

**Program Goal:** #1 Head Start will empower families to be proactive in their child's success in school and beyond.

**Objectives:**

1A Improve opportunities for families to develop the skills necessary to engage in literacy activities that will increase their children's school readiness success by 10%.

1B Attendance of all children will be 90% or above each month.

1C Parents participation in At-Home Activities and Family Engagement events will increase by 20% each year.

**Expected Outcome:** Families will become actively involved in their child's education at Head Start and as they enter the school system.



**School Readiness Goal:**

# Cognition

**Action Inc. Goal:**

#1 Expand the role of Action Inc. In strengthening the service network to support youth pathways out of poverty through coalition building and program development.

<b>Program Activities:</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Financial Supports</b>	<b>Tools for Tracking Progress</b>
1. A survey will be developed to determine causes for low family engagement activities.	Parents	Fall 2018	Budget to cover cost of survey.	Survey
2. An Action Plan will be developed with strategies on increasing involvement at family engagement activity events.	Management Team/ Policy Council	Fall 2018		Action Plan
3. At-Home activities for families will be re-structured to increase parent participation in school readiness involvement at home.	Early Childhood Advocates	Fall 2018		At-Home Activities
4. Conduct Family Engagement events related to school readiness activities that can be done at home.	Early Childhood Advocates/Family Engagement Coordinator	Year 1-5	Budget to cover activities	Parents participating in family events.
5. Families will receive training and support in learning developmentally appropriate early learning activities for their children.	Family Engagement/ Early Childhood Advocates	Years 1-5		Tracking forms for Family Engagement events

<b>Program Activities:</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Financial Supports</b>	<b>Tools for Tracking Progress</b>
6. Families will gain a better understanding around school readiness goals and expected outcomes for their children through training opportunities presented by Head Start staff.	Early Childhood Advocates	Years 1-5		Tracking forms for Family Engagement events
7. An Attendance toolkit will be developed to assist staff in reinforcing attendance requirements.	Program Director	Year 1		Attendance toolkit ChildPlus attendance data

### **Progress Toward 5-year Goals**

Goal #1 Head Start will empower families to be proactive in their child's success in school and beyond.

<b>Progress made 4/2019</b>	<b>Responsible Party</b>	<b>Timeline</b>
1. Family Survey revised to include questions regarding family engagement – will be sent on Home Visits.	Program Director Family Engagement Coordinator	April
3. Parent participating At Home Activities has increased in Non-Federal Share classrooms.	Early Childhood Advocates Family Engagement Coordinator	On-Going
4. An Attendance toolkit will be developed to assist staff in reinforcing attendance requirements.	Program Director Family Engagement Coordinator	August 2019
<b>Progress made 1/2020</b>	<b>Responsible Party</b>	<b>Timeline</b>
1A. Information from the Family Survey has been used to develop different strategies for Family Engagement. Families participating in Family Engagement Events has increased 42% from October to December.		
1B. Attendance Matters is being promoted at the beginning of the year at parent orientation and follow-up is conducted on an on-going basis with families who are falling below. Average Daily Attendance for December was 88%. (Extended day classrooms – 92%)		
1C. Parent Participation in At Home Activities has increased in all classrooms since September. Case Managers will continue to contact families to express the importance of their involvement in their child's education.		

**Program Goal:** #2 Action Inc.'s Head Start program will be recognized as the leader in the community for Early Childhood programs.

**Objectives:**

2A Educate families in the community in understanding the comprehensive services provided at Action Inc.'s Head Start program.

2B Develop a marketing campaign to increase the waitlist by 5% each year.

2C Community Partnerships will increase by 10% each year.

**Expected Outcome:** Strengthen partnerships in the community that will promote Action Inc.'s Head Start program.



**School Readiness Goal:**

#2 Social and Emotional

**Action Inc. Goal:**

#4 Outreach and Strategic Partnerships  
Expand awareness of and accessibility to our programs and services throughout our service area, improving outreach and facilitating collaboration of service providers.

<b>Program Activities:</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Financial Supports</b>	<b>Tools for Tracking Progress</b>
1. Marketing consultant will be consulted to develop a marketing plan.	CEO	Year 1	CSBG	Marketing Plan
2. Develop systems and materials for marketing and recruitment of staff and families.	Marketing Consultant	Year 1	CSBG	ChildPlus - Track # children on waitlist HR System - Track # applicants for job vacancies
3. Community Outreach events will promote all Action Inc. programs.	Outreach Coordinator	Year 1-5	CSBG	
4. Effective data will be collected and used to promote Head Start accomplishments.	Data Analysis Team	Year 1-5		# children on waitlist DIBELS scores

**Progress Toward 5-year Goals**

Goal #2 Action Inc.'s Head Start Program will be recognized as the leader in the community for Early Childhood programs.

<b>Progress made 4/2019</b>	<b>Responsible Party</b>	<b>Timeline</b>
4. Professional Development Plans/Goals have been revised and staff training requests are identified through their plans.	Program Director Program Managers	On-Going
<b>Progress made 1/2020</b>	<b>Responsible Party</b>	<b>Timeline</b>
2A. Community Outreach has been done through Action Inc. to educate families on services being provided through Head Start.  2B. We continue to struggle to maintain a strong waiting list.  2C. We continue to invite new community agencies to Community Partnership meetings and open houses.		

