsed; however, full utilization of the grants is anticipated. Upcoming retroactive salary adjustments, along with increased health insurance and workers’ compensation costs effective in January, are expected to raise expenditures.

As of February 2026, VAC operates with multiple grants at varying stages of expenditure, with overall spending uneven due to different funding timelines and requirements but collectively totals just over \$2 million in available funding. A new contract period for the Fresno County Economic Development Corporation (EDC) Selma grant began in March 2026 and will run through February 2029, following the close of the prior funding period. VAC is currently operating at an estimated monthly cost of \$137,000, leaving approximately 11 months of funding at the current spending level, underscoring the need for ongoing cost monitoring to ensure future deliverables are met.

As of February 2026, Advance Peace is supported by multiple funding sources that are at varying levels of expenditure, with overall spending at a moderate pace. Current funding of approximately \$585,882 is sufficient to cover operations for about thirteen months; however, the primary contract ends in October 2026, creating a funding gap beyond that date. Monthly operating costs average \$45,000, and existing funds do not cover facility or insurance expenses of approximately \$3,440, requiring additional resources to avoid losses.

No action required.

**6. COMMISSIONERS’ COMMENT**

Committee Chair Taylor noted a positive cultural shift where staff are no longer afraid to report deficits, allowing issues to be addressed proactively, progress to be tracked, and solutions implemented, and commended the Chief Executive Officer for fostering this transparency and accountability. Steven R. Lewis, Chief Executive Officer, thanked and commended the team, emphasizing a commitment to transparency and open communication with the board, and highlighted the importance of openly acknowledging challenges, including deficits, and clearly explaining the strategies being taken to address them, noting that this approach enables productive discussion and accountability with the finance committee and board.

No action required.

**7. ADJOURNMENT**

The meeting adjourned at 12:25 p.m.

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> Finance
<b>Consent Agenda Item #:</b> 6_3	<b>Director:</b> N/A
<b>Subject:</b> 2026 Accounting Policy Revision & Modernization	<b>Officer:</b> Salam Nalia

**Recommended Action**

The Finance Committee recommends reviewing and approving the 2026 Accounting Policies and Procedures Manual Revision for recommendation to the Board of Commissioners. This revision ensures mandatory alignment with the 2024 Uniform Guidance and addresses critical findings from the February 2026 Head Start Training and Technical Assistance (TTA) review.

**Background**

This item was presented during the May 12, 2026, Finance Committee meeting.

The 2026 revision represents a fundamental restructuring of Fresno EOC’s fiscal governance, transitioning from an environment of manual, after-the-fact reviews, to a preventative environment with digital logic. This update reconciles the legacy manual with current operational realities:

- Per TTA mandates, the Organization has adopted the COSO Framework and GAO Green Book. System-native workflows in Financial Edge NXT and PaperSave now enforce federal thresholds at the point of entry.
- The OMB Uniform Guidance (2 CFR Part 200) increased Micro-purchase thresholds to \$10,000 and the Simplified Acquisition Threshold to \$250,000. Aligning our policy with these levels is required for Single Audit compliance.
- The revision remediates "Ghost Procedures" by aligning policy with actual digital HRIS/ERP practices. It incorporates the IRS Accountable Plan rule for travel and the Prudent Person Standard for cost reasonableness to safeguard federal assets.

**Fiscal Impact**

Action on this item has no direct impact on the operating budget. The Organization is maintaining our established negotiated rate framework and are currently awaiting our provisional negotiated rate agreement. These updates reduce the risk of audit disallowances and questioned costs, protecting unrestricted net assets.

**Conclusion**

If approved, this manual will be put before the Board for final adoption as the primary governing document for fiscal operations. This transition from reactive compliance to system-enforced preventative controls satisfies all 2026 technical assistance and audit requirements.

## CONSOLIDATED MASTER POLICY DELTA REPORT

ORG	SECTION	2021 STANDARD (LEGACY)	2026 POLICY REVISION (MODERNIZED)	REGULATORY / TTA BUSINESS LOGIC
TTA	Global	References to 45 CFR 75	<b>2 CFR Part 200 (2024 UG)</b>	Mandatory alignment with unified framework.
TTA	Sec III	\$5,000 / \$150k Thresholds	<b>\$10,000 / \$250,000</b>	2024 UG inflation-adjusted thresholds.
TTA	Sec I	Implied accuracy	<b>200.415 Certification</b>	Mandatory "true/accurate" attestation.
TTA	Sec IX	90-day Closeout	<b>120-day Closeout Window</b>	Alignment with 2 CFR 200.344.
TTA	Sec VIII	General reasonableness	<b>Prudent Person Standard</b>	Explicitly defines 200.404 factors.
TTA	Sec VIII	10% De Minimis	<b>15% De Minimis Rate</b>	2 CFR 200.414(f), org maintains NICRA
TTA	Sec IV	Grant-specific leave	<b>Equitable Fringe Allocation</b>	Prevents "cost dumping" on final grants.
OMB	Sec IV	No notice requirement	<b>Whistleblower Notice</b>	Mandatory notice per 2 CFR 200.217.
OMB	Sec V	Participant travel only	<b>Dependent Care Coverage</b>	Support for workforce equity (200.475).
OMB	Sec VI	\$5,000 Disposal cap	<b>\$10,000 Disposal Floor</b>	Relief for low-value asset disposition.
EOC	Global	"The Agency"	<b>"The Organization"</b>	Corporate identity realignment.
EOC	Sec II	Manual check sign-offs	<b>Digital Approval Metadata</b>	Integration of Bottomline/PaperSave.
EOC	Sec III	Subjective Selection	<b>125-Pt Weighted Matrix</b>	Objective rationale for vendor selection.
EOC	Sec V	Digital travel claims	<b>Manual Travel Form XI</b>	Restoration of human oversight/AP review.
EOC	Sec V	Odometer logs	<b>GPS-Verified Digital Logs</b>	Defense against IRS §1.274 mileage audits.
EOC	Sec VI	Manual spreadsheets	<b>Fixed Asset Module (FENXT)</b>	Centralized "System of Record" tracking.
EOC	Sec VI	Capitalized items only	<b>Sensitive Item Tracking</b>	Safeguarding high-theft items <\$10k.
LAW	Sec V	General assignment	<b>IRS One-Year Rigid Rule</b>	Prevents reclassification of travel as wages.
ECO	Global	Implied Authority	<b>CEO Final Authority</b>	Codifies governance & delegation of duty.
TTA	Sec VI	Implied Ownership	<b>Federal Interest / Trustee</b>	Acknowledges asset trust status.

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> Transit Systems
<b>Consent Agenda Item #:</b> 6_4	<b>Director:</b> N/A
<b>Subject:</b> Transit Bus Procurement	<b>Officer:</b> Thomas Dulin

**Recommended Action**

The Finance Committee recommends approval for full Board consideration of the intent to purchase three (3) Micro Bird shuttle buses totaling \$524,681.60 through a cooperative purchasing agreement.

**Background**

This item was presented during the May 12, 2026, Finance Committee meeting.

The three Micro Bird shuttle buses are currently in stock and available for immediate acquisition. Comparable vehicles from other vendors typically require a four-to-six-month lead time, which would delay deployment and impact service delivery. Using a cooperative purchasing agreement allows the organization to meet procurement requirements while ensuring the timely acquisition of vehicles needed for operations.

Per the organizations policy, transactions exceeding \$150,000 are considered significant expenditures and require approval by the Board of Commissioners, following a recommendation from the Finance Committee.

The current FY 2026 approved budget includes the purchase of eight (8) buses to support transit operations.

**Fiscal Impact**

The purchase will be financed through an approved loan. The organization obtained multiple financing quotes and selected the most favorable terms to support cost-effective financing.

## PROGRAM PLANNING AND EVALUATION COMMITTEE MEETING

Date: April 8, 2026

Time: 12:00 p.m.

Location: 1920 Mariposa Street, Suite 310, Fresno, CA 93721

### MINUTES

1. **CALL TO ORDER**

Diane Lira, Chair, called the meeting to order at 12:00 p.m.

2. **ROLL CALL**

Roll was called and a quorum was established.

**Committee Members:**

Diane Lira

**Staff:**

Steven Lewis

Salam M. Nalia

Sherry Neil

Greg Streets

Jack Lazzarini

Ana Medina

Andy Arredondo

Michael Balderas

Adam Tsudama

Dion Varnado

Patrick Turner

Elionora Vivanco

**Teleconference (T):**

Aldo Alvarado

Debra McKenzie

**Absent:**

Rey Leon

3. **MARCH 11, 2026 PROGRAM PLANNING AND EVALUATION COMMITTEE MEETING MINUTES**

**Motion by:** Lira **Second by:** McKenzie

**Ayes:** All in favor.

**Nays:** None heard.

4. **PROGRAM PLANNING & DEVELOPMENT: FUNDING PROPOSALS FOR AMOUNTS EXCEEDING \$150,000**

Ana Medina, Program Planning & Development Director, provided an overview of the funding proposals for grant amounts exceeding \$150,000. The overview included two funding applications: a grant from the Community Health Worker, Promotor & Community Health Representative Amplifying Impact Initiative grant for Health Services, and the CalRecycle renewal grants for Local Conservation Corps.

**Motion by:** McKenzie **Second by:** Lira

**Ayes:** All in favor.

**Nays:** None heard.

**5. EVALUATION DEPARTMENT ACTIVITY**

Andy Arredondo, Evaluation Director, provided a comprehensive overview of the ongoing activities currently being conducted by the Evaluation Team. These include the Program Evaluation Process and Presentation for Food Distribution, Strategic Plan, Organizational Standards Review and Submission, and the Annual Report.

No action required.

**6. PROGRAM EVALUATION**

**A. Food Distribution**

Patrick Turner, Training & Employment Services Director, provided a comprehensive overview of the Food Distribution program, highlighting efforts to address food insecurity across Fresno County by delivering free food to residents in rural and inner-city communities who are facing economic hardship. The Food Distribution program served 104,225 individuals (22,613 households) through 140 community distributions at 11 sites, supported by 2,775 volunteers. Collectively, these efforts resulted in the distribution of over 1.25 million pounds of food, demonstrating the program's significant impact on community well-being.

No action required.

