

**Audubon Area Head Start
2019-2023 Five Year Strategic Plan**

Program Goal 1: HS/EHS to continue as a necessary and needed program in our communities to promote the school readiness of enrolled children.					
Objective 1	Outcomes				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Utilize the community assessment and data collected from other sources to determine program models and community partners.	Children and families receive comprehensive Head Start services according to identified needs.	Children and families receive comprehensive Head Start services according to identified needs.	Children and families receive comprehensive Head Start services according to identified needs.	Children and families receive comprehensive Head Start services according to identified needs.	Evaluate overall impact of objectives and activities to assess the need for Head Start services in our communities.
Activities or Action Steps to Meet Objective Above: <ul style="list-style-type: none"> • Produce the five year AAHS Community Assessment and update annually • Develop an action plan to implement strategies based upon need and available resources • Distribute HS and EHS slots based on the need and available resources across the 16-county service area • Analyze and evaluate modifications and adjust as necessary • Align budgeted line items with identified needs 					
Data, Tools or Methods for Tracking Progress Above: <ul style="list-style-type: none"> • Results of the AAHS Community Assessment • Utilize DataSay for monitoring activities • Utilize ChildPlus for child and family tracking • Parent Survey 			Expected Challenges: <ul style="list-style-type: none"> • Available space that can be licensed • Access to transportation and food services • Fluctuations in state pre-k funding • Attracting and retaining qualified staff 		
Year 1 Progress: <ul style="list-style-type: none"> • New site in Hancock County for relocation of EHS slots • Partnered with Hancock County school district to provide private pay slots • Extended duration at Christian County • Relocation of HS slots to Daviess County 					
Year 2 Progress: <ul style="list-style-type: none"> • 					
Objective 2	Outcomes				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Increase community awareness.	Community collaboration is maximized to enhance service delivery.	Community collaboration is maximized to enhance service delivery.	Community collaboration is maximized to enhance service delivery.	Community collaboration is maximized to enhance service delivery.	Evaluate overall impact of objectives and activities to increase community awareness.
Activities or Action Steps to Meet Objective Above: <ul style="list-style-type: none"> • Determine a baseline of community providers/supporters • Create a marketing plan and utilize a PR person as reflected in the budget 					

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<p>Data, Tools or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Increase in non-federal share • Policy Council Community Representative retention • Growth in waitlist • Increased staff participation on Early Childhood Councils • Budget 	<p>Expected Challenges:</p> <ul style="list-style-type: none"> • Funding for a full-time public relations staff position • Geographical impact of 16-county service area • Creating a marketing plan • IT Department transitions/lack of a functional updated website
<p>Year 1 Progress:</p> <ul style="list-style-type: none"> • Expansion of the Health Services Advisory Committee • Implementation of the Mental Health Advisory Committee • Realignment of non-federal share to increase awareness and enhance strategies • Establishment of social media presence • Clarified expectations of Policy Council Community Representative • Developed additional Policy Council recruitment materials • AAHS staff are included on community Early Childhood Councils and state School Readiness Summit teams • AAHS staff participation on the AACCS Community Care Clinic Quality Committee • Collaboration with Green River District Health Dept. to improve outcomes for AAHS health requirements • Local Area Manager was nominated to participate in Leadership Owensboro 	
<p>Year 2 Progress:</p> <ul style="list-style-type: none"> • 	

