



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 eclkc.ohs.acf.hhs.gov

Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mr. Frank Axe

Amador-Tuolumne Community Action

10590 State Highway 88

Jackson, CA 95642 - 9470

From: Responsible HHS Official

Date: 05/20/2024

Mr. Khari M. Garvin

Director, Office of Head Start

From February 5, 2024 to February 9, 2024, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of Amador-Tuolumne Community Action. This report contains information about the grant recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, *Improving Head Start for School Readiness Act of 2007*.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. Based on the information gathered during this review, it has been determined that your program has at least one area of noncompliance.

This report provides you with detailed information in each area where program performance did not meet applicable Head Start Program Performance Standards, laws, regulations and policy requirements.

Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

DISTRIBUTION OF THE REPORT

Copies of this report will be distributed to the following:

Ms. Cynthia Yao, Regional Program Manager

Mr. Joseph Bors, Chief Executive Officer/Executive Director

Ms. Nancy Miner, Head Start Director

Ms. Nancy Miner, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Amador-Tuolumne Community Action	09CH011917

Glossary of Terms

Term	Definition
Additional Feedback for Program Improvement	An area in which the agency needs to improve performance, also known as an Area of Concern (AOC). These issues should be discussed with the grant recipient's Regional Office for possible technical assistance. This feedback is not considered a non-compliance with federal requirements.
Area of Noncompliance (ANC)	An area in which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more areas of performance. This status requires a written timeline for correction and possible technical assistance or guidance from the grant recipient's program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
Deficiency	<p>As defined in the Head Start Act, the term "deficiency" means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none"> (i) a threat to the health, safety, or civil rights of children or staff; (ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations; (iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management; (iv) the misuse of funds received under this subchapter; (v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or (vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified; <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>
Strong Practice	An activity or strategy that shows promise for long term sustainable impact. A Strong Practice has an objective basis for claiming effectiveness, potential for replication, and is shareable among other organizations.

How To Read This Report

The Focus Area Two report includes the following sections:

- **Program Overview**, provides a summary describing the grant recipient.
- **Performance Summary**, provides a table view of compliance by Performance Area.
- **Review Details**, provides details on the grant recipient performance in each Content Area, Performance Area, and Performance Measure.

Program Overview

Amador-Tuolumne Community Action has provided a wide range of services in multiple counties surrounding Jackson, California, since 1981. The grant recipient is funded to serve 172 Head Start and Early Head Start children and expectant families living in and around the foothills and mountains of the Sierra Nevada range, which include Yosemite National Park and the Stanislaus National Forest. The communities served are very rural and mountainous, with few transportation options or resources.

Performance Summary

This section contains an overview of compliance information determined through this review. Detailed information can be found in the Review Details section.

Compliance Information

Content Area	Performance Area	Grant Number(s)	Compliance Level	Applicable Standards	Timeframe for Correction
Program Design, Management, and Improvement	Program Governance	09CH011917	Area of Noncompliance	1301.5	120 days
Fiscal Infrastructure	Facilities and Equipment Management Systems	09CH011917	Area of Noncompliance	75.320(d)(2)	120 days

Review Details

This section of the report provides details on grant recipient performance in each Content Area, Performance Area, and Performance Measure.

- Each Performance Area includes the compliant Performance Measures monitored in this review.
- If there are any findings or Strong Practices observed, they will be listed within that Performance Area.



Program Design, Management, and Improvement

Below is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, and additional feedback as applicable.

Performance Area: Program Design and Strategic Planning

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient adjusts its program design to remain responsive to shifts in community needs, strengths, and resources over time.
- The grant recipient uses program data to routinely monitor performance, progress towards goals and desired outcomes, and drive program improvement.
- The grant recipient maintains a system and procedures for collecting, managing, and reporting on accurate, timely data.

Performance Area: Program Governance

Finding Details

Area of Noncompliance - 1301.5

Summary

Grant Number(s) Cited: 09CH011917

Timeframe for Correction: 120 days

Performance Standard Details

Regulation Text: 1301.5 Training. An agency must provide appropriate training and technical assistance or orientation to the governing body, any advisory committee members, and the policy council, including training on program performance standards and training indicated in §1302.12(m) to ensure the members understand the information they receive and can effectively oversee and participate in the programs in the Head Start agency.