**7. GRANT ACTIVITY**

Medina provided an update on the Quarter 1 2026 Report and the Grant Tracker as of April 8, 2026.

No action required.

**8. ADJOURNMENT**

The meeting adjourned at 12:30 p.m.

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> Program Planning & Development
<b>Consent Agenda Item #:</b> 6_6	<b>Director:</b> Ana Medina
<b>Subject:</b> Funding Proposals for Amounts Exceeding \$150,000	<b>Officer:</b> Steven Lewis

**Recommended Action**

The Program Planning and Evaluation recommends approval/ratification for full Board consideration of the below funding applications.

This item was presented during the May 13, 2026, Program Planning & Evaluation Committee Meeting.

	<b>Name</b>	<b>Funder</b>	<b>Amount</b>	<b>Program</b>	<b>Director</b>	<b>Action</b>
<b>A.</b>	Affordable Housing and Sustainable Communities (AHSC)	CA Department of Housing and Community Development	\$150,000	Training & Employment – Valley Apprenticeship Connections (VAC)	Patrick Turner	Ratify
<p>Funding will offer a 12-week pre-apprenticeship training cohort in Construction and Landscaping for 15 residents in West Fresno County with priority consideration to City of Firebaugh residents.</p> <p>The grant application was submitted on May 1, 2026.</p>						
	<b>Name</b>	<b>Funder</b>	<b>Amount</b>	<b>Program</b>	<b>Director</b>	<b>Action</b>
<b>B.</b>	Student Mentoring Services	Fresno Unified School District	\$154,684	Advance Peace	Patrick Turner	Ratify
<p>This funding will provide one-one and small-group mentoring students at two sites within the Fresno Unified School District: Sunnyside High School and McLane High School.</p> <p>The grant application was submitted on April 17, 2026.</p>						

	Name	Funder	Amount	Program	Director	Action
C.	2026 Supplemental Low Income Home Energy Assistance Program (SLIHEAP)	Department of Community Services and Development (CSD)	\$292,565	Energy Services-LIHEAP/Weatherization	Gilda Arreguin/Latisha Conway	Ratify

This supplemental funding will support additional households with LIHEAP and weatherization services. The notice of award was received on April 16, 2026.

	Name	Funder	Amount	Program	Program Director/Program Manager	Action
D.	FY26 Foster Grandparent Continuations and Renewals	AmeriCorps	\$2,384,904	Foster Grandparent Program	Patrick Turner/Leah Struck	Ratify

Funding will support 88 part-time Grandparent Volunteers in Fresno and Madera counties over a three year period. Volunteers will serve in Head Start, Boys and Girls Club



**COUNTY-WIDE POLICY COUNCIL (CWPC)  
MINUTES  
APRIL 7, 2026**

- CALL TO ORDER** The meeting was called to order at 6:01 p.m. by Justine Avina, CWPC Vice-Chairperson.
- ROLL CALL** Roll Call was called by Justine Avina, CWPC Vice-Chairperson. The following Representatives were present: Adriana Cuevas, Gidardo Fuentes, Naomi Yanes, Domenica Goff, Maria Marin, Janet Gonzalez, Justine Avina, Alma Martinez, Dafne Rolon Loza, Joann Espinoza, Prisila Ordaz, Raul Garcia, Margarita Diaz, Veronica Pallares, Mariana Mena, Vernon Robinson III, Carla Martinez, Elaine Melendez, Erica Ramos, Vanessa Lozano, Nicole Mittelbrunn, Galvia Juarez, Yasmeen Gonzalez, Brianna Jaurique, Elizabeth Ortega, Laplashay Maxie, Sonia Medina Herrera, Karina Padilla, Mayra Diaz, Maria Romero, Crystal Arellano and Jimi Rodgers.
- APPROVAL OF PREVIOUS CWPC MINUTES** Motion to approve March 3, 2026, CWPC Minutes as written and read was made by Mariana Mena and seconded by Erica Ramos. Motion carried.
- FRESNO EOC PROGRAM REPORT – CENTRO LA FAMILIA ADVOCACY SERVICES** No reports at this time.
- COMMUNITY REPRESENTATIVE REPORTS FOR APRIL 2026** Maria Romero, Women, Infants and Children (WIC) Community Representative, announced that WIC will introduce major food updates effective April 13, 2026. New additions will include canned mature beans, fat-free refried beans, and seasoned canned beans. Whole grain options will expand to include corn masa flour, whole grain cornmeal, bagels, English muffins, and pita bread. Canned fish will also be added as an option, except for infant participants. All current food items will remain available, giving participants a wider range of choices.
- FRESNO EOC COMMISSIONERS REPORT FOR FEBRUARY 2026** Alfonso Lopez, Family Engagement/Volunteer Services (FE/VS) Coordinator, stated that the meeting minutes from the Fresno EOC Board of Commissioners meeting held on February 23, 2026, were included in the packet for CWPC review.
- Motion to approve the Fresno EOC Commissioners Report for February 2026 was made by Mariana Mena and seconded by Erica Ramos. Motion Carried.
- MONTHLY FINANCIAL STATUS REPORTS FOR FEBRUARY 2026** Joann Espinoza, CWPC Treasurer, stated staff recommends CWPC approval for the Monthly Financial Status Reports for February 2026.
- This report shows expenditures for the Head Start (HS)/Early Head Start (EHS) Program Basic and Trainings & Technical Assistance budgets for the month of February 2026 which also includes credit card expenses for the month of February 2026 as required by the Head Start Act of December 12, 2007.

This funding supports personnel and operating expenses totaling \$47,579,061 (\$38,504,223 – HS, \$323,827 – Head Start T&TA, \$8,577,640 – Early Head Start, \$173,371 – Early Head Start T&TA), and the Non-Federal Share match is \$11,894,766. (\$9,707,013 – HS; \$2,187,753 – EHS) for the Fiscal year.

Motion to approve the Monthly Financial Status Reports for February 2026 was made by Mariana Mena and seconded by Vernon Robinson III. Motion carried.

IN-KIND MONTHLY  
STATUS REPORT FOR  
FEBRUARY 2026

Alison Tatem, Finance Manager, informed Representatives that the supporting documents attached are intended to keep the CWPC apprised of the In-Kind Monthly Status Report for February 2026.

The In-Kind Monthly Status Report for the month of February 2026 consists of \$560,770 for Head Start, which is accumulated by classroom and non-classroom volunteer services, consultants, goods, foster grandparents, PACT Time, and space. Early Head Start's In-Kind Summary for the month of February 2026 is \$551,962, which is accumulated by classroom and non-classroom volunteer services, home activities, literacy/growing readers, consultants, goods and space.

The annual Non-Federal Share requirement for Head Start 0 to 5 is \$11,894,765. Year-to-date In-Kind contributions as of February 2026 total is \$2,031,691 (\$987,495 HS; \$1,044,195 EHS), representing 17% of the required match.

AVERAGE DAILY  
ATTENDANCE (ADA)  
REPORTS FOR  
FEBRUARY 2026

Justine Avina, CWPC Vice-Chairperson, informed the CWPC of the ADA Reports for the month of February 2026 for Head Start 0 to 5. Head Start's monthly ADA for February 2026 for Center Based was 81.70%. Head Start Home-Based visits completed were 307. Early Head Start's monthly ADA for February 2026 for Center Based was 81.91%. Total EHS Home-Based visits completed were 743.

Motion to approve the ADA Reports for February 2026 was made by Mariana Mena and seconded by Elaine Melendez. Motion carried.

HEAD START 0 TO 5  
PROGRAM UPDATE  
REPORT (PUR) FOR  
FEBRUARY 2026

Michael Balderas, Head Start Director, stated staff recommends CWPC approval of the Head Start 0 to 5 Program Update Report for the month of February 2026. Some of the highlights in February for Head Start 0 to 5 were several trainings: Fiscal Training & Technical Assistance, School Safety Leadership, Investigation, and Interagency Response Training, and Dealing with Conflict; Responding Effectively in Difficult Conversations. President Lincoln's Birthday and President's Day holidays were observed-no school.

On February 11, 2026, Fresno EOC received results from 2025 improper payment review. A determination was made that no improper payments were identified from the sample selection.

Early Head Start staff attended training as well with Toribio Psychological Associate Training Childhood Trauma, Teaching Pyramid Training, and Conscious Discipline & Second Step Training for new hires.

Motion to approve the Head Start 0 to 5 Program Update Report (PUR) for February 2026 was made by Mariana Mena and seconded by Erica Ramos. Motion carried.

FRESNO EOC HEAD  
START 0 TO 5  
RECRUITMENT AND  
ENROLLMENT POLICY  
REVISION

Sara Juarez, ERSEA Coordinator, stated this policy was previously approved by the CWPC on February 3, 2026. It has been revised to state that children will be considered four years old once they reach their 4<sup>th</sup> birthday during the school year. This change will enable our program to accept more three-year-olds, providing greater opportunities for younger children to participate. Additionally, it will facilitate the transition of more children from EHS to HS.

Ms. Juarez reiterated that once children turn 4 years old, they'll be considered 4 years old, opposed to previously, if a child turned 4 after the school year, the entire school year, they would be considered a 3 year.

After approval from the CWPC, the Policy will be taken to the Fresno EOC Board for final approval.

Motion to approve Fresno EOC Head Start 0 to 5 Recruitment and Enrollment Policy Revision was made by Mariana Mena and seconded by Vernon Robinson III. Motion Carried.

CHILD GUIDANCE AND  
BEHAVIOR POLICY  
REVISION

Isabel Marmolejo, Mental Health/Inclusion Services Coordinator, stated recommends CWPC approval for the Child Guidance and Behavior Policy Revision. The Child Guidance and Behavior policy is in place in order to protect the safety of all children and staff members. We view children's cultural and linguistic backgrounds as a resource. Each child's uniqueness (temperament, culture, family background, stage of development, learning style, etc.) adds to the strength and character of the classroom. Ms. Marmolejo presented the revisions.

Adriana Cuevas, Budget & Finance Committee Chairperson, inquired about the process for sending a child home due to behavioral concerns and whether there is a system in place to address behaviors before they escalate.

In response, staff explained that there is an established system designed to support children exhibiting challenging behaviors. This includes clear procedures, ongoing monitoring, and referrals when needed. For example, in cases such as Toribio's, communication with parents is a key component to ensure a collaborative approach between home and school.

