

Head Start Monthly Report April 2019

Conduct of Responsibilities –

Each Head Start agency shall ensure the sharing of accurate and regular information for use by the **Governing Body and Policy Council**, about program planning, policies, and Head Start agency operations, including:

- (A) Monthly financial statements, including credit card expenditures;
- (B) Monthly program information summaries
- (C) Program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency;
- (D) Monthly reports of meals and snacks provided through programs of the Department of Agriculture;
- (E) The financial audit;
- (F) The annual self-assessment, including any findings related to such assessment;
- (G) The communitywide strategic planning and needs assessment of the Head Start agency, including any applicable updates;
- (H) Communication and guidance from the Secretary;

In accordance with the New Head Start Performance Standards that went into effect on November 7, 2016:

1301.2 (b) Duties & Responsibilities of the Governing Body -

(1) The governing body is responsible for activities specified at section 642©(1)€ of the Head Start Act.

(2) The governing body must use ongoing monitoring results, data on school readiness goals, and other information described in 1302.102, and information described at section 642(d)(2) of the Act to conduct its responsibilities.

Please see Program Information Summary & attachments to this monthly report for monitoring reports.

A. Monthly Financial Statements including credit card expenditures:

Credit Card: Program Information Summary		\$2,793.42	
2/28/19	Doubletree	\$256.16	W. Langston
3/7/19	United	\$459.60	A. Esser
3/7/19	United	\$459.60	S. Stammen
3/7/19	United	\$459.60	W. Langston
3/8/19	American	\$358.60	A. Esser
3/8/19	American	\$358.60	S. Stammen
3/11/19	Kalahari	\$185.11	A. Billger, K. Fuelling, R. Fields
3/14/19	Doubletree	\$256.16	A. Esser

The month of March saw the completion of the annual Self-Assessment. The report is attached and requires approval from the Board. The Director met with the social services team multiple times throughout the month to discuss recruitment efforts. In March, the program was at 44% of full enrollment for next program year. The Education Manager has established transition activities for children and families who will be moving on to kindergarten next month.

The forms committee has met several times reviewing and updating forms for the program. The Director met with the No Wrong Door Committee to finalize this year's event and begin planning for

next year. The administrative team met for the Quarterly Data meeting. Data was analyzed and addressed for course corrections and possible future professional development opportunities. TTA EC Specialist presented the social services group with PFCE Academy onsite. The Director and FESM visited neighboring Shelby County Head Start program to speak with family engagement staff. The Director & FESM met with Mercer County DJFS Children Services Staff to discuss recruitment of categorically eligible children and collaborative efforts for families. Several case conferences occurred in the month of March for children struggling in the classroom environment due to social emotional issues or parenting concerns. Cooper Farms and FA Bertke were formally recognized at March Board meeting for generous donation to the program.

Education – The Education Manager completed CLASS observations on all teachers and teacher assistants. Classrooms kicked off March celebrating Dr. Seuss’s birthday.

Mental Health – Significant increase in negative behaviors in Full-day classroom and one part-day classroom have led to modified attendance plans for some children. 12 individual children were seen multiple times by the Mental Health Consultant.

Disabilities – 46 children have been served in the program with an IEP

Health –HCSM completed annual HSAC meeting. Increase in the amount of children diagnosed with Influenza A.

ERSEA – Program has maintained full enrollment. New attendance procedures have helped some children attend more regularly.

Family Engagement –FCSM attended Social Work conference. Parents of children moving to kindergarten participated in kindergarten meetings at several schools.

B. Enrollment / Attendance

158 children are currently enrolled.