Compliance Details

- The grant recipient did not provide orientation or appropriate training to governing body members.

Additional details from this review event:

- The program director and the executive director stated the grant recipient did not provide orientation or training to board members on the Head Start Program Performance Standards (HSPPS) or eligibility requirements.
- During a discussion, board members confirmed they had not been trained on the HSPPS.
- A further review of board meeting agendas provided for the months of October and December 2023 confirmed Head Start training for new or existing board members did not occur.

Performance Area: Staffing and Staff Supports

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient supports staff members' continuous improvement and professional development.
- The grant recipient develops systems that support the Head Start workforce by providing fair compensation, opportunities

- for career advancement, and a positive work environment for staff.
- The grant recipient establishes high expectations for staff and implements ongoing communication and training systems to reinforce organizational accountability.
- The grant recipient's leadership and management team have clearly defined, manageable roles and responsibilities and the appropriate experience to effectively execute Head Start program operations.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The grant recipient creates opportunities for staff growth through innovative career pathways and provides staff opportunities for growth supports through career progressions.



Education and Child Development Services

Below is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, and additional feedback as applicable.

Performance Area: Curricula, Screening, and Assessment Tools

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements appropriate ongoing child assessment tools to support children's progress and to individualize for every child.
- The grant recipient implements appropriate screening tools to refer children as indicated for evaluation.
- The grant recipient implements research-based and culturally appropriate curricula to achieve child outcomes.

Performance Area: Teaching Strategies and Learning Environments

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient uses home visits and group socializations to promote parent engagement and extend children's learning.
- The grant recipient provides well-organized learning environments and schedules that promote healthy development for enrolled children.
- The grant recipient staff members provide responsive, effective care and effective teaching practices that are tailored to meet the needs of all children.
- The grant recipient uses intentionally designed lesson plans to deliver developmentally appropriate experiences for children.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The schedule promotes independent learning or the development of self-help skills through a variety of developmentally appropriate routines.

Performance Area: Qualifications, Professional Development, and Coaching

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient offers education staff a system of professional development to support delivery of quality education and child development services.
- The grant recipient implements a research-based coaching strategy to support education staff to use effective teaching practices.
- The grant recipient has qualified education staff.



Health Services

Below is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, and additional feedback as applicable.

Performance Area: Child Health and Oral Health Status and Care

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient performs or obtains vision and hearing screenings for all children.
- The grant recipient provides health education opportunities to parents, assists them with understanding their child's health needs, and supports parents to navigate health systems.
- The grant recipient supports children to become and remain up-to-date on a schedule of age-appropriate medical and oral health care, including needs for referrals and follow-up care.
- The grant recipient leverages the Health Services Advisory Committee (HSAC) to address prevalent community health needs.

Performance Area: Mental Health and Social and Emotional Well-Being

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient develops a positive program environment, in partnership with a qualified mental health consultant, that promotes the mental health and social emotional well-being of children.
- The grant recipient provides family support services for mental health and social emotional well-being.
- The grant recipient implements positive discipline practices and policies that prohibit the use of expulsion and suspension.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The grant recipient regularly offers families information or activities (either through the program or community partners) designed to support families' mental health and wellness.

Performance Area: Child Nutrition

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements nutrition services that accommodate children's unique nutritional needs.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The grant recipient has substantial and ongoing strategies to address food insecurities and ensure children and families have access to food outside of the scheduled day.

Performance Area: Safe and Sanitary Environments

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient's facilities are safe.
- The grant recipient establishes safe environments through daily and ongoing oversight of facility, equipment, and material safety.
- The grant recipient staff engage in appropriate safety practices.
- Staff are observed engaging in appropriate hygiene practices.
- The grant recipient completes background checks prior to hire for all staff.
- The grant recipient establishes appropriate administrative safety practices and policies.
- The grant recipient's equipment, materials, and program environments are safe.
- The grant recipient establishes and follows emergency preparedness plans.

