

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.

Program Activities:	Responsible Party	Timeline	Financial Supports	Tools for Tracking Progress
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

Program Activities:	Responsible Party	Timeline	Financial Supports	Tools for Tracking Progress
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.

Progress made 1/2023	Responsible Party	Timeline
2A. Family Engagement Events began this year. Participation has been good.	Program Director Family Engagement Coordinator	April
2B. Average Monthly Attendance – 83% (September/October/November)	Early Childhood Advocates Family Engagement Coordinator	On-Going
2C. Parent participation in At-Home-Activities – 81%	Program Director Family Engagement Coordinator	August 2022
Progress made 1/2022	Responsible Party	Timeline
1A. Family Engagement Events have been put on hold throughout the Pandemic. Small parenting groups have been offered to all families – participation has been low.	Program Director Family Engagement Coordinator	April
1B. Average monthly attendance for the first three months – 86%	Early Childhood Advocates Family Engagement Coordinator	On-Going
1C. Parent participation in At-Home-Activities from September – December – 82%	Program Director Family Engagement Coordinator	August 2022

Progress made 1/2021	Responsible Party	Timeline
1A. Family Engagement Events have not been able to occur since the start of COVID. The Family Engagement Coordinator is working on Family Engagement that can be done at home. The first one is scheduled to go out at the end of January.	Program Director Family Engagement Coordinator	April
1B. Average monthly attendance for the first three months has been 86% - which is good with all the quarantines that have happened.	Early Childhood Advocates Family Engagement Coordinator	On-Going
1C. At-Home Activities have also been a challenge since COVID – classroom staff are also working on incentives to get more families to be engaged with zoom activities.	Program Director Family Engagement Coordinator	August 2021
Progress made 1/2020	Responsible Party	Timeline
3A. 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.	Program Director Family Engagement Coordinator	April
3B. 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%)	Early Childhood Advocates Family Engagement Coordinator	On-Going
3C. 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 Director Family Engagement Coordinator	August 2020
Progress made 4/2019	Responsible Party	Timeline
1. Family Survey revised to include questions regarding family engagement – will be sent on Home Visits.	Program Director Family Engagement Coordinator	April
2. Parent participating At Home Activities has increased in Non-Federal Share classrooms.	Early Childhood Advocates Family Engagement Coordinator	On-Going
3. An Attendance toolkit will be developed to assist staff in reinforcing attendance requirements.	Program Director Family Engagement Coordinator	August 2019

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.

Program Activities:	Responsible Party	Timeline	Financial Supports	Tools for Tracking Progress
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.

Progress made 1/2023	Responsible Party	Timeline
<p>2A. Recruiting through Facebook – pizza parties/ice cream socials, radio shows, etc...</p> <p>2B. Enrollment – We are currently at 87% of our funded enrollment.</p> <p>2C. Community Partnerships – continue to be strong with the School District. Developing new relationships with AWARE – quarterly meetings to assist with enrollment. We also have a representative participating on the Southwest Community Workforce Management Team.</p>		
Progress made 1/2022	Responsible Party	Timeline
<p>2A. Community Outreach has been limited – recruitment posters and applications have been distributed throughout Butte Silver Bow. Facebook has also been utilized for recruiting and a Head Start Manager also participates on the local Early Childhood Community Council.</p> <p>2B. Enrollment – continues to be a struggle during the Pandemic. We are currently at 71% of our funded enrollment.</p> <p>2C. COVID also continues to hinder any efforts at increasing new Community Partnerships. We continue to have strong partnerships with the local school district and agencies that serve our Head Start children and families.</p>		
Progress made 1/2021	Responsible Party	Timeline
<p>2A. Community Outreach has been limited due to COVID.</p> <p>2B. Enrollment per classroom is currently restricted to 10 children. Remote learning is available up to 20 children per classroom.</p> <p>2C. COVID has also hampered increasing Community Partnerships.</p>	<p>Program Director Program Managers</p>	<p>On-Going</p>
Progress made 1/2020	Responsible Party	Timeline
<p>2A. Community Outreach has been done through Action Inc. to educate families on services being provided through Head Start.</p> <p>2B. We continue to struggle to maintain a strong waiting list.</p> <p>2C. We continue to invite new community agencies to Community Partnership meetings and open houses.</p>	<p>Program Director Program Managers</p>	<p>On-Going</p>

Progress made 4/2019	Responsible Party	Timeline
4. Professional Development Plans/Goals have been revised and staff training requests are identified through their plans.	Program Director Program Managers	On-Going

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.

Program Activities:	Responsible Party	Timeline	Financial Supports	Tools for Tracking Progress
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
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.