Enrollment by Program Option:

Half Day PY Head Start	120
Full Day School Year Ed Complex	18
Full Day School Year Rockford	20
ECE – State – funded (CPPS)	13

Attendance by Program Option:

Half Day PY Head Start	80.19%
Full Day School Year Ed Complex	84.31%
Full Day School Year Rockford	86.05%
CPPS	80.16%

C. CACFP report – CACFP claimed meals

Month Served	March 2019
Total Days Attendance	Rockford - 19 , Part Day programming - 19 Ed Complex Full day Programming - 21
Total Breakfast	1493

Total Lunches	2572
Total Snacks	1508
Total Meals	5573

D. Self-Assessment

- Completed March 2019 – see attached

E. Community Assessment

- In Progress

F. Communication and guidance from the Secretary

Attachments to report:

Self-Assessment Report
Required Health Screening Report
Immunization Report

Respectfully submitted,

Amy Esser
Executive Director

HEAD START - 2019 GRANT

REVENUE

	FEDERAL BUDGET	OTHER SOURCES	TOTAL REVENUES	REVENUE RECEIVED	REMAINING FUNDING
Federal Revenue	1,428,826.00	-	1,428,826.00	253,000.00	1,175,826.00
CACFP Revenue	-	88,230.00	88,230.00	29,000.24	59,229.76
Other Local	-	-	-	7,956.35	(7,956.35)
Refund prior year exp	-	-	-	-	-
Board advance	-	-	-	-	-
Total	1,428,826.00	88,230.00	1,517,056.00	289,956.59	1,227,099.41

EXPENSES

	FEDERAL BUDGET	OTHER SOURCES	TOTAL BUDGET	ACTUAL EXPENDED	EXPENDABLE BALANCE	ENCUMBERED/ REQUISITIONS	REMAINING BALANCE	ANTICIPATED ACCRUAL
Salary	675,670.00	50,400.00	726,070.00	184,479.46	541,590.54	-	541,590.54	
Fringe Benefits	472,424.00	9,100.00	481,524.00	113,067.36	368,456.64	75.00	368,381.64	
Programming	149,513.00	4,230.00	153,743.00	36,174.19	117,568.81	40,054.50	77,514.31	
Supplies	68,159.00	24,500.00	92,659.00	24,520.21	68,138.79	23,534.26	44,604.53	
Capital Outlay	-	-	-	-	-	-	-	
Other Expenditures	12,125.00	-	12,125.00	1,100.00	11,025.00	-	11,025.00	
PA22 subtotal	1,377,891.00	88,230.00	1,466,121.00	359,341.22	1,106,779.78	63,663.76	1,043,116.02	
Training & Technical Services								
Training & technical serv (job code 400)	419	22,319.00	22,319.00	1,261.00	21,058.00	969.50	20,088.50	
Staff out of town travel	439	24,966.00	24,966.00	2,312.05	22,653.95	3,414.80	19,239.15	
Subtotal Purch Service		47,285.00	47,285.00	3,573.05	43,711.95	4,384.30	39,327.65	
Training & Tech Supplies		3,650.00	3,650.00	284.83	3,365.17	-	3,365.17	
Subtotal Supplies		3,650.00	3,650.00	284.83	3,365.17	-	3,365.17	
T&TA -PA20		50,935.00	50,935.00	3,857.88	47,077.12	4,384.30	42,692.82	
Return of Board Advance		-	-	-	-	-	-	
TOTALS	1,428,826.00	88,230.00	1,517,056.00	363,199.10	1,153,856.90	68,048.06	1,085,808.84	

TOTAL REVENUE OVER/UNDER TOTAL EXPENDITURES (73,242.51)

439 Early Childhood

	Salaries 100	Fringes 200	Purchased Services 400	Supplies 500	Capital Outlay 600	Other 800	Total
Original CCIP Budget	31,400.00	20,600.00	-	-	-	-	52,000.00
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Adjusted CCIP Budget	31,400.00	20,600.00	-	-	-	-	52,000.00
Exp thru 9/30							-
Exp thru 10/31	3,925.00	2,468.24					6,393.24
Exp thru 11/30	3,925.00	2,548.80					6,473.80
Exp thru 12/31	3,925.00	2,190.51					6,115.51
Exp thru 01/31	3,925.00	3,822.56					7,747.56
Exp thru 02/28	3,925.00	2,463.39					6,388.39
Exp thru 03/31	3,925.00	2,304.06					6,229.06
Exp thru 04/30							-
Exp thru 05/31							-
Exp thru 06/30							-
Exp thru 07/31							-
ADJ Entry 5/31/18							-
Exp thru 08/31							-
Total Expenditures	23,550.00	15,797.56	-	-	-	-	39,347.56

