



# BIHS 5 -Year Strategic Program Goals Expected Outcomes, Progress, Outcomes and Challenges Working Documents -Draft



## BIHS Mission, Vision, and Philosophy

The **Mission** of the Bishop Indian Head Start program is to provide safe, healthy, nurturing and stimulating learning environments, and to promote the school readiness of children age three to five by enhancing their cognitive, social, and emotional development in two ways:

1. The learning environment will support children's growth in language, literacy, mathematics, science, emotional functioning, creative arts, physical skills, approaches to learning, and cultural diversity.
2. Each family will be provided with health, mental health, educational, nutritional, social, and other services when necessary based on the family's needs assessments.

The Bishop Indian Head Start Program's **Vision** is to provide families, children, staff, and the community with a diverse learning experience. Bishop Indian Head Start collaborates with community services to provide education on parenting, leadership, disabilities, health, mental health, nutrition, fitness, and culture.

The Bishop Indian Head Start Program's **Philosophy** is to create a developmentally appropriate and enriched environment for every child. Bishop Indian Head Start believes in the empowerment of families so that they may make informed decisions about their children's education and well-being.

The Bishop Indian Head Start 5 Year Strategic Plan was received, reviewed, discussed, and approved by the Bishop Indian Head Start Policy Council on April 26, 2019 and signed by: Jasmine Andreas, Policy Council Chair

The Bishop Indian Head Start 5 Year Strategic Plan was received, reviewed, discussed, and approved by the Bishop Paiute Tribal Council on April 29, 2019 and signed by: Allen Summers, Tribal Chairman

**Data Sources:**

Self-Assessment, Child Records and Outcome Data, Community Assessment and survey data, Bishop Paiute Reservation Census Analysis, Program Improvement Report (PIR), OHS Monitoring Protocol, Family Partnership Records, Cultural Survey, Staff Needs Assessment, Staff Performance Appraisals, 5 Year Needs Assessment Office of Education State Preschool; First 5 Strategic Plan; the Bishop Paiute Comprehensive Economic Development Plan; and Bishop Tribe Strategic Planning Notes.

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Program Governance-1301					
Broad Goal: Program Governance systems include a governance structure, strong communications, and regular reporting that supports shared decision making. Part 1301 Program Governance sub-section 1301.5 Training					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
<p><b>Revise-2019: The Tribal Council and Policy Council will</b> complete the program governance screener before the start of each school year. BIHS Policy Council and Tribal Council will receive training in Leadership and Governance to include all areas under Program Management, Planning &amp; Oversight Systems Including Financial Training. Program Governance Training will take place the first 45 minutes of each meeting until complete. Followed by Fiscal Training for Governing Bodies.</p>	<p><b>Expected Outcome</b> BIHS will ensure all existing and new stakeholders will be trained in 1301 each program year in order to effectively participate in the oversight of the BIHS program.</p>	<p><b>Progress</b> PC and TC completed training. Not everyone. Did not meet 3 month goal. Director reviews budgets and expense reports in Director report. Reviewed resources available on ECLKC Current PC and TC are familiar with Management Wheel and Online Training. PC has been provided a copy of new regulations and target dates.</p>	<p><b>Progress</b> 78% of the PC has received their Governing Body and Tribal Council Certification. Tribal Council throughout the year has been provided the resources via email and in person to obtain their certification (Program Governance Reference Book and instruction the Early Childhood Knowledge Center). The Policy Council and Tribal Council reviewed and discussed the Governance, Leadership and Oversight Capacity Screener. Program Self-Assessment Finding: The Governance, Leadership and Oversight Capacity Screener was not completed within the first 3 months of receiving our grant continuation funding letter.</p>	<p><b>Progress</b> Program Finding: The Governance, Leadership and Oversight Capacity Screener was not completed within the first 3 months of receiving our grant continuation funding letter. Program governance training 1 out of 6 current PC complete. 4 out of 6 in progress. Tribal Council had been informed each meeting. All TC members have experience in Head Start Program Governance. However, not current training <i>Head Start Tribal Council and Program Governance Training in Governing Body and Tribal Council Certification for program year 2018-2019.</i> ECLKC online site was difficult to open and due to time management challenges the Director did not call site for assistance until April. Guidance from IT was able to overcome challenge.</p>	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Collaborate with PC and TC to find resources and financial relief for Early Child Development agency employees to obtain affordable quality programs for their children	<b>Expected Outcomes:</b> Added need to Selection Criteria Worksheet OVDCD-only Tribal Childcare program Working Head Start families will have access to quality childcare over the summer and continue to work on school readiness skills.	<b>Progress:</b> Goal Continue Social Service: Summer program 4 of our Head Start staff worked as Teachers and a cook.	<b>Goal Continue</b> Social Service:  No services provided this year: Remains a need in the community. Challenge: Staffing? Funding?	<b>Goal Continue</b> Social Service: Planning a summer program held at the BIHS facility.	
Revisit Parents, Guardians, Community, and staff Head Start Policy on Shared Governance/ Decision Making, Chain of Command in a conflict situation	<b>Expected Outcomes</b> Policy Council reviewed documents; minor update to the Conflict Resolution Form. Approved by PC and TC. Parents review Grievance Procedures with staff and sign for understanding.	Completed at enrollment	Completed at enrollment	Completed at enrollment	
<b>Revise 2019:</b> BIHS will update all Service Plans, Policies and Procedures and forms related to 1301 Program Governance to reflect the September 2016 Head Start Program Performance Standards.	<b>Expected Outcomes</b> BIHS will ensure all existing and new stakeholders will be trained in 1301 each program year.	<b>Progress:</b> Process has started with providing information as it is provided from the Office of Head Start to all BIHS stakeholders	<b>Progress:</b> All new and revised documents cite the new regulations such as the Policy Council By-Laws. Bishop Tribal Fiscal Department updated policies and procedures March 2018 and will be submitted with Grant Year application Year 2018-2019.	<b>Progress:</b> Program Governance Policy and Procedures are yet to be revised. <b>Challenge:</b> Time Management due to staffing all positions. A need to cross train existing staff.	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

