



# BIHS 5 -Year Strategic Program Goals Expected Outcomes, Progress, Outcomes and Challenges Initial Tracking Report for 2020-2025

## 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.

**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

Table of Content	Pages
<b>Broad Goal:</b> 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	3
<b>Broad Goal:</b> BIHS will ensure Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) systems provide for effective access to the program for children and families. Part 1302-Program Operations Subpart-Eligibility, Recruitment, Selection, Enrollment, and Attendance: 1302.11 Determining community strengths, needs and resources, 1302.12 Determining, verifying, and documenting eligibility, 1302.13 Recruitment of children, 1302.14 Selection process, 1302.15 Enrollment, 1302.16 Attendance, 1302.17 Suspensions and expulsions, 1302.18 fees	4
<b>Broad Goal:</b> 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	5
<b>Broad Goal:</b> BIHS will ensure a comprehension 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.	6-10
<b>Broad Goal:</b> 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.	11-15
<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. Program Goal: 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. 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	15-18
<b>Broad Goals:</b> 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.	19-20
<b>Broad Goal:</b> BIHS will ensure that these important infrastructures support program operations: Facilities, Materials, and Equipment, Transportation, and technology systems services. (Financial and Administrative Requirements) Part 1303-subpart E-Facilities; subpart F Transportation	21

**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 1-2020-2021 <b>Baseline</b>	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
BIHS Director & Policy Council will utilize the Program Governance Calendar to remain on schedule ensuring Governance, Leadership & Oversight Capacity screening is completed. The Screener will be reviewed in May with current Governing Body & will be presented to the new 2020-2021 Governing Body in November.	<b>Expected Outcome:</b> BIHS will ensure all stakeholders will be trained in 1301 each program year to effectively participate in the oversight of the BIHS program. <b>Year 1 Progress:</b> Objectives and expected outcomes met. <b>Challenge:</b> Delayed election of new PC due to COVID-19 and staffing challenges.	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS will partner with Social Service and or Office of Head Start to implement a summer program and an afterschool program held at the BIHS facility.	<b>Expected Outcomes:</b> Working BIHS families will have access to quality childcare after school & over the summer. Children with IEP will receive continued support with their individual school readiness skills. <b>Year 1 Progress:</b> Objectives & expected outcomes met. <b>Challenge:</b> Afterschool Program will start in May due to COVID-19 and staffing challenges.	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS Director and Policy Council will follow the approved planned schedule for updating policies, procedures and plans.	<b>Expected Outcomes:</b> All Service Plans, Policies, Procedures & forms related to 1301 Prog. Governance will reflect the Sept. 2016 OHS Program Performance Standards. <b>Year 1 Progress:</b> Year 1: Focus was on updating OP with COVID-19 CDC Guidelines. Contingency & Nutrition updated <b>Challenge:</b> Staffing	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

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

Program Operations-1302					
<b>Broad Goal:</b> BIHS will ensure Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) systems provide for effective access to the program for children and families. Part 1302-Program Operations Subpart-Eligibility, Recruitment, Selection, Enrollment, and Attendance: 1302.11 Determining community strengths, needs and resources, 1302.12 Determining, verifying, and documenting eligibility, 1302.13 Recruitment of children, 1302.14 Selection process, 1302.15 Enrollment, 1302.16 Attendance, 1302.17 Suspensions and expulsions, 1302.18 fees					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2020-2021 Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
BIHS staff will promote regular attendance of each individual child and partner with families to ensure each student is ready for school and arrive no later than 8:30am	<b>Expected Outcome:</b> 100% of parents arrive at school before 8:30 am. Average daily attendance is maintained both by individual students and school wide. School Readiness goals are achieved. State Preschool and USDA food program reaches maximum reimbursement. <b>Year 1 Progress:</b> Objectives and expected outcomes are met. Less than 5 children tracking tardiness; COVID-19 self-Quarantine was the number one reason for being absent. Maintained maximum meal reimbursement because we provided home delivery. <b>Challenge:</b> None	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
The Parent, Family and Community Engagement staff is updating enrollment forms to fillable online forms. ERSEA plan and policies and procedures align with 2016 New regulations and link to updated forms and resources.	<b>Expected Outcomes:</b> Due to COVID 19 safety precautions, forms can be completed at home with the guidance of BIHS staff. The families who do not have access a computer will have a one to one in person enrollment interview with social distancing in place. <b>Year 1 Progress:</b> Objectives and expected outcomes are met. <b>Challenge:</b> None	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