CCIP Budget							
Remaining	7,850.00	4,802.44	-	-	-	-	12,652.44

CAN SPEND UP TO 34,540.00 22,660.00
BUDGET PLUS 10%



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ACCOUNT ACTIVITY

Date of Transaction	Merchant Name or Transaction Description	\$ Amount
03/13	Payment Thank You - Web	-16,061.85
03/07	TOS/CPIM 614-752-8484 OH THOMAS S SOMMER TRANSACTIONS THIS CYCLE (CARD 0928) \$15961.85- INCLUDING PAYMENTS RECEIVED	100.00
03/15	CROWNE PLAZA DUBLIN DUBLIN OH TIM BUSCHUR TRANSACTIONS THIS CYCLE (CARD 0936) \$212.20	212.20
02/19	NORTHERN SOUND & LIGHT , 866-7966232 PA	1,031.18
02/20	PAYPAL *REALTIMEMUS 402-935-7733 NY	375.00
02/22	COMPANAGEMENT INC 614-760-8132 OH	2,520.00
02/25	APL* ITUNES.COM/BILL 866-712-7753 CA	4.99
02/26	APL* ITUNES.COM/BILL 866-712-7753 CA	14.99
02/26	APL* ITUNES.COM/BILL 866-712-7753 CA	14.99
02/26	THE RIEGLE PRESS 810-653-9631 MI	64.81
02/27	ROCHESTER 100, INC 585-475-0200 NY	130.00
02/27	CARDINAL BUS SALES AND SE 419-2255552 OH	20.78
02/28	EDULASTIC SUBSCRIPTION HTTPWWW.EDUL CA	3,000.00
03/02	MARATHON PETRO190025 COLDWATER OH	10.06
03/04	YOU CAN BOOK ME BEDFORD	7.00
03/02	PENSKE TRK LSG 022310 FORT WAYNE IN	227.38
03/04	PENSKE TRK LSG 022310 FORT WAYNE IN	42.07
03/07	PDQCOM SALT LAKE CIT UT	225.00
03/11	THE LIBRARY STORE INC. 309-925-3923 IL	930.92
03/11	POWELL COMPANY LTD 419-2289625 OH CONNIE ROSE TRANSACTIONS THIS CYCLE (CARD 0944) \$10333.09	1,713.92
03/12	WM SUPERCENTER #1433 CELINA OH	1.42
03/12	WM SUPERCENTER #1433 CELINA OH	21.50
03/12	SUBWAY 03368982 CELINA OH KENNETH SCHMIESING TRANSACTIONS THIS CYCLE (CARD 0969) \$40.92	18.00
02/28	DOUBLETREE BY HILTON C/W COLUMBUS OH	256.16
03/07	UNITED 0162920884233 800-932-2732 TX	9.00
03/07	UNITED 0162920884234 800-932-2732 TX	9.00
03/07	UNITED 0162442154432 800-932-2732 TX 062219 1 L DAY IAH 2 S IAH DAY	441.60
03/07	UNITED 0162442154433 800-932-2732 TX 062219 1 L DAY IAH 2 S IAH DAY	441.60
03/07	UNITED 0162442154434 800-932-2732 TX 062219 1 L DAY IAH 2 S IAH DAY	441.60
03/07	UNITED 0162920884229 800-932-2732 TX	9.00
03/08	AMERICAN AIR0012341565213 FORT WORTH TX 041619 1 B DAY ORD 2 B ORD DAY	358.60
03/07	UNITED 0162920884230 800-932-2732 TX	9.00
03/08	AMERICAN AIR0012341565214 FORT WORTH TX 041619 1 B DAY ORD 2 B ORD DAY	358.60
03/07	UNITED 0162920884231 800-932-2732 TX	9.00
03/07	UNITED 0162920884232 800-932-2732 TX	9.00
03/11	KALAHARI RESORT- OH SANDUSKY OH	185.11
03/14	DOUBLETREE BY HILTON C/W COLUMBUS OH AMY ESSER TRANSACTIONS THIS CYCLE (CARD 0977) \$2793.43	256.16

2019 Totals Year-to-Date

Total fees charged in 2019	\$0.00
Total interest charged in 2019	\$0.00

Year-to-date totals do not reflect any fee or interest refunds you may have received.

