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

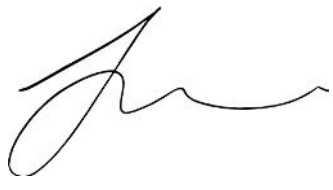
Ms. Rachel Boudreau

Kids' Corps, Inc.

101 Davis St

Anchorage, AK 99508 - 2431

From: Responsible HHS Official



Date: 05/22/2025

Tala Hooban

Deputy Director, Office of Head Start

From May 5, 2025 to May 9, 2025, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of Kids' Corps, Inc. This report contains information about the grant recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) 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 the OHS Oversight Division at ohsmonitoringteam@acf.hhs.gov 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. Heather Wanderski, Regional Program Manager
Ms. Katrina Ahlfield, Chief Executive Officer/Executive Director
Ms. Katrina Ahlfield, Head Start Director
Ms. Katrina Ahlfield, Early Head Start Director

Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Kids' Corps, Inc.	10CH012119

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

Program Overview

Kids' Corp, Inc. provides educational opportunities to residents in south central Anchorage, Alaska. The grant recipient offers services to 189 children and expectant families. Program options include center-based services for Head Start preschool children and center- and home-based care for Early Head Start infants and toddlers.

Performance Summary

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

Content Area	Performance Area	Grant Number(s)	Review Outcome	Applicable Standards	Timeframe for Correction
Program Design, Management, and Improvement	-	10CH012119	Compliant	-	-
Education and Child Development Services	-	10CH012119	Compliant	-	-
Health Services	Child Health and Oral Health Status and Care	10CH012119	Area of Concern	-	Follow up with Regional Office for support
Family and Community	-	10CH012119	Compliant	-	-

Engagement Services					
Fiscal Infrastructure	-	10CH012119	Compliant	-	-
Eligibility, Recruitment, Selection, Enrollment, and Attendance	-	10CH012119	Compliant	-	-

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 Performance Area includes the 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

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

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

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 adjusts its program design to remain responsive to shifts in community needs, strengths, and resources over time.
- The grant recipient maintains and uses program data to routinely monitor performance, progress toward goals, and drive continuous improvement.

★ ***Strong Practice Information***

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

- The grant recipient establishes program-wide expectations and processes to ensure staff members collect and maintain accurate records and use data to continuously monitor each service area.

Performance Area: Program Governance

✓ ***Compliance Information***

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

- The grant recipient collaborates effectively across program staff members, the governing body, and the policy council to facilitate effective program governance.
- The grant recipient's governing body is engaged and effective in providing legal and fiscal oversight.
- The grant recipient's policy council is effective in providing program direction.

★ ***Strong Practice Information***

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

- The grant recipient offers training opportunities, beyond orientation, that are responsive to the ongoing needs of governing body members.
- The grant recipient has formalized systems that remove barriers to policy council member participation.
- The governing body develops and maintains strong community relationships in alignment with the needs identified in the community assessment.

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's leadership and management team has clearly defined, manageable roles and responsibilities and the appropriate experience to effectively execute Head Start program operations.
- The grant recipient supports staff members' continuous improvement and professional development.
- The grant recipient establishes high expectations for staff members and implements ongoing communication and training systems to reinforce organizational accountability.
- The grant recipient develops systems that support the Head Start workforce by providing fair compensation, opportunities for career advancement, and a positive work environment for staff members.

★ *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 ongoing talent acquisition and recruitment strategy that focuses on long-term human resource planning for the program.
- The grant recipient actively seeks and acts on staff feedback.
- The grant recipient provides a fair compensation and benefits package to staff members.
- The grant recipient annually tracks retention data across its program(s) and has a plan to address issues related to any identified retention risks.

Education and Child Development Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Curricula, Screening, and Assessment Tools	C			
Teaching Strategies and Learning Environments	C			
Qualifications, Professional Development, and Coaching	C			

Performance Area: Curricula, Screening, and Assessment Tools

✓ ***Compliance Information***

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

- The grant recipient implements research-based and culturally appropriate curricula to achieve child outcomes.
- The grant recipient implements the appropriate screening tools to refer children for evaluation as indicated.
- The grant recipient implements appropriate ongoing child assessment tools to support children's progress and to individualize for every child.

Performance Area: Teaching Strategies and Learning Environments

✓ ***Compliance Information***

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

- The grant recipient provides responsive, effective care and teaching practices that are tailored to meet the needs of all children.
- The grant recipient uses home visits and group socializations to promote parent engagement and extend children's learning.