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

Program Operations-1302					
<b>Broad Goal:</b> 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. <b>(Program Operations) Part 1302-subpart J Program Management and Quality Improvement 1302.101 Management Systems</b>					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2020-2021 Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
COVID 19-slowed data gathering slightly. Spring data reports should be available by Mid May! Teaching team will ensure DRDP observations are turned on schedule.	<b>Expected Outcomes:</b> Data Entry Clerk will have sufficient time to enter observations, Director is able to run children & classroom outcome reports. In addition to school wide reports for program planning (trainings & obtaining needed resources). <b>Year 1 Progress:</b> Objectives & expected outcomes are being met. <b>Challenge:</b> 30 day late start due to Kinder camp- pushed dates back, teachers on track. Data Entry resigned.	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS will use updated data gathered for the BIHS Community Assessment and seek updated Census Data for Native American families in our service area and analyze data for program planning in the 5-year strategic plan.	<b>Expected Outcomes:</b> BIHS can utilize the Community Assessment to advocate for the needs of the community with community partners and obtain funding resources to assess in the needs of the community. <b>Year 1 Progress:</b> Data has been gathered over two years. <b>Challenge:</b> Updating the Data in the Community Assessment due to Staffing challenges	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS Director will assign FA to collaborate with State to translate mission into Spanish.	<b>Expected Outcome:</b> Although English is the First Language of our Head Start families, BIHS when needed will make an effort to have forms available in the second language of families in our Head Start community. <b>Year 1 Progress:</b> No progress yet to be reported. <b>Challenge:</b> Staffing turnover with State Preschool. However, BIHS employees 2 fluent Spanish Speakers.	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

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

Program Operations-1302-Subpart D-Health Program Services					
<p><b>Broad Goal:</b> 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. <b>Part 1302-Program Operations Subpart D Health Program Services-Hygiene Practices Addition: Program Goal: 1302.62-</b> 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. <b>Program Goal:</b> 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.</p>					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2020-2021 Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
BIHS Director will add the BIHS COVID 19 Policy and Procedure to the current Contingency Plan (Emergency). The Final Contingency Plan will be reviewed by the BIHS Policy Council and Tribal Council each year or as updates are made.	<p><b>Expected Outcome:</b> The current Contingency Plan will reflect the current risk &amp; emergency responses related to our program &amp; community. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are met. <b>Challenge:</b> None</p>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS will update Mental Health Screening Policy and Procedure to indicate the ASQ Development and ASQ Social Emotional Parent Questionnaires tool will replace the DECA and providing resources to parents within the first 30 days of school attendance.	<p><b>Expected Outcome:</b> Data gathered from Parent ASQ questionnaires will be used for Inyo County Planning &amp; 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. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are met. <i>Resources will be printed in May 2021 &amp; provided to parents.</i> <b>Challenge:</b> Providing printable resources on time for our families due to staffing.</p>	<b>Progress.</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

