



SERVING ARMSTRONG, BEAVER, BUTLER, INDIANA, &
LAWRENCE COUNTIES

2020 - 2025 ELC Annual Action Plan

Head Start/Early Head Start



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Thank You to all of the families, staff, Policy Council members, Board of Directors and Community Partners who completed our Annual 2021-2022 Survey.

A special Thank You to the Focus Group members who participated in our Self -Assessment:

- Brenda Cole – Community Care Connections, Inc., ELC Board of Directors member, Butler ELC Policy Council member
- Brittney Courson – Program Manager
- Joyce Cully – United Plate Glass Company, Inc., ELC Board of Directors member
- Jocelyn DeBick - Access Abilities, Armstrong ELC Policy Council member
- Heather Efaw – Nutritional/Health Specialist
- Nancy Feth – Human Resource Director
- Kathy Frederick – Director
- Dawn Halle – Glade Run Lutheran Services
- Rob Hardy - Facilities/Safety Director
- Kelly Herbert – Program Manager
- Kimmy Hillebrand – Quality Assurance Director
- Jacqueline Hranica – Program Manager
- Kaila Mulvey – Head Teacher
- Ken Rotherth – Fiscal Director
- Tim Sissinni – Program Manager
- Emily Snow – ERSEA Director
- Marcy Weiland – Mental Health Consultant

Program Area	Data Driven Programs
5 Year Goal	To utilize current technology as a mechanism to improve efficiency and drive program improvement.
Annual Objective	All agency technology will be current, efficient, and portable to ensure that there is no interruption in services to children and families.
Expected Outcome(s)	Increased staff efficiency and reliability of technology to ultimately improve overall services to children, families, and the community
This Goal is supported by:	___ School Readiness Goals ___ Outcomes ___X___ Other: <u>Head Start Standards</u>
Data Tools or Methods of Tracking Progress:	Tracking of support tickets; inventory invoices; training agendas; monitoring tools

Action/Strategy							
			Action Steps	Person(s) Responsible	Timeline	Financial Supports	Date Completed
	Butler	Armstrong					
2020-2021	√	√	Update all agency computers, laptops, and iPads to support current software platforms	<ul style="list-style-type: none"> ·IT Coordinator ·Fiscal Director 	October 2020	Grant Funding	October 2020
2020-2021	√	√	Select and contract IT server provider to secure agency information and better meet the needs of the growing organization	<ul style="list-style-type: none"> ·CEO ·HR Director ·IT Coordinator 	August 2020	Grant Funding	March 30, 2021
2020-2021 2021-2022	√	√	Provide staff training and/or ongoing support to ensure they can use new technology, software and platforms	<ul style="list-style-type: none"> ·Quality Assurance Director ·Practice Based Coach ·Program Managers ·IT Coordinator 	Ongoing	Grant Funding	April 23, 2021
2021-2022	√	√	Review technology tickets to conduct needs analysis for simple/frequent technology issues.	Quality Assurance Director	Sept 2021	None	
2020-2021	√	√	Midnight Blue will train designated staff on trouble-shooting procedures	HR Director	Oct 2021	Allocated Funding	

2021-2022	√	√	<p>Provide training and ongoing support for staff to ensure that can use technology in the following areas:</p> <p>A. ChildPlus Learning Library</p> <p>B. ChildPlus Mobile Version</p> <p>C. CTR System</p> <p>D. Scanning/Uploading documents</p> <p>E. New conference equipment for trainings</p> <p>F. iPads</p>	<p>A. Quality Assurance Director Data Management Coordinator</p> <p>B. Quality Assurance Director Data Management Coordinator</p> <p>C. Fiscal Director HR Director</p> <p>D. Program Managers</p> <p>E. HR Director</p> <p>F. Quality Assurance Director</p>	<p>A. Ongoing</p> <p>B. Sept 2021</p> <p>C. Sept 2021</p> <p>D. Ongoing</p> <p>E. Ongoing</p> <p>F. Ongoing</p>	<p>A. Grant Funding</p> <p>B. Grant Funding</p> <p>C. Program Allocations</p> <p>D. None</p> <p>E. Grant Funding</p> <p>F. None</p>	
2021-2022	√	√	Evaluate hours for in-person technology support from Midnight Blue technician (increase or redistribute, as recommended)	<p>·CEO</p> <p>·HR Director</p> <p>·Fiscal Director</p>	Oct 2021	Allocated Funding	
2021-2022	√	√	<p>To develop or improve data tracking systems:</p> <p>A. IT Ticket System</p> <p>B. Family Services/Engagement topics</p> <p>C. HR Hiring Process</p> <p>D. Education EHS/Home Visiting Program</p> <p>E. CPR/PA Keys/First Aid/CDA/Continuing Education</p> <p>F. Facilities Safety</p>	<p>A–D. Quality Assurance Director</p> <p>E. Program Manager</p> <p>F. Facilities Director & Facilities Manager</p>	<p>A-D. Oct 2021</p> <p>E. Oct 2021</p> <p>F. Oct 2021</p>	<p>A–D. None</p> <p>E. None</p> <p>F. None</p>	

