



Five Year Strategic Plan – 2019-2024

GOAL 1: Strengthen our enrollment, recruitment, and retention strategies to deliver high quality services to families most in need

A	<p>Objective: We will increase enrollment of children ages 0-5 from diverse populations annually by at least 1% from the previous year, until the program reflects county demographics, as evidenced by ChildPlus enrollment reports and county diversity data.</p> <p><u>Outcome:</u> Children of color and dual language learners will have equitable educational opportunities.</p>
B	<p>Objective: We will develop specific recruitment strategies for every city, increasing the wait list of eligible children by 10% by 2024, as evidenced by the CCCC Recruitment Plan.</p> <p><u>Outcome:</u> There will be more eligible children on our wait lists in all areas of service</p>
C	<p>Objective: We will increase the number of children with at least 85% average daily attendance annually by at least 2% from the previous year, as evidenced by ChildPlus attendance reports.</p> <p><u>Outcome:</u> There will be an increase in school readiness outcomes for children.</p>
D	<p>Objective: We will reduce child turnover by 5% by 2024, as evidenced by ChildPlus reports.</p> <p><u>Outcome:</u> Children will be better prepared for kindergarten through continuity of services</p>
E	<p>Objective: We will collaborate with a community partner to provide a Homeless Liaison to support families experiencing homelessness by 2022, as evidenced by an agency partnership agreement</p> <p><u>Outcome:</u> Families who are homeless will receive resources and assistance in obtaining a home, improving child attendance and reducing child turnover due to parents moving out of the county.</p>

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GOAL 2: Foster the essential knowledge and wellbeing for our children’s school readiness and lifelong learning

A	<p><u>Objective:</u> We will provide training for education staff to increase effective teaching practices that support dual language learners into our learning plan by 2024.</p> <p><u>Outcome:</u> Dual language learners will have increased readiness for kindergarten.</p>
B	<p><u>Objective:</u> We will implement instructional teaching practices that effectively support children with identified disabilities, in order to increase the number of identified children meeting or exceeding annual expected growth rates between Fall and Spring assessment periods in the cognitive learning domain by 5% annually, as evidenced by TS Gold and Galileo reports.</p> <p><u>Outcome:</u> Children with identified disabilities will have increased readiness for kindergarten.</p>
C	<p><u>Objective:</u> We will implement instructional teaching practices that effectively teach math skills so that annually at least 80% of transitioning children will meet widely held expectations in the math domain, as evidenced by TS Gold reports.</p> <p><u>Outcome:</u> Children will have the math skills needed to be successful in kindergarten.</p>
D	<p><u>Objective:</u> We will develop at least 3 collaborative partnerships with neighboring school districts that support data sharing and improved transition practices by 2024, as evidenced by completed MOUs.</p> <p><u>Outcome:</u> Children and families will successfully transition from CCCC to receiving school districts.</p>
E	<p><u>Objective:</u> We will expand the implementation of a research-based, trauma informed curriculum by 1 classroom annually, as evidenced by agreements with certified Circle of Security Trainers.</p> <p><u>Outcome:</u> More enrolled families will benefit from research based trauma informed support</p>

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GOAL 3: Promote family stability and wellness through a holistic approach to family engagement

A	<p><u>Objective:</u> We will increase the total percentage of enrolled families that attend at least 1 family gathering annually by at least 2% from the previous year, as evidenced by family gathering attendance sheets.</p> <p><u>Outcome:</u> Families will have an increased understanding of the importance of home school connections and how this relates to kindergarten readiness.</p>
B	<p><u>Objective:</u> We will establish community partnerships that strengthen the ability of our enrolled families to access food assistance by 2024, as evidenced by agency partnership agreements.</p> <p><u>Outcome:</u> There will be an increase in food security for enrolled families</p>
C	<p><u>Objective:</u> We will increase participation on Parent Committees annually by November 1st at each center, as evidenced by ChildPlus reports.</p> <p><u>Outcome:</u> Parents will grow leadership skills, and both their children and the program will benefit from their increased involvement in their children’s education</p>
D	<p><u>Objective:</u> We will align program services with community and state initiatives connecting health and early learning sectors to promote school readiness by 2024, as evidenced by internal written agency work plan.</p> <p><u>Outcome:</u> Children and families are connected to comprehensive health and early learning systems and services that support health and wellness</p>

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GOAL 4: Promote a culture of child safety and wellbeing within our program

A	<p><u>Objective:</u> We will reach 80% fidelity in the implementation of pyramid model practices by 2024, as measured by program-wide Spring TPOT and TPITOS scores.</p> <p><u>Outcome:</u> Children's social skills and emotional competencies will effectively supported by teachers.</p>
B	<p><u>Objective:</u> We will implement a system for assessing and responding to significant challenging behavior by 2021, as evidenced by the completion of Functional Behavior Assessments and Behavior Support Plans.</p> <p><u>Outcome:</u> Children exhibiting challenging behavior will receive timely and appropriate interventions</p>
C	<p><u>Objective:</u> We will be more prepared to protect and shelter children and adults in the event of a major disaster by 2024, as evidenced by disaster preparedness plans and available supplies.</p> <p><u>Outcome:</u> CCCC locations will be prepared in the event of a major disaster, leading to the reunification of staff and children with their families</p>
D	<p><u>Objective:</u> We will monitor the implementation and efficacy of core safety practices at all locations and on home visits by 2024, as evidenced by core safety checklists data and core safety action plans</p> <p><u>Outcome:</u> Staff, children, and families will have safe and positive experiences in the program.</p>

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GOAL 5: Expand our capacity to provide services to underserved areas

A	<p><u>Objective:</u> We will provide EHS and/or HS services for at least 40 children, living in West Linn and Wilsonville by 2024, as evidenced by ChildPlus enrollment reports.</p> <p><u>Outcome:</u> Children in West Linn and Wilsonville who receive HS services will be ready for kindergarten.</p>
B	<p><u>Objective:</u> We will establish a CCCC center in Molalla to provide HS services for at least 40 children by 2024, as evidenced by services delivered at that location.</p> <p><u>Outcome:</u> More children in Molalla will receive consistent Head Start services and be ready for kindergarten.</p>
C	<p><u>Objective:</u> We will provide Head Start extended day preschool services for at least 20 children living in Canby by 2024, as evidenced by ChildPlus enrollment reports.</p> <p><u>Outcome:</u> Families living in Canby will have more childcare options to choose from, and the children who receive extended day preschool services will be better prepared for kindergarten.</p>