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

<p>BIHS Nutrition Team will update current nutrition policy and procedures as it relates to milk intolerance and CACFP allowable substitute (Lactaid/soy products) and food allergy substitutes.</p>	<p><b>Expected Outcome:</b> BIHS kitchen staff &amp; subs will have accessible resources regarding what an allowable milk substitute for children with milk intolerances. <b>Year 1 Progress:</b> Resource are printed out, additional resources provided by the Nutrition Auditor and Waivers are in place for milk substitutes. Need to update Nutrition Polices/ Procedures with new form &amp; guidelines for crediting milk allowances. <b>Challenge:</b> Doctors are not returning phone calls. Doctors are writing substitute milks in that are not equal in Nutritional Value. <b>Solution:</b> Work directly with Parent &amp; provide resources of milk allowances excepted by CACFP.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS will Improve ECERS #12Toileting/Diaper-score and Personal Care Routines Score by 2 points. Currently a 2.33.</p>	<p><b>Expected Outcome:</b> The spread of COVID 19 is low as well as other communicable diseases. <b>Year 1 Progress:</b> Due to COVID one child at a time in the bathroom for toileting &amp; handwashing. <b>Challenge:</b> State ECERS team have not conducted a review to measure progress. May 2021 is the target date.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS will continue to partner with the Bishop Tribal Food Sovereignty program to host 12 Family Cook nights featuring traditional foods.</p>	<p><b>Expected Outcome:</b> Family receive healthy cooking ideas and increase consumption of fruits and vegetables grown from Tribal Gardens. Encourage families to grow their own vegetable gardens. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are met. <b>Challenge:</b> None</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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

<p>BIHS and BITC FSP will continue to partner apply for funding to enhance our Traditional Garden and Nutrition Projects/Education as a movement to lower childhood obesity rates enrolled in BIHS.</p>	<p><b>Expected Outcome:</b> Increase access for families to gardens for the purpose of increasing wellness among our families. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are met. Starter plants are being sent home and garden activity handouts are sent home. Afterschool Garden and Nutrition program <b>Challenge:</b> None</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS and Toiyabe Indian Health Project will partner to increase monthly nutrition workshops from 1 to 12.</p>	<p><b>Expected Outcome:</b> Increase parent knowledge of childhood obesity and long-term health and lower childhood obesity rates. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes not met this year. Completed Lead and Flu Shot Screenings. <b>Challenge:</b> due to COVID-19 &amp; availability of TIHP staff. <b>Solution:</b> Seek new Health partners that can assist with our goal. Reach out to the Health Advisory Team to brainstorm year 2 Health needs for children.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS will promote Childhood Obesity Awareness among our BIHS families by implementing additional communication strategies.</p>	<p><b>Expected Outcome:</b> BIHS will maintain a log of children's birthdays. Assigned staff will call families in advance regarding alternatives ways to celebrate birthday at school and to remind families of our "No Outside Food Policy" <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are met. <b>Challenge:</b> None</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>



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

<p>Director will work with parent and nutritionist to provide a workshop to staff regarding child's special nutritional needs related health.</p>	<p><b>Expected Outcome:</b> Consistent Staff training on children with nutrition and special needs. Communication between parents, staff and doctors is consistent and meet the child's individual nutritional needs. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are met. BIHS is an equal opportunity provider and provides meal accommodations. <b>Challenge:</b> None</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS Health Manager and Director will invite the Bishop Tribal Social Services and TIHP Family Services to the monthly Health Advisory meetings or plan a special planning meeting to see how both programs can partner to meet the Mental health needs of our families.</p>	<p><b>Expected Outcome:</b> Mental Health Trainings, workshops, activities, resources, &amp; materials are available to support families with achieving overall wellness so their family will thrive. <b>Year 1 Progress:</b> Objectives &amp; expected outcomes are in progress &amp; online events are facilitated. Mental Health First Aid in person &amp; online course will be provided in May by the County. <b>Challenge:</b> Finding a Mental Health First Aid Instructor during COVID-19. Staffing in Social Services. BIHS Mental Health Contractor took full time employment in another County</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>Health Manager will encourage families to advocate for their family's health needs and desired wellness outcomes with their health providers. The Health Manager may reach out to Toiyabe, Rural Health and or the Bishop Paiute Tribe for emergency resources and referrals.</p>	<p><b>Expected Outcome:</b> BIHS families are able to obtain the resources to help their families achieve health and wellness without significant delays which can cause further health risks. Health Goals to be doc. in Child Plus. <b>Year 1 Progress:</b> Objectives &amp; expected (dental hygiene and info, PPE) outcomes are met. <b>Challenge:</b> None</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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