Program Area	Improved Physical and Social-Emotional Health and Well-Being
5 Year Goal	To positively impact children's physical and social-emotional well-being and foster child and family resilience through family educational experiences and partnerships with community resources to raise ongoing and preventative care awareness.
Annual Objective	Provide safe environment for staff, children and families
Expected Outcome(s)	Healthier children and more informed parents/care givers; Safer work environment with increased monitoring of issues/concerns
This Goal is supported by:	___ School Readiness Goals ___ Outcomes <u>X</u> Other: <u>Head Start Standards</u> <u>SHRM</u> <u>Insurance Requirements</u>
Data Tools or Methods of Tracking Progress:	ChildPlus tracking; Health/Safety Checklists; Daily Classroom Checklist; Daily Playground Checklist; Safety Committee: attendance/agenda/meeting notes; staff wellness; communications; training agendas

Action/Strategy							
			Action Steps	Person(s) Responsible	Timeline	Financial Supports	Date Completed
	Butler	Armstrong					
2020-2021	√	√	Institute and monitor stringent sanitizing and disinfecting safety protocols and maintain PPE stock related to COVID-19 CDC requirements.	<ul style="list-style-type: none"> ·Quality Assurance Director ·Management Team ·Education Staff 	On-going	COVID-19 Grant Funding	06-01-2020
2020-2021	√		Through the mental-health partnership with Glade Run, provide mental health consultation, on-site individual/group direct service (BA and MCELC); TCIT/PCIT training, and professional development on MH topics	<ul style="list-style-type: none"> ·CEO ·Head Start Director ·Health and Nutrition Specialist 	September 2020	Quality Improvement Grant Funding; T/TA Budget	03-08-2021

2020-2021		√	Develop a mental-health partnership with Armstrong community agencies to provide consultation, training, and professional development on MH topics.	<ul style="list-style-type: none"> ·CEO ·Head Start Director ·Disabilities Coordinator ·Health and Nutrition Specialist 	September 2020	Quality Improvement Grant Funding; T/TA Budget	07-01-2020
2020-2021 2021-2022	√	√	Institute a monthly-certified safety committee to review organizational data/concerns, and develop best practices for the organization.	<ul style="list-style-type: none"> ·Facilities & Safety Director ·Facilities Manager ·HR Director ·Quality Assurance Director ·Agency Staff 	Monthly	Program Allocated	
2020-2021	√	√	Establish lead level screening procedures for enrolled children.	Health and Nutrition Specialist	October 2021	Grant Funding	
2020-2021 2021-2022	√	√	Improve security in all buildings by adding/replacing lighting and cameras	<ul style="list-style-type: none"> ·Facilities & Safety Director ·Facilities Manager ·HR Director 	Ongoing	Grant Funding ARP Funding	
2020-2021 2021-2022	√	√	Establish a Staff Wellness Program through activities, such as: highlight achievements, share stress reducers, share health activities in the community; develop/share mindfulness activities with staff/children;	Health & Nutrition Specialist	Ongoing	ARP Funding	
2020-2021 2021-2022	√	√	Increase staff awareness of EAP (Employee Awareness Portal)	HR Director	Ongoing	None	
2020-2021	√	√	Establish a New Employee and/or Contracted Staff Welcome Initiative	<ul style="list-style-type: none"> ·HR Director ·Welcoming Committee 	Ongoing	Grant Funding ARP Funding	

