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

Goal 1 - Education
Prepare children for school and life

	Objectives
1	Increase annual Prekindergarten Classroom Assessment Scoring System (CLASS) scores by .5 points in each domain, from 5.65 in *Emotional Support*, 5.02 in *Classroom Organization*, and 2.99 in *Instructional Support* in 2016-2017 to 6.15 in *Emotional Support*, 5.52 in *Classroom Organization*, and 3.49 in *Instructional Support* by 2023.
2	Increase the annual Infant Classroom Assessment Scoring System (CLASS) scores. The baseline for *Responsive Caregiving* will be established in 2017-2018 with a point increase determined in 2018-2019.
3	Increase the annual Toddler Classroom Assessment Scoring System (CLASS) scores in each domain. The baselines for *Emotional and Behavioral Support* and *Engaged Support for Learning* will be established in 2017-2018 with a point increase determined in 2018-2019.
4	Increase the percentage of children that meet school readiness goals. The baseline will be established in 2017-2018 with a percentage increase determined in 2018-2019.
5	Increase the percentage of children transitioning to kindergarten that score at or above the *Average* range in all seven LAP-3 Domains by 5%, from 74% in 2016-2017 to 79% in 2022- 2023.
6	Increase the number of children that show growth from BOY to EOY across all domains on the Early Learning Accomplishments Profile (E-LAP) and the Learning Accomplishments Profile – 3rd Edition (LAP-3). The baseline will be established in 2017-2018 with a percentage increase determined in 2018-2019.
7	Reduce the percentage of children with chronic absenteeism. The baseline will be established in 2017-2018 with a percentage reduction determined in 2018-2019.

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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 449 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	Research various family assessment instruments and determine whether or not to revise the current instrument or adopt a new instrument for implementation by August 2019.
6.	Increase the number of families that complete the SafeCare Child Abuse Prevention Program. The baseline will be established in 2017-2018 with a percentage increase determined in 2018-2019.

November 29, 2017

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 4% in the first year (17-18) and 2% in the following years, from 78% in 2016-2017 to 92% in 2022-2023.
2	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.
3	Increase the percentage of children who receive services following a community Mental Wellness referral by 10% from 50% in 2016-2017 to 60% in 2022-2023.
4	Increase average score on the Wellness Survey. 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 1% from 5.8 % in 2016-2017 to 4.8% in 2023.
2	Reduce the percentage of non-compliances in EHS-CCP Environmental Health and Safety Monitoring Reviews. The baseline will be established in 2017-2018 with a percentage reduction determined in 2018-2019.
3	Decrease the number of findings in Health and Human Services Commission Childcare Center Inspections by 50% from 38 in 2016-2017 to 19 in 2023.
4	Develop an implementation plan for integrating the Texas Rising Star system (State of Texas QRIS) as a measure of quality for the EHS-CCP program by August 2019.
5	Develop an implementation plan for integrating components of the Early Childhood Environment Rating Scale (ECERS-R) as a measure of quality for the Head Start program by August 2019.

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 2023.
2	Increase the retention rate for Family Support Workers. The baseline will be established in 2017-2018, with a percentage increase determined in 2018-2019
3	Develop a pathway to increase the number of EHS-CCP and Head Start teachers and instructional assistants with an Early Childhood Certificate, associate's, bachelors or master's degree by August 2019.
4	Increase the number of teaching staff that complete the Head Start Summer Institute towards earning a master's degree by 2023. The baseline will be established in 2017-2018 with a number increase determined in 2018-2019.
5	Develop a system for continuous professional development aligned to the Classroom Assessment Scoring System (CLASS) for teachers and instructional assistants by August 2019.