



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

Dr. Arcolia Jenkins
Community Services of Northeast Texas, Inc.
123 N Kaufman
Linden, TX 75563

From: Responsible HHS Official

Date: 03/09/2023

Tala Hooban

Acting Director, Office of Head Start

From January 30, 2023 to February 3, 2023, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of Community Services of Northeast Texas, Inc. Head Start and Early Head Start programs. 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 meets the requirements of all applicable HSPPS, 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:

Mr. Kenneth Gilbert, Regional Program Manager
Mr. Dan Boyd, Chief Executive Officer/Executive Director
Ms. Bernadette Harris, Head Start Director
Ms. Bernadette Harris, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Community Services of Northeast Texas, Inc.	06CH011282

Glossary of Terms

Finding Type	Definition
Area of Concern (AOC)	An area in which the agency needs to improve performance. These issues should be discussed with the grant recipient's Regional Office for possible technical assistance.
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>

Performance Summary

Service Area	Grant Number(s)	Compliance Level	Applicable Standards	Timeframe for Correction
Supporting Teachers in Promoting School Readiness	06CH011282	Area of Concern	1302.91(e)(2)(ii)	Follow up with Regional Office for support

Program Overview

Community Services of Northeast Texas, Inc. has been in operation since 1965. The grant recipient administers various Federal- and state-funded programs to help residents move toward self-sufficiency. Center-based Head Start and Early Head Start services are available to 481 children in 4 counties.



Program Management and Quality Improvement

Program Management

The grant recipient establishes a management structure consisting of staff, consultants, or contractors who ensure high-quality service delivery; have sufficient knowledge, training, experience, and competencies to fulfill the roles and responsibilities of their positions; and provide regular supervision and support to staff.

Ongoing Monitoring and Continuous Improvement

The grant recipient uses data to identify program strengths, needs, and areas needing improvement; to evaluate progress toward achieving program goals and compliance with program performance standards; and to assess the effectiveness of professional development.

Program Governance

The grant recipient maintains a formal structure of program governance to oversee the quality of services for children and families and to make decisions related to program design and implementation.

The grant recipient's policy council is engaged in the direction of the program, including program design and planning of goals and objectives.

Program Management and Quality Improvement Summary

Community Services of Northeast Texas, Inc. analyzed data to assess its services and guide improvement efforts. Members of the management team, governing board, and the policy council met regularly to review and discuss the information gathered from all content areas. These ongoing data, along with the annual self-assessment, helped the program identify areas needing additional support. For example, the program used child assessment data to determine center staffing patterns and the coaching support provided to teachers. The program strengthened the services available to children and families by using data to guide decisions.



Monitoring and Implementing Quality Education and Child Development Services

Alignment with School Readiness

The grant recipient's school readiness efforts align with the expectations of receiving schools, the Head Start Early Learning Outcomes Framework (HSELOF), and state early learning standards.

Effective and Intentional Teaching Practices

The grant recipient's teaching practices intentionally promote progress toward school readiness and provide high-quality learning experiences for children.

Supporting Teachers in Promoting School Readiness

The grant recipient ensures teachers are prepared to implement the curriculum and support children's progress toward school readiness, but improvement is needed.

AOC - 1302.91(e)(2)(ii)

Timeframe for Correction: Follow up with Regional Office for support

Citation Definition:

1302.91 Staff qualifications and competency requirements.(e) Child and family services staff. (2) Head Start center-based teacher qualification requirements. (ii) As prescribed in section 648A(a)(3)(B) of the Act, a program must ensure all center-based teachers have at least an associate's or bachelor's degree in child development or early childhood education, equivalent coursework, or otherwise meet the requirements of section 648A(a)(3)(B) of the Act.

Monitoring Feedback:

A review of the teacher qualification tracking form showed the recipient identified 1 of 17 Head Start center-based teachers who did not have a minimum of an associate's degree in child development or equivalent coursework. The teacher, hired in November 2022, had a professional development plan and was enrolled in coursework to meet the education requirements. The program director and the human resource department monitored the teacher's progress.