**Program Goal:** #3 Grow the Action Inc. – Head Start team and build employee capacity.

**Objectives:**

3A Develop training opportunities to support staff in Professional Development.

3B Staff wages will be competitive with similar positions in the community.

3C Staff turnover will be at 5% or less.

3D An effective mentoring program will be in place to enhance staff skills that will foster positive child outcomes toward school readiness.

**Expected Outcome:** Retain quality well trained staff that provide continuous program improvement toward school readiness success.



**School Readiness Goal:**

#5 Approaches to Learning

**Action Inc. Goal:**

#3 Operational Excellence  
Continually improve management systems that foster accountability, consistency and efficiency across service areas.

<b>Program Activities:</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Financial Supports</b>	<b>Tools for Tracking Progress</b>
1. Conduct an employee engagement survey to identify staff needs.	HR Manager/ Contracted Consultant	Year 1	CSBG	Survey
2. Professional Development Plans will be revised to identify educational needs and requirements related to each employee.	Coach/ Early Childhood Advocates	Year 1		Revised Professional Development Plans
3. Develop a comprehensive on-boarding plan for all new employees – which includes on-line training opportunities.	HR Manager	Year 1		On-Boarding Plan
4. Provide training opportunities to support staff in professional development and educational goals.	Program Director	Year 1-5	T/TA Budget	Staff Turnover Data
5. A mentoring program will be developed to assist staff to effectively perform their job.	Coach	Year 2-5		CLASS Scores Staff Turnover Data

<b>Program Activities:</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Financial Supports</b>	<b>Tools for Tracking Progress</b>
6. Develop a system to track teachers that can be used to document the movement toward mastery of curriculum and school readiness success.	Coach Early Childhood Advocates	Year 1-5		ECERS TSG Fidelity Tool CLASS

**Progress Toward 5-year Goals**

Goal #3 Grow the Action Inc. Head Start team and build employee capacity.

<b>Progress made 4/2019</b>	<b>Responsible Party</b>	<b>Timeline</b>
4. Professional Development Plans have been revised – Training opportunities have been provided to several employees: 1 - Teacher Assistant completed CDA 4 - Teacher Assistants in training toward Associate in Early Childhood. 1 - Bus Assistant passed CDL test and training requirements to become a Bus Driver.	Program Director Management Team	On-Going
5. Mentoring is done on all new employees as part of Coaching Plan – Goals are developed based on CLASS observations.	Early Childhood Advocates Coach	On-Going
<b>Progress made 1/2020</b>	<b>Responsible Party</b>	<b>Timeline</b>
3A. 3 teacher assistants are currently in training for their AA Degree in Early Childhood. 5 teacher assistants are currently in training for their CDA.	Action Inc. Program Director Management Team	On-Going
3B. Staff wages – we continue to work on improving wages.		
3C. Staff turnover – for the 2018-2019 school year in December was 25% and for 2019-2020, it was 14%.		
3D. A Mentoring/Program Coach is in place for all new employees.		

**Program Goal: #4 Increase Sustainability – Invest and Grow**

**Objectives:**

4A Obtain funding to maintain Extended Day/Year services.

4B Provide classrooms with staffing to support individual needs in classrooms.

4C A safe and secure environment will be provided to support children’s learning and development.

**Expected Outcome:** Head Start will provide children and families with high quality services and the skills necessary to be successful in school.



**School Readiness Goal:**

#6 Language and Literacy

**Action Inc. Goal:**

#2 Long-term Sustainability  
Fully develop existing funding and identify new funding opportunities.

<b>Program Activities:</b>	<b>Responsible Party</b>	<b>Timeline</b>	<b>Financial Supports</b>	<b>Tools for Tracking Progress</b>
1. Seek other funding opportunities to increase sustainability.	CEO	Year 1-5		Increase \$
2. Become a licensed facility to provide full day/full year services.	Coach/Family Engagement Coordinator	Year 1		Child Care License
3. Explore the possibility of becoming a STARS program.	Coach/Family Engagement Coordinator	Year 2		STARS Certificates

**Progress Toward 5-year Goals**

Goal #4 Increase Sustainability – Invest and Grow

<b>Progress made 4/2019</b>	<b>Responsible Party</b>	<b>Timeline</b>
1. Applied for a Supplemental Grant from HHS to continue to provide services for extended day classrooms. Received Award letter for 2019-2020 year to continue extended day services.	Program Director	August 2019

<b>Progress made 4/2019</b>	<b>Responsible Party</b>	<b>Timeline</b>
2. Received notification from OPI regarding eligibility for some funding for year 5 and use of carryover money for 2019-2020.	Program Director CFO	May 2019
<b>Progress made 1/2020</b>	<b>Responsible Party</b>	<b>Timeline</b>
<p>4A. Received partial funding through OPI for Extended day classrooms for 2019-2020. Head Start will be providing all funding for the 2020-2021 year for Extended Day classrooms.</p> <p>4B. 5 floating teacher assistants are providing additional support in classrooms.</p> <p>4C. Security upgrades have been made at the Main Center to ensure the safety of children and families while at Head Start.</p>	Action Inc. Transportation/Safety/In-Kind Manager	August 2019