The process involves coordination among teachers, an Early Childhood Education (ECE) specialist, and a Mental Health/Inclusion specialist. The team meets to share information about the child, including family background, strengths, and areas of concern. Through this collaborative discussion, the team often identifies solutions and next steps.

Based on these insights, the Mental Health/Inclusion specialist develops a behavior support plan, which is then shared with both the family and the teacher. The goal is to encourage ongoing partnership and consistency between home and school to best support the child's development.

Adriana acknowledged that while the goal is to support all children within the program, there are extremely rare situations in which a child's behavior may pose a risk of harm to others.

Michael clarified that, in the moment, staff focus on de-escalation to ensure safety for all children and adults. For more severe or ongoing behavioral concerns, there is a structured process in place. This includes thorough documentation of incidents and interventions, as well as adherence to program regulations. A modified schedule request may be temporarily implemented, so that the child attends class for less hours.

Motion to approve Child Guidance and Behavior Policy Revision was made by Mariana Mena and Erica Ramos. Motion Carried.

FULL ENROLLMENT  
INITIATIVE

Sara Juarez, ERSEA Coordinator, stated this information is presented to keep the CWPC apprised of the Full Enrollment Initiative Updates.

The recruitment data attached includes our recruitment efforts up to Mar 12, 2026. Head Start Center Based has 1162 children enrolled. Head Start Home Based has 83 children enrolled. Early Head Start Center Based has 71 children enrolled. Early Head Start Home Based has 234 children enrolled. This gives Head Start 0 to 5 a total of 1550 enrolled children.

PERSONNEL  
COMMITTEE REPORT  
FOR FEBRUARY 2026

Justine Avina, Vice-Chairperson, stated the Personnel Committee report consists of a list of: Hiring/Personnel Action Positions, Resignations/Separations, Promotion/Status Change, and Job Descriptions for Positions for the month. All promotions, transfers, separations, and new hires are to be presented to the CWPC monthly, as an informational item.

For the month of February 2026 there were 11 Hiring/Personnel Action Positions (7 pending), 2 Promotions/Status Changes, 8 Resignation/Separation and no updated Job Descriptions.

SELF-ASSESSMENT  
DATA REVIEW WEEK  
MAY 19, 202, AND 21,  
2026

Veronica Galvan, Quality Assurance Manager, shared an invitation for CWPC members and Commissioners to participate in an upcoming Self-Assessment Data Review training opportunity. The training will provide an overview of how the program adheres to Performance Standards, including the systems in place for monitoring and ensuring continuous quality improvement in services provided to families.

Each Service Area will participate in the training and provide an overview of the work completed throughout the year, highlighting identified strengths as well as areas for continuous improvement.

At the bottom of the invitation, a QR code is included for participants to RSVP and indicate which session they plan to attend. Refreshments will be provided. This training offers an opportunity to see the extensive efforts the program makes to ensure high-quality services for children and families. In the past, both parents and Commissioners have expressed appreciation for these sessions and have contributed valuable feedback.

Ms. Cuevas recommended that the training be offered outside of regular work hours to better accommodate participants' schedules.

HEAD START 0 TO 5  
COUNTY-WIDE POLICY  
COUNCIL BYLAWS

Alfonso Lopez, FE/VS Coordinator, stated the information presented is intended to keep the CWPC apprised of the Head Start 0 to 5 County-Wide Policy Council Bylaws.

Periodic review of the CWPC Bylaws ensures the established policy council is maintained according to Head Start Program Performance Standard (HSPPS) 1301.3(a). The CWPC Parent Planning and Review Committee, alongside program staff, met three times over the past three months and reviewed the attached recommended CWPC Bylaws amendments. In accordance with current CWPC Bylaws, the proposed amendments need to be submitted in writing at a regular meeting, as an initial step towards approval. The proposed amendments are attached and submitted for review of the CWPC.

For any questions or feedback regarding the proposed amendments to the Bylaws, please contact Alfonso, Maria Zarate, or Audrey Metcalf. Members are encouraged to take their time reviewing the document, as these Bylaws serve as the guiding framework for our work.

#### HEAD START 0 TO 5 LOCAL PARENT MEETING BYLAWS

Alfonso Lopez, FE/VS Coordinator, shared that he is also presenting the Head Start 0–5 Local Parent Meeting (LPM) Bylaws. These Bylaws establish the rules and procedures that govern LPM meetings, including state requirements for how parent meetings are conducted and what information must be presented.

The Bylaws are being introduced as an informational item to allow members sufficient time to review the proposed revisions and provide feedback. The document has already been reviewed by both parents and staff on three separate occasions. All revisions are clearly tracked, indicating additions and deletions for transparency.

Following this review period, the Bylaws will be submitted to the EOC Board for final consideration.

#### ERSEA PRESENTATION

Sara Juarez, ERSEA Coordinator, stated the ERSEA Presentation is provided as an additional training to CWPC Members on the Head Start 0 to 5 program implementation of ERSEA. In addition to the training provided at the Annual Program Governance Training, this presentation ensures CWPC members can effectively oversee and participate in the decision-making process of Head Start 0 to 5.

The recruitment component of ERSEA was presented as part of the PowerPoint presentation.

#### READYROSIE GRANT INFORMATION

Alfonso Lopez, FE/VS Coordinator, stated the information attached is intended to keep the CWPC apprised of the ReadyRosie Grant Information.

Head Start 0 to 5 submitted a grant proposal to acquire licensing use of ReadyRosie to serve 1,462 children. ReadyRosie provides parents with accessible education on developmental milestones from prenatal through age five, age-appropriate expectations, positive parenting strategies, and approaches that support early literacy, language development, executive functioning, and healthy routines. ReadyRosie is a virtual platform accessible through a computer, tablet, and smart phone, Head Start 0 to 5 requested \$300,000.00 for purchase of a 2-year license for ReadyRosie, including funding for training, and staff support to implement the use of ReadyRosie.

In the attachment there is a calendar that shows when the grant will be approved.

Jimi Rodgers, EOC Commissioner asked if we do not receive the grant, are we in a position to purchase ReadyRosie.

Alison Tatem, Finance Manager, stated not at the moment, but perhaps with our future grant cycle.

Mr. Lopez stated that time spent may be used as In-Kind as well.

TWO-WAY  
COMMUNICATION  
MODULE PILOT

Olga Jalomo-Ramirez, Family/Community Services Manager, stated the pilot has been launched and been in use by Family/Community Services and Home Based. This pilot provides us with an opportunity to test the module and become familiar with its use among parents.

Staff training took place on January 9, 2026, and they began introducing the module to parents during the LPM's in January. As of now, a total of 1,234 invites have been sent to parents, but only 395 parents have created an account.

This module provides practical tools and strategies to strengthen communication and collaboration between families and staff, making it easier to share updates, ask questions, and support each child's learning and well-being.

The app enhances communication by keeping parents informed about their child's daily activities and upcoming center events. It also offers a convenient way for parents to connect directly with staff. For example, instead of calling or emailing, parents can quickly send a message to their Family Services Specialist (FSS) to notify them if their child will be late or absent.

PARENT COMMENTS

Yasmeen Gonzalez, Richard Keyes Representative, asked if the Recruitment and Enrollment Policy revisions will begin tomorrow, or do they have to get approved.

Mr. Lopez stated that the item will be presented to the EOC Board for review. If approved, it will then be implemented and become active.

ANNOUNCEMENTS

Raul Garcia, Historian, made the following Announcements:

- A. April 25, 2026 – Annual Parent Conference at Franklin Head Start
- B. May 5, 2026 – Next County-Wide Policy Council Meeting at 6:00 p.m. – Dinner will be served at 5:30 p.m.
- C. May 15, 2026 – Volunteer Luncheon
- D. June 2026 – Food Distribution

ADJOURNMENT

There being no further business to discuss, motion to adjourn the meeting was made by Mariana Mena and seconded by Erica Ramos. Motion carried.

The meeting adjourned at 7:27 p.m.

Submitted By:

Brionna Warren  
Secretary I

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> Head Start 0 to 5
<b>Consent Agenda Item #:</b> 6_8	<b>Director:</b> Michael Balderas
<b>Subject:</b> Head Start 0 to 5 Program Update Report (PUR) for March 2026	<b>Officer:</b> Steven Lewis

**Recommended Action**

The County-Wide Policy Council (CWPC) recommends acceptance of the Head Start 0 to 5 Program Update Report (PUR) for the month of March 2026.

**Background**

As per mandate, Head Start agencies provide monthly updates to the Board and Policy Council, written as required by the Head Start Act of December 12, 2007, Section 642 Powers and Functions of Head Start Agencies (d) Program Governance Administration, (2) Conduct of Responsibilities, (A) through (I). Below is a reference to the requirement.

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

The report includes all areas mandated by the Head Start Act, not reported elsewhere: (B) monthly program activity summaries; (C) program enrollment reports; (D) monthly reports of meals and snacks provided through the U.S. Department of Agriculture; (H) communication and guidance from the Secretary of Health and Human Services.

The excluded information reported separately includes: (A) monthly financial reports including credit cards, (E) financial audit report, (F) annual Self-Assessment (G) community-wide strategic planning (Community Assessment) and the (I) Annual Program Information Report (PIR).

This item was presented and accepted by County-Wide Policy Council (CWPC) on May 5, 2026.

The March 2026 Program Update Report is attached for review.

**Fiscal Impact**

Action on this agenda item will have no fiscal impact.



**BOARD OF COMMISSIONERS  
PROGRAM UPDATE REPORT  
REPORT MONTH: MARCH 2026**

**I. Head Start 0 to 5**

Program Information Summary:

1. March 6, 2026 – Donuts were delivered to all sites and offices for staff appreciation day.
2. March 9, 2026 – Annual Mandatory ERSEA Training took place at Franklin Head Start auditorium.
3. March 17, 2026 – Three HS 0 to 5 staff attended Advocacy Day in Sacramento, CA.
4. March 20, 2026 – Transforming Through Staff Wellness -All Staff In-Service took place at Clovis Veterans Memorial District.
5. March 23, 2026 – Finance Annual Budget Training took place at Franklin HS Auditorium and was facilitated by, Alison Tatem, Head Start 0 to 5 Finance Manager
6. March 24-26, 2026 – Open house took place at all Head Start 0 to 5 sites from 4-6pm.
7. March 26, 2026 – Health and Mental Health Advisory Committee Meeting took place in the Fresno EOC Board Room.
8. March 31, 2026 – Cesar Chavez Holiday observed. All sites and offices were closed in observance.

