



City of San Antonio, Department of Human Services (DHS) Head Start Program 5-Year Strategic Plan



Goal 1 - Education

Prepare children to succeed in school and life

Objectives	
1	Increase the annual Infant Classroom Assessment Scoring System (CLASS) scores by .5 from 4.84 in <i>Responsive Caregiving</i> in 2017-2018 to 5.34 by 2022-2023.
2	Increase the annual Toddler Classroom Assessment Scoring System (CLASS) scores by .5 in each domain, from 5.37 in <i>Emotional and Behavioral Support</i> and 3.33 in <i>Engaged Support for Learning</i> in 2017-2018 to 5.87 in <i>Emotional and Behavioral Support</i> and 3.83 in <i>Engaged Support for Learning</i> by 2022-2023.
3	Increase the annual Prekindergarten Classroom Assessment Scoring System (CLASS) scores by .5 points in each domain, from 5.65 in <i>Emotional Support</i> , 5.02 in <i>Classroom Organization</i> , and 2.99 in <i>Instructional Support</i> in 2016-2017 to 6.15 in <i>Emotional Support</i> , 5.52 in <i>Classroom Organization</i> , and 3.49 in <i>Instructional Support</i> by 2022-2023.
4	Increase the percentage of children enrolled in the EHS-CCP Program that show six months or more of developmental growth in all six domains on the Early Learning Accomplishments Profile (E-LAP) from BOY to EOY by 5% from 31% in 2017-2018 to 36% in 2022-2023.
5	Increase the percentage of children enrolled in the EHS-CCP Program that show six months or more of developmental growth in all seven domains on the Learning Accomplishments Profile-3 rd Edition (LAP-3) from BOY to EOY by 5% from 41% in 2017-2018 to 46% in 2022-2023.
6	Increase the percentage of children enrolled in the Head Start Program that show six months or more of developmental growth in all seven domains on the Learning Accomplishments Profile-3 rd Edition (LAP-3) from BOY to EOY by 15% from 50% in 2017-2018 to 65% in 2022-2023.
7	Increase the percentage of children enrolled in the Head Start Program that score below the <i>Average</i> range at BOY and score at or above the <i>Average</i> range at EOY in the <u>Language</u> domain on the Learning Accomplishments Profile-3 rd Edition (LAP-3) by 11% from 49% in 2017-2018 to 60% in 2022-2023.
8	Increase the percentage of children transitioning to kindergarten that score at or above the <i>Average</i> range in all seven LAP-3 domains by 5% from 74% in 2016-2017 to 79% in 2022-2023.
9	Decrease the percentage of children enrolled in the EHS-CCP Program with chronic absenteeism by 2.5% from 46% in 2017-2018 to 43.5% in 2022-2023.
10	Decrease the percentage of children enrolled in the Head Start Program with chronic absenteeism by 5% from 24% in 2017-2018 to 19% in 2022-2023.



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Goal 2 - Family Support

Promote well-being of families to enable them to support their children’s learning and development.

Objectives	
1.	Increase the number of families who complete high school/GED by 10%, from 409 in 2016-2017 to 450 in 2022-2023.
2.	Increase the number of families who complete a job training program by 10% from 145 in 2016-2017 to 160 in 2022-2023.
3.	Increase the percentage of Family Life Practice goals achieved by 5% from 87% in 2016-2017 to 92% in 2022-2023.
4.	Increase the percentage of families who receive at least one support service, such as emergency assistance, parenting education, or job training and higher education services, by 5% from 79% in 2016-2017 to 84% in 2022-2023.
5.	Increase the number of participants for the SafeCare Child Abuse Prevention Program. The baseline will be established in 2018-2019 with a number increase determined in 2019-2020.
6.	Increase the number of modules completed through the SafeCare Child Abuse Prevention Program by Head Start parents. The baseline will be established in 2018-2019 with a number increase determined in 2019-2020.

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Goal 3 – Health

Children are healthy and ready to learn

Objectives	
1	Increase the percentage of children with up-to-date TX EPSDT requirements at the end of the school year by 8% from 78% in 2016-2017 to 86% in 2022-2023.
2	Increase the percentage of children who receive services following a referral for hearing and vision concerns. The baseline will be established in 2018-2019 with a percentage increase determined in 2019-2020.
3	Increase the percentage of children identified as Class 2 that are designated treatment complete by the end of the program year by 13% from 32% in 2016-2017 to 45% in 2022-2023.
4	Increase the percentage of Head Start children who receive services following a community mental wellness referral by 10% from 50% in 2016-2017 to 60% in 2022-2023.
5	Increase the average score on the <i>Wellness Assessment</i> . The baseline will be established in 2018-2019 with a percentage increase determined in 2019-2020.

Goal 4 – Environmental Health and Safety

Support the care of children by creating safe environments

Objectives	
1	Decrease the percentage of non-compliances in the Head Start Prekindergarten Environmental Health and Safety Monitoring Reviews by 2% from 5.8% in 2016-2017 to 3.8% in 2022-2023.
2	Decrease the percentage of non-compliances in the EHS-CCP Environmental Health and Safety Monitoring Reviews by .5% from 3.1 % in 2017-2018 to 2.6% in 2022-2023.
3	Decrease the number of findings in the Health and Human Services Commission Childcare Center Inspections by 50% from 38 in 2016-2017 to 19 in 2022-2023.
4	All six EHS-CCP Education Service Providers will have a two star rating or above from the Texas Rising Star System (State of Texas QRIS) as a measure of quality by 2022-2023.
5	Increase the average score on the Early Childhood Environment Rating Scale (ECERS) for the Head Start Prekindergarten Program. The baseline will be established in 2020-2021 with an increase determined in 2021-2022.



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**Goal 5 –Highly qualified staff
Recruit and retain highly qualified staff**

Objectives	
1	Reduce the average number of days to fill a vacancy with the City of San Antonio Head Start Program by 16 days from 62 days in 2016-2017 to 46 days in 2022-2023.
2	Increase the retention rate for Family Support Workers. The baseline will be established in 2018-2019, with a percentage increase determined in 2019-2020.
3	Develop a pathway for EHS-CCP and Head Start teachers and instructional assistants to obtain an Early Childhood Certificate, Associate’s, Bachelor’s or Master’s Degree.
4	Increase the number of teaching staff that complete the Head Start Summer Institute from 23 participants in 2017-2018 to 52 by 2022-2023.
5	Develop a system for continuous professional development aligned to the Classroom Assessment Scoring System (CLASS) to support quality interactions across programs by August 2019.