

# Tri-County Community Action Head Start Annual Self-Assessment and Improvement Plan

2019-2020

## ***Program Description***

Tri-County Community Action, Inc. was formed in 1966 by a group of citizens concerned about the needs of people in distress within the local community. At that time the agency served Shelby, Sabine and San Augustine counties. In 1977 the Head Start program expanded into Angelina County. In 1984 it expanded into Jasper, Newton and Tyler counties. In 2001, all services except Head Start were expanded into Harrison, Panola and Upshur counties. Over the years the organization has continued to fight the debilitation effects of poverty through many innovative programs.

Created in 1965, Head Start was designed to prepare poor children for school by providing a comprehensive set of developmental services. TCCA Head Start's mission is to provide quality child development services that promote health, education and development to children and families in our communities. Our goal is to foster partnerships with other agencies to meet the needs of diverse families in a rapidly changing world. The comprehensive child development program serves 626 eligible children aged birth through 5-years-old and their families in Shelby, San Augustine, Angelina, Jasper, Newton, Sabine, and Tyler Counties. Home-based services are provided for 80 Head Start children, 36 Early Head Start children and 4 Expectant Mother's. Center-based services are provided for 352 Head Start children and 154 Early Head Start children.

## ***Overview***

TCCA's Head Start Self-Assessment is conducted annually in accordance with Head Start Program Performance Standards but is a year's round process of collecting data to inform program decision making. The requirements tell us, "At least once each program year, with the consultation and participation of the policy groups and, as appropriate, other community members, grantee and delegate agencies must conduct a Self-Assessment of their effectiveness and progress in meeting program goals and objectives and in implementing of Federal regulations. This requirement was modified by an IM in 2000 that stated, "This new legislative mandate calls for Head Start grantees and delegate agencies to augment their current Self- Assessment efforts by creating a system to track patterns of child and program outcomes and to use this information to inform program planning and improvement efforts."

In 2007, the *Improving Head Start for School Readiness Act, Public Law 110-134* (Head Start Act) provided additional requirements for Self-Assessments in Section 641A(g) noting, "Not less frequently than once each program year, with the consultation and participation of policy councils and, as applicable, policy committees and, as appropriate, other community members, each Head Start agency, and each delegate agency, that receives financial assistance under this subchapter shall conduct a comprehensive Self-Assessment of its effectiveness and progress in meeting program goals and objectives and in implementing and complying with standards. That section of the Act goes on to say, "An agency conducting a Self-Assessment shall establish agency-determined program goals for improving the

school readiness of children participating in a program under this subchapter, *including school readiness goals that are aligned with the Head Start Child Outcomes Framework, State early learning standards as appropriate, and requirements and expectations of the schools the children will be attending* [emphasis added].” The Act also requires, “The agency shall develop, and submit to the Secretary a report containing an improvement plan approved by the governing body of the agency to strengthen any areas identified in the Self-Assessment as weaknesses or in need of improvement.”

### ***Instruments***

The instruments used to assess the program were the *Focus Area One and Focus Area Two Monitoring Protocols*. This tool was chosen by TCCA Head Start to produce a more comprehensive assessment and maximize the process within the program. The design provided guidance through questions based specifically on the regulations, and upcoming program monitoring and allowed the assessor time to review and determine, not to speed through sections like a mere checklist.