**II. Communication and Guidance from the United States Health and Human Services (HHS) Secretary:**

Improper Payment Study took place during the month of March. We received notice at the end of February.

**III. Early Head Start**

Program Information Summary:

1. HOVRS observations were completed.
2. Home based began Case Conference.

Early Head Start Enrollment/ADA Reports/Wait List:

Monthly Enrollment: 328; Monthly ADA: Center Base: 83.81%, Home Base: NA%  
Wait List Total: 118  
Analysis of all areas below the recommended 85% ADA, if any, has been done.

Early Head Start Meals/Snacks:

Total Children: Breakfasts: 1,056 Lunches: 1,142 Snacks: 937

**IV. Head Start**

Program Information Summary:

1. March 6<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup>, and 26<sup>th</sup> – Toribio Psychological Services facilitated training on “Emotional and Mood Disorders in Young Children.”
2. During the month of March, a total of 27 sites received coaching from 5 Conscious Discipline Coaches.

Head Start Enrollment/ADA Reports/Wait List:

Monthly Enrollment: 1,271; Monthly ADA: Center Base 82.48%; Home Base: NA%  
Wait List Total: 164  
Analysis of all areas below the recommended 85% ADA, if any, has been done.

Head Start Meals/Snacks:

Total Children: Breakfasts: 15,260 Lunches: 17,244 Snacks: 13,607

Submitted by:

Michael Balderas  
Head Start Director

Nidia Davis  
Assistant Head Start Director

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> Head Start 0 to 5
<b>Consent Agenda Item #:</b> 6_9	<b>Director:</b> Michael Balderas
<b>Subject:</b> Head Start 0 to 5 County-Wide Policy Council Bylaws	<b>Officer:</b> Steven Lewis

**Recommended Action**

The County-Wide Policy Council (CWPC) recommends approval for the Head Start 0 to 5 Count-Wide Policy Council Bylaws.

**Background**

Per Head Start Program Performance Standards (HSPPS) 1301.3(a) Establishing policy councils and policy committees. Each agency must establish and maintain a policy council responsible for the direction of the Head Start program at the agency level, and policy committee at the delegate level.

Periodic review of the CWPC Bylaws ensures the established policy council is maintained according to HSPPS 1301.3(a). The CWPC Parent Planning and Review Committee, alongside program staff, reviewed the attached recommended CWPC Bylaws amendments. In accordance with current CWPC Bylaws, Article VIII, the proposed amendments were previously submitted in writing at a regular meeting. The proposed amendments are attached and submitted for approval of the CWPC.

This item was presented and approved by County-Wide Policy Council (CWPC) on May 5, 2026

**Fiscal Impact**

Action on this agenda item will have no fiscal impact.



## HEAD START 0 TO 5 COUNTY-WIDE POLICY COUNCIL BYLAWS

### INTRODUCTION

Fresno Economic Opportunities Commission (EOC) Head Start 0 to 5 understands the unique role and responsibility of serving young children in the community and their families. Staff recognize that the family is the child's first teacher and are committed to enhancing the relationship between parents/~~guardians~~ and the ~~teacher/home base~~ educator/~~caregiver~~.

Fresno EOC Head Start 0 to 5's goals are to strengthen parents as individuals and as partners, offering support and information to enable them to perform leadership functions in their families and for the program. The County-Wide Policy Council (~~CWPC~~) is an example of an opportunity offered to parents to contribute to their child's educational experience.

The Fresno EOC Board of Commissioners established the County-Wide Policy Council to ensure maximum parent participation in the decision-making process for all Head Start 0 to 5 ~~s~~Service ~~a~~Areas and activities.

[Per Head Start Program Performance Standards \(HSPPS\) 1305.2, Parent means a Head Start child's mother or father, other family member who is a primary caregiver, foster parent or authorized caregiver, guardian, or the person whom the child has been placed for purposes of adoption pending a final adoption decree.](#)

### ARTICLE I. NAME OF ORGANIZATION

The name of this organization shall be Fresno Economic Opportunities Commission Head Start 0 to 5 (~~comprised of Early Head Start (EHS)/ Head Start (HS), contractors and braided programs~~) County-Wide Policy Council (~~CWPC~~) herein referred to as County-Wide Policy Council (CWPC).

### ARTICLE II. PURPOSE

To act on behalf of the Head Start 0 to 5 children and their families in Fresno County, and to participate in the process of making decisions regarding program planning and operations about the Head Start 0 to 5 program. in accordance to the HSPPS 1301.3.

### ARTICLE III. MEMBERSHIP

#### Section 1. Membership

Membership shall be comprised of:

- A. Head Start 0 to 5 Parent Representatives, of both eCenter-~~B~~based and Hhome-~~B~~based program options, operating in Fresno County.
- B. Community Representatives shall be comprised of individuals from businesses, public or private community organizations, civic and professional organizations as well as those who are familiar with resources and services for low-income children and families; that may include former parents of previously enrolled children.

- C. ~~Up to five (5)~~Five Fresno EOC Board Commissioners and one ~~(1)~~ of which serves as a liaison between the Fresno Economic Opportunities Commission Board and the County-Wide Policy Council.

## Section 2. Composition

~~Head Start 0 to 5 Parent~~ Representatives must be parents ~~or legal guardians~~ of children currently enrolled in the Head Start 0 to 5 program. There shall be one (1) Fresno EOC Board Commissioner that serves as a liaison between the Fresno EOC Board and the County-Wide Policy Council. ~~Up to four (4)~~ Community Representatives ~~, are not to exceed a total of four (4). The Community Representatives~~ are to be selected by the Executive Board and approved by the CWPC at the regular monthly meeting in November, ~~or as early in the program year as possible.~~

## Section 3. Conflict of Interest

Members of the CWPC shall not have a conflict of interest with the Head Start 0 to 5 program, ~~in accordance with HSPPS 1301.3 (b)(2).~~

Members of the CWPC shall not receive payment for serving on the CWPC or for providing services to the Head Start 0 to 5 program. Members of the CWPC may receive reimbursement, ~~in accordance with HSPPS 1301.3 (e) and Head Start 0 to 5 policies and procedures. for mileage, childcare, or technology.~~

No Representative or Alternate Representative shall be a paid employee or immediate family member of a ~~paid~~ employee of ~~the~~ Head Start 0 to 5 program ~~(including any delegate agency)~~. Membership shall automatically terminate for any Representative who becomes a Head Start 0 to 5 employee.

~~No Representative or Alternate Representative shall be a paid employee of a Head Start funded agency. Membership shall automatically terminate for any Representative who becomes a paid employee of a Head Start funded agency.~~

## Section 4. Membership Election Process

All Fresno EOC Head Start 0 to 5 Center-Based sites and Home-Based areas will hold Local Parent Meetings (LPM) during the month of September, ~~or as early in the program year as possible,~~ to elect one (1) Representative and ~~two one (2)~~ Alternates to the CWPC. ~~The following~~An exception shall be made for centers with an enrollment of 100 or more children; they shall have a representation of two (2) Representatives.

Head Start 0 to 5 CWPC Representatives will be seated at the CWPC meeting in October. New Representatives will be accepted during the year as vacancies occur, per CWPC Bylaws Article III, Section VIII of these Bylaws.

At the CWPC meeting in October, elections will be held to fill the positions of the CWPC Executive Board, which shall be comprised of:

- A. ~~Five~~Six (5) elected officers, standing committee chairpersons (Article IV, Section 1. Officers Responsibilities) and
- B. Two (2) elected officers or appointed Representatives from Early Head Start (EHS), ~~comprised of (one (1) for Home Based and one (1) for Center Based~~ ~~Parent Representative~~selection).

In an effort to include equal representation from all Head Start 0 to 5 Center Based sites and all Home Based areas, the CWPC body will be assigned to an ~~election seven (7)~~ Cluster System. Once an Executive Board officer position has been filled, no other Representative from that particular ~~c~~Cluster may be nominated or run for office.

CWPC Executive Board members will select ~~up to the~~ four (4) Community Representatives as referenced in Article III Section I and II of the CWPC Bylaws.

At the CWPC Meeting in November, the Representatives will approve the ~~four (4)~~ Community Representatives selected by the CWPC Executive Board.

### Section 5. Term of Office

All Head Start 0 to 5 CWPC Representatives shall be seated at the October meeting and serve a term of one (1) year ending September 30<sup>th</sup>, or until a successor is seated. In order to maximize opportunities for parent engagement in program governance, Representatives who have completed three (3) one-year terms (any 3 years combined) cannot serve on the CWPC in accordance with the Head Start Program Performance Standards 1301.3 d (3).

~~-Community Representatives shall be seated in November ~~once elections have been conducted~~ by the CWPC and ~~they~~ will serve a term of one (1) year ending October 31<sup>st</sup> or until a successor is seated. ~~from the date of election.~~~~

### Section 6. Resignation

Any member of the Head Start 0 to 5 CWPC may resign by submitting a resignation, verbal or written, to the Chairperson and/or Head Start 0 to 5 personnel.

A resignation of an Executive Board position ~~member~~ may be reconsidered for reinstatement as a Parent Representative if a written request is made to the CWPC Chairperson and Family Engagement/Volunteer Services Coordinator ~~(FE/VSC)~~, the final decision will be made by the Executive Board.

- A. A member of the Executive Board who has resigned ~~and held an Executive office~~ and wants to be reinstated, must provide a written notice to the CWPC Chair and the Family Engagement/Volunteer Services Coordinator (FE/VSC) within ten (10) calendar days. It shall be the final decision of the Executive Board ~~Committee~~ whether the member be reinstated as a CWPC Representative only. ~~If the member will not be is reinstated, member is not~~ reinstated to their former Executive Board position.

### Section 7. Termination of Membership

A member may be removed by the Head Start 0 to 5 CWPC with cause by two-thirds (2/3) vote of the remaining members present and voting at any meeting of the CWPC that have a quorum.

Termination of a Representative's membership begins when a CWPC Representative initiates a motion based on the information below, seconded by another Representative, and voted into effect by a quorum of the membership.