Non-Federal Match

***FINAL* December 2018**

In-Kind	Hours	Rate / hour	Total
<u>Celina City Schools--Administrative / Support Personnel</u>			
Superintendent - \$8,398 / year			\$699.83
Treasurer's Office - 3 employees / \$15,109 / year			\$1,259.08
Fringe for All - \$3,890 / year			\$324.17
Technology Support - 2 employees / \$10,878 / year			\$906.50
Speech Therapist - \$57,412 / (Sept-May)			\$6,379.11
ELL Tutor - \$1,848 / year (Sept-May)			\$205.33
Itinerant Teachers - \$58,234.04 / (Sept-May) (Classroom) (2)			\$6,470.45
Board of Education		\$56.92	\$0.00
ESC Staff-VS		\$58.80	\$0.00
ESC Staff-TN	1.75	\$68.78	\$120.37
ESC Staff-SG	2.25	\$34.35	\$77.29
A. A. Itinerant	24.75	\$27.74	\$686.57
L. M. Itinerant	19.25	\$35.91	\$691.27
D. D. Itinerant	16.75	\$46.20	\$773.85
		Sub Total	\$18,593.81
<u>Building Usage</u>			
Utilities - \$17,136 / year			\$1,428.00
Custodian - \$65,328 / year + retro amount			\$5,666.92
Maintenance - \$13,575 / year			\$1,131.25
Summer Custodian - July		\$9.75	\$0.00
		Sub Total	\$8,226.17
<u>Volunteers (from In-Kind Sheets)</u>			
Cafeteria Helpers	49	\$11.37	\$557.13
Tri-Star Students	80.5	\$16.83	\$1,354.82
College Students / Interns	34	\$16.83	\$572.22
Parent - Classroom	59.5	\$16.83	\$1,001.39
At Home Activities	113.25	\$16.83	\$1,906.00
TA/FA Asst besides Tri-Star, College Student, Parent	28.75	\$16.83	\$483.86
Office Helpers	3.5	\$14.53	\$50.86
Bus Aide		\$11.91	\$0.00
Policy Council	7	\$38.01	\$266.07
Mileage		\$0.545	\$0.00
		Sub Total	\$6,192.34
<u>Goods & Services</u>			
CJ's Highmarks for Policy Council - 20% discount	\$112.00	20.0%	\$22.40
Toy Donation			\$18.00
Conscious Discipline \$13,294 / 9 months(Dec-May, Sept-Nov)			\$1,477.11
Foundations Behavioral Health		\$15.00	\$0.00
Foundations Behavioral Health-Kinship	1.75	\$100.00	\$175.00
		Sub Total	\$1,692.51
Total This Month			\$34,704.82
In-Kind Needed Each Month: \$34,255.75		Annual required inkind	\$411,069.00
		Inkind needed to date	\$376,364.18

Annually, Mercer County Head Start conducts a self-assessment to identify progress made, areas of strength, and areas of opportunity. The administrative team receives training on self-assessment through various meetings regarding data analysis, strength-based approach, interviewing, and observation. MCHS 2019 self-assessment leadership team is comprised of the Director, Education Manager, Health & Community Services Manager, Family Engagement Services Manager, and contracted Education Coach. Each leadership team member was assigned specific programmatic areas and program systems in which they were not directly attached. Each area was then assessed by a team comprised of staff, parents, partners, and community members. This narrative and attached action plan are the fruits of their labor.

“Focusing on strengths is the surest way to greater job satisfaction, team performance, and organizational excellence” – Marcus Buckingham

Strengths

It is noteworthy that Mercer County has a significant amount of strengths throughout the program. This section of the report provides generalized synopsis of strengths.

Human Resources

In comparison with other Head Start programs in Ohio, direct service staff are paid at the same rate and in most cases above the pay rate of comparable positions. The program offers a great benefit package that includes medical and dental insurance, personal days, sick pay, and retirement.