### ***The 2019-2020 TCCA Head Start Self-Assessment Process***

The 2019 Self-Assessment was conducted in March-April 2020 in accordance with in accordance with Head Start Program Performance Standards and the *Improving Head Start for School Readiness Act, Public Law 110-134*. Team members included Parents, Governing Board Members, TCCA Executive Director, Program Managers, Center Directors, Policy Council members, Parents, Advisory Committee Members, and Community Partners all were included. All Team Members received a one day orientation to the Self-Assessment process. Site visits were completed at each center. The teams reviewed records, files, classrooms, playgrounds, health & safety. The process included interviews, observations, recordings, and collaborations among all levels at each site to verify that the program is in compliance with federal regulations and *Head Start Performance Standards*. The process allowed team members to determine if program policy and procedures were consistently administered across programs and service areas and expand their knowledge of the Head Start program, which will enrich their future contributions to excellence and is a part of succession planning. Further, in a climate of increased accountability, it was imperative that the process allowed the agency to identify their own challenges and put strategies into place to improve services to ensure that Head Start children and families continue to receive services of the highest quality. The Teams compiled the Self-Assessment information and data and reviewed findings. Program Improvement Plans was developed and shared through PowerPoint Presentations by managers and directors of each content area. The document was submitted to the Policy Council and to the Governing Board for approval. The timeline for completion of the Program Improvement Plan will be the 2020-2021 program year.

### ***The Results***

TCCA Head Start is committed to providing quality services for its children and families. The results of the Self-Assessment serve as a driving force in determining needs for continuous program improvement and planning, for allocation of human and financial resources, and for program design and service delivery decisions as well as specific professional development opportunities.

**Service Area:** ERSEA  
**Team Leader:** Patty Andrews – ERSEA Manager  
**Team Members:** Jeanne Wysingle –Center Director  
Ernestine Spikes – Family Advocate Specialist  
Ola Bevil – Health Aid  
Bobbie Warren – Parent Educator  
Britney Hafford – Parent Educator

**AREAS of STRENGTH**

- ERSEA Manager ERSEA manager is well organized and knowledgeable of the component area.
- ERSEA Manager has all documents available as needed on hand.
- ERSEA Manager works closely with Special Service Manager to ensure the 10% disabilities numbers are met.
- The ERSEA processes in place are working.
- Folders at sites were good; all paper was in place under ERSEA.
- Children are enrolled according to rank and age for EHS from the SPPS form.
- ERSEA manager analyze Child-Plus reports on a regular basis.
- Child Plus reports show 100% enrollment for HS/EHS

**Desired Outcome/Goal:** Child attendance is monitored closely in efforts to meet the school readiness goal and kept attendance above 85%.

Concern/Action Steps	Person(s) Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<b>Key Area(s) of Improvement:</b> Attendances low in some sites.	ERSEA Manager, Center Directors, Teachers, FAS	Policies & Procedures, Program Plans, Action Plan Form	September 2020 Ongoing	ERSEA Manager – ERSEA Continuous Improvement Action Plan  Child Plus - tracks and maintains data (attendance notes)

**Desired Outcome/Goal:** Strengthen the recruitment process ensuring all sites not only have full enrollment but also a healthy waitlist for all to ensure there are no 30 day vacancies.

<p><b>Key Area(s) of Improvement:</b> Healthy Waiting List for all sites</p> <p>Recruitment Efforts increased throughout the year – Community Events</p>	<p>All Staff</p>	<p>Recruitment Materials, Recruitment Action Plan, Daily Recruitment Checklist</p>	<p>Year Round, Ongoing</p>	<p>Child Plus - tracks and maintains data (waitlist)</p>
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**Service Area:** SPECIAL SERVICES (Health, Mental Health and Disabilities)

**Team Leader:** Vanessa Davis – Special Services Manager

**Team Members:** Angelia Dolphus – Nutrition Manager  
Jennifer Bell – IT Director  
Michelle Grant – Center Director  
Kalaceia Evans – Health Aide  
Shelia Rains – Policy Council (community rep)  
Cedric Whitehead - Policy Council (parent)  
Carla Reed - Policy Council (parent)  
Lenola Wyatt-Tutt – Board Member

**AREAS OF STRENGTH**

- Special Services Managers knowledge and education
- Collaboration with Nutrition Manager
- Fully staffed with talented, qualified workers
- Child Plus Management System
- Partnerships with School Districts/MOU Agreements
- 10% Disability Requirement Maintained
- Health Care Consultation on board
- Mental Health Consultation on board
- Nutrition Consultation on board
- E-DECA Implementation
- Conscious Discipline Implementation
- I’m Moving, I’m Learning Implementation
- Access and utilization of trainings on ECLKC Website
- Utilization of Social Media

**Desired Outcome/Goal:** Work collaboratively with all sites and teams to enhance the special service department and ensure all children and families comprehensive health needs are met in a timely manner.