1303-Financial & Administration Requirements					
<b>Broad Goal:</b> BIHS will ensure that these important infrastructures support program operations: Facilities, Materials, and Equipment, Transportation, and technology systems services.					
<b>(Financial and Administrative Requirements) Part 1303-subpart E-Facilities; subpart F Transportation;</b>					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
BIHS Director will research financial resources to purchase new buses to replace 83 and 84	<b>Expected Outcome:</b> BIHS will upgrade school buses and lower the cost in repairs. <b>Progress:</b> Obtained three bids. Applied for a one-time emergency funding grant from OHS.	<b>Progress:</b> Goal complete-bus will be delivered in July 2017.	<b>Progress:</b> Applied for a second bus to replace 84. Grant awarded. BIHS replaced 2 school buses-1995 and 1998 with 2016 & 2017.	<b>Progress:</b> Retired bus 83 and maintaining 84 for emergency evacuation only or back up when other buses in shop.	n/a
New air conditioning unit for bus 83	Goal Complete	n/a	n/a	n/a	n/a
Reestablish Morning Bus Transportation based on needs	<b>Expected Outcome:</b> Increase the number of Native Families enrolled in BIHS based on greatest needs.	<b>Progress:</b> Morning bus in place for Big Pine families and families without transportation. Bus Driver hired for Big Pine Morning Route. Big Pine morning bus driver needs to be hired by August 1st 2017.	<b>Progress:</b> Goal Met in addition to a bus monitor for Big Pine and an additional bus driver was trained.	<b>Progress:</b> Bus Driver Turnover, BIHS Director assumed Big Pine Bus route. New Bus Driver training in progress in 2019-2020.	
Update the BIHS Parent and Bus Driver Transportation Handbooks to reflect the 2016 HS Regulations.	<b>Expected Outcomes</b> Updated Bus Driver Handbook will be located online. Teaching Team Notes and Policy Council Approval Minutes	<b>Progress:</b> Goal not met yet.	<b>Progress:</b> In the process-goal date: May 2018-Goal met.	<b>Progress:</b> Transportation handbook needs an update to reflect new drivers. Driver handbook needs to be revised.	
Program planning data, forms, monitoring and tracking, etc. on USB backup and distribute to Bishop Paiute	<b>Expected Outcomes:</b> Data needs to be organized on USB drive for easier use each year and information shared with Key Management.	<b>Progress/Outcomes</b> Information is on USB from 2014-to current. USB needs to be organized into years.	<b>Progress</b> towards this goal has not been achieved. The Director will order USB drives in preparation of the updated plans, policies and	<b>Progress/Outcomes</b> Grant years are starting to be organized in separate USB drives. Webpage is currently being updated. USBs still need to be	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Administration, BIHS management Staff-update Organize all updated forms, policies and procedures, service plans, improvement plans and assessments on USB drives.	<b>Progress:</b> Data is on USB but need to be organized. Administration and Tribal Council is provided documents in word form.		procedures. As policies and procedures are updated, they are uploaded to the BIHS webpage. Currently the IT department as created a U drive to share information with key staff. The Director will begin to save information on the u drive	labeled and organized. Old forms need to be eliminated. U drive needs to be updated.	
Replace carpet in all four classrooms and tile health office. Fix roof leaks in all 4 classrooms. <b>Indian Health Service Finding.</b>	<b>Expected Outcomes</b> Reduce the risk of mold and damage to building, equipment and materials.	<b>Progress:</b> Goal Met using Edison Grant funding and OHS Emergency One Time Funding.	n/a	n/a	n/a
Inform Tribal Maintenance to measure fall zone daily and inform Director when fall zone falls below required 6-inch depth. New level is 9 inches.	<b>Expected Outcomes</b> All Fall Zones meet playground requirements and children are safe. <b>Goal met.</b> Maintenance rototills sand at least 1-2 x a month. Fall Zone sand is low and sand to be added the summer of 2016. New level is 9 inches. 15 pallets of sand added.	<b>Progress:</b> In 2016-2017- continues to be a challenge. BIHS will remodel first yard and replace sand with woodchips around climbing equipment. Goal Complete.	<b>Progress:</b> Maintenance and Gardener are rototilling monthly, however weather challenges has negative effects on the depth of fall zone. Drainage needs to be constructed in back yard.	<b>Progress:</b> Goal met and is part of daily facility checklist. BIHS purchased a larger rototiller maintain required fall zone for sand. <i>ADA compliance issue corrected. Indian Health Service found BIHS in compliance.</i>	
Plan Expansion of outdoor classroom by 16,700 feet. Grass Field for Outdoor Classroom (6,000 square feet) and a 2,300 square feet garden	<b>Expected Outcome:</b> BIHS will enhance the indoor/outdoor learning environment to provide adequate opportunities for choice, play, exploration, and experimentation among a variety of learning, sensory and motor experiences.	<b>Progress/Outcomes</b> Partnership strengthened with TIHP; drafted a grant proposal; Outdoor Classroom expansion area cleared (16,700 square feet)	<b>Progress/Outcomes</b> BIHS expanded outdoor area by 16,700 square feet which includes a 6,000 square feet grass field. And a 2,300 square feet garden. Gardener hired to maintain grounds	<b>Progress/Outcomes</b> Past two years hosted the BIHS Health Carnival and graduation.	
Order/install irrigation materials for expansion;	<b>Expected Outcomes</b> Extended area is secure and ready to plant grass, trees, fruit and vegetables.	<b>Progress/Outcomes</b> Equipment ordered and volunteers and community partners organized to	<b>Progress/Outcomes</b> Irrigation complete. Drinking fountain installed.	<b>Progress/Outcomes</b> ADA sidewalk installed	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Order/install fencing material; Order materials and garden supplies		clear field. All materials ordered and on hand.		Park bench built by Orange Lutheran Highschool	
<b>Outdoor Fitness Area for Adults located near Head Start Expanded Outdoor Classroom</b>		Funding was not rewarded. No longer a goal. However, BIHS will collaborate with Toiyabe Indian Health Project to organize family fitness nights	n/a BIHS is currently working with the Bishop Paiute Tribe Human Resource to contract a physical fitness instructor. BIHS has not been able to facilitate a family fitness night in year 3. However, Parent Committee hosted a Health Fitness Carnival in October.	Funding not available at this time.	
<b>Order Outdoor Fitness Active Living Equipment for children.</b>		Swings and Slides/shade/fall zones Installed by community volunteers	Goal complete: Awarded an additional \$5000.00 to be applied towards children and family fitness activities for 2017-2018	Annual Health Carnival First 5 Positive Parenting Nights Partners borrow equipment for events Family Fun day in the Bishop Park	

**Program Operations-1302**

**Broad Goal:** BIHS will improve recordkeeping and reporting systems to provide information needed to individualize programs for children and families for assisting staff in planning and management and ensure delivery of services. Program Goal: 1302.101-BIHS will use data for continues program improvement and ensure data is aggregated, analyzed and compared in such a way to assist BIHS stakeholders in identifying risks and informing strategies for continuous improvement in all program service areas. **(Program Operations) Part 1302-subpart J Program**

**Management and Quality Improvement 1302.101 Management Systems**

Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
BIHS to receive training on the new 2016 OHS-Regulations.	<b>Expected Outcomes:</b> BIHS staff and stakeholders are in compliance with the new 2016 OHS regulations with zero findings in the next Triennial review.	<b>Progress:</b> The BIHS Director and ERSEA/Assistant Director attended New HS 2016 Head Start Regulations. Current Staff, PC and TC are familiar with Management Wheel and	<b>Progress:</b> A plan and schedule to update all policies and procedure to reflect new regulations has been drafted and approved by the Policy Council and Tribal Council.	<b>Progress:</b> New 2016 OHS-Regulations. No finding during Focus Area 2 Triennial Review.	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

		Online Training. PC has been provided a copy of new regulations and target dates.			
BIHS will update all Service Plans, Policies and Procedures and forms related to 1302 Program Operations to reflect the September 2016 Head Start Program Performance Standards	<b>Expected Outcomes:</b> Meeting Minutes; approvals and new plans, policies and procedures will be located online according to approved schedules.	<b>Progress:</b> Process has started with providing information as it is provided from the Office of Head Start to all BIHS stakeholders	<b>Progress:</b> A plan/schedule to update all policies and procedure to reflect new regulations has been drafted and approved by the Policy Council and Tribal Council.	<b>Progress:</b> Child Development and Health Polices updated. The Parent, Family and Community Engagement is in progress. Data Entry Clerk hired to assist in policy and procedure updates. Update all policies and procedures related to ERSEA to align with 2016 New regulations will continue.	
School Readiness Child Outcomes-teachers cross trained in aggregation of data	<b>Expected Outcomes:</b> <b>Teachers are confident in setting SMART school readiness goals.</b> Goal met; teachers utilizing inform. to set classroom goals, provide info to families through newsletters re: SR goals	<b>Progress:</b> 3 x a year review DRDP and assess aggregate child outcome reports to set SR goals.	<b>Progress:</b> 3 x a year review DRDP and assess aggregate child outcome reports to set SR goals.	<b>Progress:</b> Challenge this year due to CDE-State switched data systems and program is not producing reports at this time. Goal continue	
BIHS will complete a Community wide strategic planning and needs assessment (community assessment) in program year 2016-2017.	<b>Expected Outcomes</b> Required Documents for the Head Start Grant. Program can utilize outcomes to advocate for the needs of the community.	<b>Progress:</b> In progress-surveys completed and distributed. Data will be summarized in April and submitted to OHS with grant.	<b>Progress:</b> Goal met and available on the BIHS webpage.	<b>Progress:</b> A survey regarding the needs of the community and program goals for Head Start was introduced in a planning meeting sponsored by EMO.	BIHS at the start of the school year will formulate a plan to execute a new community assessment to be used in the next 5 year strategic plan.
Update the "Ways to Volunteer Survey" to align with BIHS needs	<b>Expected Outcome:</b> BIHS will record and track In-kind to ensure non-federal match is met and to measure volunteers' hours.	<b>Progress:</b> Data dated 2015-2016 and 2016-2017 is currently being entered in child plus and a report will be generated for staff. The report will individualize areas families have indicated they would volunteer for BIHS. In addition, the Director and ERSEA	Goal met-In Kind reports can be produced to reflect hours, description of volunteer work, and in-kind amounts. Director reports Volunteer Hours and In kind to PC and TC.		



