

# Approval of the 2019-2020 Strategic Plan



# City of San Antonio Department of Human Services Head Start Program Five-Year Strategic Plan



## Goal 1 – Education

Prepare children to succeed in school and life

Objectives	
1	Decrease the percentage of children enrolled in the EHS-CCP Program with chronic absenteeism by 18% from 46% in 2017-2018 to 28% in 2023-2024.
2	Decrease the percentage of children enrolled in the Head Start Program with chronic absenteeism by 5% from 24% in 2017-2018 to 19% in 2023-2024.
3	Increase the annual Infant Classroom Assessment Scoring System (CLASS) score by .5 from 4.84 in <i>Responsive Caregiving</i> in 2017-2018 to 5.34 2023-2024.
4	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 2023-2024.
5	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 2023-2024.
6	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 2023-2024.
7	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-3rd Edition (LAP-3) from BOY to EOY by 5% from 41% in 2017-2018 to 46% in 2023-2024.
8	Increase the percentage of children enrolled in the Head Start Program that show growth from BOY to EOY. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.
9	Increase the percentage of children enrolled in the Head Start Program who are ON TARGET in <i>Language</i> and <i>Literacy</i> . The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.
10	Increase the percentage of children transitioning to Kindergarten ON TARGET at EOY. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.

## Goal 2 – Family Support

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

Objectives	
1	Increase the percentage of parents/guardians who make progress towards completion of an identified <i>Family Self-Sufficiency</i> goal by the end of the program year by 9% from 71% in 2019-2020 to 80% in 2023-2024.
2	Maintain the percentage of parents/guardians who make progress towards completion of an identified Family Life Practice goal at 90% or higher through the year 2023-2024.
3	Increase the percentage of families who receive at least one program service, such as emergency assistance, parenting education, asset building, or job training and education services, to promote family outcomes. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.
4	Increase the number of participants in the identified tiered parenting program. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.

## Goal 3 – Health

Children are healthy and ready to learn.

Objectives	
1	Increase the percentage of children who are up-to-date on TX EPSDT requirements at the end of the program year. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.
2	Increase the percentage of children who receive services following a referral for hearing concerns at the end of the program year by 10% from 55% in 2018-2019 to 65% in 2023-2024.
3	Increase the percentage of children who receive services following a referral for vision concerns at the end of the program year by 10% from 70% in 2018-2019 to 80% in 2023-2024.
4	Increase the percentage of children identified as <i>Class 2</i> that are designated as <i>Treatment Complete</i> by the end of the program year by 13% from 32% in 2016-2017 to 45% in 2023-2024.
5	Increase the number of mental health consultations provided to parents/guardians and staff by the Mental Wellness Team. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.
6	Increase the number of trainings with a focus on mental wellness provided to parents/guardians and staff by the Head Start Program. The baseline will be established in 2020-2021 with a percentage increase determined in 2021-2022.
7	Increase the average score on the Health Wellness Assessment. The baseline will be established in 2021-2022 with a percentage increase determined in 2022-2023.

**Goal 4 – Environmental Health & Safety**  
Support the care of children by creating safe environments

Objectives	
1	Decrease the percentage of findings in the Head Start Prekindergarten Environmental Health and Safety Monitoring Reviews by 2% from 5.8 % in 2016-2017 to 3.8% in 2023-2024.
2	Decrease the percentage of findings in the EHS-CCP Environmental Health and Safety Monitoring Reviews by .5% from 3.1 % in 2017-2018 to 2.6% in 2023-2024.
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 2023-2024.
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 2023-2024.
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 2021-2022 with a percentage increase determined in 2022-2023.

**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 2023-2024.
2	Maintain an annual retention rate for Family Support Workers at 90% or higher through the year 2023-2024.
3	Increase the number of teaching staff that complete the Head Start Summer Institute from 23 participants in 2017-2018 to 48 participants by 2023-2024.
4	Increase the number of TEACH participants that earn a certificate or degree. The baseline will be established in 2020-2021 with an increase determined in 2021-2022.