Progress made 1/2023	Responsible Party	Timeline								
3A. Education Staff Qualifications <table border="0"> <tr> <td><u>Teachers</u></td> <td><u>Teacher Assistants</u></td> </tr> <tr> <td>6 BA Early Childhood/Related Field</td> <td>5 CDA</td> </tr> <tr> <td>7 AA Early Childhood</td> <td>1 in CDA training</td> </tr> <tr> <td>3 in training for BA</td> <td>1 in training for BA</td> </tr> </table> 3B. Staff wages have increased significantly for the 2022 – 2023 year in an attempt to retain/hire qualified staff. 3C. Staff vacancies continue to be an issue – there are currently 8 positions that remain open.	<u>Teachers</u>	<u>Teacher Assistants</u>	6 BA Early Childhood/Related Field	5 CDA	7 AA Early Childhood	1 in CDA training	3 in training for BA	1 in training for BA	Action Inc. Program Director Management Team	On-Going
<u>Teachers</u>	<u>Teacher Assistants</u>									
6 BA Early Childhood/Related Field	5 CDA									
7 AA Early Childhood	1 in CDA training									
3 in training for BA	1 in training for BA									
Progress made 1/2022	Responsible Party	Timeline								
3A. 3 teacher assistants have completed their AA Degree 2 teacher assistants in training for their AA Degree 2 teacher assistants in training for their BA Degree 1 teacher in training for BA Degree 2 teacher assistants waiting for CDA Assessment 3B. All staff received a COLA increase for the 2021-2022 school year. Increasing wages continue to be a priority. 3C. The Pandemic has led to high staff turnover and many positions remain vacant: Staff turnover: (September – January) 14% Positions vacant: 10	Action Inc. Program Director Management Team	On-Going								

Progress made 1/2021	Responsible Party	Timeline
<p>3A. 4 teacher assistants are in training for their AA. 2 teacher assistants recently completed their CDA. 2 teacher assistants will receive their AA in Spring of 2021. 3 teacher assistants will receive their CDA in Spring of 2021.</p> <p>3B. Quality Improvement funding was used to increase all staff wages for 2020-2021.</p> <p>3C. Staff turnover for the 2019-2020 school year was 15 %.</p>	<p>Action Inc. Program Director Management Team</p>	<p>On-Going</p>
Progress made 1/2020	Responsible Party	Timeline
<p>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.</p> <p>3B. Staff wages – we continue to work on improving wages.</p> <p>3C. Staff turnover – for the 2018-2019 school year in December was 25% and for 2019-2020, it was 14%.</p> <p>3D. A Mentoring/Program Coach is in place for all new employees.</p>	<p>Action Inc. Program Director Management Team</p>	<p>On-Going</p>
Progress made 4/2019	Responsible Party	Timeline
<p>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.</p>	<p>Program Director Management Team</p>	<p>On-Going</p>
<p>5. Mentoring is done on all new employees as part of Coaching Plan – Goals are developed based on CLASS observations.</p>	<p>Early Childhood Advocates Coach</p>	<p>On-Going</p>

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.

Program Activities:	Responsible Party	Timeline	Financial Supports	Tools for Tracking Progress
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

Progress made 1/2023	Responsible Party	Timeline
4A. Extended day services are being provided to 5 of 9 classrooms (56%) 4B. There are many children struggling with behavior issues in classes. 2 classroom floaters are providing extra support in rooms as well as the mental health therapist. 4C. Security upgrades to both buildings will be completed during the upcoming year. A new playground will be completed by summer of 2023 to support an outdoor learning environment.	Action Inc. Transportation/Safety/In-Kind Manager	August 2021

Progress made 1/2022	Responsible Party	Timeline
<p>4A. There are currently 4 classrooms (50%) providing extended day services to children during the 2021-2022 school year.</p> <p>4B. There are currently 3 floating teacher assistants providing additional support in classrooms.</p> <p>4C. We are continuing to provide security upgrades to the main center to ensure the safety of children and staff.</p>	<p>Action Inc. Transportation/Safety/In-Kind Manager</p>	<p>August 2021</p>
Progress made 1/2021	Responsible Party	Timeline
<p>4A. There are currently 5 classrooms enrolled in extended day services – exceeding the 45% requirement as of September 2021.</p> <p>4B. 2 floating teacher assistants are providing additional support in classrooms.</p> <p>4C. Working on security upgrades at Lincoln for vandalism purposes.</p>	<p>Action Inc. Transportation/Safety/In-Kind Manager</p>	<p>August 2021</p>
Progress made 1/2020	Responsible Party	Timeline
<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>	<p>Action Inc. Transportation/Safety/In-Kind Manager</p>	<p>August 2020</p>
Progress made 4/2019	Responsible Party	Timeline
<p>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.</p>	<p>Program Director</p>	<p>August 2019</p>
<p>2. Received notification from OPI regarding eligibility for some funding for year 5 and use of carryover money for 2019-2020.</p>	<p>Program Director CFO</p>	<p>May 2019</p>