On-Going Monitoring

Standard Operating Procedures Manual

Aligned with the 2024 Head Start Program Performance Standards
(Standards 1302.100 – 1302.103)

Revision 11/11/2024
Revision 7/28/2025

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Website Addresses for Regulations

45 Code of Federal Regulations Part 74
45 Code of Federal Regulations Part 75
2 Code of Federal Regulations Part 200
(Program specific)
htp://www.gpoaccess.gov/cfr/ ***Head Start Program Performance Standards***
http://www.eclkc.ohs.acf.hhs.gov
State Licensing Minimum Standards
http:// www.dfps.state.tx.us ›.....› Child Care Standards And Regulations

INTRODUCTION

The following plan and procedures are intended to provide an overview of the monitoring activities of the CSNT Head Start Program. The primary purpose of the plan and procedures is to document that the Program is performing monitoring in compliance with the requirements of the Head Start Program Performance Standards and the OMB Circulars.

The plan and procedures have been approved by the Governing Board and the Policy Council. All staff are to comply with the plan and use the procedures when monitoring appropriate areas.

MONITORING PLAN

With the implementation of the Head Start Program Performance Standards, it is required that programs have efficient and effective monitoring systems. A study by the United States General Accounting Office (GAO) indicated that when effective, comprehensive monitoring procedures were lacking there were significant deficiencies in contract oversight and performance.

It is the intent of the program to develop and implement a comprehensive integrated monitoring process to meet or exceed the requirements set forth by local, state, and federal requirements. We also intend to work closely with the funding agency and provide support necessary to ensure that the CSNT Head Start Program meets or exceeds financial and programmatic expectations.

Regulatory Requirements

It is the intention of the Program to perform monitoring in compliance with the Head Start Program Performance Standards and any other local, state, or federal regulations that apply. The specific regulations consist of all of the Code of Federal Regulations that applies to the Head Start Program, the new Head Start Program Performance Standards, and Texas Child Care Minimum Standards.
The monitoring procedures will address these regulations and tests will be performed, as appropriate, based upon our preliminary risk assessment.

Monitoring Responsibilities and Timing

Monitoring will be performed by the Head Start/Early Head Start staff. This staff will consist of the Head Start Director, Education Coordinator, Quality Assurance Specialist, Data Coordinator, Administrative Staff, Finance Staff, and program staff. Staff will work closely together to design appropriate monitoring procedures for each Head Start Preschool/Early Head Start management/content area. Monitoring will be done that provides maximum cooperation and involvement of the program staff.
Results will include suggestions for training or technical support and positive comments as well as findings and recommendations.

<u>On-going Monitoring</u>

During each school year, on-going monitoring will be completed in the Head Start Program. The extent of the on-site monitoring, the number of site visits, and the amount of on-going contact with staff/parents in each area will be based on the risks associated with the program, Campuses, and Administrative Office. The risk classifications and descriptions are as follows:

Low Risk **– No monitoring findings, experienced staff providing services, small campus, well-trained staff, positive relationships with staff, and excellent history of performance in all areas.**

Medium Risk **– Mentoring performed, some minor monitoring findings in the past, large campus, change in staff, new or relatively new service providers, and somewhat less than excellent history of performance in the past.**

High Risk **– Recent major monitoring findings, pass-through entity concerns, large campus, new service providers, major staff turnover, and less than excellent history of performance in the past.**

As the risks are evaluated for each area, it is understood that all of the conditions in each category need not be present, and that the assignment of risk is subjective. This information will guide the site choices and the extent of the monitoring.

On-going Monitoring will be performed according to the following schedule:

<u>TASKS</u>	**<u>TIMING</u>**
Site Visits **Documentation Reviews** **Staff Interviews**	**At least Monthly (follow-ups as needed)**

<u>RESPONSIBILITY</u>	**<u>DOCUMENTS/ENVRIONMENTS</u>**
Directors, Managers, Coordinators, Specialists and Campus Staff	**Personnel Records** **Financial Records** **Classroom Environment** **Campus Environment** **Playground Environment** **Transportation/Bus Ride** **Management Records** **Interview Staff** **Interview Parents**

MONITORING TOOL FOR THIS AREA (CSNT Head Start Program On-Going Monitoring System)

Detailed Monitoring

Detailed Monitoring Meeting Schedule

October/November – **Detailed Monitoring Leadership Meeting**

January – **All Detailed Monitoring completed and submitted to Data Coordinator**

January/February – **Data Coordinator uploads all Detailed Monitoring into the Child Plus Database**

