



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

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Broad Goal: BIHS will ensure our Program Governance systems include a governance structure, strong communications, and regular reporting that supports shared decision making.

Program goal 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 & Policy Council will utilize the Program Governance Calendar to ensure Governance, Leadership & Oversight Capacity screening is completed. The Screener will be reviewed in May with current Governing Body & will be presented to the new Governing Body in Nov.	Expected Outcome: BIHS will ensure all stakeholders will be trained in 1301 each program year to effectively participate in the oversight of the BIHS program. Year 1 Progress: Objectives & expected outcomes met. Challenge: Delayed election of new PC due to COVID-19 & staffing challenges.	Progress: Year 2 Progress: Objectives met for Tribal Council & 2 of the 5 active PC members have completed program governance training. Director completed Fiscal Training. Same Challenge: Delayed election of new PC due to COVID-19 & staffing challenges.	Progress: Year 3 Progress: Provided link to the Policy Council https://eclkc.ohs.acf.hhs.gov/org/organizational-leadership/learning-module/head-start-leadership-governance-training-values-regulations-skills . Training is still in progress at their own pace. Governance, Leadership & Oversight Capacity screening is completed with the Policy Council and pending Tribal Council Review. Challenge: Staffing-long term illness, delays in hiring process, and developing a job description. Solution: Advertising for an Education Manager to assist Director. Education Manager will allow Director to Focus on Program Governance Training.	Progress:	Progress:
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.	Expected Outcomes: 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	Progress: Year 2 Progress: Objectives met. Challenge: Staffing shortage due to delays with HR. Sufficient staff is essential to meet the need for children with challenging behaviors and academic delays. Suggestion: Partner with Social Services to	Progress: Year 3 Progress: BIHS did not host a summer program this year with Social Services. BIHS was preparing for full enrollment and services for program year 3. Summer 2023, we are scheduled to repair playground commercial shade covers and grounds after historical storms. Challenge: Safety issues Suggestion: Assist Social Services with BIHS employees who may want to assist in a Summer Program offsite.	Progress:	Progress:

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	<p>skills. Year 1 Progress: Objectives & expected outcomes met. Challenge: Afterschool Program will start in May due to COVID-19 and staffing challenges.</p>	<p>contract with specialist & programs that serve children under age 5 to strengthen social emotional skills.</p>			
<p>BIHS Director and Policy Council will follow the approved planned schedule for updating policies, procedures, and plans.</p>	<p>Expected Outcomes: All Service Plans, Policies, Procedures & forms related to 1301 Prog. Governance will reflect the Sept. 2016 OHS Program Performance Standards. Year 1 Progress: Year 1: Focus was on updating OP with COVID-19 CDC Guidelines. Contingency & Nutrition updated Challenge: Staffing</p>	<p>Progress: Year 2 Progress: Masking & Vaccination policies, BYLAWS, Child Development & Health updated. Challenge: Staffing shortage & time management. Director supported after school program., summer program and completed ERSEA responsibilities. Covered shortages in kitchen, transportation, and supervision.</p>	<p>Progress: Year 3 Progress: Continued focus on mitigation policies, updated Emergency Plan Challenge: Staffing shortage. Director completed ERSEA responsibilities over the Summer. Covered shortages in classroom due to shortages of sub teachers. Solution: Hire an Education Manager before Summer 2023. Allows Director to focus on drafting updates to all polices and procedures. Director will schedule dates for each policy and procedure to be reviewed and updated.</p>	<p>Progress:</p>	<p>Progress:</p>

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Program Operations-1302: **Broad Goal:** 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

Program goal 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	<p>Expected Outcome: 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. Year 1 Progress: 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. Challenge: None</p>	<p>Progress: Year 2 Progress: Objectives and expected outcomes are met by 90%. Less than 3 children tracking tardiness (not chronic) and less than 5 tracking chronic tardiness. BIHS dropped by 4% in ADA, maintaining 87% for the school year. Colds, Covid like symptoms, out of town child visitations were the number one reason for being absent. BIHS did not factor in children on quarantine due to COVID-19. Maintaining a reasonable meal reimbursement. BIHS provides home delivery of meals and snacks for children on quarantine. Challenge: None</p>	<p>Progress: Year 3 Progress: Objectives and expected outcomes are met by 85%. 0 chronic tardiness. BIHS dropped by 2% in ADA, maintaining 85% for the school year. Common colds, influenza, rashes, bereavement, and Best Interests. Less than 5 cases of COVID-19. Challenge: None</p>	<p>Progress:</p>	<p>Progress:</p>

