



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](http://eclkc.ohs.acf.hhs.gov)

## Program Performance Summary Report

**To: Authorizing Official/Board Chairperson**

Judge Tano Tijerina  
Webb County Commissioners  
5904 West Drive, Suites 6 & 7  
Laredo, TX 78044 - 2397

**From: Responsible HHS Official**

**Date: 12/15/2022**

**Katie Hamm**

**Acting Director, Office of Head Start**

From November 14, 2022 to November 18, 2022, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of Webb County Commissioners 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

Ms. Aliza Oliveros, Chief Executive Officer/Executive Director

Ms. Aliza Oliveros, Head Start Director

Ms. Aliza Oliveros, Early Head Start Director

### Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Webb County Commissioners	06CH011213, 06HP000346

### Glossary of Terms

Finding Type	Definition
<b>Area of Concern (AOC)</b>	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.
<b>Area of Noncompliance (ANC)</b>	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.
<b>Deficiency</b>	<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"> <li>(i) a threat to the health, safety, or civil rights of children or staff;</li> <li>(ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations;</li> <li>(iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management;</li> <li>(iv) the misuse of funds received under this subchapter;</li> <li>(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</li> <li>(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;</li> </ul> <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>

#### **Program Overview**

Webb County Commissioners is located in southern Texas in the city of Laredo. The grant recipient's programs are funded to serve 1,218 Head Start children and 144 Early Head Start children and expectant families. Center- and home-based programs are offered through collaborations with local school districts and child care partners.



## 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; evaluate progress toward achieving program goals and compliance with program performance standards; and 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 make decisions related to program design and implementation.

The 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

Webb County Commissioners developed a system of training to help classroom staff effectively implement its curriculum. In response to the ongoing monitoring of child care partnership services, the program identified a need for increased training on the curriculum. All partnership teachers worked with a facilitator over a 2-week period to review each element of the curriculum. The program continued to monitor the child care partners' implementation of the curriculum by visiting classrooms on a regular basis. The leadership team also planned to purchase the curriculum fidelity tool to identify any other potential changes to the training. These ongoing monitoring efforts supported the improvement of teaching practices.



## 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 quality learning experiences for children.

### **Supporting Teachers in Promoting School Readiness**

The grant recipient prepares teachers to implement the curriculum and support children's progress toward school readiness.

### **Home-Based Program Services**

The grant recipient ensures home-based program services provide home visits, and group socialization activities provide high-quality learning experiences.

## Education Services Summary

Webb County Commissioners promoted school readiness by proactively collecting, reviewing, and using data to support children's developmental needs. The education team aggregated and analyzed assessment data immediately after every checkpoint and updated the program's school readiness goals to target the areas with the least growth. For example, data showed that children needed additional support in the cognition and language domains. Staff training was provided in response, and teachers were offered coaching on strategies to best support development in both areas. Families were also given strategies to facilitate children's learning at home. For example, the program sent home hands-on activities for parents to complete with their children and encouraged families to access books through the public library. The intentional use of data to support instruction helped children move toward school readiness.



## 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

The grant recipient provides quality services that facilitate expectant mother's access to health care and provide information to support prenatal, postpartum, and maternal health as well as, infant health and emotional well-being.

## Health Services Summary

Webb County Commissioners supported the mental health of children, families, and staff. The program contracted with four community partners, each providing mental health consultants. The consultants conducted enrichment activities with the children, offered information to parent groups on supporting children's mental health, and provided ongoing staff training. In the classroom, teachers were provided with strategies based on children's behavioral assessment data and supported children with challenging behaviors when needed.

Each month, the grant recipient offered information on mental health resources and family activities focused on various topics, such as how to handle stress. Additionally, staff had access to free mental health services through the county's risk management program. The program's use of mental health consultants aided children, families, and staff in meeting their social-emotional needs.



## Monitoring and Implementing Quality Family and Community Engagement Services

### **Family Well-Being**

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

Webb County Commissioners employed family engagement strategies to encourage parent participation. Data indicated that 99 percent of enrolled families spoke Spanish as their primary language. In response, the grant recipient selected a culturally relevant parenting curriculum that supported parents as family leaders and their children's lifelong educators. Materials from the curriculum were available primarily in Spanish, with English available as needed. The curriculum offered resources on various topics, including transitions to kindergarten, setting expectations, and separation anxiety. Family service staff used the curriculum during parent meetings conducted in Spanish, with an interpreter present for those who spoke English. The program's focus on meeting the needs of enrolled families by selecting a culturally relevant parenting curriculum resulted in well-attended parent meetings and strong family engagement.



## 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

Webb County Commissioners aligned its budget with program goals, objectives, and services. Stakeholders annually evaluated program data from various content areas to identify needs and ways to improve services. For example, the program focused on staff retention to help improve its school readiness efforts. Funds were used for education staff to attend training related to program goals at local colleges or online. In response to the rising costs related to plumbing, water drainage, and air conditioning equipment issues, funds were also allocated to help increase the efficiency of HVAC and water plumbing systems at all program facilities. These examples showed how the grant recipient created a budget that supported continuous program improvement.



## **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 for all participants including expectant mothers.

## **ERSEA Summary**

Webb County Commissioners employed multiple recruitment strategies to engage families throughout the diverse service area. The program trained ERSEA staff on cultural sensitivity to ensure they were respectful when reaching out to eligible Latino families. One of the program's most successful recruitment strategies was its partnership with a local Spanish radio station to inform the community about available services. In addition to advertising on the radio, the program collaborated with the station to conduct an on-site recruitment event with the station's radio personality in attendance. This activity brought in large numbers of interested families, many of whom ultimately enrolled in the program. Family service staff collected feedback and used the data to identify effective strategies for future recruitment events. The program's targeted approach to recruitment resulted in the enrollment of eligible children and families.

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