January/February – **Data Coordinator will complete a Detailed Monitoring Summary**

Detailed Monitoring Team Leaders and Team Members

Team Leaders will be selected for the following areas:

Leadership and Management (Program Governance/Human Resources/Program Management & Quality Improvement)

Health and Safety (Health/Mental Health/Nutrition/Safety/Transportation)

Family and Community Engagement (Family Engagement/ERSEA/Program Structure)

Education (Child Development/CLASS/School Readiness/Disability)

Fiscal Infrastructure (Budget Planning-Development/Fiscal Capacity/Budget Execution)

(No Team Leader assesses at their own area)

Teams will consist of program staff/community members/PC Members/Governing Board Members

Sites will be selected for each area

CLASS will be conducted by certified CLASS observers at selected Campus(es) and classrooms

Tools to be used for Detailed Monitoring

Monitoring Protocols & Checklists
Child Plus Monitoring Forms
CLASS Observation Forms
Classroom Observation Forms

Governing Board Interview Questions
Policy Council Interview Questions
(Detailed Monitoring should consist of site visits/document reviews/interviews)

Results of Detailed Monitoring

Teams will meet after all areas assigned to the Team have been completed

Teams will analyze the data from the monitoring:

Areas of strength **– areas where the program exceeded the standard**

Areas of weakness **– areas where the program struggled to meet the standard**

Areas of non-compliance **(non-compliance can only be listed if the standard was not met)**

(All documents associated with Detailed Monitoring will be turned in to the Data Coordinator after the final team meeting)

Summary of Detailed Monitoring

Data Coordinator will upload the results into Child Plus

Areas of Non-Compliance will result in a Corrective Action Plan

Corrective Action Plans will be assigned to the staff member that oversee the area where the non-compliance was found

Staff members with non-compliances from Detailed Monitoring are responsible for correcting areas of non-compliance – a completion date will be assigned for the corrective action plans

Data Coordinator will create a summary of Detailed Monitoring Results that will be part of the data for the Self-Assessment Team

Grant Requirements

The Head Start Program Grant will be reviewed during Finance Meetings prior to funding request to ensure that all of the requirements included in the various regulations are being addressed. A data analysis will be prepared indicating that the review was performed, any special conditions or considerations as a part of the monitoring, and any CSNT Head Start Program Grant changes that may affect the monitoring process will be addressed.

Desk Reviews

Monthly Progress Reports including financial and programmatic performance data will be gathered for analyzation by staff. The Data Coordinator will be responsible for tracking compliance in all programmatic areas and the Head Start Director/Chief Executive Officer will be responsible for all areas including finance. This will require financial documents be made available for cost and revenue categories so that the program reporting matches the general ledger reporting categories. Management staff will also be responsible for monitoring their areas for compliance monthly. The Quality Assurance Specialist will track Head Start data for compliance with all Head Start standards and requirements.

Reports from campuses/management staff will be reviewed monthly. The monitoring data will be analyzed and prepared discussing issues of timeliness, trends, performance to date, spending rates in line items and budget to actual expenditures. All variances/trends will be addressed immediately by the Finance Department, Chief Executive Officer, Head Start Director and appropriate program staff, as necessary.

TASKS	**TIMING**
Desk Reviews (Monthly Program Progress Reports And On-going Monitoring Reports)	**Monthly (follow-ups as needed)**
RESPONSIBILITY	**DOCUMENTS/ENVRIONMENTS**
Data Coordinator Management Staff Financial Staff Campus Staff	**Child Records Personnel Records Financial Records Classroom Environment Campus Environment Playground Environment Transportation/Bus Ride Management Records Interview Staff Interview Parents**

MONITORING TOOL FOR THIS AREA (CSNT MONITORING FORMS, MONTHLY PROGRESS REPORTS INCLUDING MIP REPORTS)

On-Site Reviews

On-site reviews will be performed at least monthly. The level of monitoring done will be based on the risk assessment and desk review findings. A report will be prepared indicating the monitoring performed during the site

visit.

All program areas will be monitored on at least a monthly basis. The nature and timing of the visit can vary according to the risk assessment, as will items needed, and any special concerns. Training and technical support issues will be discussed and positive comments prepared along with any findings and recommendations.

The results of on-site reviews will be discussed between the Data Coordinator and the Quality Assurance Specialist and a document presented for discussion purposes to the Head Start Director. All follow-up visits will be conducted in a timely manner. The resolution of any findings will be considered a joint effort between the staff and management. All findings should be corrected within 45 days of the on-site visit unless otherwise documented.