Concern/Action Steps	Person(s) Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<p><b>Key Area(s) for Improvement:</b> Health Team should develop a system of ongoing monitoring for updating and filing in child files.</p>	Special Services Manager	Child Folders, Health forms,	September Year Round, Ongoing	Child Files
<p>Work more closely in collaboration with parents, FAS, HA, PE's, Management Team, and consultants to meet the health needs of the children and families.</p>	Special Services Manager	Manager/ Team Meetings, Multi-Discipline Team Meetings	Year Round, Ongoing	Sign-In Sheets Agenda's Improved outcomes in child health services (Child Plus)
<p>Special Services Manager should run monthly Child Plus reports for all content areas serves under health and share out at each Monthly Staff Meeting with Management Team, to include Center Directors and Health Aides.</p>	Special Service Manager,	Child Plus Reports, Team Meetings	Quarterly ISD/ECI Meetings	Sign-In Sheets from Team Meeting Lesson Plans Child Outcomes/Assessments
<p>Mental Health Consultants should spend more time with staff and parents of children with challenging behaviors. Health/MH/Nutrition Consultants will enhance their efforts to review and develop plans for children with special health care needs (asthma, allergies, seizures, etc.)</p>	Special Services Manager	Team Meetings, Multi-Discipline Team Meetings	September Year Round, Ongoing	Sign-In Sheets Agendas Child Plus data Multidisciplinary Team Meetings Forms Resources provided to families Physicians and Consultants documented feedback and follow-up.
<p>Ensure Health Advisory Meetings are scheduled when it is convenient for all to attend to include Center Directors so they can provide input and share their perspective</p>	Special Services Manager	Email, Outlook calendar, Flyers, Personal Invitations	September	Sign-In Sheets Agendas Minutes

Ensure that all forms shared with the families are in their native language, collaborate with current employees or purchase software that will translate documents into different languages.	Special Service Manager	Software Bilingual Employees	July	Program forms
<b>Concern/Action Steps</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Timeline for Completion</b>	<b>Evidence of Effectiveness Monitoring Evidence Data Sources</b>
<p><b><u>Area(s) of Noncompliance:</u></b></p> <p>13042.42(a) (b) Child health determinations for medical and dental homes, developmental/social and emotional screenings, physicals and dentals were not completed on all students within the 30, 45 and 90 day deadlines.</p> <p>13042.42 (c) Ongoing Care and Follow-up was not completed in a timely manner for all students served by the program</p>	Health Team	HSPS, Policies & Procedures, Screening Forms, Child Plus, State of Texas Immunization Schedule	October/November  Year Round/Ongoing	Child Plus Report/Notes Monthly Family Contacts/Notes Excel Tracking Sign-In Sheets/Agendas from Parent Trainings Sign-In Sheets/Agenda from Parent Orientation Child Outcomes Reports

**Service Area: EDUCATION**

**Team Leaders:** Tomeka Jones – Education Specialist SR (Focus Area One)  
Dian Wise – Education Specialist Coach (Focus Area Two)

**Service Area: EDUCATION**

**Team Leader:** **Tomeka Jones –Focus Area One**  
**Dian Wise- Focus Area Two**

**Team Members:** Vera Boxley – Home Base Manager  
Regina Sells – Center Director  
Tammy Johnson -Administrative Special Service Floater  
LaQuisha Blackmon –Parent Educator  
Afrikina Dotson – Health Aide  
Ashley Holmes – Parent Educator  
Claudia Kennedy – Parent Educator  
Vicki Milstead – Policy Council (community rep)