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Program Goal 2: Attract and retain qualified staff.					
Objective 1	Outcomes				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Increase the pool of qualified candidates for open positions.	A learning lab is established to better train classroom staff prior to taking on full responsibilities.	Increased retention of qualified, well trained classroom staff.	Learning lab opportunities are expanded to include additional positions.	Learning lab opportunities are expanded to include additional counties in the service area.	Evaluate overall impact of objectives and activities to attract and retain qualified staff.
Activities or Action Steps to Meet Objective Above: <ul style="list-style-type: none"> • Collaborate with high schools, colleges and universities. • CEO and CHRO examine pay and qualification structure and adjust identified discrepancies. • Continue to analyze training offered to staff. • Continue Tuition Assistance Program. • Develop and implement a learning lab for classroom staff. • Expand learning lab opportunities. • Adjust budgeted line items as needed. 					
Data, Tools or Methods for Tracking Progress Above: <ul style="list-style-type: none"> • Wage comparability study for larger Head Start programs • Determine annual staff retention rate and compare data to determine trends • AAHS training website • DataSay results for coaching and mentoring of classroom staff • Staff evaluations 			Expected Challenges: <ul style="list-style-type: none"> • Recruiting qualified candidates • Modifications to the current staff pay structure • Funding • Dwindling availability of IECE degree programs at colleges and universities 		
Year 1 Progress: <ul style="list-style-type: none"> • Child Development Team Manager participates on Advisory Board for Owensboro Community and Technical College • Established and offered a learning lab at Seven Hills for education staff • Expand visibility of job postings via social media • Adjusted budget to meet the increased demand for Tuition Reimbursement • Increased opportunities for professional development to promote internal advancement • Completed cost analysis for staff turnover and determined the staff retention rate 					
Year 2 Progress: <ul style="list-style-type: none"> • 					
Objective 2	Outcomes				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5

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Align professional development to retain education, family and health services staff.	Education, family and health services staff receive coaching and mentoring.	Education, family and health services staff receive coaching and mentoring.	Evaluate and modify training, coaching and mentoring program as needed.	Implement identified modifications from Year 3.	Evaluate overall impact of objectives and activities to retain education, family and health services staff.
<p>Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Develop a program-wide professional development plan that meets the KY QRIS • Institute a coaching and mentoring plan for family and health services staff • Continue development of specialized training • Continue to analyze and modify training offered to staff • Develop training to address staff knowledge, experience and skill level • Adjust budgeted line items as needed 					
<p>Data, Tools or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • AAHS training website • Staff needs assessment • Child Outcomes • CLASS • Curriculum • Family Partnership Agreement and goals • DataSay monitoring • Training evaluations 			<p>Expected Challenges:</p> <ul style="list-style-type: none"> • Identifying a coaching program centered around family and health services • Time, resources and cost to develop training • Identifying coaching competencies for family and health services • Acceptance of coaching paradigm shift for family and health services staff 		
<p>Year 1 Progress:</p> <ul style="list-style-type: none"> • Increase availability of online training • Updated existing and created new professional development opportunities for staff • Expanded number of training sessions offered at the AAHS Summer Institute, based on needs identified through data analysis • Expanded opportunities for leadership development for Executive Team • Developing a more intentional onboarding process for new staff • Training on strength-based coaching targeted to family and health services staff • Expanded strength-based coaching training to include all specialists • Established a Health Services Team 					
<p>Year 2 Progress:</p> <ul style="list-style-type: none"> • 					

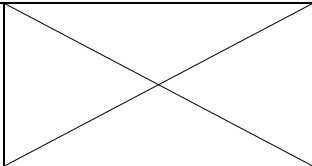
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Program Goal 3: Revision and implementation of continuous improvement system					
Objective 1	Outcomes				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Enhance the effectiveness of ongoing monitoring through the use of DataSay, ChildPlus and My Teaching Strategies.	Full implementation of the DataSay system.	Ongoing monitoring becomes an intentional quarterly review of data and evaluation of services for continuous improvement.	Evaluate the implementation of quarterly ongoing monitoring and make modifications as necessary.	Ongoing monitoring practices ensure quality service delivery in all core content areas.	Evaluate overall impact of objectives and activities to assess the effectiveness of the use of DataSay, ChildPlus and My Teaching Strategies as part of the continuous improvement system.
Activities or Action Steps to Meet Objective Above: <ul style="list-style-type: none"> • Adjust processes, forms, training and staffing improvements when needed • Utilize DataSay to initiate timely corrective action plans • Adjust professional development for staff as needed • Adjust budgeted line items as needed • Conduct Self Assessment quarterly 					
Data, Tools or Methods for Tracking Progress Above: <ul style="list-style-type: none"> • DataSay software* • ChildPlus* • My Teaching Strategies* <p>*data from these programs will be used to measure outcomes</p>			Expected Challenges: <ul style="list-style-type: none"> • Staff acclimation to the software • Time, resources and cost to create and provide professional development for staff • IT resources • Accurate and timely data entry 		
Year 1 Progress: <ul style="list-style-type: none"> • Implemented DataSay to include QA visits in all content areas • Revised DataSay checklists to align with file reviews and to show findings and quality • Set timelines for data entry from QA visits • Utilized DataSay to conduct Self Assessment • Continued transition of Self Assessment from annual to quarterly • Professional development was provided to managers and specialists • Hired additional Information Systems Specialists to focus on each content area • Partnered with school districts to ensure proper IT supports were in place to facilitate effective data entry 					
Year 2 Progress: <ul style="list-style-type: none"> • 					
Objective 2	Outcomes				