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<p>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.</p>	<p>Expected Outcomes: 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. Year 1 Progress: Objectives and expected outcomes are met. Challenge: None</p>	<p>Progress: Year 2 Progress: BIHS completed all enrollments in person. Parents filled out all paperwork in person with the Director. Followed all COVID-19 Protocols. BIHS worked with a Tribal Contractor to provide a fillable application online. Challenge: None</p>	<p>Progress: Year 3 Progress: BIHS completed all enrollments in person with Director and designated Staff. Challenge: None</p>	<p>Progress: .</p>	<p>Progress:</p>
<p>New Program Improvement Goal-2022-2023: BIHS will actively recruit children with the greatest needs based on the approved 2022-2023 Criteria Score Sheet to meet the funded enrollment of 60 eligible children prior to the start of school. All 4 classrooms will provide onsite services with 15 children to two teachers in each classroom on day 1 of year 3.</p>	<p>N/A Covid 19 year provided onsite and Distant Learning preschool services</p>	<p>Expected Outcomes: BIHS will provide full onsite enroll. slots to meet OHS grant requirements & relieve some of the preschool slot shortages in our community due to COVID-19. Year 2: BIHS was awarded funding from First 5 & used funds to enroll 60 children while maintaining COVID-19 Safety protocols by opening 5 classrooms. BIHS filled 53/60 children. We will end the year with 51-60 children. BIHS has a</p>	<p>Progress: Year 3: BIHS maintained 60 enrolled children with a waitlist. Operated 4 classrooms of 15 children and 2 designating direct service team members. Challenge: None</p>		

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		<p>waitlist for program year 2022-2023. Challenge: The length of time to recruit, train and hire a new teaching team. Enrollment of new students. Opened in November and teacher resigned in February. Head Start team formulated a plan together and closed the 5th classroom. Staffing and COVID-19 safety protocol prevented any further enrollment. Solution: Teaching team transferred student from 5th classroom to classrooms 1 through 4. BIHS is planning to open with 4 onsite classrooms = 15 children per classroom for a total of 60 children and maintain a waitlist to fill any future vacancies within 10 days to prevent monthly gaps in funded enrollment.</p>			
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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. 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

Program Goal 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.	Expected Outcomes: Data Entry Clerk is provided time to enter DRDPs. Individual, class & school wide SR outcome reports are available for program planning. Year 1 Progress: Objectives are being met. Challenge: Kinder camp 30-day delay. Data Entry resigned. Site upgrades.	Progress: Year 2 Progress: 2020-2021 School Readiness Goals are available online. SR 2021-2022 Fall and Winter completed and presented to PC. Spring DRDPs are being entered by support team. Current outcomes are available on the BIHS webpage. Challenge: None	Progress: Year 2 Progress: 2021-2022 School Readiness Goals are available online.SR 2022-2023 Fall and Winter completed and presented to PC. Challenge: None	Progress:	Progress:
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.	Expected Outcomes: 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. Year 1 Progress: Data has been gathered over two	Progress: Year 2 Progress: Data has been gathered to support updates to the Community Assessment. Challenge: Entering updates: Staffing challenges, COVID-19 protocols, & other urgent priorities. Suggestion:	Progress: Year 3 Progress: Data has been gathered to support updates to the Community Assessment. Challenge: Staffing challenges. Solution: Hiring an Education Manager to assist with updates to the community assessment.	Progress:	Progress:

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	<p>years. Challenge: Entering updates: Staffing challenges</p>	<p>BIHS will recruit current staff or temp staff to assist with updates to the community assessment.</p>	<p>Position is currently being advertised.</p>		
<p>BIHS Director will assign FA to collaborate with State to translate mission into Spanish.</p>	<p>Expected Outcome: Although English is the First Language of our families, BIHS when needed will make an effort to have forms available in the language of families in our community. Year 1: No progress yet to be reported. Challenge: Staffing turnover with State Preschool. However, BIHS employees 2 fluent Spanish Speakers.</p>	<p>Progress: Year 2 Progress: No progress yet to be reported. Challenge: None Suggestion: BIHS will work with our staff and families to translate our Mission Statement into Spanish and Paiute by the start of school year 2022-2023.</p>	<p>Progress: Year 3 Progress: No progress yet to be reported. Challenge: None Suggestion: BIHS will work with our staff and families to translate our Mission Statement into Spanish and Paiute by the start of school year 2023-2024. We have Spanish speakers and Paiute Speakers on staff.</p>	<p>Progress:</p>	<p>Progress:</p>

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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: 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. 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.