Grounds for termination shall include but are not limited to:

- A. Inappropriate conduct while representing the CWPC.
- B. Representing personal interest over the welfare of children in the Head Start 0 to 5 program.
- C. Conduct which can be considered harassment or dangerous while representing the CWPC.
- D. Not following the process for open communication as designated by the grantee.
- E. Destruction or theft of property.
- F. Any ~~derogatory~~ comments electronically posted and deemed derogatory, defamatory, obscene, proprietary or libelous by non-employees (all CWPC Representatives and volunteers), on Fresno EOC's websites, video or wiki postings on sites such as Facebook, X, Virtual platforms ~~and~~

~~Twitter~~, chat rooms, personal blogs or other similar forms of online journals, diaries or personal newsletters not affiliated with Fresno EOC, ~~and any violation of Volunteer Statement of Confidentiality, and Ethics that are deemed defamatory, obscene, proprietary or libelous.~~

- G. Breach of confidentiality and any violation of the Volunteer Statement of Confidentiality and Ethics.

### **Section 8. Representative Vacancy**

~~When~~As a Head Start 0 to 5 Parent Representative vacancy~~ies~~ occurs, the Local Parent Meeting (LPM) will elect a new CWPC Representative ~~for representation~~ at the local~~CWPC~~ level.

### **Section 9. CWPC Executive Board Vacancy**

Should the vacancy be an elected CWPC Executive Board member, the Chairperson will appoint a new officer. However, if the office of Chairperson becomes vacant, the Vice-Chairperson will be installed as the Chairperson to complete the unfinished term. The vacancy then arises in the office of Vice-Chairperson to which the new Chairperson will appoint a new Vice-Chairperson.

### **Section 10. Appointed Committee Members**

If a vacancy occurs in an appointed Committee Chairpersons ~~member's~~ position, ~~(Committee Chairpersons)~~ the CWPC Chairperson will appoint a new member and inform the general body in the following meeting.

### **Section 11. Duties and Responsibilities of Representatives**

The CWPC shall actively participate in all Head Start 0 to 5 CWPC monthly and community meetings to which they volunteered to serve and must attend all Local Parent Meetings ~~(LPM)~~ to report all information gathered at CWPC.

The CWPC shall approve and submit to the governing body decisions about each of the following activities (taken from the Head Start Act, Section 642(c) (2) (D):

- A. Activities to support the active involvement of parents in supporting program operations, including policies to ensure that the Head Start 0 to 5 program is responsive to community and parent needs.
- B. Program recruitment, selection, and enrollment priorities.
- C. Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.
- D. Budget planning for program expenditures, including policies for reimbursement and participation in CWPC activities.
- E. Bylaws for the operation of the CWPC.
- F. Program personnel policies and decisions regarding the employment of program staff, consistent with the Head Start Act, Governing Body 642 (1)(E)(iv)(IX), including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.
- G. Developing procedures for how members of the CWPC of the Head Start 0 to 5 program will be elected.
- H. Recommendations on the selection of delegate agencies and the service areas for such agencies.

## Section 12. CWPC Voting

Only the Representative or their Alternates shall be voting members. Each CWPC Representative, Fresno EOC Board of Commissioners Representative, and Community Representatives shall have one vote. The Chairperson shall vote in the case of a tie or as outlined in Article IV Section 1: Officers Responsibilities, Chairperson (A).

## Section 13. Training and Orientation

The ~~P~~program ~~Administrative Staff~~ shall provide governance training, committee training and Representative training to CWPC Representatives, Fresno EOC Board Commissioners of Commissioners Representatives, and/or Community Representatives annually in accordance with HSPPS 1301.5. Head Start Program Performance Standards.

## Section 14. Reimbursement

Per Head Start Program Performance Standard 13013.3(e) Reimbursement, Parent CWPC Representatives will receive reimbursement for reasonable expenses. This amount is determined by the Head Start 0 to 5 Reimbursement Policies and Procedures.

A. Reimbursement amounts will be provided for the following:

1. CWPC Meetings (~~regularly scheduled, annual emergency and special meetings~~)
2. CWPC Executive Board Meetings ~~Personnel Committee~~
3. ~~Parent Planning & Review~~ CWPC Committee Meetings
4. ~~Budget & Finance Committee~~ Program Governance Trainings
5. Events requiring CWPC attendance ~~eligibility Recruitment, Selection, Enrolment & Attendance (ERSEA) Committee.~~
6. ~~Health Services Advisory Committee.~~

## ARTICLE IV. OFFICERS

### Section 1: Officers Responsibilities

The Officers of the ~~Head Start 0 to 5~~ CWPC shall be the Chairperson, Vice-Chairperson, Secretary, Treasurer, Sergeant ~~a~~At-Arms, ~~Historian~~, and appointed or elected EHS Representatives which shall constitute the CWPC Executive Board.

#### Chairperson

- A. The Chairperson shall attend and preside at all regular CWPC meetings. The Chairperson shall be an ex-officio member of all committees. As an ex-officio member of all committees, the Chairperson may participate in all committees, but does not have voting rights. In the event all appointed Committee Members, Representatives or past-appointed Committee Members (who have a child enrolled in the current year) are not present, then the CWPC Chairperson will be given voting rights. The Chairperson shall have such other abilities and perform other duties as assigned by the ~~Head Start 0 to 5~~ CWPC, as well as such abilities and duties, which may be incidental to the office of the Chairperson, subject to the control of the CWPC.
- B. The Chairperson shall have the ability to nominate and to appoint committees.
- C. The Chairperson shall participate in the development of the CWPC meeting agenda and provide final approval prior to scheduled meetings or any other special meetings.
- D. The Chairperson may attend the Fresno EOC Board of Commissioners meetings. (~~generally every fourth Wednesday of every month~~).

- E. ~~The Chairperson shall receive copies of all designated correspondence from the Health Human Services (HHS) Regional Office related to Head Start 0 to 5.~~

### **Vice-Chairperson**

- A. The Vice-Chairperson shall attend and preside at meetings in the absence of the Chairperson and shall be responsible to conduct all the duties of the Chairperson.
- B. The Vice-Chairperson will attend all regular CWPC meetings, and shall attend Fresno EOC Board meetings in the absence of Chairperson.

### **Secretary**

- A. The Secretary shall attend all CWPC meetings.
- B. The Secretary will ensure minutes are taken at all regular CWPC Executive Board and CWPC meetings, special meetings and proceedings of the CWPC.
- C. The Secretary shall take roll call at CWPC meetings.

### **Treasurer**

- A. The Treasurer shall attend all CWPC meetings.
- B. The Treasurer shall be responsible to communicate information regarding financial matters of the program and present the Financial Status Report at CWPC meetings.
- C. The Treasurer will assist staff in collecting reimbursement forms at the end of all and CWPC meetings.

### **Sergeant-at-Arms**

- A. The Sergeant-at-Arms shall attend all CWPC meetings.
- B. The Sergeant-at-Arms will assist in maintaining order at the CWPC meetings.
- C. The Sergeant-at-Arms will greet members as they arrive at the meetings.
- ~~G.D.~~ The Sergeant-at-Arms shall report on announcements of events of the agency.

### **Historian**

- ~~A. The Historian shall attend all CWPC meetings.~~
- ~~B.A. The Historian shall report on past and current announcements of events of the agency. The material will allow parents or legal guardians in the program to familiarize themselves with historical and current events of the program.~~
- ~~G. The Historian shall read the “Announcements” from the Head Start 0 to 5 CWPC packet. The Historian will also collect and read any additional announcements from the Representatives at the CWPC meeting.~~

## Elected or Appointed Early Head Start (EHS) Representatives

- A. The elected/appointed EHS Representatives attend all CWPC meetings.
- B. The elected/appointed EHS Representatives greet members as they arrive at the meetings.
- C. An elected/appointed EHS Representative will present Average Daily Attendance (ADA) reports at CWPC meetings.

## ARTICLE V. MEETINGS

### Section I. Frequency of Meetings

The Head Start 0 to 5 CWPC shall meet monthly.

### Section 2. Special Meetings

Special meetings of the Head Start 0 to 5 CWPC may be held at any time determined by the Chairperson, ~~or by a five-day written notice.~~

### Section 3. Quorum

A quorum shall be constituted by 51% of the CWPC's active membership. Vacant positions are not counted towards quorum.

The CWPC Executive Board shall act on behalf of the CWPC body ~~in the summer months~~ during (June, July, ~~and~~ August, and September.

### Section 4. Telephonic or Electronic Meeting

Any Head Start 0 to 5 CWPC members may participate in a CWPC meeting or a special committee meeting of the Head Start 0 to 5 CWPC, as applicable. Participation can take place by telephone or by any other means of communication so long as all CWPC members who are participating in the meeting can hear all other CWPC members and can otherwise interact with such members. ~~Such participation shall constitute presence in person at the meeting.~~

### Section 5. Absentees

CWPC Executive Board or CWPC members are expected to attend each regularly scheduled meeting. Any member who is absent without a reasonable cause from ~~two (2) consecutive or~~ any three (3) CWPC meetings and no alternate is present, shall surrender their~~his/her~~ seat as a CWPC Representative. The Family/Community Services Manager ~~or the~~and Family Engagement/Volunteer Services Coordinator have the authority to determine the legitimacy of an excuse.

If a member cannot attend a meeting, notification must be made to the Family Engagement/Volunteer Services staff, ~~prior to 4:00 p.m. on the scheduled date of the meeting. If the absence was due to an emergency, a call must be placed to the Family Engagement/Volunteer Services staff within 48 hours after the scheduled CWPC meeting. A telephone call must be made in order to have the absence excused.~~

~~If any Representative misses more than two (2) consecutive meetings without reasonable cause, a Family Engagement/Volunteer Services staff member will contact the Representative regarding absences prior to termination of duty and new elections will be held within thirty (30) calendar days of notification to fill the vacant office.~~

- A. ~~In the event that a vacancy of an elected officer of the Executive Board occurs during the months of June through September, the CWPC Chairperson will appoint a Representative for the remainder of the term.~~

## ARTICLE VI. COMMITTEES

### Section 1. CWPC Executive Board

The CWPC Executive Board shall be comprised of ~~five~~<sup>six</sup> (5~~6~~) elected officers, four (4) Standing Committee Chairpersons and two (2) EHS elected officers or ~~if none elected, then two~~ appointed Representatives. ~~The CWPC Executive Board shall reflect the demographics of the children in the program.~~

A. The CWPC Chairperson shall meet prior to the CWPC's regular monthly meeting to prepare its Agenda. ~~generally the third (3rd) Tuesday of each month.~~

B. The Executive Board shall act on interim matters which cannot wait until the next County-Wide Policy Council meeting.

~~B.C.~~ B.C. The CWPC Executive Board shall act on behalf of the CWPC body in ~~the summer months~~ (June, July, ~~and August, and September~~). ~~in the event there is no quorum of the general body.~~

~~C.~~ C. ~~The CWPC Executive Board shall perform such duties as assigned by the CWPC.~~

### Section 2. Personnel Committee

A. The Personnel Committee shall participate in the hiring process of Head Start 0 to 5 Staff according to Fresno EOC's ~~P~~<sup>personnel</sup> ~~practices Policies and & P~~ procedures.