Program Planning & Service System Design

The program is data driven in decision-making at all levels. There are monitoring mechanisms for all programmatic areas. The program has (2) collaborative classrooms. One collaborative classroom is with the Education Service Center. This classroom is designed to have (9) typical children and (8) children identified to have an IEP for both am and pm sessions. The second collaborative is with Celina City Schools. This classroom serves (7) ECE children and (10) Head Start children in the am session and (6) ECE children and (11) Head Start children in the pm session. The ESC collaborative classroom supports the school district with ESSA requirements. The ECE collaborative classrooms allows children who would NOT otherwise have been able to attend a preschool classroom due to income restraints. The Director exceeds the minimum requirements regarding information sharing with Policy Council and Board.

Data & Evaluation

The program has several mechanisms for data collection (COPA, Teaching Strategies, interviews, and surveys). The program is committed to data driven decision making.

Fiscal Management

The program has strong procurement procedures. The Director has secured additional grant funds again this year.

Community & Self- Assessment

The program has multiple strong partnerships with local service providers. When conducting Community and Self-Assessment, the program collects data from multiple resources. The program is committed to a data driven decision making approach.

Facilities & Learning Environments

The school district has a new maintenance director. His presence has had a positive impact on the team and work orders are completed more efficiently. The program has committed to Active Supervision at all levels. It is apparent that active supervision is a part of the program culture.

Transportation

The program has purchased 2 new buses in last 2 years (replaced aging fleet).

Technology & Information Systems

The program utilizes COPA for demographic and most programmatic information collection systems. For education, the program uses Teaching Strategies. Administration has purchased and accessed additional pieces and tools of each system that support daily work.

Training & Professional Development

Professional Development – Program acknowledges and supports professional development for all staff. The Head Start Director ensures ample dollars are allocated to meet the needs of staff and program goals.

Communication

The program has multiple monitoring mechanisms. The Education Manager provides weekly updates to all staff.

Recordkeeping & Reporting

The program utilizes COPA for demographic and most programmatic information collection systems. For education, the program uses Teaching Strategies. The program

exceeds the requirement for 10% of the population to be children receiving IEP services.

Ongoing Monitoring & Continuous Improvement

The program has multiple data collection systems. Each programmatic area has a monitoring mechanism.

“Organizations exist to make people’s strengths effective and their weaknesses irrelevant. And this is the work of effective leaders.” – Frances Hesselbein

Areas of opportunities are to be seen as learning endeavors. Opportunities for improvement and growth strengthen systems, individuals, programs, and the community as a whole.

Human Resources

Turnover in education positions increases negative behavior by children with social emotional needs.

Data & Evaluation

Data feedback is not provided to all stakeholders at all levels. Emergency contact information is not the same in COPA and child file.

Fiscal Management

Inconsistent knowledge between District Treasurer and Director.

Community & Self – Assessment

Not all stakeholders receive information and data.

Facilities & Learning Environments

Drills not completed consistently. Emergency lighting in the Education Complex. There has been an increase in incident reports due to behavior concerns with children.

Transportation

There is a lack of communication between transportation staff and rest of Head Start staff due to geography.

Technology & Information Systems

Emergency contact information does not match in COPA and child file. The referral follow up policy for 14 days is not consistently followed.

Training & Professional Development

There is no monitoring mechanism for professional development. Individual professional development plans are too general for all staff.

Communication

Communication between program areas is inconsistent leading to confusion. Parent and education staff relationships must be improved. There has been an increase in parental concerns regarding classrooms.

Recordkeeping & Reporting

50% of all enrolled children are defined as chronically absent. Child assessment data indicates that there are discrepancies in accuracy in data collection and inconsistency in the way child assessment data is collected.

Action Plan 2019

The Director reviewed all areas and identified common themes that can be detrimental to forward progress if not addressed. These common themes are incorporated in (5) areas: Communication, Professional Development, Data & Evaluation, Facilities & Learning Environment, and Family Engagement. Accompanying this plan is an action plan addressing specific issues, goals, objectives, and timelines.