**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

		Manager will meet with the Parent Committee, Policy Council and Staff to discuss and update form to support BIHS short and long term goals.			
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**Program Operations-1302-Subpart D-Health Program Services**

**Broad Goal:** BIHS will ensure a comprehensive system of services is in place to prevent health problems; supports health development by encouraging practices that prevent illness or injury and promotes positive culturally relevant health behaviors that enhance lifelong well-being. Part 1302-Program Operations Subpart D Health Program Services-Hygiene Practices Addition: Program Goal: 1302.62- BIHS will improve communication between parents regarding what is a potential disability and to learn how to become advocates for services that meet their children's needs and to have knowledge where to obtain information and skills to help understand and support their child's disability. **Program Goal:** BIHS will provide high-quality health, oral health, mental health and nutritional health that are developmentally, culturally and linguistically appropriate and that will support each child's growth and development.

Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
Update Contingency Plan (Emergency Plan) 1302.47	<b>Expected Outcome:</b> The current Contingency Plan will reflect the current risk and emergency responses related to our program and community. <b>Goal Completed-</b> Need to update each year to reflect changes.	<b>Outcome:</b> The Contingency (emergency plan) and Health and Safety Policies are reviewed at pre-service with staff. The Emergency Safety plan was last updated in 2015. Challenge: Staffing Solution: prioritize policies to be updated and hire support staff.	<b>Outcome:</b> The Contingency (emergency plan) and Health and Safety Policies are reviewed at pre-service with staff. The Emergency Safety plan was last updated in 2015. Challenge: Staffing Solution: Collaborate with HR to build a sub teaching team and bus drivers.	<b>Progress:</b> The Contingency (emergency plan) and Health and Safety Policies are reviewed at pre-service with staff. The Emergency Safety plan was last updated in 2015. Challenge: Staffing; Solution: staff in place and the focus will be to update plan to present to governing body, staff and first response teams.	
2017-Goal: BIHS Management Team will continue to provide information on the identified areas: Where to report	N/A	<b>Expected Outcome</b> 100% of Families will indicate they know- Where to report health and safety concerns and complaints.	<b>Progress:</b> According to the 2017-2018 Parent Survey 100% of parents surveyed (84%) indicated they knew (Where to report health and	<b>Progress:</b> 2018-2019 95% of families indicated they knew (Where to report health and safety concerns and complaints	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

<p>health and safety concerns and complaints and Experience and training of Head Start Staff.</p>		<p>100% of Families will indicate they received information regarding the Experience and training of Head Start Staff</p>	<p>safety concerns and complaints a 6% decrease from last year. According to the 2017-2018 Parent Survey 98% of parents surveyed (84%) received information regarding the Experience and training of Head Start Staff a 7% decrease from last year.</p>	<p>95% of families indicated they received information regarding the Experience and training of Head Start Staff</p>	
<p>BIHS will enhance the Assessment outcomes by utilizing ASQ Development and ASQ Social Emotional Parent Questionnaires and providing resources to parents within the first 30 days of school attendance.</p>	<p><b>Expected Outcome:</b> Data gathered from Parent ASQ questionnaires will be used for Inyo County Planning and assessing the developmental needs of the children in our community. BIHS parents will be provided with additional activities they can use to assist their child with their SR skills. Activities are produced by the ASQ system based on their child's outcome</p>	<p><b>In progress.</b> Goal is continued to reflect 30 days. Policies and Procedures need to be drafted.</p>	<p><b>Goal met.</b> But resources were provided by the first parent teacher conference due to staffing and parent follow-up in turning in ASQs. Second year of implementing new screening. Inyo County Social Services, Hospitals, and preschools are all utilizing ASQ program as an effort to collect the needs of children 0-5</p>	<p><b>Progress:</b> Consent Forms provided to parents. Low return rate this year. Many parents decided not to participate or turn inform. BIHS will provide consent form and questionnaires during the enrollment process.</p>	
<p>Director and Health and Disabilities Manager will participate in quarterly meetings with other preschools; SELPA and other LEA to plan training events for Parents and Staff as it relates to Social Emotional Development and Behavior Strategies.</p>	<p><b>Expected Outcomes:</b> Meeting Minutes; sign in sheets; revised MOU and support letter; increase in training events provided from semiannual to quarterly and eventually monthly. <b>Progress</b> Started in 2015, BIHS is invited to participate, but due to scheduling have not been able to attend. BIHS hired a bus driver in February and beginning in March the Director will be able to participate in</p>	<p><b>Progress:</b> Availability to attend as of 2017 continues to be a challenge. BIHS was able to attend 1 meeting, but due to staffing issues we have not been able to attend meetings. BIHS meets regularly onsite with SELPA specialist to ensure social emotional development needs are met for our students. The goal remains for BIHS to collaborate in monthly meetings with other early child development agencies.</p>	<p><b>Progress:</b> Meetings are taking place: ERSEA and Health Manager attending collaborative meetings. Health Manager is a Commissioner for Inyo County First 5. Challenges with staffing has prevented BIHS from participating consistently.</p>	<p><b>Progress:</b> BIHS was able to attend 2 meeting, but due to staffing issues we have not been able to attend meetings on a regular basis. The meetings seem to be an opportunity to share concerns and program news. Due to the fact meets take place during school hours it can be difficult to attend. We are now fully staffed and BIHS will now be available to attend collaborative meetings.</p>	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

	monthly meetings. BIHS is receiving daily support for children with challenging classroom behavior as a result from meeting with SELPA and LEAs. Availability to attend as of 2017 continues to be a challenge.				
Update meal time policy and procedure related to start and finish times as it related to allowable claims and train all staff during pre-service and in-service as needed.	<b>Expected Outcomes:</b> BIHS staff will have no findings due to inaccurate claims. Procedure practiced but not written yet.	<b>Progress:</b> Staff is trained yearly on allowable meal claim times. Times are posted on daily meal counts. Nutrition Policies and Procedure still need to be updated.	Goal Met	n/a	n/a
Child Development and Health Services: Nutrition (CACFP) Cont. to complete meal production-and increase fruits/vegies by an extra 4 lbs. & round up to the next pound	<b>Expected Outcomes:</b> BIHS will have a sufficient amount of fruits and veggies to meet the nutritional needs of our children. We are in compliance. Goal met	n/a	n/a	n/a	n/a
Write a policy as it relates to milk intolerance and CACFP allowable substitute (Lactaid).	<b>Expected Outcome:</b> BIHS kitchen staff and subs will have accessible resources regarding what an allowable milk substitute for children with milk intolerances. <b>Outcomes:</b> Staff using handouts from CACFP as guidance and following the Medical Statement Request Special Meals and/or accommodations	<b>Progress:</b> Staff is trained food allergies and allowable substitutes. Menus are updated to reflect substitute foods. Nutrition Policies and Procedure still need to be updated.	<b>Progress:</b> Several new policies related to kitchen have been approved but not added to the Nutrition Policy handbook online. CACFP has provided guidance to the creditable milk process. BIHS Director has included the Nutrition policy and procedure plan in the schedule to be updated. Target is July 2018	<b>Progress:</b> Remains a goal. <b>Challenge:</b> Staffing Solution: Hired Data Entry Clerk to work year-round to assist Director with t Time Management. BIHS milk sub handouts are available to cook.	
Collaborate with Culture Committee and or BITC Food Sovereignty and Food Core to integrate Paiute	<b>Expected Outcome:</b> BIHS will have active parents engaged in cultural diversity activities and planning nutritional meals	<b>Progress:</b> Cultural Food has been discussed in Health Advisory meetings, but a formal plan needs to be drafted. Added a few	<b>Progress:</b> Head Start Director/ BIHS Chef Increased Cultural Foods and activities into the Menu and Monthly calendar of	<b>Progress:</b> Menu's did not consistently reflect 3 integrated Native American meals/snacks Continue-into 2019-2020.	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

