



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

Ms. Ann O'Brien
City of Phoenix
200 W Washington St
Fl 17
Phoenix, AZ 85003 - 1611

From: Responsible HHS Official

A handwritten signature in black ink, appearing to be "Tala Hooban", is located to the right of the "From" header.

Date: 04/01/2025

Tala Hooban

Deputy Director, Office of Head Start

During the week of February 10, 2025, the Administration for Children and Families (ACF) conducted a monitoring review of City of Phoenix to determine whether the previously identified finding(s) had been corrected. The Office of Head Start (OHS) would like to thank your governing body, policy council, staff, and parents of your program for their cooperation and assistance during the review. This monitoring report has been issued to Ms. Ann O'Brien, Authorizing Official/Board Chair, as legal notice to your agency of the results of the program review.

Based on the information gathered during this review, we have closed the previously identified finding(s) which are included in this report. Any open finding previously identified but not discussed in this report will remain open. The grant recipient will receive a Follow-up review to determine the compliance status of those findings.

Please contact your Regional Office with any questions or concerns you may have about this report.

DISTRIBUTION OF THE REPORT

Copies of this report will be distributed to the following:

Ms. Cynthia Yao, Regional Program Manager
Ms. Jacqueline Edwards, Chief Executive Officer/Executive Director
Mrs. Patricia Kirkland, Head Start Director
Mrs. Patricia Kirkland, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
City of Phoenix	09CH012691

Glossary of Terms

Term	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.
Corrected	The original finding identified has been reviewed, along with any applicable supporting evidence, and now meets the requirements of the applicable regulation.
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>
Uncorrected	The original finding identified has been reviewed, along with any applicable supporting evidence, and does not meet the requirements of the applicable regulation.

Performance Summary

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

Content Area	Performance Area	Applicable Standards	Grant Number(s)	Primary Review Finding Status	Timeframe for Correction	Follow-up Compliance Level
Significant Health and Safety Incidents	Safety Practices	1302.90(c)(1)(ii)	09CH012691	DEF	N/A	Corrected

Review Details

This section of the report provides details on grant recipient performance in each Content Area and Performance Area with a previous or new finding.

Significant Health and Safety Incidents

Included below are details on any relevant findings within this Content Area.

Performance Area: Safety Practices

Follow-up Details

Corrected - 1302.90(c)(1)(ii)

Summary

Grant Number(s) Cited: 09CH012691

Timeframe for Correction: N/A

Performance Standard Details

Regulation Text: 1302.90 Personnel policies. (c) Standards of conduct. (1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program's standards of conduct that: (ii) Ensure staff, consultants, contractors, and volunteers do not maltreat or endanger the health or safety of children, including, at a minimum, that staff must not: (A) Use corporal punishment; (B) Use isolation to discipline a child; (C) Bind or tie a child to restrict movement or tape a child's mouth; (D) Use or withhold food as a punishment or reward; (E) Use toilet learning/training methods that punish, demean, or humiliate a child; (F) Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child; (G) Physically abuse a child; (H) Use any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; or, (I) Use physical activity or outdoor time as a punishment or reward.

Compliance Details

Based on the Follow-up review, this finding has been corrected.

- The grant recipient ensured staff members and other adults connected to the program did not maltreat or endanger the health or safety of children.

Additional details from this review event:

- The grant recipient revised its standards of conduct, trained staff, and monitored the implementation of new procedures.
- The revised standards of conduct described strategies that promote safe, nurturing, and responsive environments.
- A review of June 2024 training documents found topics included Conscious Discipline and standards of conduct that supported positive guidance, language development, routine and redirection support, and engaging interactions and environments.
- The quality assurance manager stated the grant recipient utilized the standards of conduct classroom walk-through visits monitoring tool quarterly, and the active supervision/standards of conduct tool annually. The data collected from the monitoring tools were used to ensure compliance, make data-driven decisions on professional development, and recognize what is needed to enhance centers’ overall performance and effectiveness.

Initial Finding

Parent Review Type: RAN - Parent Review Date: 12/14/2023

Parent Review Finding Level: DEF - Performance Standard Number: 1302.90(c)(1)(ii)

Grant Number(s) Cited: 09CH012691

Timeframe for Correction: 30 Days

Performance Standard Details

Regulation Text: 1302.90 Personnel policies. (c) Standards of conduct. (1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program's standards of conduct that: (ii) Ensure staff, consultants, contractors, and volunteers do not maltreat or endanger the health or safety of children, including, at a minimum, that staff must not: (A) Use corporal punishment; (B) Use isolation to discipline a child; (C) Bind or tie a child to restrict movement or tape a child's mouth; (D) Use or withhold food as a punishment or reward; (E) Use toilet learning/training methods that punish, demean, or humiliate a child; (F) Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child; (G) Physically abuse a child; (H) Use any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; or, (I) Use physical activity or outdoor time as a punishment or reward.

Compliance Details

- The grant recipient did not ensure all staff abided by the standards of conduct to refrain from maltreating and endangering the health and safety of children, including using physical abuse.
- The grant recipient did not adequately implement this standard, contributing to multiple child safety incidents within the past 12 months.

Additional details from this review event:

- The grant recipient had two incidents of staff members at the Cactus Kids Preschool partnership location using unacceptable discipline methods with children.
- On September 29, 2023, the center's assistant director used their index finger to snap a 2-year-old child in the mouth, stating, "You will not bite my teachers."
- On November 9, 2023, a parent observed 2 EHS teachers pulling 2 children apart, pushing the first child to the ground, and slapping the child on the mouth several times. The teacher then instructed the second child to hit the first child. One of the EHS teachers then grabbed the first child's hand and used her finger to flick the child's hand several times, then proceeded to hold the child to allow the second child to hit him.

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