Additional Filtering

Currently Enrolled ▼

Filter

View All

All Agencies ▼

All Sites ▼

All Classes ▼

Agency: All

Currently Enrolled= 170

406 - EPSDT status Report

	Up-To-Date	Not Up-To-Date
Anemia (HCT/HGB)	<u>153</u>	<u>17</u>
Dental	<u>154</u>	<u>16</u>
Growth	<u>166</u>	<u>4</u>
Hearing	<u>168</u>	<u>2</u>
Lead Screening (Mandated)	<u>154</u>	<u>16</u>
Vision	<u>165</u>	<u>5</u>

Up-to-Date / Not Up-to-Date on ALL Mandated Exams

Up-To-Date	Not Up-To-Date
<u>154</u>	<u>16</u>

Notes:

- 1- Numbers do not include unborn children
- 2- For Currently Terminated children, Up To Date status is calculated based on Termination Date (instead of Today's date). These children are marked with a RED asterisk in sub-reports.
- 3- If Class End Date is prior to Today's date, Up To Date status is calculated based on Class End Date (instead of Today's date). These children are marked with two RED asterisks in sub-reports.

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Agency: Mercer County Head Start Site: All

Currently Enrolled= 158

421-Immunization Status

Name	1st	2nd	3rd	4th	5th	Waiver/Compliance
Completed						
Polio	<u>156</u>	<u>156</u>	<u>151</u>	N/A	N/A	<u>3</u>
DTAP	<u>156</u>	<u>156</u>	<u>153</u>	<u>145</u>	N/A	<u>7</u>
MMR	<u>156</u>	N/A	N/A	N/A	N/A	<u>2</u>
HIB	<u>155</u>	<u>147</u>	<u>137</u>	N/A	N/A	<u>32</u>
HepatitisB	<u>157</u>	<u>156</u>	<u>153</u>	N/A	N/A	<u>3</u>
Varicella	<u>156</u>	N/A				<u>2</u>
HepatitisA	<u>157</u>	<u>140</u>	N/A	N/A	N/A	<u>13</u>
Pneumococcal	<u>155</u>	<u>149</u>	<u>143</u>	N/A	N/A	<u>24</u>
Rotavirus	N/A	N/A	N/A	N/A	N/A	N/A
Incomplete						
Polio	<u>2</u>	<u>2</u>	<u>7</u>	N/A	N/A	
DTAP	<u>2</u>	<u>2</u>	<u>5</u>	<u>13</u>	N/A	
MMR	<u>2</u>	N/A	N/A	N/A	N/A	
HIB	<u>3</u>	<u>11</u>	<u>21</u>	N/A	N/A	
HepatitisB	<u>1</u>	<u>2</u>	<u>5</u>	N/A	N/A	
Varicella	<u>2</u>	N/A				
HepatitisA	<u>1</u>	<u>18</u>	N/A	N/A	N/A	
Pneumococcal	<u>3</u>	<u>9</u>	<u>15</u>	N/A	N/A	
Rotavirus	N/A	N/A	N/A	N/A	N/A	N/A
Source	Children up-to-date on immunizations (As of 04-04-2019)	Children NOT up-to-date on immunizations (After 04-04-2019)	Children received all possible shots (As of 04-04-2019)	Children NOT current on all possible shots (After 04-04-2019)	Children met State's guidelines for an exemption from immunizations	None
Current Immunization Record	<u>139</u>	<u>0</u>	<u>3</u>	<u>10</u>	<u>4</u>	<u>2</u>
Health History at Enrollment	<u>60</u>	N/A	<u>10</u>	N/A	<u>1</u>	<u>87</u>

As of Date filtering is NOT applicable to Health History Information which is submitted at enrollment.