**AREAS OF STRENGTH**

- Individualized TSG Reports
- Sharing TSG data with families to close the home/school connection
- CLASS certified Mangers, Center Directors, and Teachers
- 4 Mangers and Center Directors are CLASS Certified in Infant and Toddlers
- Degrees and knowledgeable Teachers and Parent Educators
- Coaching/Mentoring Systems using my myTeachstone as a tool for ongoing Professional Development for all teaching staff
- SR(school readiness) linkage from all content areas
- Theme for the month around CLASS for all Education team
- Improved CLASS score in Instructional Support over the last year
- Mentor Coach and coaching process
- DRDP Assessment from ChildPlus for next program year
- EHS and HS use Creative Curriculum that follows the Early Learning Outcomes Framework
- Home Base uses Growing Great Kid, the curriculum exceeds all Head Start Curriculum requirements
- Ability to share a tailored report with parents.
- Ability to share reports with stakeholders.

**Desired Outcome/Goal:** Ensure that all classrooms provide high-quality educational experience for the children and families served and data is accurate, enter timely, and used to drive program decisions.

<b>Concern/ Action Steps</b>	<b>Person Responsible</b>	<b>Resources Needed</b>	<b>Timeline for Completion</b>	<b>Evidence of Effectiveness Monitoring Evidence Data Sources</b>
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<b>Key Area(s) of Improvement:</b> Update/Link Pre – K guidelines with Head Start School Readiness Goals	Education Specialists	HS Act, HSPS, Pre-K guidelines, SR Goals	July	Updated goals linked with Texas Pre-K guidelines
All sites consistently enter Home Visits/Parent Conferences in a timely manner and enter the data in Child Plus (delete old events)	Education Specialist, Center Directors, Teaching Staff	Child Plus	August	Child Reports TSG Data
Entering data in a timely manner (Brigance's)	Education Specialist	Brigance Screens, Child Plus	August	Child Plus Reports
Head Start Partner (SAISD) Child Assessment data needs to be entered into the system and analyzed. Align and enter outcome data	Education Specialist	TSG Assessment	August	TSG Assessment Report Child Outcomes Data Assessment Tools
Improve education expertise that is attending the School Readiness Leadership Team Meetings. Create a stronger bridge of communication with ISD's	Education Specialists	SRLT, MOU's, Child Outcomes	August	Sign-In Sheets MOU's/agreements
When meeting goals, continued growth should reflect in CLASS Scores as well as Child outcomes	Education Specialists	CLASS scores, TSG reports, SR reports	August	CLASS scores TSG reports CLASS reports
Improve training for new staff around SR and CLASS/Coaching as they enter the program	Education Specialists	New Hire Training, ELCKC,	August Year Round/ Ongoing	HSPS, Coaching Plans, CLASS data and information, School Readiness Goals



**Service Area:** FAMILY/COMMUNITY  
**ENGAGEMENT**  
**Team Leader:** Mary Walker – FECM  
**Team Members:** Trisha Jolly – Family Advocate Specialist  
 Deganda Brown – Family Advocate Specialist  
 Katie Botley – Parent Educator  
 Gernisha Barker – Policy Council (parent)

**AREAS OF STRENGTH**

- Dedicated staff who are very passionate about their families
- Staff is very knowledgeable and informative about their families
- Content Manager is very knowledgeable of the content area
- The FECM has a system for Mentoring FAS on a monthly basis
- Staff communicates with families on a daily basis
- Staff is very knowledgeable of resources that are in their community
- Use of Incredible Years Curriculum for parenting program
- Family Engagement Continuous Action Plan
- Attendance and ongoing participation from Family Advisory Meetings
- Resource Fairs attendance and participation in all locations

**Desired Outcome/Goal:** Support and empower families in their role as primary educator and advocate for the child (ren). Promote family outcomes that support children’s school readiness and well-being.