<p>Health Manager will communicate to the appropriate Lead Teacher when referrals or Health and Safety needs are in process and met. Record this progress in Child Plus.</p>	<p><b>Expected Outcome:</b>          Communication between Health Manager, Lead Teachers &amp; parents is 100% improved. <b>Year 1 Progress:</b>  <i>Family needs are met, verbal feedback to teacher but needs to be written. Health Manager provides and distributes health information regarding children with Special Conditions.</i>  <b>Challenge:</b> Time Management  <b>Solution:</b> Post completed referrals by class. Ins. Child's name and use a cover sheet.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
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**Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges**

Program Operations-1302					
<b>Broad Goal:</b> 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. <b>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</b> <b>Program Goal:</b> 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 1-2020-2021 Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
BIHS Staff will focus on obtaining a support letter from OVDCD, Bishop High School and Cerro Coso on how they are currently supporting BIHS teachers and other ECE staff with meeting their educational goals. Partners will campaign and recruit interim teachers to fill the local preschool needs in an effort to increase childcare slots.	<b>Expected Outcomes:</b> Current Teaching team & potential ECD Teachers will have the resources they will need to complete their educational goals. The BIHS and EHS programs will improve employee retention. EHS will fill all their enrollment slots. <b>Year 1 Progress:</b> Objectives and Expected outcomes are in progress. All Staff completed a 5 Year Professional Development Plan to maintain current credentials or to obtain advanced credentials. <b>Challenge:</b> OVDCD not open since March 2020 with minimal hours due to COVID agency guidelines <b>Solution:</b> EHS Director reached out to begin collaborative meetings. Director will summarize all staffs 5-year PD plans in to a visual chart for planning funding for T/TA.	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS will maintain T/TA training schedule and record progress for entire staff on a monthly basis by meeting with staff each	<b>Expected Outcomes:</b> 100% of staff will indicate in the Staff Needs Assessment their training needs were met. <b>50%</b> of	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

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

<p>month to discuss how Director can assist in employee needs&amp; incentives. Director to continue to focus on intentional observation and coaching in the classroom.</p>	<p>staff or greater will achieve progress towards next Child Development Permit &amp; or additional certs in their field &amp; or cross trained in another service area to ensure efficient Program Operations. 85% of staff will be satisfied with employee incentives and recognition. <b>Year 1 Progress:</b> Objectives and Expected outcomes are in progress <b>Challenge:</b> Staffing challenges <b>Solution:</b> Director working with OHS trainers to formulate a PBC plan and routine-May 2021. Staff needs to maintain records of training and college courses.</p>				
<p>BIHS Director and the Policy Council will partner with the Bishop Paiute Tribe to finalize Job Descriptions: Remaining BIHS Lead Cook (Salary) BIHS Director (Salary) BIHS Lead Bus Driver/Admin Asst. (Salary)</p>	<p><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>Year 1 Progress:</b> Objectives and Expected outcomes are in progress <b>Challenge:</b> Staffing challenges <b>Solution:</b> Director will represent 1 job description a month. Assist HR with an updated wage scale.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS Director will hire a sub bus driver for 2020-2021 and maintain sub driver for next 5 years. Big Pine Route is 4-hour duty.</p>	<p><b>Expected Outcomes:</b> Transportation services will be consistent with minimal interruptions when drivers absent. Decrease in the number of sub hours for the Director and Lead Teacher by 75%. <b>Year 1 Progress:</b> Objectives and Expected outcomes are met. <b>Challenge:</b> None.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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