Program Area	Leadership in Early Childhood and Family Programs
5 Year Goal	To positively impact children's and family's future success in school, the workplace and the community by developing partnerships with community agencies and LEAs to create a unified approach to school readiness.
Annual Objective	Growth on child outcome data and school readiness skills
Expected Outcome(s)	Children will be better prepared to meet Kindergarten expectations
This Goal is supported by:	<input checked="" type="checkbox"/> School Readiness Goals <input checked="" type="checkbox"/> Outcomes <input type="checkbox"/> Other: <u>Head Start Standards</u>
Data Tools or Methods of Tracking Progress:	Checkpoint data and school readiness checklist; Benchmarks of Quality; training/meeting agendas and sign-in sheets; Teaching Strategies GOLD report

Action/Strategy							
			Action Steps	Person(s) Responsible	Timeline	Financial Supports	Date Completed
	Butler	Armstrong					
2020-2021	√		The ELRC oversees the Governor's Institute to improve school readiness and LEA collaboration. BCCC staff will actively participate in the initiative.	<ul style="list-style-type: none"> Head Start Director Program Managers 	Ongoing	Administration Budget	No Activity 2020-2021 school year
2020-2021	√	√	Explore and adopt a distance learning solution to address curriculum, assessment, family engagement and professional development in preparation for any back-to-school-scenario	<ul style="list-style-type: none"> Quality Assurance Director Head Start Director Program Managers 	September 2020	T/TA Budget; COVID-19 One-Time Funds	06-05-2020
2020-2021	√		Increase implementation fidelity on the Program-wide Positive Behavior Support Benchmarks of Quality.	Core Leadership Team	Monthly	Quality Improvement Grant Funding; T/TA Budget	05-14-2020
2020-2021		√	Participate in Armstrong County's Local Interagency Coordinating Council (LICC)	<ul style="list-style-type: none"> CEO Head Start Director 	Ongoing	None	04-14-2020

2020-2021	√	√	Purchase Creative Curriculum materials for each HS and EHS classroom including access to training modules	·Head Start Director ·Program Managers	August 2020	Quality Improvement Funding	09-01-2020
2020-2021		√	Purchase Promoting Alternative Thinking Strategies (PATHS) curriculum and training modules for each teaching team to address social-emotional skill development	·Head Start Director ·Program Managers	September 2020	Quality Improvement Funding	08-27-2020
2021-2022		√	Begin implementation of Program-Wide Positive Behavior Support (Facilitator Contract) and establish baseline for implementation fidelity	Core Leadership Team	Monthly	ARP Funding	
2021-2022	√	√	Develop training plan for new staff and/or returning staff for curriculum, disabilities services, assessment/monitoring tools.	·Quality Assurance Director ·Program Managers ·Practiced-Based Coach ·Disabilities Services Coordinator	August 2021	·Grant Funding ·ARP Funding	
2021-2022	√	√	Mission Statement will be included in all correspondence and will be recited as the first agenda item in all ELC meetings	·Quality Assurance Director ·Administration ·Program Managers	Ongoing	None	
2021-2022	√	√	After establishing baseline data, staff will: A. Consistently document individualization strategies to meet children's IEP goals B. Increase document status in areas of development for all children	·Quality Assurance Director ·Practice-Based Coach ·Program Managers ·Teaching Staff ·Disabilities Coordinator	Ongoing	None	

Program Area	Community Benefits from Program
5 Year Goal	To provide a variety of high quality early childhood programs for low income families through partnership collaboration.
Annual Objective	Uninterrupted educational programming with smooth, seamless transitions
Expected Outcome(s)	A variety of options to meet the program needs of children and families
This Goal is supported by:	<input type="checkbox"/> School Readiness Goals <input type="checkbox"/> Outcomes <input checked="" type="checkbox"/> Other: <u>Head Start Performance Standards, DHS Regulations, Keystone STARS Standards</u>
Data Tools or Methods of Tracking Progress:	Self-Assessment survey responses; meeting agendas and sign-in sheets

Action/Strategy							
			Action Steps	Person(s) Responsible	Timeline	Financial Supports	Date Completed
	Butler	Armstrong					
2020-2021	√	√	Explore and adopt a distance learning solution to address curriculum, assessment, family engagement and professional development in preparation for any back-to-school-scenario	<ul style="list-style-type: none"> Quality Assurance Director Head Start Director Program Managers 	September 2020	T/TA Budget; COVID-19 One - Time Funds	11-16-2020
2020-2021	√		Program calendar for Bon Aire Head Start site will be configured to ensure minimal disruption to programming when closures/delays/early dismissals of Butler School District requires Child Care option for School Age children	<ul style="list-style-type: none"> Quality Assurance Director Head Start Director Program Managers 	August 2020	None	Due to COVID – did not operate school-age children
2020-2021	√		Provide a designated “socialization” space that is modeled similar to a Head Start classroom to promote program transitions (i.e. home-based to center based, EHS to HS, etc.)	<ul style="list-style-type: none"> EHS/Home-Based Manager Program Managers Parent Educators 	October 2020	EHS Grant funding	Available 09-14-2020