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	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Enhance environmental health and safety practices through an effective facilities management system.	Select software and implement a pilot program in select areas.	Evaluate implementation of safety practices to enhance program outcomes and make modifications as indicated through data analysis.	Ensure health and safety practices are implemented and monitored in a consistent manner.	Ensure health and safety practices are implemented and monitored in a consistent manner.	Evaluate overall impact of objectives and activities to assess the effectiveness of enhanced health and safety practices.
Activities or Action Steps to Meet Objective Above: <ul style="list-style-type: none"> • Review and modify health and safety protocols and practices annually • Adjust processes, forms and training as needed • Develop a facilities management plan • Create a preventive maintenance plan for facilities and playgrounds • Explore, select and utilize new software to streamline inventory, work orders and preventive maintenance plan • Train all staff on new software • Phase out of current software program • Research additional software for effectiveness • Develop a plan for timely work order completion 					
Data, Tools or Methods for Tracking Progress Above: <ul style="list-style-type: none"> • Software used to track inventory, work orders and preventive maintenance plan • DataSay • ChildPlus • AAHS training website • Health and safety checklists 			Expected Challenges: <ul style="list-style-type: none"> • Time, resources and cost • Providing training on the new software to staff throughout the 16-county service area • IT resources 		
Year 1 Progress: <ul style="list-style-type: none"> • Implementation of current software for work orders and preventive maintenance • Training of staff on current work order software • Research new software to streamline inventory • Phased out old help desk software • Revised Health and Safety Checklist to include itemized First Aid inventory checklist • Implementation of the Safety Committee 					
Year 2 Progress: <ul style="list-style-type: none"> • 					
Objective 3	Outcomes				
	Year 1	Year 2 {Baseline}	Year 3	Year 4	Year 5

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Ensure a safe and healthy learning environment.		Review program data to determine baseline.	Evaluate the implementation of health and safety practices to make modifications as necessary.	Evaluate the implementation of health and safety practices to make modifications as necessary.	Evaluate program data to review overall impact of health and safety initiatives.
<p>Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Ensure annual training for staff (Active Supervision, Codes of Conduct, Child Abuse: Indicators, Prevention and Reporting) • Fully implement Safety Committee to include designees from each site and sub-committee • Expand the role of the Mental Health Services Advisory Committee • Conduct health and safety checks three times annually • Monitor incident reports monthly • Fully implement the Conscious Discipline Action Team (CDAT) for effective classroom support • Revise or develop additional safety policies, procedures and protocols based on program need • Expand the Health Services Advisory Committee • Develop a system to track activities outside of current database systems 					
<p>Data, Tools or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • DataSay • ChildPlus 			<p>Expected Challenges:</p> <ul style="list-style-type: none"> • Time, resources and cost • Geographical impact of 16-county service area • Staff buy in • Have an effective monitoring system for subjective activities 		
<p>Year 1 Progress:</p> <ul style="list-style-type: none"> • 					
<p>Year 2 Progress:</p> <ul style="list-style-type: none"> • 					