



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 | [HeadStart.gov](https://www.headstart.gov)

## Program Performance Summary Report

**To: Authorizing Official/Board Chairperson**

Ms. Amanda Harris  
Mid-Iowa Community Action, Inc.  
1001 S 18th Ave  
Marshalltown, IA 50158 - 3662

**From: Responsible HHS Official**

**Date: 01/20/2026**

**Shawna Pinckney**  
**Acting Deputy Director, Office of Head Start**

From December 2, 2025 to December 4, 2025, the Administration for Children and Families (ACF) conducted a Focus Area 1: Program Systems Review (FA1) monitoring event of Mid-Iowa Community Action, 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  
Mr. Latrice Davis, Regional Program Manager  
Ms. Clarissa Thompson, Chief Executive Officer/Executive Director  
Ms. Nicole Ramirez, Head Start Director  
Ms. Nicole Ramirez, Early Head Start Director

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

Grant Recipient Name	Grant Number(s)
Mid-Iowa Community Action, Inc.	07CH012914

### Glossary of Terms

Term	Definition
<b>Area of Concern (AOC)</b> 	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.
<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 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.
<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>
<b>Strong Practice</b> 	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

Mid-Iowa Community Action, Inc. supports residents of Hardin, Marshall, Poweshiek, Story, and Tama counties. The grant recipient is funded to provide Head Start and Early Head Start services to 249 children and their families. Participants are offered home-based and center-based options.

### 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	07CH012914	Not Applicable	Not Applicable	Not Applicable
Supporting Safe and Healthy Learning Environments	Compliant	07CH012914	Not Applicable	Not Applicable	Not Applicable
Fiscal Infrastructure	Compliant	07CH012914	Not Applicable	Not Applicable	Not Applicable
Eligibility, Recruitment, Selection, Enrollment, and Attendance	Compliant	07CH012914	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	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 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

##### ✓ *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.



## Supporting Safe and Healthy Learning Environments

Performance Area	Outcome	Strong Practice
Safe and Sanitary Environments	Compliant	
Education and Child Development	Compliant	

### Performance Area: Safe and Sanitary Environments

#### ✓ *Compliance Information*

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

- The grant recipient establishes emergency preparedness plans and appropriate safety practices and policies.
- The grant recipient completes background checks prior to hiring all staff members.
- The grant recipient establishes safe environments through daily and ongoing oversight of facilities, equipment, and materials.
- The grant recipient implements safety and hygiene practices to keep children safe and healthy.

### 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	Strong Practice

### 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.

#### ★ *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 developed and implemented a risk management action plan to identify and mitigate risks associated with Head Start program operation.
  - The grant recipient implemented a risk management action plan in collaboration with its board of directors.

- The grant recipient reviewed the plan annually and held monthly risk assessment meetings.
- These practices strengthened fiscal oversight, improved security at all sites, and improved management team capacity and staff support systems.



## Eligibility, Recruitment, Selection, Enrollment, and Attendance

Performance Area	Outcome	Strong Practice
Eligibility	Compliant	
Selection	Compliant	
Enrollment	Compliant	Strong Practice

### 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).

#### ★ *Strong Practice Information*

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

- The grant recipient collaborates internally and externally with local educational agencies and/or early intervention providers to understand the requirements of the Individuals with Disabilities Education Act (IDEA) in order to enroll children with disabilities.
  - The grant recipient trained staff on how to identify, recruit, and support families with young children receiving services under IDEA.
  - The grant recipient also collaborated with local providers such as homelessness liaisons, WIC, and domestic violence advocates to recruit and enroll the most at-risk families. These efforts helped the grant recipient provide wrap-around services for children with disabilities.

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