<p>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.</p>	<p><b>Expected Outcomes</b>                  Director can manage time efficiently by delegating duties. Director can report program goal achievements. Director can ensure program future success. 100% of staff will be indicate in the 2020-2021 Staff Needs Assessment their training needs were met. <b>New Employee Job Description Year 1 Progress:</b>  <i>Objectives and Expected outcomes are not met yet. Plan in place year 3.</i>  <b>Challenge:</b> Availability of qualified staff. <b>Solution:</b> In Year 3, the 5<sup>th</sup> year budget will be allocated to an Education Manager Position rotated each year with a qualified Lead Teacher. Staff provide proof of Professional Development to comply with 5 year plan(college transcripts and or training certifications).</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>Professional Growth Training FA/Cross Train Teacher and Health Manager to assist with ERSEA and PFCE duties.</p>	<p><b>Expected Outcome</b>                  Director and Family Advocate will receive assistance with caseload of 64 children. Reenrollment &amp; New enrollments at the end of June may take longer due to COVID 19 social distancing. <b>Year 1 Progress:</b> The summer of 2020, Lead Teacher served as a FA/ERSEA. BIHS was 100% enrolled.  <b>Challenge:</b> Due to COVID</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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	<p><i>Health Risk in our community we lowered class size and served children going to Kindergarten first onsite Availability of qualified staff. Lowered are enrollment to by 24%. Families needed onsite preschool. <b>Solution:</b> In Year 2, we will have 5 classrooms with 12 children to serve all 60 children onsite. Addition: Implement new procedures to complete application, approval and enrollment process to comply with COVID-19 requirements.</i></p>				
<p>BIHS Director will provide opportunities for key staff to practice leadership skills and cross train for Directorship of Bishop Indian Head Start.</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 2020-2021 Staff Needs Assessment their training needs were met. <b>Year 1 Progress:</b> Objectives and Expected outcomes in progress. Staff are encouraged to lead Zoom staff meetings. Review grant, participate in self-assessment to gain knowledge on requirements to maintain Head Start Services. RBC Plan will be drafted in May. <b>Challenge:</b> Staffing &amp; availability of time. <b>Solution:</b> In Year 2, work with HR, TERO, CIMC and Family Formation to obtain additional staffing. COVID-19 outcomes limit available HR.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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

<p>The BIHS Director and the HR Director will continue to work with HR department to ensure process is completed every 5 years or as needed. BITC Human Resource trained staff on background checks and live scan procedures. BITC Human Resource now has the ability to complete live scans.</p>	<p><b>Expected Outcome:</b>100% of employee file checks will be updated each year on or before due dates &amp; verification must be shared with HR:  <i>-Background and Live Scan (includes child abuse and neglect registry)</i>  <i>-Drug Screening</i>  <i>-Physicals and TB</i>  <i>-Mandated Reporter Certification</i>  <i>-CPR and First Aid/AED</i>  <i>-Food Handler/Bloodborne pathogens</i>  <i>-Material Data Sheets</i>  <i>-Sexual Harassment Training</i>  <b>Year 1 Progress:</b> Objectives and Expected outcomes are met despite continuous staffing challenges in HR  <b>Challenge:</b> Staffing in HR  <b>Solution:</b> Head Start Director continue to track all BIHS employees required trainings, certs, and live scans. Keep in communication with Tribal Administration.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS will increase the awareness of staff wellness and lower the risk of staff absences due to illness or injury at home or at work</p>	<p><b>Expected Outcome</b>  Employee attendance rate related to illness or injury. BIHS staff schoolwide will maintain staff attendance rate by 95%, Director will set individual goals with each staff member at the start of the school year. <b>Year 1 Progress:</b> Objectives and Expected outcomes are not met yet.  <b>Challenge:</b> COVID-19 quarantines for staff and family, unrelated illnesses and injuries, deaths in family and out of town medical. <b>Solution:</b> In Year 2, continue to have weekly check in meetings, set health goals with staff and provide resources needed to maintain overall wellness.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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