<p>cultural foods into children's CACFP menu</p>	<p>based on Native American Dishes.  Goal not met.</p>	<p>Native Dishes throughout the year. Need to be consistent and highlight on menu.</p>	<p>events: BIHS received grant opportunities to support garden activities that would include traditional foods. BIHS will continue to seek Cultural Food Advisors/Elders from other Tribes who have included traditional foods in their menus. Including seeking resources from Tutuwapi Library and Nüümü Yodaha for recipe ideas. BIHS hosts Family Cook nights featuring traditional foods</p>	<p>BIHS will research additional resources and work with the Food Sovereignty program to send menu ideas each month. May need to revise to 1 or 2 meals/snacks BIHS collaborated with TIHP to host a Native Chef presentation for children, parents, staff and the community.</p>	
<p>Collaborate with Health Advisory; update CACFP/BIHS Mission Statement and provide in Spanish</p>	<p><b>Expected Outcome:</b> Mission will reflect our new outlook on increasing fresh vegetable and fruits into our menu and our active garden project. In progress.</p>	<p><b>Progress:</b> CACFP/BIHS mission statement has been discussed in Health Advisory meetings but a formal plan needs to be drafted.</p>	<p><b>Progress:</b> Goal complete: Just need to translate into Spanish when needed</p>	<p><b>Progress:</b> Goal continued. Director will assign FA to collaborate with State to translate mission into Spanish.</p>	
<p>BIHS will remain in good standing with Indian Health Service in regards to Handwashing and care routines. BIHS will collaborate with the State Preschool Auditors and advocate for State to provide training for all h Their programs regarding personal care routines.</p>	<p>N/A</p>	<p><b>Expected Outcome:</b> 2017-2018-Goal: BIHS will Improve ECERS #12Toileting/Diaper-score and Personal Care Routines Score.</p>	<p><b>Outcomes:</b> 2017-2018- ECERS #12Toileting/Diaper-1 indicating no improvement. Subscale: Personal Care Routines Score-2.45-a .45 drop. Indian Health Service observed Hand washing practices to be in-place. State ECERS auditors ensure we can never get higher than a 1 or 2. Based on the tool they use. However, the Teaching Team and Health Manager continue to promote hand washing routines and the health benefits to children and their families. All</p>	<p><b>Outcomes:2019-SCORED INCREASED TO 2.85</b>  Continue goal until we reach a 5 or better. Remain in good standing with Indian Health Service in regards to Handwashing.</p>	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

			routines continue to be practiced.		
2017-2018 Goal: Documentation of opportunities to participate in Early Head Start to improve skills and knowledge in prenatal education on fetal development, labor and delivery, and post-partum recovery.	N/A	<b>Expected Outcomes:</b>	<b>Progress:</b> Health and Disabilities Manager collaborates with WIC services to provide education and resources for our Head Start Newsletter and Tribal Newsletter. Prenatal education on fetal development, labor and delivery, and post-partum recovery for HS is documented but no evidence of participating in a EHS prenatal workshop. The BIHS Health and Disabilities Manager provided one to one support and referrals.	<b>Progress:</b> Self-Assessment indicated the same results. Head Start collaborated with TIHP WIC to host a nutrition with TIHP Registered Dietician. Questions regarding prenatal needs are documented on the BIHS child safety car seat forms.	
New: BIHS will improve communication between parents regarding what is a potential disability	N/A	N/A	N/A	<b>Expected Outcome</b> Children with IEP graduate out of program before transferring to Kindergarten. Currently 18 children are receiving speech services.	
2018-revise- BIHS will ensure students are ready for school by collaborating with the PC to draft a punctuality policy that demonstrates to families the positive effects on their child's school academic success.	<b>Expected Outcomes:</b> Parent Policy Council Minutes approving new policy; signed parent policy; 100% of parents arrive at school before 8:30 am. Signed documentation at enrollment. Parents reminded at conferences; Attendance letters sent out. Tardiness policy has not been drafted.	<b>Progress/Outcomes</b> BIHS is currently tracking children's arrival time. BIHS needs to work with PC to indicate a time that indicates actual tardiness. BIHS post school starts time in newsletters, menus and classroom newsletters. The start time and end time of school is discussed during initial home visits. BIHS has requested the Bishop Tribal Administration add	<b>Progress/Outcomes</b> BIHS attendance-91% as of 4/5/2017 and 5% of same families are tardy each day. Remains a goal for 2017-2018. Education Summit addressed tardiness and school attendance in workshops. BIHS requested School Attendance and Tardiness be addressed in Tribal Newsletter.	<b>Progress/Outcomes</b> Director shared sample polices and procedures of possible School Punctuality policies with PC. PC feels policy should reflect positive incentives such as recognizing families for arriving to school, and continue to provide education. Stress the importance of SR Readiness and school attendance and punctuality.	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

		information on school attendance and punctuality in Tribal Newsletters.			
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**Program Operations-1302**

**Broad Goal:** BIHS will ensure Human Resource system provides ongoing professional development to well-qualified staff that supports quality services for children and families within an effective organizational structure. **Part 1302-Program Operations Subpart I Human Resource Management; 1302.90 Personnel Policies; 1302.91 Staff Qualifications and competency requirements; 1302.92 Training and professional development; 1302.93 staff health and wellness; 1302.94 Volunteers**

**Program Goal:** 1302.92-BIHS will collaborate with Tribal Human Resource Department to maintain Human resources systems which provide ongoing professional development to well-qualified staff.

Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016 Baseline	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
MOU with agencies that provide Higher Education-financial assistance	<b>Expected Outcomes</b> MOU not established yet. Incentives to cover cost of tuition available through the tribe & through Head Start Training funds.	<b>Progress/Outcomes:</b> BIHS collaborated with the Education Summit Team to offer a daylong event for parents and community to provide the importance of school readiness. BIHS provides financial support when needed for staff college tuition, books and permits. Director sits on the child development Cerro Coso board.	<b>Progress/Outcomes:</b> BIHS collaborated with the Education Summit Team to offer a daylong event for parents and community (Year 2) to provide the importance of school readiness. BIHS provides financial support when needed for staff college tuition, books and permits.	<b>Progress/Outcomes:</b> BIHS participated in a presentation for Cerro Coso students. Collaboration is taking place. OVDCDC received a grant to pay for tuition for our BIHS Teachers. No formal MOU needed. Focus on a support letter.	
Maintain T/TA training schedule and record progress for entire staff on a monthly basis by meeting with staff each month to discuss how Director can assist in employee needs& incentives.	<b>Expected Outcomes</b> Revised in Year 3 100% of staff will be indicate in the 2018-2019 Staff Needs Assessment their training needs were met. 85% of staff or greater will achieve progress towards next Child Development Permit and or additional certifications in their field	<b>Progress/Outcomes:</b> The Director completes annual evaluations, records trainings, reviews professional development plans. Staffing issues has prevented Director from meeting monthly with each employee.	<b>Progress/Outcomes:</b> Staffing challenges preventing Director from meeting monthly with each staff member. Evaluation completed but not at due date. Staff satisfaction levels related to training and incentives decreased. Staff	<b>Progress/Outcomes:</b> BIHS Director could only meet once during evaluation this year. Record keeping started and being updated, but not on the intended form. 55% of staff enrolled in college; 100% of teaching team hold a child	<b>Challenge:</b> Time Management Due to loss of bus driver and a full-time family advocate. Director is focusing on Bus driving for 35% of the time and enrollment at the start of the year another 50% of the