Performance Area: Qualifications, Professional Development, and Coaching

✓ ***Compliance Information***

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

- The grant recipient has qualified education staff members.
- The grant recipient offers education staff members a system of professional development to support delivery of quality education and child development services.
- The grant recipient implements a research-based coaching strategy to support education staff members in using effective teaching practices.

Health Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Child Health and Oral Health Status and Care			AOC	
Mental Health and Social and Emotional Well-Being	C			SP
Child Nutrition	C			
Safe and Sanitary Environments	C			
Expectant Families	C			SP

Performance Area: Child Health and Oral Health Status and Care

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 obtain or perform evidence-based vision and hearing screenings for all children.
    - The grant recipient should address barriers to ensure all children receive timely screenings.

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.
- The grant recipient implements practices that prohibit the use of expulsion and severely limit suspension.
- The grant recipient provides family support services for mental health and social and emotional well-being.

Strong Practice Information

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

- The grant recipient consistently implements a supplemental evidence-based social and emotional curriculum or program.

Performance Area: Child Nutrition

Compliance Information

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

- The grant recipient implements nutrition services that accommodate children’s unique nutritional needs.

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 appropriate administrative safety practices and policies.
- The grant recipient completes background checks prior to hire for all staff members.
- The grant recipient establishes safe environments through daily and ongoing oversight of facilities, equipment, and materials.
- The grant recipient establishes and follows emergency preparedness plans.
- The grant recipient ensures staff members engage in appropriate hygiene practices.
- The grant recipient ensures staff members engage in appropriate safety practices.

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 to expectant families.
- The grant recipient provides appropriate newborn and transition services following the birth of the infant.

★ *Strong Practice Information*

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

- The grant recipient’s transition planning intentionally includes ongoing postpartum supports for as long as the expectant family needs.

Family and Community Engagement Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Supporting Family Well-Being and Family Engagement	C			
Family Partnerships	C			SP
Promoting Strong Parent-Child Relationships and Engagement in Children’s Learning	C			
Community Partnerships	C			

Performance Area: Supporting Family Well-Being and Family Engagement

✓ ***Compliance Information***

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

- The grant recipient continuously engages all families in the program through open and effective communication.
- The grant recipient has qualified family services staff members who are supported to meet the specific needs of enrolled families.

Performance Area: Family Partnerships

✓ ***Compliance Information***

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

- The grant recipient implements a family partnership process that supports family-driven goals.

★ ***Strong Practice Information***

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

- The grant recipient tracks data on family goals, strengths, and/or needs and regularly adjusts the offered activities to ensure they are continually responsive to family interests and needs.

Performance Area: Promoting Strong Parent-Child Relationships and Engagement in Children’s Learning

✓ ***Compliance Information***

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

- The grant recipient implements strategies, including a research-based parenting curriculum, that promote parenting skills and engage parents in children’s development.

Performance Area: Community Partnerships

✓ ***Compliance Information***

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

- The grant recipient has identified community partnerships that meet the needs and interests of families.

Fiscal Infrastructure

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Budget Development, Implementation, and Oversight	C			
Comprehensive Financial Management Structure and System	C			
Facilities and Equipment Management Systems	C			

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, strategic process to develop and maintain a budget that aligns with program goals and circumstances.

Performance Area: Comprehensive Financial Management Structure and System

✓ ***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 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 for the acquisition, record-keeping, insurance, and disposal of facilities purchased, constructed, or renovated with Head Start funds.
- The grant recipient implements a system for ensuring that 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

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings, Areas of Concern, and Strong Practices observed, as applicable.

Performance Area	Compliant	Finding	Area of Concern	Strong Practice
Recruitment	C			
Selection	C			
Eligibility	C			
Enrollment	C			
Attendance	C			

Performance Area: Recruitment

✔ ***Compliance Information***

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

- The grant recipient implements a recruitment strategy focusing on all families with eligible children, with specific outreach efforts to families with vulnerable children.

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 and a waitlist based on community needs.

Performance Area: Eligibility

✔ ***Compliance Information***

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

- The grant recipient implements a clear, consistent, and compliant process for enrolling eligible families.
- The grant recipient trains staff members to follow ERSEA regulations and establishes policies and procedures to ensure compliance with eligibility requirements.

Performance Area: Enrollment

✔ ***Compliance Information***

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

- The grant recipient establishes practices to maintain full enrollment and accurately tracks current enrollment.
- The grant recipient fills at least 10 percent of the program’s total actual enrollment with children eligible for services under the Individuals with Disabilities Education Act (IDEA).

Performance Area: Attendance

✔ ***Compliance Information***

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

- The grant recipient consistently employs strategies to encourage regular attendance.

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