2020-2021	√	√	Advertise for and hire a Head Start virtual teacher position to provide a distance learning option for children who are unable to participate in center-based programming due to COVID, transportation issues, family circumstances, etc.	<ul style="list-style-type: none"> ·Quality Assurance Director ·Head Start Director ·HR Director ·Fiscal Director 	September 2020	HS Grant funding	<u>Butler</u> : 8-17-2020 <u>Armstrong</u> : Reassigned a classroom teacher 09-14-2020
2021-2022	√	√	Increase community representation on Policy Council and Health Advisory by two new agency partnerships	<ul style="list-style-type: none"> ·ERSEA Director ·Health and Nutrition Specialist 	Oct 2021	None	
2021-2022	√	√	Provide technology to parents on Health and Disabilities Advisory Committee, Policy Councils and PWPBIS Core Leadership.	<ul style="list-style-type: none"> ·HR Director ·Quality Assurance Director 	Oct 2021	ARP Funding	
2021-2022	√	√	CEO will attend one Health Advisory Meeting, one Policy Council Meeting, one Rotary meeting in each county, one LICC meeting and one E/HS staff meeting.	CEO	June 2022	None	

Program Area	Sustainable and Innovative Programming
5 Year Goal	To strengthen and increase the financial capability to support current and future programming.
Annual Objective	Current organizational documents and benefits that better meet the needs of employees
Expected Outcome(s)	Attract and maintain highly qualified and motivated staff
This Goal is supported by:	<input type="checkbox"/> School Readiness Goals <input type="checkbox"/> Outcomes <input checked="" type="checkbox"/> Other: Head Start Standards SHRM
Data Tools or Methods of Tracking Progress:	Financial Statements, Budgets, Revenue/Expenditure Reports; Handbook distribution; Policy and Procedure; samples of communication evidence.

Action/Strategy							
	Butler	Armstrong	Action Steps	Person(s) Responsible	Timeline	Financial Supports	Date Completed
2020-2021	√	√	Compare health benefits from different providers through our insurance broker to ensure agency is offering competitive plans.	·CEO ·HR Director ·Fiscal Director	October 2020	Grant Budget	07-28-2020
2020-2021	√	√	Survey staff to determine 3 primary needs of health insurance coverage package	·HR Director ·IT Coordinator	September 2020	None	Did not complete a staff survey
2020-2021	√	√	Review budgets to increase wage compensation whenever possible (subject to funding availability).	·CEO ·HR Director ·Fiscal Director	On-going	·COLA; ·HS/EHS Grant Budget	07-23-2020
2020-2021	√	√	Investigate and compare cost-effect alternatives/incentives for staff health benefit plans.	·HR Director ·Fiscal Director ·CEO	Fall 2021	Grant Funding	
2020-2021 2021-2022	√	√	Revise Employee Handbook to ensure compliance with all required employment laws and best practices as recommended by legal counsel; review and update regularly.	HR Director	August 2020 ongoing	Unrestricted Funds	Ongoing

2021-2022	√	√	Analyze cost benefit of distributing paychecks for ten-month employees over 12 months.	Fiscal Director	June 2022	Grant Funding	
2021-2022	√	√	Research allowable recruitment, retention and referral incentives to attract and maintain new/current employees.	·Fiscal Director ·HR Director ·Executive Director ·CEO	June 2022	·Grant Funding ·ARP Funding	
2021-2022	√	√	Develop and implement a Policy and Procedure that includes an objective hiring process utilizing a rubric format that is linked to the job description and performance evaluations.	·HR Director ·Program Manager	January 2022	None	
2021-2022	√	√	Utilize multiple communication formats such as website, social media platforms, meeting minutes, town hall videos, advertisements, etc. to share pertinent agency information in a timely and consistent manner.	All Staff	June 2022	·Grant Funding ·ARP Funding	