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

	and or cross trained in another service area to ensure efficient Program Operations. 85% of all staff employee evaluation goals will be completed. 85% of staff will be satisfied with employee incentives and recognition.		continues to work on next level permits.	development California Permit. Employee recognition and incentives-2018-2019-86% very satisfied to satisfied; 13% not satisfied /2017-2018-72% very satisfied to satisfied; 28% not satisfied	time. Fills in the kitchen when needed. Sub teachers and support staff cross trained for kitchen and ERSEA/PFCE duties and a bus driver is currently being trained for program year 2019-2020.
Update employee policy & procedure training checklist as it relates to federal, tribal, & state regulations prior to assuming duties	<b>Expected Outcomes</b> BIHS Director and Employees will be able to track trainings accomplished and trainings needed. Goal Met-forms updated and filed.	<b>Progress/Outcomes:</b> BIHS Director and Management utilized the orientation checklist to ensure at the immediate start of employment each New and Returning employees are knowledgeable in Head Start, State Preschool, Bishop Paiute Tribal, and Indian Health Services regulations and policies and procedures.	<b>Progress/Outcomes:</b> Checklist being used and trainings are tracked in Child plus.	<b>Progress/Outcomes:</b> New Employees are being trained prior to duties and receiving observation training prior to assuming duties. Documentation of training is collected and entered into child plus.	
Train two additional CLASS observers and renew existing certification revise-Education Manager/Teachers are certified Reliability CLASS observers	<b>Expected Outcomes</b> CLASS Score will improve by 1% or better in each domain area during State and Federal reviews. Director/Coach is able to address specific CLASS strategies with teaching team and document appropriate goals.	<b>Progress/Outcomes:</b> Director attempted CLASS Reliability Certification. Did not pass and will have to retrain. BIHS will utilize State support team to complete CLASS official observations.	<b>Progress/Outcomes:</b> Director needs to contact program specialist to attend a CLASS training to recertify. BIHS will utilize State support team to complete CLASS official observations.	<b>Progress/Outcomes:</b> CLASS and ECERS is completed by Inyo County. 3 out of 4 classrooms scored in Tier 4 =\$2,514.00 per classroom and 1 classroom Tier 5=\$3,500.00 for classroom needs. BIHS was not able to train CLASS reviewers, but our partners are able to assist in observations.	n/a Delete Goal and use partners
Finalize Job Descriptions with HR	<b>Expected Outcomes</b> All job descriptions will be updated to reflect the new Head Start regulation and needs of the Head Start program.	<b>Progress/Outcomes:</b> Review job descriptions with staff and submit changes to HR for final draft.	<b>Progress/Outcomes:</b> Job Descriptions updated & approved by PC in progress with Human Resources.	<b>Progress/Outcomes:</b> Bus Monitor Health Manager/Assistant Director Family Advocate Gardener/Bus Driver Sub Teacher and aides	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Cross train part time aide into bus driver position.	<b>Expected Outcomes</b> Transportation services will be consistent with minimal interruptions when drivers absent. In Progress	<b>Progress/Outcomes:</b> Teacher Aide crossed trained to be a sub driver. Director remains a sub driver.	n/a	<b>Progress/Outcomes:</b> Driver turnover, Director has been driving since Dec. New driver being trained for 2019-2020.	
Write a formal policy on message logs and delivery of message to appropriate receiver.	<b>Expected Outcomes:</b> Parent –Staff Communication improved. Communication Policy and Procedure approved by TC and PC	<b>Progress/Outcomes:</b> <b>Goal met</b> Parent & staff receiving messages with minimal delays.	n/a	n/a	
BIHS will recruit a qualified sub Teacher to partner with Director or Lead Teacher to implement coordinated researched based coaching strategies. Option 2: BIHS will seek funding to hire or contract a Child Development Specialist with a BA in Child development to implement researched based coaching strategies.	<b>Expected Outcomes</b> Director is able to manage time efficiently by delegating duties. Director is able to report program goal achievements. Director is able to ensure program future success. 100% of staff will be indicate in the 2018-2019 Staff Needs Assessment their training needs were met. <b>New Employee Job Description</b>	<b>Progress/Outcomes:</b> BIHS will utilize the Director as the Coach and will coordinate with State Preschool to utilize qualified coaches in their department. BIHS will utilize the strategies located on <a href="https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/teaching/development">https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/teaching/development</a> .	<b>Progress/Outcomes:</b> BIHS started to implement coordinated researched based coaching strategy however staff turnover prevented consistent documentation. Director qualifies for coaching staff but is limited on time. Director has begun discussion regarding peer coaching and utilizing qualified sub Teachers to assist in documentation.	<b>Progress/Outcomes:</b> Director and HR built a qualified list of subs. Goal continues to hire a Child Development Specialist to help with Coaching. Currently peer coaching is taking place.	
Professional Growth Training FA/Cross Train Teacher and Health Manager	<b>Expected Outcome</b> Travel and Per Diem; Justification letters and certifications. Staff Needs and Parent Needs Assessment Outcome improve to 100%.	<b>Progress/Outcomes:</b> Two Teachers cross trained in ERSEA, Need Health and Disabilities Manager  The Health Manager needs to be cross-trained in FA and ERSEA services.	<b>Progress/Outcomes:</b> Goal continued due to staffing challenges	<b>Progress/Outcomes:</b> Goal continued for Assist. Director due to staffing challenges New FA hired and received training from OHS.	



**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

<p><b>Addition: Cross training plan-Potential Directors</b></p>	<p><b>Expected Outcome</b> Each month implementation of coordinated researched based coaching strategies will be documented in Early Child Development Knowledge Center Site and or in Child Plus. 100% of staff will be indicate in the 2018-2019 Staff Needs Assessment their training needs were met.</p>	<p><b>Progress/Outcomes:</b> Needs presented to Policy Council and Tribal Council. Job Description Approved by PC and TC. Hired an ERSEA/PFCE/Assist. Director to be crossed trained.</p>	<p><b>Progress/Outcomes:</b> Turnover of ERSEA/PFCE/Assist. Director. New Plan: Director presented a proposal to PC and TC to promote Health Manager and updated Job Description to Health/Disabilities Manager/ Assistant Director. Proposal Approved.</p>	<p><b>Progress/Outcomes:</b> Promoted Health Manager to Assistant Director and providing opportunities for key staff to practice leadership skills.</p>	
<p>2017-2018-Employee evaluations will be completed on time(new)</p>	<p>N/A</p>	<p><b>Expected Outcomes:</b> Employees will receive their merit raise on time, employee strengths and needs are discussed and action plans are our formulated.</p>	<p><b>Progress/Outcomes:</b> All employee evaluations were completed but only 3 were on time. Most employee evaluations were 30 to 90 days late. Director is scheduling 1 day a month to be dedicated to completing upcoming evaluations and meeting each month with each employee to support their training needs. <b>Challenge:</b> Director having to cover teachers, bus drivers and cook. <b>Solution:</b> Cross train and hire additional support staff.</p>	<p><b>Solution:</b> Scheduling time during preservice and support staff coverage in place. 100% of employee evaluations were completed on time.</p>	
<p>BIHS will complete background, child abuse and neglect registry and fingerprint checks every 5 years and all other</p>	<p><b>Expected Outcome</b> 100% of employee file checks will be updated each year on or before due dates &amp; verification</p>	<p><b>Progress/Outcomes:</b> Bishop Tribal Human Resources, Staff, Policy Council and Tribal Council are aware of new regulations. Director has contacted</p>	<p><b>In progress.</b> Partnership with Inyo County Superintendent of School allowed BIHS to complete live scans for</p>	<p><b>Progress/Outcomes:</b> The full-time staff meet goal. The recent sub-teaching staff need a live-scan, however a</p>	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