TASKS	**TIMING**
On-Site Reviews	**Monthly (follow-ups as needed)**

RESPONSIBILITY	**DOCUMENTS/ENVRIONMENTS**
Data Coordinator	**Children's Records**
Management Staff	**Personnel Records**
Financial Staff	**Financial Records**
Campus Staff	**Classroom Environment**
	Campus Environment
	Playground Environment
	Transportation/Bus Ride
	Management Records
	Interview Staff
	Interview Parents

MONITORING TOOL FOR THIS AREA (CSNT MONITORING FORMS, MONTHLY PROGRESS REPORTS INCLUDING MIP REPORTS)

Closeout of Corrective Action Plans

Upon receipt of the Corrective Action Plan (CAP), the Data Coordinator will review the report, the status of all findings, and any other issues relevant to the program. The Data Coordinator and the Quality Assurance Specialist will discuss the report with the Head Start Director or other relevant staff, regarding any items in question. As soon as all

findings are cleared, the CAP will be closed in the system.

MONITORING RESPONSIBILITIES

The following is a list of the monitoring responsibilities:

Head Start Director – (Leadership Team, Management Team & Program Managers)

Monthly – Finance Meetings, as needed (Finance Department/Chief Executive Officer), Administrative Staff Meetings/Budget Meetings (All HS Administrative Staff/Chief Executive Officer).

Monthly – ERSEA (Attendance Reports), Monitoring for Compliance Reports - all programmatic areas, CSNT Monthly Progress Reports, PIR Data – all areas, Finance/Budget Reports, Campus Director Meetings

Quarterly – Personnel records, Classroom Assessment Scoring System Reports, Teacher Training Hours – Report, Progress on Program Goals, School Readiness Goals, and Family and Community Partnership Goals

Annually – Self-Assessment Report(s), Program Information Report, Community Assessment Data

Education Staff

Monthly – Program Progress Reports, Monitoring for Compliance Education (Classroom site visit and Documentation review) at least one Campus per month, Teacher Coaching/Mentoring Site Visits (every teacher at least once per month), Monthly Compliance Report for Education (PIR Data), Budget Reports

Bi-annually – Classroom Assessment Scoring System (on-site observation), School Readiness Committee Meetings, ISD Partnership Meetings

Quarterly – Campus School Readiness Meetings (Discuss/Analyze Data)

Annually – Self-Assessment/Detailed Monitoring Team Leader/Member

Family Engagement

Monthly – Program Progress Reports, Monitoring for Compliance ERSEA/Family & Community Engagement (Site Visits/File Checks/Parent Interviews) at least one Campus per month, ERSEA (Attendance) Reports,

Monthly Compliance Report for Family Advocates (PIR Data), Family Advocates Meeting, Budget Reports

Bi-annually - ERSEA Committee Meeting

Annually – Self-Assessment/Detailed Monitoring Team Leader/Member

<u>Health/Mental Health Implementation Team</u>
Monthly – Program Progress Reports, Monitoring for Compliance Health/safe Environments (children's files/site visits), Monthly Compliance Report for Health (PIR Data), Budget Reports, Health Implementation Team Meeting

Bi-annually – Health/Mental Health Advisory Committee Meeting

Annually – Self-Assessment Team Leader/Member

<u>Disability/Mental Health Implementation Team</u>
Monthly – Program Progress Reports, Monitoring for Compliance Report Disability/Mental Health (children's files/site visits) at least one Campus per month, Monthly Compliance Report for Disability Mental Health (PIR Data), ERSEA/Attendance Report, Budget Reports, Health Implementation Team Meeting

Bi-annually – Health/Mental Health Advisory Committee Meeting

Annually – Self-Assessment/Detailed Monitoring Team Leader/Member

<u>Transportation</u>
Monthly – Program Progress Reports, Monitoring for Compliance Transportation (children's files/site visits/Bus Rides) at least one Campus per month, Monthly Compliance Report for Transportation (PIR Data), Budget Reports

Annually – Self-Assessment/Detailed Monitoring

<u>Nutrition</u>
Monthly – Program Progress Reports, Monitoring for Compliance (children's files/site visits during meals) at least two Campuses per month to view each meal service at least once per year though one announced and two unannounced monitoring visits (Monthly Compliance Report completed by Nutrition Coordinator with CACFP data), budget Reports, and PIR Data, Health Implementation Meetings

Annually – Self-Assessment/Detailed Monitoring Team Leader/Member, CACFP announced and unannounced monitoring visits (Schedule is according to CACFP regulations/requirements)