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Programmatic / Service Area	Description of Concern(s)	Desirable Outcome	Action Steps	Person(s) responsible	Timelines	Actual Outcomes
Communication	Broken communication flow between program areas	The program will have a structured informed communication workflow / communication document that is shared and used by all staff.	<ol style="list-style-type: none"> 1. Director will examine various workflow software systems. 2. Director will budget for the purchase of software. 3. Training will be provided to utilize software system. 4. Director & Administrative team will create communication workflow system. 5. Communication plan will be added to service plans. 6. Administrative team will train respective staff on the communication workflow system. <p>See above</p>	Director Administrative Team	<ol style="list-style-type: none"> 1. June 2019 2. August 2019 3. October 2019 4. February 2019 5. April 2019 6. August 2019 	
	Lack of feedback to all stakeholders	The program will have a structured informed communication workflow / communication document that is shared and used by all staff.	See above	See above	See above	
	Critical conversations between staff & parents	Direct service staff will have the skills to have critical conversations with parents and partners.	<ol style="list-style-type: none"> 1. Administrative staff will identify quality training that: teaches staff how to have critical conversations, problem solving skills, and how to deescalate individuals. 2. Periodically through the year admin staff will revisit training objectives with staff as refresher courses. 	Managers	<ol style="list-style-type: none"> 1. July 2019 2. August 2019 3. January 2019 4. April 2019 	
	Emergency contact information does not match COPA and paper file	Emergency contact information will match in all places (COPA, child file, emergency files, transportation)	<ol style="list-style-type: none"> 1. Family Advocates will follow current policy & procedure specific to child release information. 2. FESM will schedule 2 internal peer reviews to check for compliance. 	Family Advocates FESM	<ol style="list-style-type: none"> 1. August 2019 	
Professional Development	IPDPS are too general	IPDPS are individualized to meet the growth needs of each staff member. IPDPS are connected to program goals and child / family outcomes.	<ol style="list-style-type: none"> 1. Administrative team will review current document and make necessary changes, if warranted. 2. Director will provide TTA to Managers on how to complete the form, expectations, and follow up throughout the year. 	Director Managers	<ol style="list-style-type: none"> 1. June 2019 2. July 2019 	

	No monitoring system for PD	A monitoring system in place that tracks individual staff professional development hours and experiences.	<ol style="list-style-type: none"> 1. The Director and IT Secretary will develop a monitoring system that incorporates tracking PD. 2. The Director will write policy that supports the process for PD tracking system. 3. Managers will be trained on the processes of PD monitoring system. 4. Managers will train respective staff on PD monitoring processes. 	Director IT Secretary Managers	<ol style="list-style-type: none"> 1. September 2019 2. September 2019 3. October 2019 4. December 2019
	Lack of skills related to trauma & behaviors	Staff in all programmatic areas will have knowledge that supports services children and families experiencing trauma and the behaviors resulting from trauma.	<ol style="list-style-type: none"> 1. Director will investigate local and other resources for trauma informed care trainings for staff. 2. Director will redefine focus of Conscious Discipline with coach to incorporate trauma informed care in classrooms. 3. Director will ensure TTA budget reflects need for dollars for trauma informed care training. 4. Schedule training for various staff 5. Track feedback from training to identify impact on how staff interact with children and families. 	Director CD Coach	<ol style="list-style-type: none"> 1. June 2019 2. July 2019 3. August 2019 4. October 2019 5. June 2019
Data & Evaluation	50% of all enrollment is chronically absent	There will be a 15% decrease in chronically absent children.	<ol style="list-style-type: none"> 1. Family advocates will follow the attendance policy. 2. FESM will monitor chronic absenteeism monthly utilizing COPA reports. 3. FA & FESM will create individualized attendance plans that meet the needs of families and communicate those plans to IT Secretary. 4. Education Staff & FA staff will promote regular attendance at all PTCs and home visits. 5. Managers will develop incentive programs for 100% attendance for children and parents. 	FAS FESM Education Staff EM HCSM IT Secretary	<ol style="list-style-type: none"> 1. August 2019 2. September 2019 3. October 2019 4. August 2019 5. August 2019

