



OLYMPIC EDUCATIONAL SERVICE DISTRICT 114
HEAD START/ECEAP/EARLY HEAD START

2020-2025 STRATEGIC PLAN

Our Mission Statement:

Through caring relationships with families, respect for diversity, and community partnerships, we nurture school readiness by promoting supportive learning environments, comprehensive health and well-being, and the empowerment of children and families.

Goals for 2020-2025:

1. Program will provide access to quality comprehensive services for all families and children, prenatal to age 5, focusing on actively recruiting under-served and vulnerable community populations.
2. Program will support family growth through meaningful family engagement opportunities.
3. Program will form strategic alliances and reciprocal alliances within the community to support coordinated care of our families and to sustain program services.
4. To ensure high-quality services and promote school readiness, the program will provide staff with prenatal to age 5 training in effective health, safety, education, and family engagement practices.

Please note that this Strategic Plan represents an on-going process shown in detail on the following pages.

Goal 1: Program will provide access to quality comprehensive services for all families and children, prenatal to age 5, focusing on actively recruiting under-served and vulnerable community populations

Outcomes

- Reach all eligible families
- Find families that need us most
- Serve families and communities in an intentional and meaningful way
- All staff understand their role in recruitment as well as our prenatal – age 5 program options

Objectives

- Maintain full enrollment with a robust waitlist
- Increase # of enrolled families with higher selection priority points by 5%
- Increase the percentage of our most vulnerable families by at least 5% annually
2020-2025 Focus: Homeless Families and Dual Language Learners (DLL) (based on our 2020 community assessment)

Sources of Data

- PIR, ELMS, ChildPlus, Community Assessment
- Size of waitlist
- Full enrollment – monthly reports
- # of points for enrolled families
- % Homeless and DLL Families (increase by 5%)
- # of responses reflecting recruitment efforts

Goal 1 Action Plan

Year	Action Plan	Who	When	Expected Outcomes
1-5	Based on community needs assessment our focus will be on homeless and dual-language families.	All Staff	Fall 2020 – Spring 2025	Increased waitlist/enrollment
1	Create a comprehensive recruitment system.	ERSEA	Fall 2020 ongoing	Increased waitlist/enrollment, stronger alliances with community agencies, community members, and parents
2-5	Implement RACE (Recruitment and Community Engagement Team) 4x/year		Fall 2021 ongoing	
2	Implement the online ChildPlus Application process.		Summer 2021	
1	Analyze Recruitment efforts monthly based on the number of referrals and applications completed		Fall 2020 ongoing	
3-5	Build an alliance with identified health care professionals through an analysis of referrals and community engagement efforts. Create an alliance list of 30 health care professionals.	ERSEA, HV, FAs	Fall 2022 – Winter 2023	Increased referrals, trusted follow-up communication, and intentional reciprocity so families receive comprehensive services
1	Subscribe to Language Link to support the recruitment and enrollment of DLL families. Provide ongoing training to staff utilizing Language Link.	ERSEA	Fall 2020	Increase enrollment and service of DLL families and children
1-2	Utilize ChildPlus Communication tools program-wide to increase recruitment and enrollment.	All Staff	Fall 2020	Increased waitlist and enrollment. Increased engagement with families.
1	Create an ERSEA webinar via SafeSchools for orientation and annual updates.	ERSEA All Staff	Fall 2020	Increased understanding of recruitment responsibilities
1	Create a Constant Contact monthly newsletter to the whole program highlighting ERSEA.	ERSEA	Fall 2020 ongoing	Increased awareness of ERSEA

Goal 2: Program will support family growth through meaningful family engagement opportunities

Outcomes

- Families will experience environments that welcome and affirm their role as the first and most important educators/advocates in their child’s life
- Families are connected to relevant community resources
- Families will experience meaningful engagement and connection with our program

Objectives

- Analyze current family engagement practices to determine effective practices and alignment to current models.
- Increase local resource presence at family engagement opportunities to include 10% of each applicable opportunity.
- Increase staff presence at program-wide family engagement opportunities by 20%.
- Increase center-based home visit completion by 10%.
- Increase program-wide home-based home visit completion by 5%.

Sources of Data

Sign-in sheets, Child Plus, evaluations, and needs assessment

Goal 2 Action Plan

Year	Action Plan	Who	When	Expected Outcomes
1	Create a Family Engagement Workgroup that includes different program component areas	Family Services Manager	Winter 2022	Increased program-wide family engagement analysis, support, and enrichment
1	Analyze current family engagement practices to determine changes needed and create a needs assessment form	Family Engagement Workgroup	2022-2023	Identify family needs
2	Create a needs assessment document	Family Engagement Workgroup	Winter 2022	Annual data collection aligned with Mobility Mentoring and PCFC Engagement Framework
1	Train staff to use Child Plus for reminders, flyers, recruitment, and ongoing communication	Planning Team	2021-2022	Promote equity in family engagement opportunity invitation and increase intentional documentation
2	Develop a Constant Contact monthly newsletter for families and staff, highlighting opportunities in the community and in the program to support family engagement	Family Services Manager	Fall 2022	Families and staff feel informed. Families feel welcomed and supported
1	All staff sign up and attend at least 1 PC and 1 parent workshop annually. Supervisors track and monitor	All staff	Fall 2020 and ongoing	Staff will engage in program engagement opportunities to support increased family engagement. Increase attendance of staff at program offerings
1-5	Analyze, follow up, and support ongoing training for center-based and home-based staff to increase HV completion rate	Supervisors Leadership Team	Annual	Staff will understand home visiting practices and family engagement opportunities in the home
3	Implement newly designed Family Engagement needs assessment with families (annually)	FAs and HVs	Fall 2022	Determine the highest needs. Analyze at site/caseload levels to determine the need for families and to support community resource involvement in program family engagement opportunities
4-5	Determine additional locations for program-wide parent engagement opportunities that can be supported with childcare	Planning Team	Fall 2025	Increased opportunities and attendance for parent engagement opportunities. Community collaboration to support family engagement