~~B.~~ B. ~~The Personnel Committee shall be composed of five (5) members and at least three (3) alternates.~~

~~G.B.~~ G.B. The Chairperson of the CWPC shall participate in the interview and hiring of the following four positions: Chief Executive Officer, Chief Financial Officer, Head Start 0 to 5 Director ~~0 to 5~~, and Chief Administrative Officer, and any other person in an equivalent position with the agency, as indicated on the Head Start Act Section 642 (c)(1)(E)(IX). In the absence of the Chairperson, the Personnel Committee Chairperson will represent the CWPC.

~~D.C.~~ D.C. All promotions, transfers, separations, and new hires will be presented as an Informational Item each month at the regular CWPC meeting.

### Section 3. Parent Planning and Review Committee

A. The Parent Planning and Review Committee shall meet to plan and review any program items requiring parent participation and input, ~~School Readiness Goals~~ and make recommendations in future parent trainings.

B. This committee shall meet as necessary or at least once during the program year.

### Section 4. Budget and Finance Committee

A. The Budget and Finance Committee shall meet to receive in-depth training on the annual budget to make recommendations to the Head Start 0 to 5 CWPC Executive Board.

B. This committee shall meet as necessary or at least once during the program year.

### Section 5. Eligibility, Recruitment, Selection, Enrollment and Attendance (ERSEA) Committee

A. The ERSEA Committee shall meet to give input on recruitment and eligibility priorities.

B. This committee shall meet as necessary or at least once during the program year.

**Section 6. Special Committees**

With the approval of the Head Start 0 to 5 CWPC ~~Representatives~~, the Chairperson may establish special committees.

**Section 7. Committee Make-Up**

A ~~minimum~~ ~~maximum~~ of ~~four~~ ~~ive~~ (45) Representatives with at least two (2) Alternates shall serve on each standing committee. ~~Effort shall be made to include representation from Head Start 0 to 5 using the CWPC Election Cluster Chart.~~

**ARTICLE VII. PARLIAMENTARY PROCEDURES**

**Section 1. Rules and Procedures**

“Roberts Rules of Order, revised” shall be the guide of parliamentary procedure of this CWPC.

**ARTICLE VIII. AMENDMENT OF BYLAWS**

These Bylaws can be amended at any regular meeting of the Head Start 0 to 5 CWPC by a ~~two-thirds~~ ~~majority~~ vote of active membership if the amendment has been submitted in writing at the previous regular meeting. ~~All~~ amendments require Fresno EOC Board of Commissioners approval.

**ARTICLE IX. ADOPTION OF BYLAWS**

These Bylaws have been adopted by a majority vote of the Head Start 0 to 5 CWPC ~~present~~ on ~~April 9, 2024~~ and Fresno EOC Board of Commissioners on ~~April 15, 2024~~.

\_\_\_\_\_  
Fresno EOC Head Start 0 to 5 CWPC Chairperson

\_\_\_\_\_  
Date

\_\_\_\_\_  
Fresno EOC ~~Governing~~ Board of Commissioners Chair

\_\_\_\_\_  
Date

For Fresno EOC Head Start 0 to 5 Use Only	
Revised and Approved by CWPC Personnel Committee/CWPC	Approved by Fresno EOC Board of Commissioners
[09/18/91] [10/10/95] [11/19/97] [8/15/01] [10/20/10] [12/18/13] [7/16/14] [10/21/15] [8/19/20] [8/2/22] [04/09/24] [01/07/25]	[9/25/91] [10/27/10] [9/24/14] [11/18/15] [9/30/20] [8/24/22] [4/15/24] [01/27/25]

(HEAD START 0 TO 5 CWPC BYLAWS – TRACKED CHANGES - APPROVAL) REV. ~~eq/bw/cq~~ 05/01/26 ~ BYLAWS (2026~~5~~) ~

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> Finance
<b>Agenda Item #:</b> 7	<b>Director:</b> N/A
<b>Subject:</b> Agency Financials and Head Start Financial Status Report March 2026	<b>Officer:</b> Salam M. Nalia

**Recommended Action**

The Finance Committee recommends acceptance of the interim consolidated Agency Financial Statements and Head Start 0 to 5, as of March 31, 2026.

**CSBG Organizational Standard**

The governing board receives financial reports at each regular meeting that include the following per Category 8, Standard 8.7:

1. Organization-wide report on revenue and expenditure that compares budget to actual; and
2. Balance sheet/statement of financial position.

**Background**

The following pages have been prepared by Charter Impact for presentation to the Finance Committee and reflect their analysis, recommendations, and financial reporting in support of the agency's fiscal oversight.

**Conclusion**

Acceptance of these financials by the Committee will enable this document to be presented for full Board consideration. The Board's oversight of the financial operations of Fresno EOC is a key aspect of its fiduciary duty.

## **Fresno EOC**

### **Agency financials analysis**

**March 2026**

Through March 2026, Fresno EOC recognized \$37.7 million in total revenue, representing 23% of the annual budget. Cash revenue of \$26.6 million is also 23% of budget. Compared to the same period in 2025, cash revenue is \$4.5 million lower, primarily due to timing differences in Head Start and Energy programs and reductions at Food Services.

Total expenditures for the period are \$37.5 million, or 23% of the annual budget, with cash expenditures totaling \$26.4 million, or 23% of budget. Cash expenditures are \$5.0 million lower than March 2025, with an approximate \$2.2 million decrease in personnel from both cost reductions and vacancies (Administration, Head Start, Transit, and Food Services) and \$1.4M decrease in contract services (Head Start, Energy, and Advance Peace). Overall spending trends are aligned with expectations for this stage of the fiscal year. Contract services expenditures are 29% of the annual budget, which is above the proportional pace; however, this variance is attributable to the timing of payments to Fresno Unified School District for the SOUL program oversight fee, as previously discussed. Other expenditure categories are trending below budget due to timing. For instance, travel and vehicle-related costs are at 15% of the annual budget due to timing of vehicle repairs and lower travel to date. Equipment expenditures are at 6% of budget, primarily due to the timing of potential vehicle purchases by Transit.























From an operating perspective, Fresno EOC is reporting a year-to-date surplus after grant asset depreciation of \$183,000. This represents an improvement of \$449,000 compared to March 2025, indicating stronger year-over-year financial performance.

With respect to financial position, cash on hand at the end of March totaled \$2.5 million, a decrease of \$3.2M from February. Accounts receivable increased by \$3.2 million to \$14.6 million. Collection of receivables continues to be monitored to increase available cash.

The organization's health insurance reserve decreased to \$2.9 million, driven high claims along with an increased stop-loss deductible. Stop loss insurance reimbursements are now in effect for three large claimants. On-going monitoring of the sufficiency of the reserve is important to ensure financial stability.

Finally, excluding grant-funded fixed assets, Fresno EOC's fund balance remains negative, and continues to be an area of focus for the organization's long-term financial sustainability.

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION**  
**STATEMENT OF ACTIVITIES**  
 Period Ending March 31, 2026 (25% Variance)

	A	B	A - B	C	D	B - D	
	<b>BUDGET JAN - DEC 2026</b>	<b>ACTUAL March 2026</b>	<b>BUDGET VARIANCE (TARGET 25%)</b>	<b>BUDGET BALANCE REMAINING</b>	<b>ACTUAL JAN - DEC 2025</b>	<b>ACTUAL March 2025</b>	<b>ACTUAL 2026 vs 2025 Differences</b>
<b>REVENUES AND SUPPORT</b>							
GRANT REVENUE <i>(without CBSG)</i>	\$ 85,245,202	\$ 19,420,330	 23%	\$ 65,824,872	\$ 85,059,215	\$ 23,100,508	\$ (3,680,178)
GRANT REVENUE - CSBG	2,039,380	335,329	 16%	1,704,051	1,862,530	395,076	(59,747)
FEE FOR SERVICE REVENUE	25,683,361	6,333,963	 25%	19,349,398	28,437,871	7,463,247	(1,129,284)
OTHER REVENUE	2,566,353	500,612	 20%	2,065,741	1,364,482	152,169	348,442
DONATION CONTRIBUTIONS	36,316	7,216	 20%	29,100	79,359	14,779	(7,564)
<b>TOTAL CASH REVENUE</b>	\$ 115,570,613	\$ 26,597,449	 23%	\$ 88,973,163	\$ 116,803,458	\$ 31,125,779	\$ (4,528,330)
IN KIND REVENUE	46,278,512	11,133,176	 24%	35,145,336	43,716,056	9,601,544	1,531,633
<b>TOTAL REVENUE &amp; SUPPORT</b>	\$ 161,849,125	\$ 37,730,625	 23%	\$ 124,118,499	\$ 160,519,514	\$ 40,727,323	\$ (2,996,697)
<b>EXPENDITURES</b>							
PERSONNEL COSTS	\$ 74,068,487	\$ 17,374,230	 23%	\$ 56,694,257	\$ 73,186,881	\$ 19,547,805	\$ (2,173,575)
ADMIN SERVICES	7,766,685	1,769,343	 23%	5,997,342	8,068,887	1,993,530	(224,187)
CONTRACT SERVICES	7,798,552	2,296,437	 29%	5,502,115	11,082,583	3,696,808	(1,400,371)
FACILITY COSTS	7,378,384	1,583,869	 21%	5,794,515	7,425,769	1,611,293	(27,424)
TRAVEL, MILEAGE, VEHICLE COSTS	3,527,186	523,288	 15%	3,003,898	2,293,585	426,326	96,962
EQUIPMENT COSTS <i>(minus depreciation)</i>	1,342,811	84,936	 6%	1,257,875	698,284	263,331	(178,395)
DEPRECIATION - AGENCY FUNDED	296,000	58,283	 20%	237,717	232,759	53,250	5,033
OFFICE EXPENSE	2,429,946	526,658	 22%	1,903,288	2,945,275	934,209	(407,551)
INSURANCE	1,803,452	319,703	 18%	1,483,749	1,446,078	366,519	(46,816)
PROGRAM SUPPLIES & CLIENT COSTS	8,048,240	1,798,148	 22%	6,250,092	8,821,831	2,492,280	(694,132)
OTHER COSTS	947,279	59,709	 6%	887,570	304,390	21,373	38,336
<b>TOTAL CASH EXPENDITURES</b>	\$ 115,407,023	\$ 26,394,604	 23%	\$ 89,012,418	\$ 116,506,321	\$ 31,406,724	\$ (5,012,120)
IN KIND EXPENSES	46,278,512	11,133,176	 24%	35,145,336	43,716,056	9,601,544	1,531,633
<b>TOTAL EXPENDITURES</b>	\$ 161,685,535	\$ 37,527,780	 23%	\$ 124,157,754	\$ 160,222,377	\$ 41,008,268	\$ (3,480,487)
<b>OPERATING SURPLUS (DEFICIT)</b>	\$ 163,589	\$ 202,845		\$ (39,255)	\$ 297,137	\$ (280,945)	\$ 483,790
<b>OTHER INCOME / EXPENSE</b>							
TRANSIT GRANT ASSET DEPRECIATION		(20,044)			(78,782)	14,726	
<b>NET SURPLUS (DEFICIT)</b>	\$ 163,589	\$ 182,801		\$ (19,212)	\$ 218,354	\$ (266,219)	449,020

