



Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mr. Art Jeannot

Northwest Michigan Community Action Agency, Inc.

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Traverse City, MI 49686 - 9164

From: Responsible HHS Official

Date: 07/15/2026

Shawna Pinckney

Acting Deputy Director, Office of Head Start

From April 21, 2026 to April 24, 2026, the Administration for Children and Families (ACF) conducted a Focus Area 2: Comprehensive Services Review (FA2) monitoring event of Northwest Michigan Community Action Agency, Inc. This report contains information about the grant recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (Performance Standards) 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:

Ms. Heather Wanderski, Acting Regional Program Director

Ms. Latrice Davis, Regional Program Manager

Ms. Karen (Kerry) Baughman, Chief Executive Officer/Executive Director

Ms. Shannon Phelps, Head Start Director

Ms. Shannon Phelps, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Northwest Michigan Community Action Agency, Inc.	05CH012418

Glossary of Terms

Term	Definition
Area of Concern (AOC) 	An area in which the agency needs to improve performance. This status is considered additional feedback and should be discussed with the agency’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 of correction and possible technical assistance or guidance from the agency’s program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
Deficiency 	As defined in the Head Start Act, the term “deficiency” means: (A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves: (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; (B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or (C) an unresolved area of noncompliance.

How To Read This Report

The FA2 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’s performance in each Content Area, Performance Area, and Performance Measure. The following icons may be used in this section to describe the grant recipient’s performance:

Icon	Description
✓	Compliant (C)
🔊	Area of Concern (AOC)
⚠️	Area of Noncompliance (ANC)/ Deficiency (DEF)

Program Overview

Northwest Michigan Community Action Agency, Inc. supports families within 10 counties in the northwest portion of Michigan's Lower Peninsula. The grant recipient is funded to enroll 890 Head Start and Early Head Start children and expectant families. Children are offered center- and home-based services.

Performance Summary

This section contains an overview of the grant recipient’s performance determined through this review, by content area. Detailed information can be found in the Review Details section.

Content Area	Content Area Review Outcome	Grant Number(s)	Performance Area with Finding or AOC (if applicable)	Applicable Statute or Regulation	Timeframe for Correction (if applicable)
Program Design, Management, and Improvement	Compliant	05CH012418	Not Applicable	Not Applicable	Not Applicable
Education and Child Development Services	Compliant	05CH012418	Not Applicable	Not Applicable	Not Applicable
Health Services	Area of Concern	05CH012418	Safe and Sanitary Environments	Not Applicable	Follow up with Regional Office for support
Family and Community Engagement Services	Compliant	05CH012418	Not Applicable	Not Applicable	Not Applicable
Fiscal Infrastructure	Compliant	05CH012418	Not Applicable	Not Applicable	Not Applicable
Eligibility, Recruitment, Selection, Enrollment,	Compliant	05CH012418	Not Applicable	Not Applicable	Not Applicable

and Attendance					
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Review Details

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

- Each Content Area begins with a summary table showing the outcome of each Performance Area.
- Beneath the table is a list of the Performance Areas and compliant Performance Measures monitored in this review.
- If there are any findings or Areas of Concern, they will be listed within that Performance Area.



Program Design, Management, and Improvement

Performance Area	Outcome
Program Design and Strategic Planning	Compliant
Staffing and Staff Member Supports	Compliant

Performance Area: Program Design and Strategic Planning

✓ Compliance Information

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

- The grant recipient maintains and uses program data to routinely evaluate performance, progress toward goals, and drive continuous improvement.

Performance Area: Staffing and Staff Member Supports

✓ Compliance Information

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

- The grant recipient implements a leadership structure and system of regular and ongoing supervision that supports staff members’ work performance, continuous improvement, and oversight of program services.
- The grant recipient retains qualified education and family services staff members.
- The grant recipient has a system for developing and supporting staff members to deliver quality education and child development services.



Education and Child Development Services

Performance Area	Outcome
Effective Teaching Strategies	Compliant

Performance Area: Effective Teaching Strategies

✓ Compliance Information

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

- The grant recipient uses ongoing child assessment data to support children’s progress and individualize for every child.
- The grant recipient provides responsive teaching practices that promote safe and healthy development and are tailored to meet the needs of all children.
- The grant recipient uses home visits and socializations to promote parent engagement and extend children’s learning.