<p>certifications will be valid or recertified before expiration date.</p>	<p>must be shared with HR:</p> <ol style="list-style-type: none"> <li>1. Background and Live Scan (includes child abuse and neglect registry)</li> <li>2. Drug Screening</li> <li>3. Physicals and TB</li> <li>4. Mandated Reporter Certification</li> <li>5. CPR and First Aid/AED</li> <li>6. Food Handler/Bloodborne pathogens</li> <li>7. Material Data Sheets</li> <li>8. Sexual Harassment Training</li> </ol>	<p>the Police Station as an option for finger print screening</p>	<p>all employees. All employees complete background, child abuse and neglect registry prior to hire.</p>	<p>background check was completed prior to starting their duties. All required employee documentation is scanned and recorded into child plus. Master copies are kept with the HR Department.</p>	
<p>All Teachers are fully qualified with AA, BA, or CDA Teacher permits All Teacher Associates are qualified with an Associate/Teacher Child Development Permit and or AA in Child Development</p>	<p><b>Expected Outcome</b> 50% of Teaching Team will increase to the next Child Development Level and or earn an AA degree in Child Development. PIR will reflect positive outcome.</p>	<p><b>Progress/Outcomes:</b> All Lead Teachers hold a Child Development Permit and or Degree. Teacher Aid turnover: 2 out of 4 teachers hold a child development permit; 1 has applied and waiting for permit; 1 will be eligible to apply this summer.</p>	<p><b>Progress/Outcomes:</b> All Lead Teachers hold a Child Development Permit and or Degree. (2 hold and AA; 1 holds a BA; and 1 enrolled in College working towards an AA).  Teacher Aides at start of year-all 4 held a child development permit and ¾ enrolled in college working towards AA and 1 holds an AA. At end of year of year all 4 Teacher Aides enrolled in college and ¾ hold a child development permit; 1 holds an AA; 2 working on an AA; and 1 working on a BA.</p>	<p><b>Progress/Outcomes:</b> All teaching teams hold a child development permit. 3 of the 4 classrooms has a Lead Teacher with an Associate Degree. Next year, all 4 classrooms will have a Lead Teacher with an Associate Degree Child Development. Associate Teacher Aides: 2 with an AA in Child Development and Human Services and an Associate Teacher Permit and 2 with an Assistant Child Development Permit and enrolled in College.</p>	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Program Operations-1302					
<b>Broad Goal:</b> BIHS will support mothers, fathers, and guardians as they identify and meet their goals, nurture the development of their children in the context of their family and culture, and advocate for communities that are supporters of children and families of all cultures.					
<b>Broad Goal:</b> BIHS will ensure that parents and caregivers are provided opportunities for growth that reflect their needs, desires and input so they become strong partners in education of their children.					
<b>Broad Goals:</b> BIHS will ensure collaboration with partners in our communities take place consistently to provide the highest quality of services to children and families, to foster a continuum of family centered services and to advocate for a community that shares responsibility for the healthy development of children and families of all cultures.					
<b>Program Goal:</b> 1302.51-BIHS will promote shared responsibility with parents learning and development and implement family engagement strategies that are designed to foster parental confidence and skills in promoting children’s learning and development.					
<b>Subpart E-Family and Community Engagement Program Services; 1302.50 Family Engagement; 1302.51 Parent Activities to Promote Child Learning and Development; 1302.52 Family Partnership Services; 1302.53 Community Partnerships and coordination with other early childhood education programs</b>					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
<b>Revised in Year 3 to: BIHS will update annually to every three-five years MOUs and Partnerships Agreements; Collaborative letters</b>	<b>Expected Outcomes:</b> MOU and Support letter dates and representative signatures are observed in MOU book, HSES and the U drive.	<b>Progress/Outcomes:</b> Toiyabe, State Preschool and Bishop Elementary Updated. We work with a substantial number of agencies but we have not developed formal MOU with each partner. Community Resource book updated with the collaborative effort from the Bishop Paiute Tribe	<b>Progress/Outcomes:</b> BIHS collaborated with the Bishop Tribal Administration to update the Bishop Tribal Community Resource Directory. BIHS is collaborating with the Social Service Department to gather data regarding the needs of our families; to plan out resources and education opportunities that will strengthen families to meet their family needs and limit their risks.	<b>Progress/Outcomes:</b> BIHS organized a plan of which MOU and support letters need updating. In progress and currently collected current partnerships for 2018. Partnership Book has been updated and organized.	
Improve process for Summarize and plan for Parents education utilizing the Parent Partnership and Needs Survey 2017-	<b>Expected Outcome</b> Parent interest and needs will be entered in Child Plus Data and BIHS will	<b>Progress/Outcomes:</b> Data gathered and summarized. Training plan will be summarized by end of April for year 3. CPR	<b>Progress/Outcomes:</b> Parents needs and interest data has been collected and summarized. Next goal is	<b>Progress/Outcomes:</b> Data collected; however, reports need to be processed in a timely manner for appropriate	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Revise-Utilize data from Parent Needs and Interest to formulate Training / Education Plan	have access to reports for program planning. Goal Met, however, remains a goal for 2017-2018. Time is the goal to complete summary and formulate training no later than October 1 2017.	and First Aid classes held, Education Summit held past 2 years for families, nutrition courses and parent and child activities classes held.	to plan trainings and workshops based on family needs, interests and goals.	planning. Program tends to take data from previous years to plan for next year. Goal is to shorten the time it takes to collect data, enter data and run reports	
BIHS will collaborate with OVDC-EHS to formulate an MOU for transitioning children to the three-year-old program at BIHS.	<b>Expected Outcome</b> EHS children, parents and staff successfully transfer children to HS. Strong partnership is formed to assist in the positive outcomes of children SR.	<b>Progress/Outcomes:</b> Currently working on a Transition Activity Plan. BIHS needs to work with EHS on a formal MOU.	<b>Progress/Outcomes:</b> Goal met and Tribal Council Approved. BIHS needs OVDC to provide a copy of final draft from 2017-2018.	<b>Progress/Outcomes:</b> Transition activities outlined in MOU are taking place. BIHS and OVDC need to review plan and revise if needed before the 2019-2020.	
Plan for entire year of BIHS PFCE and Staff events based on passed calendars and parent needs and interest assessments	<b>Expected Outcome</b> BIHS will decrease the amount of time in meeting the needs of our families. Still planning Month to Month Challenge: Staffing and Time Management	<b>Progress/Outcomes:</b> All 2015-2017 calendars have been saved. Lead Teacher in Room 3 volunteered to draft the 2017-2018 Calendar with the support of the Director.	<b>Progress/Outcomes:</b> Goal met and will be part of the planning process utilizing data entered into Child plus from parent interest surveys. The BIHS team and Policy Council planned out a 12-month events calendar and included actual dates in that correlate with planning cycle. Spreading out the planning cycle throughout the year to include data collection ensures information is available for the grant and other grants that will support Head Start Community Needs on time.	<b>Progress/Outcomes:</b> Due to security, BIHS will not place calendar online. Staff and parents will have yearlong calendar.	
Improve frequency of one to one meetings with families to review the family partnership agreements, document progress in attaining goals, and adjust goals.	<b>Expected Outcomes:</b> 100% of families will have a family partnership agreement. ERSEA meets at least 3x a year, documents and provides summaries of family's goals. BIHS documents referrals and any	<b>Progress/Outcomes:</b> <b>Challenge:</b> ERSEA/FA turnover. Lead Teachers assisted in meeting with families for individual goal follow-up. Family Partnership agreements	<b>Progress/Outcomes:</b> Currently BIHS ERSEA and Health Manager meets with families at least 2 x a year but ERSEA need to meet at least 3x a year as done in the past. Documentation is being entered in Child Plus and in	<b>Progress/Outcomes:</b> <b>Challenge:</b> ERSEA/FA turnover for second time. <b>Solution:</b> Promoted a sub teacher to part time ERSEA/FA who is earning a BA in Social Services.	

