



**HEAD START, INC. dba Explorers Academy**

**Grant No. 08CH1030  
BASELINE APPLICATION  
Five-Year Cycle  
Year 1: 2018-2019**

**APPENDIX F: PROGRAM GOALS**

**615 North 19th Street  
Billings, MT 59101**

**STRATEGIC PLANNING  
2018-2023  
GOALS & OBJECTIVES**

*Priority Attention Areas: regulatory compliance, trauma-informed services, continual quality improvement, and improved health and wellness for children, families, and staff*

Goal	Objectives	Indicators	Outcomes
<b>PROGRAM GOALS</b>			
<p>Explorers Academy will demonstrate 100% compliance with Performance Standards by June 30, 2019 and on an annual basis thereafter.</p>	<p>Develop a plan, including staffing patterns and budget resources, to move all 360 Head Start enrollment slots to 1,020 hours by August 1, 2021.</p> <p>Implement a program to ensure fidelity to evidence-based curricula in the classrooms by the end of program year 2018-19.</p> <p>Implement a comprehensive coaching and mentoring program for education and family services staff to ensure adequate training and support for staff.</p> <p>Achieve a STAR 5 level in the Montana STARS to Quality QRIS by June 30, 2023.</p> <p>Implement a plan for regular assessment and monitoring of performance standards compliance.</p>	<p>All classrooms show CLASS scores in the mid- to high-range.</p> <p>Internal monitoring systems are strengthened and regularly reviewed.</p> <p>Classroom observations demonstrate high levels of fidelity to curricular tools.</p>	<p>Program resources will be effectively and efficiently used due to increase in data-driven decision-making.</p> <p>Program quality will increase, improving student outcomes and family goal attainment.</p> <p>Turnover declines due to increased training and support.</p>

Goal	Objectives	Indicators	Outcomes
<p>Explorers Academy will establish service delivery models that fit the needs of families throughout our service area.</p>	<p>On an ongoing basis, investigate parent and community needs, as well as program resources, to ensure sites are located where families have the greatest need.</p> <p>Evaluate demand for wrap around child care at Laurel, Lockwood and North Park sites by May 2019.</p> <p>Demonstrate cost-effectiveness of existing wraparound care model at Terry Park site by showing that the model can generate NFS for the Head Start grant.</p> <p>Pilot two summer camps and/or summer child care at sites with adequate facilities and need.</p> <p>Determine the need for and interest in classrooms in Huntley Project area, no later than January 2020.</p>	<p>Parent surveys will indicate that needs for quality early childhood education and care are being met.</p> <p>Program will generate revenue to support expansion of full-day services.</p> <p>Reduction in child BMI levels due to longer day and longer year service models.</p>	<p>Overall child health, safety, and development will improve with models that meet family needs.</p> <p>Parents will improve family self-sufficiency due to flexible child care options that support work and/or education needs.</p>