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION**  
**STATEMENT OF FINANCIAL POSITION**  
as of March 31, 2026

	2026	2025	Differences
<b>ASSETS</b>			
CASH & INVESTMENTS	\$ 2,477,610	\$ 2,951,623	\$ (474,013)
ACCOUNTS RECEIVABLE	14,626,518	13,531,615	1,094,903
PREPAIDS/DEPOSITS	352,141	567,521	(215,380)
INVENTORIES	268,119	180,799	87,320
PROPERTY, PLANT & EQUIPMENT	13,090,494	13,431,280	(340,786)
OTHER ASSET	8,098,354	9,221,585	(1,123,231)
<b>TOTAL ASSETS</b>	<b>\$ 38,913,236</b>	<b>\$ 39,884,423</b>	<b>\$ (971,187)</b>
<b>LIABILITIES</b>			
ACCOUNTS PAYABLE	\$ 3,259,360	\$ 5,069,108	\$ (1,809,748)
ACCRUED PAYROLL LIABILITIES	5,622,033	6,242,121	(620,088)
DEFERRED REVENUE	3,310,332	4,001,222	(690,890)
NOTES PAYABLE	6,759,418	746,945	6,012,473
LEASE LIABILITY	8,098,354	9,745,896	(1,647,542)
HEALTH INSURANCE RESERVE	2,925,755	5,012,459	(2,086,704)
OTHER LIABILITIES	784,151	440,189	343,962
<b>TOTAL LIABILITIES</b>	<b>\$ 30,759,402</b>	<b>\$ 31,257,939</b>	<b>\$ (498,536)</b>
<b>FUND BALANCE</b>			
CURRENT OPERATING EARNINGS (YTD)	\$ 182,801	\$ (266,219)	\$ 449,020
UNRESTRICTED NET ASSETS	(1,728,861)	(2,027,455)	298,594
REVOLVING LOAN FUND	556,268	556,268	0
INVESTMENT IN GENERAL FIXED ASSETS	9,143,625	10,363,889	(1,220,264)
<b>TOTAL FUND BALANCE</b>	<b>\$ 8,153,834</b>	<b>\$ 8,626,484</b>	<b>\$ (472,650)</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 38,913,236</b>	<b>\$ 39,884,423</b>	<b>\$ (971,187)</b>

## Fresno EOC – Head Start/Early Head Start Financial Analysis

March 2026

### Financial Review:

As of March 31, 2026, Fresno Economic Opportunities Commission’s Head Start and Early Head Start programs exhibit sustained financial health and steady operational performance.

Head Start has expended approximately \$8.3 million in federal funds, representing 22% of its \$38.5 million annual budget. Personnel expenditures total \$6.2 million, or 21% of the annual personnel allocation. Current projections reflect lower-than-budgeted personnel and fringe expenditures primarily attributable to existing vacancies and staff on approved leaves of absence. These variances are being actively addressed through ongoing recruitment efforts. Program leadership and Finance will continue to closely monitor actual expenditures and assess the need for a budget revision later in the year, if warranted.

The Head Start Training and Technical Assistance (T&TA) budget totals \$323,827, with \$119,688 expended year-to-date, representing 37% of the annual allocation.

Early Head Start has expended approximately \$1.7 million in federal funds, or 20% of its \$8.58 million annual budget. Personnel costs total \$1.4 million, or 21% of the annual personnel allocation. Early Head Start is also experiencing reduced personnel and fringe expenses due to vacant positions and staff leaves. Active hiring efforts are expected to reduce vacancies and support program implementation moving forward.

The Early Head Start T&TA budget totals \$173,371, with \$30,151 expended year-to-date, or 17% of the budget.

At this stage of the fiscal year, both programs are operating with no variances of concern. Continued monitoring of expenditures, along with routine communication between Finance and program leadership, will help ensure funding is fully and appropriately utilized in alignment with program needs and federal grant requirements as the year progresses.

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### Financial Summary:

- 22% of the annual budget has been expended for Head Start while 20% has been spent for Early Head Start.
- Non-Federal Share (HS & EHS combined) is currently 25% of the annual requirement.

- Overall, expenditures for both programs are tracking within expected ranges for this point in the fiscal year, supported by consistent financial oversight and regular coordination between Finance staff and program leadership.

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### **Funded & Actual Enrollment:**

Currently, we are funded for enrollment of 2120 (HS 1690; EHS 430). For the month of March 2026, enrollment consisted of the following:

Head Start-funded enrollment is 1690. For the month of March 2026, actual enrollment was 1247 and had 24 drops. This gives us an overall enrollment of 1271 (1247+24). We continue to recruit children and families, and our recruitment efforts consist of canvassing and participating in community events. This month, we received 66 online referrals and attended two community events. We currently have a total of 147 three-year-olds on the waitlist, of which 99 are income-eligible. Some challenges we have encountered include staff shortages, navigating current political issues such as immigration, and dealing with the oversaturation of preschool programs. However, the program continues to make an effort to hire staff and recruit families.

Early Head Start's funded enrollment is 430. For the month of March 2026, actual enrollment was 304. There were 24 drops in total. This gives us an overall enrollment of 328 (304 + 24). Staff continue to recruit children for the EHS center based and home-based, by collaborating with local agencies that provide services to pregnant teens, mothers, and/or prenatal care services. In addition, staff continued to visit WIC offices, clinics, and schools to promote our EHS services. Early Head Start received 74 online referrals this month and attended one community event. The primary challenge in achieving full enrollment has been a staff shortage. However, as mentioned with Head Start, the program continues to make an effort to hire staff and recruit families.

Fresno Economic Opportunities Commission  
 Head Start/Early Head Start Financial Status  
 Monthly Report  
 March 31, 2026

Description	Head Start - Basic				Head Start - T & TA			
	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining
<b>Personnel</b>	\$20,357,437	\$1,541,542	\$4,487,523	\$15,869,914	\$0	0	\$0	\$0
<b>Fringe Benefits</b>	8,749,508	\$542,427	\$1,707,040	7,042,468	-	0	\$0	\$0
<b>Total Personnel</b>	<b>\$29,106,944</b>	<b>\$2,083,969</b>	<b>\$6,194,563</b>	<b>\$22,912,381</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>
<b>Travel</b>	-	-	-	-	119,562	1,258	2,122	117,440
<b>Equipment</b>	-	-	-	-	-	-	-	-
<b>Supplies</b>	429,900	46,552	119,826	310,074	-	-	-	-
<b>Contractual</b>	863,205	69,945	311,482	551,722	-	-	-	-
<b>Facilities /Construction</b>								
<b>Other:</b>								
<b>Food Cost</b>	1,238,002	55,878	256,562	981,441				
<b>Transportation</b>	587,732	42,880	123,738	463,994				
<b>Staff Mileage</b>	135,000	9,108	26,294	108,706				
<b>Field Trips, including Transportation</b>	12,100	1,825	2,150	9,950				
<b>Space</b>	400,175	43,411	129,953	270,222				
<b>Utilities / Telephone / Internet</b>	860,430	24,240	94,630	765,800				
<b>Ground Maintenance / Janitorial</b>	588,150	66,135	172,827	415,323				
<b>Security Services</b>	77,045	4,324	12,152	64,893				
<b>Repair/Maintenance Building</b>	257,455	11,073	46,721	210,734				
<b>Repair/Maintenance Equipment</b>	33,900	6,769	6,769	27,131				
<b>Property &amp; Liability Insurance</b>	240,616	19,827	57,986	182,630				
<b>Parent Involvement / CWPC</b>	37,692	2,669	6,023	31,669				
<b>Other Costs*</b>	122,493	5,629	22,063	100,430				
<b>Staff &amp; Parent Training</b>	13,000	-	4,220	8,780	174,826	19,955	106,685	68,141
<b>Total Direct Charges</b>	<b>\$35,003,839</b>	<b>\$2,494,233</b>	<b>\$7,587,959</b>	<b>\$27,415,880</b>	<b>294,388</b>	<b>21,213</b>	<b>\$108,807</b>	<b>185,581</b>
<b>Total Indirect Charges</b>	<b>\$3,500,384</b>	<b>\$758,796</b>	<b>\$758,796</b>	<b>\$2,741,588</b>	<b>\$29,439</b>	<b>\$10,881</b>	<b>\$10,881</b>	<b>\$18,558</b>
<b>Total Federal Expenditures</b>	<b>\$38,504,223</b>	<b>\$3,253,029</b>	<b>\$8,346,755</b>	<b>\$30,157,468</b>	<b>\$323,827</b>	<b>\$32,094</b>	<b>\$119,688</b>	<b>\$204,139</b>
% of Annual Budget Expended to Date			22%				37%	
<b>Non-Federal Share</b>	<b>\$9,626,056</b>	<b>\$1,522,497</b>	<b>\$1,522,497</b>	<b>\$8,103,559</b>	<b>\$80,957</b>	<b>\$29,922</b>	<b>\$29,922</b>	<b>\$51,035</b>