	Child assessment – inconsistent collection mechanism	Education staff will utilize a universal child assessment data collection system that can be carried over from classroom to classroom ensuring that assessment of children is uniform.	1. EM will develop a data collection system that is uniform between all classrooms. 2. EM will train education staff on how to use child assessment collection system. 3. EM will develop a monitoring system to ensure that education staff are utilizing the system as designed.	Education Manager Education staff	1. July 2019 2. August 2019 3. August 2019
	Child assessment – validity of data	Education staff will assess children with integrity and to fidelity. Children displaying possible developmental / behavioral concerns will be referred to appropriate resources as early and often as possible.	1. Education staff will complete the reliability assessment through Teaching Strategies annually. 2. Education staff will utilize the MHC policy. 3. Education staff will utilize the referral to school districts for possible developmental concerns policy. 4. EM will monitor child assessment data quarterly throughout the year.	Education staff Education Manager	1. August 2019 2. August 2019 3. September 2019 4. November 2019
Facilities & Learning Environments	Increased social emotional behaviors	The program will identify children with social emotional concerns as early as possible to develop intervention strategies utilizing both internal and external resources.	See above. 1. Director will ensure dollars are available in budget to increase more mental health services onsite. 2. Director will update MOU to reflect additional hours and services to support increased behaviors in the classroom. 3. Director will provide TTA for managers & MHC. 4. Director & MHC will provide TTA to direct service staff. 5. Director and managers will develop monitoring plan for mental health program area.	Director Managers MHC	1. July 2019 2. August 2019 3. August 2019 4. August 2019 5. December 2019
	Cluttered, messy environments	Classroom environments will be neat and organized supporting the social emotional needs of children. Other environments in the program will be clean and organized and project a warm friendly environment.	1. Managers will clearly articulate expectations for environments and hold staff accountable for those expectations. 2. Managers will add environmental cleanliness to monitoring plans 3. Administration will evaluate the common areas of the program and develop a plan that	Managers	1. August 2019 2. December 2019 3. July 2019

Family Engagement	Weak relationships between education staff & parents	Education staff and parents will have relationships that foster open communication and project a safe environment that promotes the ability to have critical conversations.	projects a warm inviting environment for all cultures.	<ol style="list-style-type: none"> Staff complete RBC training with TTA. FESM & EM will identify professional development opportunities that meet the needs of individual staff. EM & FESM will role model appropriate conversations with parents. Staff are then expected to conduct critical conversations with parents. Managers will locate PD opportunities for critical conversations on ECLKC for staff. During orientation parents will be instructed to direct any concerns related to the classroom / education to the education staff. Parent handbook will be updated to reflect #5. 	Education Staff Social Service Staff EM FESM HCSM	<ol style="list-style-type: none"> December 2019 October 2019 September 2019 October 2019 August 2019 July 2019 			
	Lack of parent volunteers & participation in events	Parents will participate in various volunteer opportunities that promote positive interactions and support the program's initiatives.	<ol style="list-style-type: none"> Education staff will create volunteer opportunities in the classroom. FA staff will create volunteer opportunities in the classroom. FAs will support parents in meeting program requirements for volunteering. Education & social service staff will collaborate to develop engaging events in the center that promote parent involvement. 	Education staff FAS	<ol style="list-style-type: none"> August 2019 August 2019 				
	Weak FPAs	Family Advocates will partner with families to develop goals and action plans that meet families' emergency needs and move the families forward.	<ol style="list-style-type: none"> FAs will continue TTA for RBCs and PFCE through TTA. FAs will utilize newly developed FPAs and referral forms. FAs will enter FPA information into COPA FESM will train and model expectations for FPA development. FESM will hold FAs accountable to program expectations. 	FAS FESM	<ol style="list-style-type: none"> October 2019 August 2019 August 2019 June 2019 				

	<p>Home visits are not completed in the home</p>	<p>Home visits will be conducted in the home to allow parents to share their strengths and provide more insight into the family dynamic.</p>	<ol style="list-style-type: none"> 1. FESM will train FA on expectations of Parent commitment letter. 2. FESM will model expectations on how to deliver expectations to parents for parent commitment letter. 3. Review / revise the parent handbook and parent orientation to ensure parent's understand that home visits are a part of the program design / approach. 4. FESM will revise monitoring tool to include the tracking of home visits. 	<p>FESM FA</p>	<ol style="list-style-type: none"> 1. June 2019 2. August 2019 3. July 2019 4. July 2019
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