Goal	Objectives	Indicators	Outcomes
<p>Explorers Academy will consistently implement a trauma informed approach to service delivery to better meet the needs of children and families dealing with complex trauma.</p>	<p>Implement a trauma-informed approach to classroom management, building on existing partnerships to implement ARC frameworks in the classroom by August 2020.</p> <p>On an ongoing basis, provide structured training and coaching in the CLASS domains to all teaching/caregiving staff, focusing on adult-child interactions.</p> <p>Strengthen program capacity in providing trauma-informed services by refreshing previous TIC trainings for direct care staff during program year 2018-2019.</p>	<p>Teachers demonstrate advanced knowledge of trauma-informed care principles and practices.</p> <p>Montana Pyramid model is established as the framework for classroom management.</p> <p>Teacher and TA retention increases by 2% annually due to increased resiliency of staff and adequate training .</p>	<p>Child outcomes will improve across the board.</p> <p>Parents will gain knowledge &amp; skills to address trauma in the home.</p> <p>Effectiveness of teacher-child interactions will improve.</p> <p>Quality will improve due to reduced turnover and stress.</p> <p>Classroom environments will reflect a trauma-informed approach.</p>
<p>Explorers Academy will strengthen community partnerships related to substance abuse prevention and treatment to improve resources for young children and families in the program’s service area.</p>	<p>Train staff on signs and symptoms of substance abuse; including employment related, financial, legal, physical &amp; emotional, and interpersonal relationships.</p> <p>Improve methods for families self-reporting substance abuse in their child’s life to obtain better data.</p> <p>Strengthen partnerships with agencies providing substance abuse support services in the community in the following areas over the next 5 years: Child Protective Teams; Mental Health; Treatment Centers; Public Health; and Law Enforcement.</p>	<p>Written collaborative agreements in place with DPHHS/Child Protective Services, Mental Health service providers providing addiction counseling, Rimrock Foundation, Riverstone Health, and local law enforcement agencies</p> <p>Documentation of training(s) provided to staff</p> <p>Contract with a mental health partner in place that specifically helps address needs of families and the program regarding substance abuse.</p>	<p>Families dealing with substance abuse issues will receive comprehensive support to work towards a healthy home for their children.</p> <p>Children in families with substance abuse challenges will receive appropriate classroom support and services.</p> <p>Staff will feel more confident in having crucial conversations with families, be more equipped to offer resources and referrals, and provide ongoing support to families.</p>

	<p>Train staff on the effects of parental drug use on children, as well as the prolonged exposure to, so staff are more adept in addressing individual parental needs and circumstances in the recovery process.</p> <p>Train staff on how to have healthy, positive and productive conversations with parents in the recovery process.</p> <p>Train staff (Family Advocates &amp; Teachers) in motivational interviewing and ensure the Family Outcomes Assessment is helping to identify substance abuse needs and the Family Partnership process is helping to address those needs.</p> <p>Engage a mental health partner that can help consult and advise staff and be a referral source for families needing support with substance abuse issues.</p>	<p>Data of families indicating substance abuse challenges that more closely parallel community data.</p> <p>Explorers Academy participates in community collaborations that are related to our mission, including Child Protective Teams.</p>	
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<p>Explorers Academy will implement proactive measures to decrease staff turnover to 15% by June 30, 2023.</p>	<p>Conduct analysis on reasons for turnover, and identify types of turnover that are concerning (e.g. quitting vs. retiring, quitting with first 60 days, no call/no show terminations).</p> <p>Finalize and implement career ladders for all professional staff including Teachers, Family Advocate, Managers</p> <p>Identify additional resources to ensure all wages are competitive in the market and appropriate to ensure the quality of services.</p>	<p>Staff turnover will decrease 2-3 percent annually.</p>	<p>Child outcomes will improve due to more stable and well-trained staff.</p> <p>Program quality improvement will increase due to long-term commitment by stable staff.</p> <p>Agency ability to advocate in the community for children and families will increase.</p>
<b>SCHOOL READINESS</b>			
<p>P-ATL 9. Children will show increasing levels of flexibility and inventiveness in thinking.</p>	<p>Teachers will receive training, appropriate to their career path, on evidence-based methods to encourage creativity and problem-solving in the classroom.</p> <p>Implement a program of curriculum fidelity coaching and training to ensure that curriculum allows children to be imaginative and curious in their learning, including encouraging children to solve problems in groups.</p> <p>Classroom staff will use trauma-informed teaching practices to help children engage in prosocial play, persist through challenges, experiment, and problem-solve.</p>	<p>85% of all children graduating the program will show P-ATL 9 as "Accomplished"</p>	<p>Children will be ready to learn through a variety of modalities</p> <p>Children will be able to manage strong emotions and participate better in play and peer interactions</p> <p>Children will take more risks in trying new things and new ways to engage in the classroom environment.</p>