16%

**\*Other Costs Include:**  
 PROPERTY TAXES  
 DEPRECIATION EXPENSE  
 SUBSCRIPTION EXPENSE  
 ADVERTISEMENT - OTHER  
 DUES - ORGANIZATIONS  
 RECRUITMENT  
 MEETING COSTS - INTERNAL  
 LINENS / LAUNDRY  
 CONTRACT SERVICES - PHYSICALS  
 FINGERPRINTING / BACKGROUND CHECK  
 POSTAGE/EXPRESS MAIL

<b>Credit Card Expenses: Credit card statement dated 3/1/2026-3/31/2026</b>			
<b>March 2026 expenses:</b>			
Program Supplies - Kitchen	\$	1,723	Wal-Mart/Home Depot - Kitchen appliances for Richard Keyes, Mendota
Program Supplies - Kitchen	\$	221	Webstaurant- Kitchen Supplies HS & EHS
Office Supplies	\$	62	Home Depot- Storage bins
Program Supplies- Nutrition	\$	44	Wal-Mart - Specialized food
Recruitment	\$	28	FMBCC- Spring Fling Community Event
Out-of-County Travel	\$	667	Hotel Nikko-lodging for Managers and Directors Institute Training
CWPC-Other	\$	417	DiCicco's- CWPC Catering
Staff Training	\$	2,800	NHSA-The Academy Data Literacy
Staff Training	\$	920	Teachstone- CLASS Recertification
Staff Training	\$	599	Headstart CA- Registration for Managers & Directors Institute
Nutrition Education	\$	619	Jim Coleman- Nutrition education materials
Nutrition Education	\$	120	CACFP Roundtable- Virtual roundtable deep dive training
Internet	\$	2,392	Frontier Comm- Internet service for centers
Telephone	\$	1,640	Comcast - Telephone Service for centers
		<b>\$ 12,254</b>	

Fresno Economic Opportunities Commission  
 Head Start/Early Head Start Financial Status  
 Monthly Report  
 March 31, 2026

Description	Early Head Start - Basic				Early Head Start - T & TA			
	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining
<b>Personnel</b>	\$4,937,385	\$350,587	\$1,020,509	\$3,916,876	\$0	\$0	\$0	\$0
<b>Fringe Benefits</b>	\$1,511,288	\$108,660	\$337,975	1,173,313	-	\$0	\$0	-
<b>Total Personnel</b>	<b>\$6,448,674</b>	<b>\$459,246</b>	<b>\$1,358,485</b>	<b>\$5,090,189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Travel</b>	-	-	-	-	34,992	315	531	34,461
<b>Equipment</b>	-	-	-	-	-	-	-	-
<b>Supplies</b>	168,500	9,771	23,090	145,410	-	-	-	-
<b>Contractual</b>	168,640	1,590	50,657	117,983	4,000	-	-	4,000
<b>Facilities /Construction</b>								
<b>Other:</b>								
<b>Food Cost</b>	299,685	-	7,506	292,179				
<b>Transportation</b>	1,794	1,159	1,495	299				
<b>Staff Mileage</b>	65,000	4,467	11,161	53,839				
<b>Field Trips, including Transportation</b>	-	-	-	-				
<b>Space</b>	152,593	7,138	23,401	129,192				
<b>Utilities / Telephone / Internet</b>	182,927	21,068	35,285	147,642				
<b>Ground Maintenance / Janitorial</b>	82,688	15,934	27,863	54,825				
<b>Security Services</b>	19,148	525	1,399	17,749				
<b>Repair/Maintenance Building</b>	121,409	1,098	5,320	116,089				
<b>Repair/Maintenance Equipment</b>	7,900	244	244	7,656				
<b>Property &amp; Liability Insurance</b>	34,356	4,893	11,357	22,999				
<b>Parent Involvement / CWPC</b>	7,463	449	1,030	6,433				
<b>Other Costs*</b>	33,828	2,576	4,833	28,995				
<b>Staff &amp; Parent Training</b>	3,250	-	1,055	2,195	118,618	5,411	26,879	91,739
<b>Total Direct Charges</b>	<b>7,797,855</b>	<b>\$530,159</b>	<b>\$1,564,179</b>	<b>6,233,675</b>	<b>157,610</b>	<b>5,726</b>	<b>\$27,410</b>	<b>\$130,200</b>
<b>Total Indirect Charges</b>	<b>\$779,785</b>	<b>\$156,418</b>	<b>\$156,418</b>	<b>\$623,367</b>	<b>\$15,761</b>	<b>\$2,741</b>	<b>\$2,741</b>	<b>\$13,020</b>
<b>Total Federal Expenditures</b>	<b>\$8,577,640</b>	<b>\$ 686,577</b>	<b>\$1,720,597</b>	<b>\$6,857,043</b>	<b>\$173,371</b>	<b>8,467</b>	<b>\$30,151</b>	<b>\$143,220</b>
% of Annual Budget Expended to Date			20%				17%	
<b>Non-Federal Share</b>	<b>\$2,144,410</b>	<b>\$1,500,994</b>	<b>\$1,500,994</b>	<b>\$643,416</b>	<b>\$43,343</b>	<b>\$7,538</b>	<b>\$7,538</b>	<b>\$35,805</b>

70%

- \*Other Costs Include:
- PROPERTY TAXES
- DEPRECIATION EXPENSE
- SUBSCRIPTION EXPENSE
- ADVERTISEMENT - OTHER
- DUES - ORGANIZATIONS
- RECRUITMENT
- MEETING COSTS - INTERNAL
- LINENS / LAUNDRY
- CONTRACT SERVICES - PHYSICALS
- FINGERPRINTING / BACKGROUND CHECK
- POSTAGE/EXPRESS MAIL

Credit Card Expenses: Credit card statement dated 3/1/2026-3/31/2026		
March 2026 expenses:		
Program Supplies - Kitchen	\$	183 Wal-Mart/Home Depot - Kitchen appliances for Richard Keyes, Mendota
Office Supplies	\$	16 Home Depot- Storage bins
Program Supplies - Kitchen	\$	55 Webstaurant- Kitchen Supplies HS & EHS
Program Supplies- Nutrition	\$	17 Wal-Mart - Specialized food
Recruitment	\$	7 FMBCC- Spring Fling Community Event
Out-of-County Travel	\$	167 Hotel Nikko-lodging for Managers and Directors Institute Training
CWPC-Other	\$	104 DiCicco's- CWPC Catering
Staff Training	\$	700 NHSA-The Academy Data Literacy
Staff Training	\$	600 Teachstone- CLASS Recertification
Staff Training	\$	150 Headstart CA- Registration for Managers & Directors Institute
Nutrition Education	\$	155 Jim Coleman- Nutrition education materials
Nutrition Education	\$	30 CACFP Roundtable- Virtual roundtable deep dive training
Internet	\$	73 Frontier Comm- Internet service for centers
Telephone	\$	511 Comcast - Telephone Service for centers
	<b>\$</b>	<b>2,767</b>

**BOARD OF COMMISSIONERS MEETING**

<b>Date:</b> May 18, 2026	<b>Program:</b> N/A
<b>Agenda Item #:</b> 9	<b>Director:</b> Andy Arredondo
<b>Subject:</b> Strategic Plan Update	<b>Officer:</b> Steven Lewis

**Recommended Action**

The information presented below is intended to keep the Board apprised of the organization’s progress in implementing the 2023–2026 Strategic Plan and achieving successes across the six focus areas.

**Background**

Fresno Economic Opportunities Commission (Fresno EOC) continues to advance its comprehensive strategic plan, developed from the Community Needs Assessment and Community Action Plan. The plan is structured around six focus areas: Food Insecurity, Housing Stability, Employment Opportunities, Community Safety, Health & Wellness, and Educational Achievement. These areas reflect the organization’s commitment to addressing the challenges and impacts experienced by individuals and families affected by poverty and responding to community priorities.

Throughout the past year, Fresno EOC has made significant progress in each focus area, implementing high-quality programs and services that remove barriers and support community well-being. The organization has prioritized evidence-based practices, community engagement, and strategic partnerships to maximize impact. The organization ensures continuous assessment, planning, implementation, achievement of results, and evaluation throughout its operations.

**Conclusion**

This progress update demonstrates Fresno EOC’s continued alignment with its strategic plan and Organizational Standard 6.5, as well as its commitment to measurable outcomes and advancing opportunity, and community impact across all six focus areas.



Fresno  
Economic  
Opportunities  
Commission

# 2025 Strategic Plan Progress Update

Major milestones highlighting  
progress and success

# Focus Areas and Measurable Outcomes for 2025

## FOOD INSECURITY



**39,000**

Individuals received nutrition support

**25,642**

reported improved food security

## HOUSING STABILITY



**4,601**

households received energy assistance

**325**

Individuals experiencing homelessness obtained safe shelter

## EMPLOYMENT OPPORTUNITIES



**296**

unemployed youth and 88 adults obtained employment

**419**

Young adults served

## COMMUNITY SAFETY



**264**

conflicts mediated; homicides dropped to 22; gang-related homicides to 9

**213**

survivors of human trafficking served

## HEALTH & WELLNESS



**19,609**

Individuals demonstrated improved physical health and well-being

## EDUCATIONAL ACHIEVEMENT



**2,381**

children/families served

**2,190**

Children improved their emergent literacy

**2,446**

improved learning approaches

# Innovations, Partnerships, and Continuous Improvement



**SERVICE  
ENHANCEMENTS**



**FINANCIAL  
STEWARDSHIP**



**CAPACITY  
BUILDING**



**LOOKING  
AHEAD**



**STRATEGIC  
PARTNERSHIPS**