Program Goal 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.	Expected Outcome: The current Contingency Plan will reflect the current risk & emergency responses related to our program & community. Year 1 Progress: Objectives & expected outcomes are met. Challenge: None	Progress: Year 2: Objectives & expected outcomes are met. BIHS reviews the contingency plan each year with the BIHS Staff and reviews other safety events that may be a concern such as Wildfire smoke in our valley. Challenge: None	Progress: Year 3: Covid-19 Mitigation polices and procedures are included in the BIHS contingency plan. BIHS reviewed the contingency plan each year. Challenge: None	Progress:	Progress:
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.	Expected Outcome: Data gathered from Parent ASQ questionnaires will be used for Inyo County Planning & 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	Progress. Year 2: Objectives & expected outcomes are met. Resources will be printed in May 2022 & will be provided to parents. 100% of families completed their child’s ASQ. Challenge: Providing printable resources on time for our families due to staffing. Solution: BIHS Director and	Progress: Year 3: 100% of families completed their child’s ASQ. Resources will be printed in May 2023 & will be provided to parents Challenge: Providing printable resources continuous to be a challenge due to staffing. Solution: Objective continue: BIHS Director and ERSEA Team will print	Progress:	Progress:

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	<p>produced by the ASQ system based on their child's outcome. Year 1 Progress: Objectives & expected outcomes are met. Resources will be printed in May 2021 & provided to parents. Challenge: Providing printable resources on time for our families due to staffing.</p>	<p>ERSEA Team will print resources on the same day the ASQ is entered and provide resources to families in person or via email. Director was the only employee in the summer and completed 100% of enrollments.</p>	<p>resources on the same day the ASQ is entered and provide resources to families in person or via email.</p>		
<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>Expected Outcome: BIHS kitchen staff & subs will have accessible resources regarding what an allowable milk substitute for children with milk intolerances. Year 1 Progress: 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 & guidelines for crediting milk allowances. Challenge: Doctors are not returning phone calls. Doctors are</p>	<p>Progress: Year 2: Need to update Nutrition Polices/ Procedures with new form & guidelines for crediting milk allowances. Challenge: Same challenge: Doctors are not returning phone calls. Doctors are writing substitute milks in that are not equal in Nutritional Value. Solution: Continue to work directly with parent & provide resources of milk allowances excepted by CACFP. Continue to apply for waivers to get credit for milk substitutes.</p>	<p>Progress: Year 3: Need to update Nutrition Polices/ Procedures with new form & guidelines for crediting milk allowances. Challenge: Doctors are writing substitute milks in that are not equal in Nutritional Value. Solution: Continue to work directly with parent & provide resources of milk allowances excepted by CACFP. Continue to apply for waivers to get credit for milk substitutes.</p>	<p>Progress:</p>	<p>Progress:</p>

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	<p>writing substitute milks in that are not equal in Nutritional Value. Solution: Work directly with Parent & provide resources of milk allowances excepted by CACFP.</p>				
<p>BIHS will Improve ECERS #12Toileting/Diaper-score and Personal Care Routines Score by 2 points. Currently a 2.33.</p>	<p>Expected Outcome: The spread of COVID 19 is low as well as other communicable diseases. Year 1 Progress: Due to COVID one child at a time in the bathroom for toileting & handwashing. Challenge: State ECERS team have not conducted a review to measure progress. May 2021 is the target date.</p>	<p>Progress: Year 2: All safety protocols in place. 21 children tested positive 6 Teachers tested positive compared to last year: 4 teachers and 3 students. Challenge: State ECERS team have not conducted a review to measure progress in 2 years.</p>	<p>Progress: Year 3: All safety protocols in place. 3 children tested positive compared to 21 children in year 2. 8 vaccinated staff members tested positive in year 3 compared to 6 staff members in year 2. Challenge: State ECERS team have not conducted a review to measure progress in 3 years. Solution: Partner with State or contract with a reviewer for year 4.</p>	<p>Progress:</p>	<p>Progress:</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>Expected Outcome: Family receives healthy cooking ideas and increase consumption of fruits and vegetables grown from Tribal Gardens. Encourage families to grow their own vegetable gardens. Year 1 Progress:</p>	<p>Progress: Year 2 : FSP & BIHS gardener hosted 2 online cooking classes & delivered traditional foods to families Challenge: Due to FSP turnover. FSP Farm to School & No Kids Hungry provided funding-staffing</p>	<p>Progress: Year 3: FSP & BIHS hosted 3 onsite cooking classes for children and their families. Farm to School & No Kids Hungry provided funding Challenge: FSP staffing ending in December of 2022.</p>	<p>Progress:</p>	<p>Progress:</p>

