



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | headstart.gov

February 18, 2026

Contra Costa County

Re: Grant No. 09CH012839

Dear Grant Recipient,

The Administration for Children and Families (ACF), Office of Head Start (OHS) recently conducted a monitoring review of your program. The attached report contains information about your agency's performance and compliance with the requirements of the Head Start Program Performance Standards, Public Law 110-134, Improving Head Start for School Readiness Act of 2007, and other applicable regulations.

Please contact the OHS Oversight Division at ohsmonitoringteam@acf.hhs.gov with any questions or concerns you may have about this report.

If the report has findings the corrective action period will begin 72 hours from the time this email was sent.

Sincerely,

OHS Monitoring Team



Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mrs. Diane Burgis
Contra Costa County
1470 Civic Ct
Ste 200
Concord, CA 94520 - 5242

From: Responsible HHS Official

Date: 02/17/2026

Shawna Pinckney

Acting Deputy Director, Office of Head Start

From January 6, 2026 to January 8, 2026, the Administration for Children and Families (ACF) conducted a Focus Area 1: Program Systems Review (FA1) monitoring event of Contra Costa County. 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. Sandra Carton, Regional Program Director
Ms. Roshelle Jones, Regional Program Manager
Dr. Marla Stuart, Chief Executive Officer/Executive Director
Ms. MJ Robb, Head Start Director
Ms. MJ Robb, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Contra Costa County	09CH012839

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.
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 FA1 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)
★	Strong Practice (SP)
🔊	Area of Concern (AOC)
⚠	Area of Noncompliance (ANC)/ Deficiency (DEF)

Program Overview

Contra Costa County provides Head Start and Early Head opportunities for 1,201 children and expectant families. Services are provided directly by the grant recipient or through its contracted partners. Eligible families live in urban and suburban communities in Northern California’s East Bay region.

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	Area of Concern	09CH012839	Staffing and Staff Member Supports	Not Applicable	Follow up with Regional Office for support
Supporting Safe and Healthy Learning Environments	Area of Concern	09CH012839	Safe and Sanitary Environments	Not Applicable	Follow up with Regional Office for support
Fiscal Infrastructure	Compliant	09CH012839	Not Applicable	Not Applicable	Not Applicable
Eligibility, Recruitment, Selection, Enrollment, and Attendance	Compliant	09CH012839	Not Applicable	Not Applicable	Not Applicable

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, Areas of Concern, or Strong Practices observed, they will be listed within that Performance Area.



Program Design, Management, and Improvement

Performance Area	Outcome	Strong Practice
Program Design and Strategic Planning	Compliant	
Program Governance	Compliant	
Staffing and Staff Member Supports	Area of Concern	

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 community and program data to remain responsive to community needs, monitor program performance, evaluate progress toward goals, and inform program improvement.

Performance Area: Program Governance

✓ *Compliance Information*

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

- The grant recipient’s governing body and policy council have the membership, training, and support needed to facilitate effective engagement and governance.
- The grant recipient’s governing body and policy council are effective in providing oversight and program direction.

Performance Area: Staffing and Staff Member Supports

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 ensure all Early Head Start center-based teachers have a minimum of a Child Development Associate (CDA) or a comparable credential and training or coursework with a focus on infant and toddler development.
 - The grant recipient identified 1 of 79 Early Head Start teachers who did not meet the qualifications, but who had a professional development plan in place.
 - The center director should continue to monitor the teacher’s progress toward obtaining a comparable

credential.

- The grant recipient should improve its efforts to ensure all home visitors have a minimum of a Child Development Associate (CDA) or a comparable credential or equivalent coursework.
 - The grant recipient identified 8 of 14 staff members who did not meet the required qualifications, but who had professional development plans in place.
 - Supervisors should continue to monitor the employees' progress toward obtaining a CDA.



Supporting Safe and Healthy Learning Environments

Performance Area	Outcome	Strong Practice
Safe and Sanitary Environments	Area of Concern	
Education and Child Development	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 test and inspect for lead in water at least every 2 years in Head Start facilities in order to prevent children from being exposed to lead.
 - The grant recipient tested facilities for lead in water in 2022 and planned to do so next in 2027.

Performance Area: Education and Child Development

Compliance Information

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

- 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.



Fiscal Infrastructure

Performance Area	Outcome	Strong Practice
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 and safeguard 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 that costs charged to the Head Start award are necessary, reasonable, and appropriately allocated 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 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	Strong Practice
Eligibility	Compliant	Strong Practice
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.

★ *Strong Practice Information*

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

- The grant recipient has an eligibility verification process to prevent fraudulent enrollment.
 - The grant recipient’s eligibility verification process includes three staff members and ensures staff do not complete applications for friends or family members.
 - File reviews are also completed bi-weekly, monthly, and semi-annually.

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 -----