Data Coordinator

Monthly – Program Progress Reports, Monitoring for Compliance (at least one programmatic area per month) (children's files/site visits/bus rides) at least one Campus per month, Monthly Compliance Report for Program Monitoring (PIR Data), In-Kind Report, Track Monitoring Compliance
Bi-Annually – Monitoring for Compliance Safe Environments (Each Campus)

Annually – Self-Assessment/Detailed Monitoring Team Leader/Member, Program Management Monitoring for Compliance

Finance Department Monitoring

Monthly – Budget Reports (See Financial Policies and Procedures for more detailed information)

Annually – Self-Assessment (Finance Documents are Monitored by Quality Assurance Specialist) (On- Site Review of Documents/Interview Finance Staff)
Program Management Monitoring for Compliance (by Data Coordinator /Quality Assurance Specialist) (On-site Review of Documents/ Interview Finance Staff), Annual Audit by outside Auditors

Campus Directors

Monthly – Campus Director Monitoring Form (On Site/Document Review) Campus Director Meetings

Quarterly – School Readiness Team Meetings (Discuss/Analyze Data)

Management Staff monitor all areas of the program on a regular basis according to the regulations and standards. This list is not inclusive of all of the monitoring that is done on a daily basis and as needed. Management staff has the ability to monitor on an as needed basis according to information and data that they receive.
Each staff person is responsible for monitoring their work on a daily basis. Supervisors are responsible for monitoring the staff that they supervise to make sure that quality services are provided to children and families.

SELF-ASSESSMENT PROCESS

Self-Assessment Overview

During each school year, a self-assessment will be completed by the Program. The extent of the on-site assessing, the number of site visits, and the amount of on-going contact with staff/parents in each area will be based on the results of On-Going/Detailed Monitoring and other data that is used during the program year. This data that will be used as part of the Self-Assessment. The self-assessment data will include:

On-going/Detailed Monitoring **– Quarterly Monitoring Reports and Detailed Monitoring Reports.**

Program Information Reports **– Annual Program Information Reports. (Following the 5-year grant cycle.)**

Program Goals **– Quarterly Progress Reports on goal implementation.**

School Readiness Goals **– Quarterly Progress Reports on goal implementation.**

Family, Parent, and Community Engagement Goals **– Quarterly Progress Reports on goal implementation.**

Child Assessments **– Quarterly Child Assessment Reports on areas of strengths and weaknesses.**

CLASS (Classroom Assessment Scoring System) **– CLASS observation reports.**

Monthly Progress Reports **– Monthly Program Progress Report Summary for the 5-year grant cycle.**

Financial Reports **– Annual and Monthly Financial Report Summaries**

Any other data that would be relevant to the Head Start Program's analyzation of the implementation of program services and the effectiveness of the services within the Head Start service area.

<u>Self-Assessment Implementation</u>

The Self-Assessment will be performed according to the following schedule:

<u>What</u> **Leadership Team**	**<u>When</u>** **Meet to analyze data at the end of Detailed Monitoring**
<u>Who</u> **Quality Assurance Specialist**	**<u>Responsibility</u>** **Create List of SA Committee Members** **Create Updated SA Draft**
<u>What</u> **Self-Assessment Committee**	**<u>When</u>** **Meet to approve Updated SA Draft**
<u>Who</u> **Head Start Director**	**<u>Responsibility</u>** **Present Updated SA Draft to PC/GB for approval**

SA TOOL FOR THIS AREA (SA TOOL FOUND ON THE ECKLC WEBSITE)

Listed below are some of the tools that are available for use during the monitoring and self-assessment process:

Child Plus Inc. **– Database System for tracking program information pertaining to children, families, and personnel**

CIRCLE Child Assessment (CLI Engage) **– Database System for tracking children's developmental progress in each of the Head Start Framework Domains**

CLASS **– Classroom Assessment Scoring System**

DIAL 4 **– Speed Dial is an early learning screener used to track the development of children entering the Head Start Program.**

ECI Engage Development Checklist **– EC Developmental**

Checklists is an early learning screener used to track the development of infants and toddlers entering the Early Head Start Program.

MIP **– Financial database tracking system and system for Payroll and Personnel Data Tracking each of the Head Start Framework Domains**

Circle **– Database System for assessing children's development levels in Mathematics and Language/Literacy (Part of the Texas School Ready System)**

Monthly Progress Reports **– CSNT Head Start spreadsheet used to track monthly progress in each content area and for the program.**