Concern/ Action Steps	Person Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<b>Key Area(s) of Improvement:</b> Getting more parents/families involved in the Incredible Years Training and parent meetings to ensure the parents understand the importance of their role in their child’s early education.	Family Engagement Case Manager, FAS, Home Base Manager, PE’s	Curriculum Schedule, PFCE Goals, Calendar, School Readiness Goals, Parent Meeting Schedule	September  Year Round/ Ongoing	Sign-In Sheets, Agenda’s Incredible Years Curriculum survey’s Feedback from parents

The FECM needs to work with the IT Director to create a more detailed filtered report from Child Plus that will capture more specific family data to ensure we can track and put reports to ensure that the family outcomes for each family are more specific and easily tracked.	Family Engagement Case Manager IT Director	Child Plus Current Reports, PIR Report, List of items to be measured	August	Child Plus
Training on the importance of transitioning for families and children. FECM will mentor staff on the importance of transition thru ECKLC and webinars.	Family Engagement Case Manager, Center Directors, FAS, Education Team	ECLKC, Local ISD's, Transition packets,	May-July Year Round/ Ongoing	Child Plus documentation Transition packages/log in information (some counties are online) Graduation/Transitioning ceremonies Sign-In Sheets, Agendas

**Service Area:** GOVERNANCE  
**Team Leader:** Mary Walker – Family Engagement Case Manager  
**Team Members:** Lawanda Williams – FAS  
Cierra Reliford – FAS (temp)  
Lisa Smith – Parent Educator  
Toshundra Garrett – Policy Council (parent)

**AREAS OF STRENGTH**

- Tenured members for the Board
- Tri-partied Board (meet mandated requirements of structure & make-up)
- Represented across all sectors (Public, Private, Representatives of the Poor, Parents, Educators, Fiscal & Legal representation)
- All communities are represented for both Board and Policy Council
- Mission minded & dedicated
- Policy Council and the Board have expertise in Education/Financial, Policy Council has expertise in Health
- The Policy Council and Board are trained annually on roles and responsibilities
- Policy Council has members that are active on Policy Council and the Board
- The content Managers train over their content area during Policy Council and Board Meetings monthly
- The Policy Council is trained monthly and are asked for their input on how the centers are doing or what needs improvement
- A manual is given to parents and community reps along with a Policy Council Booklet that explains the ins and outs of Policy Council

**Desired Outcome/Goal:** To increase the effective leadership and oversight of the TCCA Head Start program.

Concern/ Action Steps	Person Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<p><b>Key Area(s) of Improvement:</b>                      Policy Council needs more training on understanding the Budget Development process and how to read the budget effectively.</p>	Executive Director/HS Director, CFO, Assistant HS Director	HS Performance, Standards, HS Act, Fiscal Program Procedures, Budget	August	Sign-in Sheets Agendas Minutes from Meetings to include Budget Input Meeting.

**Service Area:** SAFETY/QUALITY IMPROVEMENTS  
**Team Leader:** Katrina Solice- Assistant Head Start Director  
**Team Members:** Lambertha Edwards - Center Director  
 Sharon Johnson -FAS  
 Sara Jones – Parent Educator  
 Charles Grisby - Policy Council (community rep)

**AREAS OF STRENGTH**

- Knowledgeable Manager/Staff
- Filing system including documentation and supportive emails
- Staff Communicates well with AHSD on the needs of their individual sites
- Follow-up Plans/Documentation
- Well Written Policies and Procedures
- Staff Training/New Staff Orientation process
- Safety Topics covered and documented monthly during Staff Meetings
- All Health and Safety Audits completed by Texas Licensing at each site was compliant
- Emergency Preparedness Plans at each site (added COVID-19 Safety Plans)
- Blast sent out monthly addressing Performance Standards and Texas Child Care Licensing guidelines
- Health Team tracking trends
- Police Officer/Firemen coming out to provide safety suggestions around our process for practicing emergency/safety drills

**Desired Outcome/Goal:** Continuous safety improvements and consistent monitoring oversight for quality and accountability. TCCA is committed to creating an ongoing culture of safety and compliance.