Program Operations-1302					
<p><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.</p> <p><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></p>					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2020-2021 Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
<p>BIHS and EHS Directors will update MOU prior to new school year to reflect the current transition and partnerships activities achieved during COVID 19 Facility Closures. In addition to future partnership activities that will support each program needs.</p>	<p><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>Year 1 Progress:</b> Objectives and Expected outcomes are in progress. EHS families transitioned into BIHS. OV CDC-EHS reached out to formulate collaborative meetings starting in May &amp; work on a transition plan. BIHS &amp; EHS work with partners to obtain car seat &amp; provide training; EHS provided volunteers during the months of March-May with meal service <b>Challenge:</b> Closed to onsite services due to COVID-19 Company safety guidelines. <b>Solution:</b> Begin weekly collaborative meetings with EHS to discuss dual program needs, solutions and resources. Discuss goals for the community.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>



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

<p>The BIHS ERSEA Manager will provide weekly summary reports to Director, Assistant Director and Lead Teachers in an effort to find resources to assist our families with their goals, strengths and needs.</p>	<p><b>Expected Outcomes:</b> 100% of families will have a family partnership agreement. ERSEA meets at least 3x a year, documents &amp; provides summaries of family's goals. BIHS documents referrals &amp; any information provided to families to meet their goals.  <b>Year 1 Progress:</b> Objectives and Expected outcomes are being met. FA provided a list of family needs and progress towards goals in case management. Implemented a system of communication with families to assist them via emails, letters, phone calls and or Zoom.  <b>Challenge:</b> Time Management &amp; staffing  <b>Solution:</b> Delegate calls to support staff &amp; teachers when unable to complete the day's scheduled follow up parent meetings.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS Management Team will monitor communication between parents and staff to ensure families are receiving information about their child's program and or how to seek information regarding their child's program. The DRDP parent survey results will be one measure, call logs, signed information received forms by both parents, and child plus communication entries.</p>	<p><b>Expected Outcome</b>          Example from the DRDP Survey:100% of Families will indicate they know- Where to report health and safety concerns and complaints. 100% of Families will indicate they received information regarding the Experience and training of Head Start Staff          Communication between BIHS staff and parents is clear and monitored. <b>Year 1 Progress:</b> Objectives and Expected outcomes are in progress. On average 15% of families are indicated they did not receive the above info. Staff and parents</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

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

	<p><i>responded well to new ways of communication (Zoom, emails and electronic forms)</i>  <b>Challenge:</b> Director oversight: needs to ensure info is provided in multiple sources. <b>Solution:</b> Document info in monthly newsletters, orientation checklist as a monthly flyer and organizational chart out monthly.</p>				
<p>BIHS Director and Transportation Team will collaborate regarding the transportation handbook and bus driver handbook. Combine Parent and Transportation Handbook is a deleted goal. Transportation and Driver Handbook will be added to the BIHS webpage to ensure information is updated each year.</p>	<p><b>Expected Outcomes:</b> Information regarding all services is located in one resource books for parents. The 2020-2021 Parent Survey will indicate 100% of parents received information about their child's program services. <b>Year 1 Progress:</b> Objectives and Expected outcomes are in progress. Driver handbook has been retyped but needs updated training resources related to COVID-19. Families encouraged to use bus services to limit Covid 19 exposure and provided guidance regarding the use of PPE and transportation (Mask, Temp taking and seat arrangement). <b>Challenge:</b> Staffing and Time Management <b>Solution:</b> Transportation needs to meet collectively each month to discuss trainings, challenges and solutions related to BIHS transportation. In addition, to work on the Transportation handbook together. Delegate a typist. Lead Teacher updated the Parent handbook with new Covid 19 protocols available on the webpage.</p>				