Home-Based Program Services

Not Applicable.



Monitoring and Implementing Quality Health Services

Child Health Status and Care

The grant recipient effectively monitors and maintains timely information on children's health statuses and care including ongoing sources of health care, preventive care, and follow-up.

Mental Health

The grant recipient supports a program-wide culture that promotes mental health and social and emotional well-being, and uses mental health consultation to support staff and families.

Oral Health and Nutrition

The grant recipient maintains and monitors for effective oral health practices and nutrition services that meet the nutritional needs and accommodate children's feeding requirements and allergies.

Safety Practices

The grant recipient implements a process for monitoring and maintaining healthy and safe environments.

Services to Expectant Families

Not Applicable.

Health Services Summary

Community Services of Northeast Texas, Inc. promoted children's mental health. The program contracted with two mental health consultants who completed classroom observations, provided feedback to teachers, and were available to attend parent meetings. In addition, the program employed mental health advocates who built trusting relationships and offered ongoing support to families seeking additional services for their children. This support included acting as liaisons between parents, the receiving school districts, and mental health providers. The program's efforts helped to improve outcomes for children.

Prior to and after the conclusion of this monitoring review, the recipient reported incidents involving the health and safety of participants in the program to its Regional Office. Any Office of Head Start action resulting from these incidents will be issued through a separate report.



Monitoring and Implementing Quality Family and Community Engagement Services

Family Well-Being

The grant recipient collaborates with families to support family well-being, parents' aspirations, and parents' life goals.

Strengthening Parenting and Parent-Child Supports

The grant recipient provides services that strengthen parent-child relationships and support parents in strengthening parenting skills.

Family Engagement in Education and Child Development Services

The grant recipient provides education and child development services that recognize parents' roles as children's lifelong educators and encourage parents to engage in their children's education.

Family and Community Engagement Services Summary

Community Services of Northeast Texas, Inc. provided opportunities for families to strengthen their parenting skills and engage in their children's education. The program implemented a research-based parenting curriculum that made instructional videos and at-home parent-child activity ideas available to families. The program also facilitated training workshops, hosted monthly parent meetings, and offered family night events. In addition, parents, male role models, and grandparents were invited into classrooms to participate in learning activities and share their cultural experiences with children. The program demonstrated a commitment to supporting families' growth.



Monitoring and Implementing Fiscal Infrastructure

Budget Planning and Development

The grant recipient develops and implements its budget to sustain management, staffing structures, and the delivery of services that support the needs of enrolled children and families.

Ongoing Fiscal Capacity

The grant recipient plans and implements a fiscal management system that supports the organization's ongoing capacity to execute its budget over time and meet the needs of its organization.

Budget Execution

The grant recipient's financial management system provides for effective control over and accountability for all funds, property, and other assets.

Facilities and Equipment

The grant recipient complies with application, prior approval, and reporting requirements for facilities purchased, constructed, or renovated with Head Start funds.

Fiscal Infrastructure Summary

Community Services of Northeast Texas, Inc. safeguarded Federal funds. The grant recipient developed policies and procedures that ensured the separation of duties and the clear accounting of funds received from multiple sources. The recipient also established multiple levels of oversight by providing regular financial reports to the governing board, the policy council, and program administrators. These systems ensured funds were used to support program needs.



Monitoring ERSEA: Eligibility, Recruitment, Selection, Enrollment, and Attendance

Determining, Verifying, and Documenting Eligibility

The grant recipient enrolls children or expectant mothers who are categorically eligible or who meet defined income-eligibility requirements.

Enrollment Verification

The grant recipient maintains and tracks enrollment.

ERSEA Summary

Community Services of Northeast Texas, Inc. implemented a system of ongoing monitoring to support the accuracy of all ERSEA practices. The family services administrator conducted a physical review of each application, including the accompanying documentation, twice annually. Results from these file audits were used to identify action steps and guide the professional development opportunities available to staff. The program's oversight efforts resulted in Head Start slots being filled by eligible children.

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