Concerns/Action Steps	Person Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<p><b>Key Area(s) of Improvement:</b> Folder Checks Staff is not consistently following OGM calendar.</p>	Assistant Head Start Director, Managers, Directors, Center	OGM Calendar, Child/ Staff Files	August	Folder Checks (Sign-In Sheets and initials in folders) Folder Findings Checklist
<p>Child exposer to traffic  Ensure gate at Tri-C stays locked at all times going to cafeteria; ensure families enter at front entrance. SAISD needs to ensure that children are not entering the playground at the appreciate entrance as to not expose children to traffic.</p>	Assistant Head Start Director, Center Directors, SAISD Principal	Policies and Procedures, Program Plans, Locks	August	Video Ongoing site visits for monitoring purposes Health and Safety Checks (OGM)
<p>The was a lack of documentation on HB safety drills  Ensure Home Base follows the same schedule as Center Base and it is monitored monthly</p>	Home Base Manager, Parent Educators, AHSD	Safety Drills Document-ation	September	Sign-In Sheet Agenda Training Records Safety Drills Documentation
<p>Facilities repair Acquire funding for pricey repairs (roofs/leaks/playground) wind/tornado damage (grant has been submitted, insurance is in litigation)</p>	ED, CFO, Assistant Head Start Director	Funding	August	Maintenance Requests, Insurance Documentation, Health and Safety/Environment Checklist, Project Projection Plans

**Service Area: FINANCE****Team Leader:** Trish Reynolds – CFO**Service Area: FISCAL****Team Leader:** Trish Reynolds

**Team Members:** Deandra Jackson – Center Director  
 Pam Faussett – Assistant Fiscal Officer  
 Saundra Christopher – FAS  
 Angela Amburn – Payroll Clerk  
 Mariyam Macera – Parent Educator  
 Olivia Vega – Parent Educator  
 David Garner – Policy Council (Community rep)

**AREAS OF STRENGTH**

- Financial Audits have been clean with no findings or management letters
- Budget Planning meetings take place before the budget is completed to gain input from stakeholders such as managers, board and policy council and utilizes agency goals to direct fiscal activities.
- Reports and pertinent information is shared timely with Policy Council and Board at monthly meetings.
- MIP provides time-sensitive information that promotes monitoring of program activities and costs and ensures accurate, effective management of Head Start funds.
- Sufficient evidence and documentation that systems are in place to monitor direct, indirect, allowable, and allocable expenses to the grant.
- Projection report submitted to Finance Committee to ensure spending limits.

**Desired Outcome/Goal:** Ensure excellence in fiscal oversight of TCCA Head Start program.

Concern/Action Steps	Person Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<b>Key Area(s) of Improvement:</b> Improve Succession Plan for CFO and Cross Training of Staff Hire a Finance Director and train on different functions to ensure continuation	CFO, Fiscal staff	Job Description Training Manual	August  Year Round/ Ongoing	Succession Plans for CFO and other fiscal positions Sign-In Sheet Step by step instruction
Provide ongoing monthly training to Management during Staff Meeting to ensure all departments are on the same page following fiscal processes.	CFO, ED/HS Director, AHSD	Policies and Procedures	August  Year Round/Ongoing	Sign-In Sheets Agendas Minutes

<p>Procurement Training Review purchase requests and add goal and school readiness documentation to address fiscal needs. Implement new form to all managers</p>	<p>CFO, Fiscal Staff, ED/HSD, AHSD</p>	<p>Policies and Procedures, School Readiness Goals/linkage</p>	<p>May  Year Round/ Ongoing</p>	<p>The ability of staff to understand and comply with Procurement Policies PO Request and documentation</p>
<p>Procurement Analysis Documentation  Ensure analysis is completed at the beginning of each year and a vendor selected through open competition and record cost analysis on PO requests for all other purchases</p>	<p>ED/HS Director, CFO,AHSD, Board, Policy Council, Content Managers</p>	<p>PO Request, Cost Comparison, Catalogs, Website links, Product list</p>	<p>May  Year Round/ Ongoing</p>	<p>Procurement Documentation Cost analysis Bids from vendors</p>