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

<b>Broad Goals:</b> BIHS will ensure that we maintain our system for measuring child outcomes and use results to plan for continuous program improvement. <b>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.</b> Program Goal: 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.					
Objectives (s)	Progress, Outcomes, and Challenges				
	Year 1-2020-2021-Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
The BIHS Parent Committee and Policy Council will serve as a Tribal Language Revitalization Committee to ensure activities are scheduled and provided to children, families and BIHS team.	<p><b>Expected Outcomes:</b> The OVDCDC will report an increase in families participating in Language Program onsite &amp; off -site. Parents will indicate 100% very satisfied with Cultural Activities. Teachers &amp; Parents observing children utilizing Paiute Language. <b>Year 1 Progress:</b> Objectives &amp; Expected outcomes are being met. One time funding has provided opportunities for fluent Paiute Language Speakers to provide small group lessons. BIHS Calendar and Newsletter team add Paiute Language in flyers, calendars, and newsletters <b>Challenge:</b> Covid related onsite school closures. OVDCDC Lang. Program provided virtual classes <b>Solution:</b> Continue to collaborate and provide consistent Language classes.</p>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS Teachers will provide a quarterly meeting with parents/guardians to discuss additional lessons for children to learn though out the year.	<p><b>Expected Outcomes:</b> Child Web Data is collected, teachers use information to individualize classroom lessons. Parent Survey will indicate 100% of Parents very satisfied with the program’s daily activities. <b>Year 1 Progress:</b> Objectives and Expected outcomes are being met. 0% reported not satisfied. <b>Challenge:</b> Data Entry <b>Solution:</b> Delegate support staff to enter data in Child Plus or into an excel form to ensure teachers are provided a working doc to support lesson planning.</p>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

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

<p>Management Team continue to improve process for summarizing and planning parents education by utilizing the Parent Partnership and Needs Survey <b>entered into Child Plus</b>. Reports will be used in all parent and collaborative partnership meetings.</p>	<p><b>Expected Outcomes:</b> Parent Education Trainings are planned and initiated no later than November 1 of each year. <b>Year 1 Progress:</b> Objectives and Expected outcomes are in progress. <b>Challenge:</b> Data Entry <b>Solution:</b> Delegate support staff to enter data in Child Plus or into an excel form to ensure FA, Health Manager and Director are provided a working doc to share parent education needs with Parent Education partners (TERO, Family Services, OVCDC)</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>
<p>BIHS will continue to participate in the Quality Rating and improvement Systems (QRIS) and Data Systems</p>	<p><b>Expected Outcomes:</b> BIHS Teachers receives funding for classroom education improvements, trainings and materials to support School Readiness Goals and Positive Child Outcomes. <b>Year 1 Progress:</b> Objectives and Expected outcomes are in progress. <b>Challenge:</b> New requirements and communication from State Preschool to BIHS. Late start due to staffing changes at the State Level <b>Solution:</b> Delegate at least two teachers to stay in communication with State requirements in regard to QRIS, ECERS and CLASS. Director will stay in communication with the New State Director and check for understanding and maintain records of communication.</p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>	<p><b>Progress:</b></p>

**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 1-2020-2021 Baseline	Year 2-2021-2022	Year 3-2022-2023	Year 4-2023-2024	Year 5-2024-2025
BIHS Team will organize all updated forms, policies and procedures, service plans, improvement plans and assessments on USB drives, the Cloud, U and S drives, drives, ERSEA Manager and Bishop Admin assisting is making all BIHS forms fillable.	<b>Expected Outcomes:</b> BIHS data will be organized and available to key staff to ensure smooth operational transitions each year. <b>Year 1</b> <b>Progress:</b> Objectives and Expected outcomes are being met. <b>Challenge:</b> Staffing and Time Management <b>Solution:</b> Draft a schedule base on 12 months and update a plan each month along with Policies and Procedures.	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>
BIHS will replace sand with woodchips to be maintained by Tribal maintenance and monitored by BIHS staff to ensure fall zone is met daily. New level is 9-12 inches.	<b>Expected Outcomes</b> All Fall Zones meet ADA compliance playground requirements and children are safe. ECERS and Indian Health Service reports will reflect BIHS goal achievement. <b>Year 1</b> <b>Progress:</b> Objectives and Expected outcomes are met. <b>Challenge:</b> None	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>	<b>Progress:</b>

**End of report.**