Goal 3: Program will form strategic and reciprocal alliances within the community to support coordinated care of our families and sustain program services

Outcomes

- Increased community awareness of our prenatal to age 5 services
- Stronger partnerships – comprehensive community support system
- Coordinated community services to better serve children and families
- Increased staff engagement within our community

Objectives

- Increase community connections through in-person and digital presence
- Increase by at least 5% of referrals from partnering agencies
- Increase by at least 5% of community partners attending our professional development opportunities

Sources of Data

Child Plus, Sign-in sheets, registrations, surveys, listserve, and MOUs

Goal 3 Action Plan

Year	Action Plan	Who	When	Expected Outcomes
1-5	Hold Community Luncheon 2x/year for partners and community	ERSEA	2x a year Fall and Spring	Increased awareness of our prenatal to 5 program
1-5	Send quarterly newsletters (Constant Contact) to community partners	Comm. Engage. Team	Quarterly	Increase our digital presence in the community
3	Create a communication plan to support interagency coordination	Leadership Team	Fall 2022 ongoing	Increased referrals from partnering agencies
3	Create an MOU template to be utilized in support of interagency coordination	Leadership Team	Summer 2022	Align program standards to support internal systems
2	Utilize ChildPlus to track interagency partnerships	Leadership Team	Fall 2022	Increased use of data system to track partnerships
1	Finalize Department Partnership Document to identify who direct contacts are, who is responsible for continued coordination and communication with specific partners, when meetings occur, who attends meetings, and who is responsible for securing and overseeing MOUs if necessary	Planning Team	Summer 2022	Increased and strengthened community partnerships and staff engagement. Ongoing feedback and program-wide awareness
1	Develop a systematic and individualized process to foster relationships with identified partners. Create an individualized service plan for targeted partners	Comm. Engage. Team	Fall 2020 ongoing	Increased individualized customer service.
2-4	Establish and Professional Development Community workgroup responsible for inviting community partners to department-sponsored events and creating/distributing annual professional development calendar	Leadership Team	Summer 2022 ongoing	Maximize professional development opportunities.

Goal 4: To ensure high-quality services and promote school readiness, the program will provide staff with prenatal to age 5 training in effective health, safety, education, and family engagement practices

Outcomes

- All staff implement program-provided, research-based best practices to fidelity
- All staff understand all programs offered prenatal to age 5 services
- Staff are proficient and feel confident in their roles
- Children are healthy and safe while in our care
- Children exit our program ready for school

Objectives

- Increase in school readiness scores as indicated on educational assessments 90% meet or exceed fall to spring expected growth
- Increase in CLASS scores across assessment periods – scores meet or exceed national averages
- Implement curriculum to Fidelity as shown across assessment periods
- Implement a program-wide Coaching system
- Increase the number of children with completed well-child and dental exams and active insurance coverage – 90% completion rate or higher
- Provide individualized support for families to increase attendance across the program

Sources of Data

CLASS, HOVRS, incident reports, health and safety checklists/implementation checklists, DST Minutes, Active Supervision Plans, Practice-Based Coaching Goals, Professional Development Plan, PICCOLO, fidelity, TSG, DRDP, and Creative Curriculum

Goal 4 Action Plan

Year	Action Plan	Who	When	Expected Outcomes
1	Create an education review workgroup that will update school readiness goals and will review coaching policies, procedures, and systems to ensure alignment with performance standards and research-based best practices	Leadership team and education review workgroup	Spring 2022	Updated school readiness goals are aligned to the program and are relevant to all children and our community. The workgroup will update policies, procedures, and tools related to coaching. Coaching system and schedule established for each program option to increase staff engagement
1	Monthly Reflective Supervision will be offered to all staff members	All staff	Summer 2020 ongoing	Staff report receiving supports on the annual survey Reflective supervision is offered monthly as stated in program policies and procedures
1-5	Create a program-wide professional development plan with multiple methods of delivering prenatal to age 5 professional development driven by staff input data	All Staff	Fall 2020- Spring 2023	Staff increase in competence and confidence in relevant performance standards, content area, and data-driven practices with a focus on prenatal-5 services program-wide. Different training modes delivered to staff
2	Analyze the possibility of Program-wide Teaching and Learning Collaboration (TLC)	Leadership Team	Fall 2021 ongoing	Cohesive practices to support staff growth and support to align with research-based supports
1-5	Long term substitutes attend all staff trainings and meetings. Complete a cost allocation plan to determine feasibility	Subs	Fall 2022	Build the capacity of the current substitute program Staff will demonstrate competence and confidence in their roles & will continuously build knowledge of child development and program-utilized best practices
4-5	ChildPlus will be fully utilized by all direct service and administrative staff. Analyze ChildPlus data to inform program services, systems, policies, and procedures	All staff	Fall 2021 ongoing	Database entry is complete and current. Data reports reflect current program status. Staff is competent in accessing and utilizing relevant data and reports
2-5	Utilize ChildPlus to support data analysis during DST's, coaching, planning for professional development, and guide further actions	Leadership team	Fall 2021 ongoing	Data reports reflect current program status
1	The data team will develop a monthly data review calendar. Data will be reviewed quarterly at Leadership Team and Planning Day Team meetings	Leadership Team and Planning Day Team	Fall 2022	Health, nutrition, education, safety, attendance, and family services data will be reviewed throughout the year. The final PIR report will reflect an increase in all program operations