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	information provided to families to meet their goals.	were completed with all families. Needs assessments completed but follow-up a challenge. Solution: Hire a ERSEA Manager and train in Child Plus.	file of the frequency of partnership meetings. There has been success of forming relationships during the initial enrollment interview process and touching bases with families during enrollment. However, Child Plus indicates that some families are behind or have not been seen. Partnership forms were completed for new enrollments and returning families have been participating in renewing partnership goals and meeting with ERSEA to review updated policies. Lead Teachers communicate parent needs to Director and Health Manager and encourage families to meet with ERSEA Manager. Health Manager has consistently met with her families to go over the Summary of Screenings and communicate their Child upcoming Health Care screenings. ERSEA Manager attempts monthly phone calls and texts to outreach to families.	94% of the Needs Assessment complete, families are meeting with her on a regular schedule to follow-up on goals. All information is now being entered on a regular basis into Child Plus and reported to TC and PC.	
Inform parents and community about staff education and required experience for position	<b>Expected Outcome</b> Improve Communication with Parents <b>Progress/Outcomes:</b> Goal is being met remains a concern for 1 or 2 parents a year. Teachers provide info about their qualifications in newsletters & schoolwide	<b>Progress/Outcomes</b> In 2016-2017 Parent Survey 78% of parents surveyed 20% received information regarding the Experience and training of Head Start Staff a 2% decrease from 2016-2017	<b>Progress/Outcomes</b> In 2017-2018 Parent Survey 98% of parents surveyed 84% received information regarding the Experience and training of Head Start Staff a 7% decrease from 2016-2017.	<b>Progress/Outcomes</b> 2018-2019 95% of parents indicated they received information regarding the Experience and training of Head Start Staff	

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	newsletter. Teachers will share their qualifications in the initial home visit				
Add to monthly newsletters where to report health and safety concerns.	<b>Expected Outcome</b> Improve Communication with Parents	<b>Progress/Outcomes</b> In 2016-2017 100% of parents indicated they were informed where to report health and safety concerns.	<b>Progress/Outcomes</b> In 2017-2018 98% of parents indicated they were informed where to report health and safety concerns.	<b>Progress/Outcomes</b> 2018-2019 In 2017-2018 95% of parents indicated they were informed where to report health and safety concerns.	
Combine Parent Handbook and Transportation Handbook	<b>Expected Outcomes:</b> Parent Policy Council Minutes will document the updated Parent Handbook and hard copies will be available for all stakeholders.	<b>Progress/Outcomes</b> Handbooks are not combined; available online. All handbooks need to be updated in 2017 to reflect new regulations.	<b>Progress/Outcomes</b> Not yet achieved due to staffing needs. Decision to keep handbooks separated. Transportation updated.	<b>Progress/Outcomes</b> Planning to update parent handbook this summer with the assistance of the Data Entry Clerk.	
BIHS will assess the current practice for securing program data; update consent forms reflecting all data programs utilized by BIHS and shared by Program Partners: State Preschool and First 5. Data Systems include: ASQ; DRDP; Child Plus; and Creative Curriculum	<b>Expected Outcome:</b> BIHS will have secured program Data System in place. <b>Progress/Outcomes:</b> Goal met-form is completed with parents at enrollment. Write and or update policies and procedures regarding photo release and posting pictures on facebook.	<b>Progress/Outcomes:</b> BIHS has policies and procedures in place to secure program data. Designated staff have access and passwords to Child Plus, ASQ, DRDP, CACFP, Fiscal Data, and Child Files-However procedures need to be updated and training needs to take place at preservice.	<b>Progress/Outcomes:</b> Currently BIHS uses Child Plus Data System for staff, children and families. BIHS utilizes a consent form for Staff and family files. BIHS needs to update the consent form to outline all data systems: Child Plus, DRDP, and ASQ data systems	<b>Progress/Outcomes:</b> BIHS Data Entry Clerk is currently in progress of updating all enrollment forms. The following statement will be added: I am aware that BIHS utilizes the following data programs: ASQ; DRDP; Child Plus; and Creative Curriculum and may share data with Program Partners: State Preschool and First 5 for the purpose of program outcome measuring and planning. Parents posting photos on Facebook remains a challenge. Solution to remind families during program events about fading other children's faces and checking with	

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				staff before posting pictures.	
BIHS will begin identifying partnerships throughout the tribal community and outside agencies in an effort to establish Community Resources where families feel safe, comfortable and successful. (universal referral program)	<p><b>Expected Outcome</b> Universal Referral Form will be used by BITC program to improve communication between agencies.</p> <p>Goal Met and the Universal Form was drafted.</p>	<p><b>Progress/Outcomes:</b> Goal Met and the Universal Form was drafted.</p>	<p><b>Progress/Outcomes:</b> BIHS Assistant Director and Health Manager attended Social Services Meetings in the Bishop Community and the Health Manager is now an active member of the First 5 Commission Team. The Assistant Director and Health Manager share resources that will benefit families. Both managers refer, or guide families to needed resources. The Tribal Resource Guide is located online and is provided to families. Copies of the guide have been provided to the BIHS Families. BIHS will continue to development an informal planning letter as community partnership documentation that can be signed by the representing agency.</p>		
Design Father Involvement Survey	<p><b>Expected Outcome</b> BIHS will be able to plan activities for fathers based on their interest and needs.</p> <p>Distributed Father Involvement Survey; analyze results; began Father Involvement Activity Planning; complete Father Involvement Survey with new families; update activity plan-goal met</p>	<p><b>Progress/Outcomes</b> Distributed Father Involvement Survey; analyze results; began Father Involvement Activity Planning; complete Father Involvement Survey with new families; update activity plan-goal met Pizza and Planning Collaborated with Fatherhood is sacred to install playground equipment</p>	<p><b>Progress/Outcomes</b> Fathers, uncles and grandfathers are engaged in All services of BIHS. BIHS also employs fathers. BIHS has the ability to track father engagement on child plus.</p>	<p><b>Progress/Outcomes</b> Fathers, uncles and grandfathers are engaged in All services of BIHS. BIHS also employs fathers. BIHS has the ability to track father engagement on child plus.</p> <p><b>No changes:</b> Father engagement is not an area of need for BIHS. They are very engaged in their child's education.</p>	

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<p>Work with parent committee and staff to increase parent attendance in planning meetings and Education Workshops</p>	<p><b>Expected Outcomes:</b> Increase parent participation supports BIHS goals and objectives to provide quality services to children, families and the community. Services that lead to strengthening School Readiness Skills and long-term success in school.</p> <p><b>Progress/Objectives</b> Goal met. Incentives and raffles seem to have significant impact on participation.</p>	<p><b>Progress/Objectives</b> Parent attendance in events has increased. However, parent attendance in planning has not increase. Each classroom has a representative and they do participate in the planning meetings. The goal is to recruit additional parents and guardians in the planning process. BIHS will utilize data obtained from the “Ways to Volunteer Survey” and personally invite families to attended planning meetings. 2016-2017, 67% indicated they were very satisfied with parent involvement, 32% satisfied and 2% not satisfied.</p>	<p><b>Progress/Objectives</b> Participation of some individuals has been consistent in Parent Committee planning meetings but remains and ongoing goals to increase parents. Parent Leaders have encouraged invites, parent incentives and provided meals. Teachers have sent out friendly reminders. However, events continue to have high attendance. Education workshops such as health and safety and family cooking nights are well attended. According to the 2017-2018 Parent Survey 76% of parents indicated they were very satisfied with parent involvement and 20% were satisfied and 4% indicated they were not satisfied. According to the 2017-2018 Parent survey 100% of Families indicated they know “How to get involved in their Child’s program.</p>	<p><b>Progress/Objectives</b> New Strategy: During Special Events (Ice Cream and Strawberry Social) to play and educational video related to parent needs, interest, safety or School Readiness parent strategies to reach a larger audience.</p>	
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**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