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<p>P-SE 8: Children will manage emotions with increasing independence</p>	<p>Classroom staff will receive training in the updated <i>Second Step</i> curriculum during program year 2018-19. New staff will receive training in the Devereux program for Building Resiliency.</p> <p>Classroom environments will provide appropriate supports and cues to assist children in managing emotions, including pyramid models and visual schedules by May 2019.</p> <p>By August 1, 2020, all direct contact staff will receive training in the Montana Pyramid Model for social-emotional growth, and curriculum fidelity observations will include Pyramid Model.</p> <p>Parenting classes will be offered at all sites, with a focus on increasing participation in the classes by 10% each year and honoring program graduates.</p>	<p>75% of all children graduating the program will show P-SE 8 as “Accomplished”</p> <p>90% of all children graduating the program will be meeting developmental expectations in TS GOLD Objective 2a.</p>	<p>Children will better regulate their own emotions and learning</p> <p>Overall outcomes will improve due to reduced conflict in the classroom</p> <p>Parent and community involvement in the classroom will increase.</p> <p>Staff stress and burnout will decrease</p>
<p>P-LIT 1: Children will demonstrate rhyme recognition, including generating rhyming words spontaneously and determining which words in a set rhyme.</p>	<p>Teachers will receive training on evidence-based practices to increase phonological awareness, particularly rhyme.</p> <p>Implement a program to ensure fidelity to evidence-based curricula in the classrooms, including feedback around rhyme and early literacy.</p>	<p>50% of all children graduating the program will show P-LIT 1 as “accomplished”</p> <p>75% of all children graduating the program will be meeting developmental expectations in TS GOLD Objective 15a.</p>	<p>Students will be more ready for success in kindergarten due to a stronger foundation in early literacy.</p>

Goal	Objectives	Indicators	Outcomes
<p>P-MATH 5: Children will demonstrate improvement in their ability to connect numbers with quantities up to 5.</p>	<p>Create 1-2 intentional teacher collaboratives around STEM and STEAM concepts to raise awareness of match concepts in curricula.</p> <p>Implement a program to ensure fidelity to evidence-based curricula in the classrooms, including feedback around early match concepts.</p>	<p>50% of all children graduating the program will show P-MATH 5 as “accomplished”</p> <p>Children will recognize, and with support, write numbers up to 10.</p> <p>85% of all children graduating the program will be developmental expectations in TS GOLD Objective 20c.</p>	<p>Students will be more ready for success in kindergarten due to a stronger foundation in early math.</p>
<p>P-PMP 3: Children will perform tasks that require increasingly more complex hand-eye coordination, such as cutting out shapes and drawing letter-like forms, with moderate levels of precision and control</p>	<p>Improve program approach to lesson planning, so that opportunities for increasingly complex fine motor skills are provided for on a regular basis.</p> <p>Implement a program to ensure fidelity to evidence-based curricula in the classrooms, including feedback around fine motor skill development.</p> <p>Review classroom inventories for adequate materials for learning.</p>	<p>45% of all children graduating the program will show P-PMP3 as “Accomplished”</p> <p>45% of all children graduating the program will be observed at a Level 8 for TS GOLD Objective 7a.</p>	<p>Students will be more ready for success in kindergarten due improved fine motor skills related to key kindergarten readiness factors.</p>
<p>P-PMP 6. Children will demonstrate knowledge of personal safety practices and routines</p>	<p>Implement a program of curriculum fidelity coaching and training for the Child Protection Unit in Second Step.</p> <p>Implement family outreach to improve safety practices in the home.</p>	<p>80% of all children graduating the program will show P-PMP 6 as “Accomplished.”</p> <p>45% of all children graduating the program will be observed at a Level 8 for TS GOLD Objective 1c.</p> <p>Children will be able to explain the Touching Rule, the Always Ask First Rule, &amp; the No Secrets Rule.</p>	<p>Child safety, at home and in school, will improve.</p> <p>Parents will be better equipped to provide safe environments for their child and reduce risk of sexual exploitation.</p>