Health Services

Performance Area	Outcome
Safe and Sanitary Environments	Area of Concern
Child Health and Oral Health Status	Compliant
Mental Health and Social and Emotional Well-Being	Compliant
Child Nutrition	Compliant
Expectant Families	Compliant

Performance Area: Safe and Sanitary Environments

Area of Concern Information

The monitoring review found the following Area(s) of Concern that reflect areas of performance that are at risk of becoming noncompliant in subsequent reviews. This additional feedback should be addressed to support compliance in this Performance Area.

- The grant recipient should improve its efforts to promote effective oral health hygiene by ensuring all children are assisted in brushing their teeth with toothpaste containing fluoride once daily.
 - Toothbrushing was not occurring at 2 of 28 classrooms visited.
 - At the NMC Children's Learning Center, the center director acknowledged that children do not brush their teeth in the classroom during the day at any time.
 - A bag of new unused toothbrushes was located in a storage cabinet with each toothbrush still in a clear wrapper.
 - At the Pitter Patter Preschool & Childcare Hatchlings- Interlochen - Classroom 1, there were no toothbrushes observed in the classroom.
 - The teacher stated that it was time to switch to new brushes, and they just had not labeled and set up the new ones.

Performance Area: Child Health and Oral Health Status

Compliance Information

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

- The grant recipient tracks whether children are up to date on a schedule of age-appropriate preventive and primary medical and oral health care.

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

Compliance Information

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

- In partnership with a qualified mental health consultant, the grant recipient develops a positive program environment that promotes the mental health and social and emotional well-being of children.

Performance Area: Child Nutrition

✓ ***Compliance Information***

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

- The grant recipient provides healthy meals and snacks that accommodate children’s unique nutritional needs.

Performance Area: Expectant Families

✓ ***Compliance Information***

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

- The grant recipient designs and provides comprehensive services that support the health of enrolled expectant families.



Family and Community Engagement Services

Performance Area	Outcome
Supporting Family Well-Being and Engagement	Compliant

Performance Area: Supporting Family Well-Being and Engagement

✓ Compliance Information

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

- The grant recipient designs family services to promote family well-being, engagement, and achievement of family goals.



Fiscal Infrastructure

Performance Area	Outcome
Budget Development, Implementation, and Oversight	Compliant
Comprehensive Financial Management Structure and Systems	Compliant
Facilities and Equipment Management Systems	Compliant

Performance Area: Budget Development, Implementation, and Oversight

✓ *Compliance Information*

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

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

Performance Area: Comprehensive Financial Management Structure and Systems

✓ *Compliance Information*

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

- The grant recipient implements a system for maintaining financial records and generating information needed to manage, safeguard, and report on the use of Federal funds.
- The grant recipient maintains effective control over all funds, property, and assets to avoid theft, fraud, waste, and abuse.
- The grant recipient implements written procedures to ensure 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.

Performance Area: Facilities and Equipment Management Systems

✓ *Compliance Information*

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

- The grant recipient implements a system for ensuring compliance with requirements regarding the acquisition, record-keeping, insurance, and disposal of facilities purchased, constructed, or renovated with Head Start funds.
- The grant recipient implements a system to ensure equipment purchased with Head Start funds is acquired, used, and disposed of in accordance with requirements.
- The grant recipient assesses and mitigates risk and maintains property loss, casualty, and liability insurance consistent with the replacement value of property and determined risk of liability.



Eligibility, Recruitment, Selection, Enrollment, and Attendance

Performance Area	Outcome
Eligibility	Compliant
Selection	Compliant
Enrollment	Compliant

Performance Area: Eligibility

✓ Compliance Information

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

- The grant recipient establishes policies and procedures and trains staff members to ensure compliance with eligibility requirements.
- The grant recipient implements a process for enrolling eligible families in compliance with eligibility regulations.

Performance Area: Selection

✓ Compliance Information

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

- The grant recipient establishes selection criteria based on community needs and prioritizes its waiting list accordingly.

Performance Area: Enrollment

✓ Compliance Information

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

- The grant recipient effectively tracks enrollment, including the percentage of enrolled children eligible for services under the Individuals with Disabilities Education Act (IDEA).

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