**Broad Goals:** BIHS will ensure that we maintain our system for measuring child outcomes and use results to plan for continuous program improvement. **Subpart C-Education and Child Development Program Services 1302.31 Teaching and the Learning Environment; 1302.34 Parent and Family Engagement in education and Child development; 1302.36 Tribal language preservation and revitalization Part 1302-Subpart J-Program Operations Program Management and Quality Improvements.**

Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2015-2016	Year 2-2016-2017	Year 3-2017-2018	Year 4-2018-2019	Year 5-2019-2020
Assemble a cultural committee to brainstorm events, daily activities, and curriculum in an effort to strengthen and increase families Paiute Language vocabulary	<p><b>Expected Outcomes:</b> Meeting Minutes; planned schedules activities that align with parent interest and ideas, participation sign in sheets. Teachers enter data collected during initial home visit into an excel form and or in child plus for each of their classrooms and present to parent committee describe how they will use information into their lesson planning.</p> <p><b>Progress:</b> In 2016, facilitated a parent cultural survey. BIHS ERSEA Manager with Tribal Collaborative partners organized a cultural night for the community. Cultural survey data available Challenge: a few parents interested, but not comfortable taking lead. BIHS plans to seek assistance from Language Program.</p>	<p><b>Progress/Outcomes:</b> BIHS gathered cultural ideas from parents during the fall. BIHS ERSEA Manager worked with the Education Summit Team to organize Cultural Night for the families in the Community. BIHS will work with Education and the Language program to plan for Cultural activities that support the Paiute Language. In the 2016-2017 Parent Survey 73% of our families indicated they were very satisfied with Cultural Activities while 23% were satisfied and 2% not satisfied. In the 2016-2017 Staff Needs Survey 32% of our families indicated they were very satisfied with Cultural Activities while 47% were satisfied and 21% not satisfied.</p>	<p><b>Progress/Outcomes:</b> Parent, Staff and Community Data collected regarding culture and language needs. Discussions regarding cultural committee has taken place among the policy council. Request form completed and submitted regarding resources needed to enhance efforts to increase knowledge of the Paiute Language and to increase cultural activities. Support Letter was provided to BIHS from OV CDC Language program in April to partner in achieving such goals. Summary Data was provided to OV CDC Language Teacher According to the 2017-2018 Parent Survey 71% of our families indicated they were very satisfied with Cultural Activities while 25% were satisfied and 4% unsatisfied. According to the 2017-2018 BIHS Staff Needs Survey: 29% of staff indicated they were very satisfied with Cultural Activities while 65% were satisfied and 6% unsatisfied.</p>	<p><b>Progress/Outcomes:</b> Monthly Paiute Language classes are provided to each classroom</p> <p>Schoolwide Paiute Song Day is planned each month and will continue in Year 5.</p>	

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<p>Teachers will ensure parents participation in lesson planning in regards to culture, children and family interest and needs and school readiness</p>	<p><b>Expected Outcomes</b> Child Web Data is collected, teachers use information to individualize classroom lessons and respect each family's cultural practices. Meeting Minutes; planned schedules activities that align with parent interest and ideas, participation sign in sheets. Teachers enter data collected during initial home visit into an excel form and or in child plus for each of their classrooms and present to parent committee describe how they will use information into their lesson planning.</p>	<p><b>Progress and Outcomes:</b> According to the 2016-2017 Parent Survey 79% of Parents indicated they were very satisfied with the program meeting their child's individual needs and 21%. According to the 2016-2017 Parent Survey 82% of Parents indicated they were very satisfied with the program's daily activities and 18% satisfied.</p>	<p><b>Progress and Outcomes:</b> BIHS teachers did share lesson plans and where to locate lessons and a few parents reviewed lesson plans, provided parent input and participated in planned lessons. In addition, the Parent Committee did plan and participate in an Anti-Bullying lessons, nutrition and the health carnival. According to the 2017-2018 Parent Survey 90% of Parents indicated they were very satisfied with the program meeting their child's individual needs and 10% satisfied. According to the 2017-2018 Parent Survey 88% of Parents indicated they were very satisfied with the program's daily activities and 12% satisfied</p>		
<p>Purchase 4 Apple I-pads for recoding a transition playlist of songs to strengthen classroom management (Edison Grant)</p>	<p><b>Expected Outcome:</b> Teaching staff will successfully use apple pad as one strategy to maintain positive behavior during transitions-inside and outside and on fieldtrips through song and dance.</p>	<p><b>Progress/Outcomes:</b> All four classrooms are using Apple I pads recorded transition songs, along with movement. ECERS and Class scores and daily observations reflect this strategy is working!</p>	<p><b>Progress/Outcomes:</b> All four classrooms are using Apple I pads recorded transition songs, along with movement. ECERS and Class scores reflect this strategy is working! Director observed when teachers do not use this strategy they struggle with classroom management.</p>	<p><b>Progress/Outcomes:</b> All four classrooms are using Apple I pads recorded transition songs, along with movement. ECERS and Class scores reflect this strategy is working! Director observed when teachers do not use this strategy they struggle with classroom management. Director will be planning transition observations May 1. Next Year will plan same observation at the start, middle and end and</p>	

**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

				provide feedback and resources as needed.	
Curriculum and Assessment Planning-revise- <b>BIHS will review current curriculum (Creative Curriculum) and upgrade to new addition and analyze how teachers are implementing curriculum.</b>	<b>Expected Outcomes</b> Planned participation sign in sheets. Parent Committee and staff meeting minutes; plan for trainers to present new material if software is selected and meets OHS requirements.  Teachers inform parents of the lesson planning.	<b>Progress/Outcomes:</b> Teaching team continues to utilize Creative Curriculum as a framework. However, teachers need to increase teacher directive activities based on Creative Curriculum. Director/Coach will plan Creative Curriculum training for Pre-Service. In addition to a DRDP parent teacher report training to analyze the effectiveness of the training.	<b>Progress/Outcomes:</b> Contact was made with a Creative Curriculum representative and was requested to provide documentation that the curriculum continues to align with the Head Start School Readiness Framework, California Preschool Standards and DRDP.	<b>Progress/Outcomes:</b> Team decided not to invest in the updated curriculum. No major changes between versions.	
Increase classroom diversity toys in all four classrooms including gender specific drama clothes and accessories	<b>Expected Outcomes:</b> BIHS will meet State ECERS requirements Score is a 3.75 out of 7 in drama	<b>Progress/Outcomes:</b> Score is a 6 out of 7 in drama Goal met with funding from Edison Grant.	<b>Progress/Outcomes:</b> Score is a 7 out of 7 in drama	<b>Progress/Outcomes:</b> Score is a 6.75 out of 7 in drama	
<b>BIHS will participate in the Quality Rating and improvement Systems (QRIS) and Data Systems</b>	<b>Expected Outcomes:</b> BIHS classroom teachers will receive financial assistance to be used towards classroom materials, equipment and learning toys to assist their students in strengthening their school readiness skills.	<b>Progress/Outcomes:</b> BIHS is currently participating in QRIS and is rated a TIER 4 program. Highest Program is a TIER 5. BIHS has received \$21,000.00 in the last 2 years for program improvement materials for the classroom.	<b>Progress/Outcomes:</b> Goal achieved met Tier 4 second year in a row-providing \$28,000.00 towards classroom improvements.	<b>Progress/Outcomes:</b> Goal achieved met Tier 4 third year in a row-and 1 classroom achieved Tier 5 towards classroom improvements. This year the reward is \$10,745.00.	

**BIHS is in the progress of utilizing the program goal template to demonstrate progress, outcomes and challenges over the last 5 years. Draft will be in progress for the next 90 days. Target for completion will be August 1, 2019**