Performance Area: Expectant Families

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient provides appropriate newborn and transition services following the birth of the infant.
- The grant recipient designs and provides comprehensive services to expectant families.



Family and Community Engagement Services

Below is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, and additional feedback as applicable.

Performance Area: Program Foundations to Support Family Well-Being and Family Engagement

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- Staff are qualified, supported, and develop family assignments based on the specific needs of enrolled families.
- The grant recipient continuously engages all families in the program through open and effective communication.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The grant recipient solicits and uses input from families to improve programming.

Performance Area: Family Partnerships

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a family partnership process that includes supports for family-driven goals and progress toward outcomes.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The grant recipient provides economic mobility support to help families with pathways out of poverty.

Performance Area: Promoting Strong Parenting, Parent-Child Relationships, and Engagement in Children's Learning

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a family partnership process that includes supports for family-driven goals and progress toward outcomes.
- The grant recipient implements strategies that promote parental skills and engage parents in children's development.
- The grant recipient chooses and implements a research-based parenting curriculum.

Performance Area: Community Partnerships

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient has identified community partnerships that meet the needs and interests of families.



Fiscal Infrastructure

Below is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, and additional feedback as applicable.

Performance Area: Budget Development, Implementation, and Oversight

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient engages in a transparent, data-informed strategic process to develop and maintain a budget that aligns with program goals and circumstances.

Performance Area: Comprehensive Financial Management Structure and System

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient maintains effective control over and accountability for all funds, property, and assets to avoid theft, fraud, waste, and abuse.
- The grant recipient has implemented written procedures to ensure that only allowable costs are charged to the Head Start award in accordance with Federal statutes, regulations and the terms and conditions of the Federal award.
- The grant recipient implements a system for maintaining financial records and generating information needed to manage and safeguard Federal funds.

Performance Area: Facilities and Equipment Management Systems

Finding Details

Area of Noncompliance - 75.320(d)(2)

Summary

Grant Number(s) Cited: 09CH011917

Timeframe for Correction: 120 days

Performance Standard Details

Regulation Text: 75.320 Equipment. (d) Management requirements. Procedures for managing equipment (including replacement equipment), whether acquired in whole or in part under a Federal award, until disposition takes place will, as a minimum, meet the following requirements: (2) A physical inventory of the property must be taken and the results reconciled with the property records at least once every two years.

Compliance Details

- The grant recipient did not take a physical inventory of its equipment and reconcile it with property records at least every 2 years.

Additional details from this review event:

- The grant recipient did not reconcile the results of its most recent inventory, conducted in fall 2023, with property records.
- The grant recipient had not previously completed an inventory since 2019.



Eligibility, Recruitment, Selection, Enrollment, and Attendance

Below is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, and additional feedback as applicable.

Performance Area: Eligibility

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a clear, consistent, and compliant process for enrolling eligible families.
- The grant recipient trains staff to follow ERSEA regulations and establishes written policies and procedures to ensure compliance with eligibility requirements.

Performance Area: Recruitment

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient implements a recruitment strategy focusing on all families with eligible children, with specific outreach efforts to families with vulnerable children.

Strong Practice Details:

During the review event the OHS monitoring team observed the following Strong Practice(s) in the Performance Area:

- The grant recipient customizes recruitment information to children and expectant families from among all demographic, cultural, linguistic groups identified in the community assessment.
- The recipient continuously evaluates the success of recruitment strategies and adjusts strategies as appropriate.

Performance Area: Selection

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient establishes selection criteria and a waitlist based on community needs.

Performance Area: Enrollment

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient fills at least 10 percent of the program's total funded enrollment with children eligible for services under the Individuals with Disabilities Education Act (IDEA).
- The grant recipient establishes practices to maintain and accurately track current enrollment.

Performance Area: Attendance

Compliance Details

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient consistently employs strategies to encourage regular attendance.

----- End of Report -----