**Service Area:** PROGRAM DESIGN & MANAGEMENT  
**Team Leader:** George Simon - ED/Head Start Director  
**Team Members:** LaShunda Gulley – Center Director  
 Cierra Beatriz –HR Clerk  
 Yolonda Neal – Executive Secretary  
 Dianna Spikes- Policy Council (parent)  
 Cedric Sells- Policy Council/Board (parent)

**AREAS OF STRENGTH**

- Agency wide Community Assessment (Updated for grant submission)
- Awarded new 5 year grant (July 2019)
- 5 year HS Plan & Agency Strategic Plan are aligned and in place
- Program goals & objectives are design to meet community needs
- Program goals & objectives are reviewed, analyzed and utilized for planning & goal setting
- Continuous Improvement Action Plans are in place for each program area; Special Services, Nutrition, Education, Family Services, ERSEA, Safety
- Completed HS Monitoring’s: Focus Area 1 monitoring (Feb. 2020)
- Director & Management staff meetings
- Monthly Content Manager reports (Use Action Plans)
- Center Directors monthly staff meetings
- Staff routinely participate in community meetings (CRCG, Advisory Boards)
- Staff training/orientation- In-Service, Pre-Service, New hire, Board & Policy Council
- Parent conferences/Teachers, FAS & Home Base Educators
- Record retention & privacy guidelines
- Annual Report has been reformatted to show successes & achievements for program year

**Desired Outcome/Goal:** Excellence and accountability in developing and implementing systematic processes to assure the program’s ongoing quality improvement and successful delivery of high quality services.

Concerns/Action Steps	Person Responsible	Resources Needed	Timeline for Completion	Evidence of Effectiveness Monitoring Evidence Data Sources
<b>Key Area(s) of Improvement:</b> Enhance data analysis to drive action plans, decision making, School Readiness & enhanced overall performance	ED/HS Director, AHSD	Data Meetings Data	August	Sign-In Sheet Agenda Minutes Improved SR Outcomes

Enhance Quality Assurance & Compliance oversight	ED/HS Director, AHSD	Quality Assurance Plan OGM tools	August	Child Plus Reports Quality Assurance Plan Ongoing Monitoring Projection Plans OGM Tools
Ensure more multi-discipline groups, shareholders, community partners are playing a role in the community assessment, self-assessment & strategic planning processes, and share assessment with stakeholders in the community	ED/HS Director	Policies & Procedures	August	Sign-In Sheets Agenda Community Assessment Self-Assessment Strategic Plan
Additional staff training in dealing with challenging children behaviors.  Provide additional support in classroom (Floaters, Classroom observations)	ED/HS Director, AHSD, Center Directors, Special Services Manager	Policies & Procedures	August	Child Outcomes Fewer Behavior Logs Fewer Incidents Reports Mental Health Consultant Observations CLASS Observations
Enhance systems & plans to ensure all health measures are met within timeframes	ED/HS Director, Special Services Manager	Policies & Procedures	July	Child Plus Reports Ongoing Monitoring Reports Continuous Improvement Plans
Enhance coordination and input from content areas to engage parents during meetings (Teamwork)	ED/HS Directors, AHSD	Agenda	July	Sign-In Sheet Agenda Minutes Continuous Improvement Action Plans Team Meetings documentation
Enhance strategic community partnerships & outreach to stakeholders through enhance communications & better sharing successes	ED/HS Director, Board	Time, Website, Board support	August	Strategic Plan Needs Assessment Annual Report
Continue to enhance & update agency website & website capabilities	ED/HS Director, IT Director	Website Program, Staff Input	August	Web design program Website