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	<p>Objectives & expected outcomes are met.. Challenge: None</p>	<p>challenges prevented all objectives to be met. BIHS will review goal BIHS w/Community.</p>	<p>Solution: BITC is budgeting to hire 3 FSP workers for 2023-2024.</p>		
<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>Expected Outcome: Increase access for families to gardens for the purpose of increasing wellness among our families. Year 1 Progress: Objectives & expected outcomes are met. Starter plants are being sent home and garden activity handouts are sent home. Afterschool Garden and Nutrition program. Challenge: None</p>	<p>Progress: Year 2: Spike in COVID-19 & safety protocols prevented families from participating in onsite garden activities. Children have access to garden activities facilitated by the Farm to School Education Contractor. BIHS & FSP funded a 2nd Hoop House & produce washing station. Curriculum in progress drafted by FSP 2019-2020. 2 additional lessons added in 2022 by Garden Contractor. Challenge: FSP Lead Staff turnover and delay in training of FSP Key Staff</p>	<p>Progress: Year 3: Talley Farm boxes are provided to Head Start families at least 2x month. FSP provided free produce at the start of school and during our Health Carnival. BIHS provided 3 Lana Iguana classes to support nutrition. Children have access to garden activities. Garden is preprepared for Spring planting. BIHS hired a gardener. Healthy BMI increase by 5%; overweight increased by 3% and Obesity decreased by 8% Challenge: FSP staff ended in December 2022. Bishop record winter weather and staffing shortages. Solution: Continue to seek full BIHS staffing. Plant what will be used in kitchen and what children enjoy harvesting.</p>	<p>Progress:</p>	<p>Progress:</p>

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<p>BIHS and Toyiabe Indian Health Project will partner to increase monthly nutrition workshops from 1 to 12.</p>	<p>Expected Outcome: Increase parent knowledge of childhood obesity and long-term health and lower childhood obesity rates. Year 1 Progress: Challenge: due to COVID-19 & availability of TIHP staff. Solution: 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>Progress: Year 2: BIHS provided garden activities for kids & a Lana Iguana activity Challenge: Staffing, COVID-19 & availability of TIHP staff. Dietician rehired mid-year. Solution: Program Year 2022-2023 provide onsite Nutrition Training or Zoom. BIHS Director will provide Lana the Iguana nutrition activities each month. BIHS will continue to send nutrition info on Fridays.</p>	<p>Progress: Year 3: 50% of goal met. Nutrition information was sent home with snacks most of the time. Challenge: Time management, staffing, scheduling & availability of TIHP staff. Solution continues: Program Year 2023-2024 provide onsite Nutrition Training. BIHS Director will provide Lana the Iguana nutrition activities each month. BIHS will continue to send nutrition info on Fridays.</p>	<p>Progress:</p>	<p>Progress:</p>
<p>BIHS will promote Childhood Obesity Awareness among our BIHS families by implementing additional communication strategies.</p>	<p>Expected Outcome: 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” Year 1 Progress: Objectives & expected outcomes are met. Challenge: None</p>	<p>Progress: Year 2: BIHS reviews policy during enrollment, reenrollment & Parent Teacher conferences. Some outside treats being brought in Challenge: Communication Solution: remind families of the Health Risk to other children (dental and childhood diseases) send out policy monthly and address it in all newsletters.</p>	<p>Progress: Year 3: Objective met at enrollment. Challenge: Outside treats are still being brought in during celebrations Solution: Continue to educate staff and families of the Health Risk to other children (dental and childhood diseases) send out policy monthly and address it in all newsletters. Review objectives with Health Manager.</p>	<p>Progress:</p>	<p>Progress:</p>

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<p>Director will work with parent and nutritionist to provide a workshop to staff regarding child's special nutritional needs related health.</p>	<p>Expected Outcome: Consistent Staff training on children with nutrition and special needs. Communication between parents, staff & doctors is consistent & meet the child's individual nutritional needs. Year 1: Objectives & expected outcomes are met. BIHS is an equal opportunity provider and provides meal accommodations. Challenge: None</p>	<p>Progress: Year 2: BIHS parents provided a completed accommodation letter from their child's doctor with instructions of food substitutes to meet child's nutritional needs. BIHS provided Meal Accommodation training at preservice. 2022-2023 Dietician training will the focus. BIHS is an equal opportunity provider. Challenge: None</p>	<p>Progress: Year 3: BIHS parents provided a completed accommodation letter from their child's doctor with instructions of food substitutes to meet child's nutritional needs. BIHS is an equal opportunity provider. Challenge: None</p>	<p>Progress:</p>	<p>Progress:</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>Expected Outcome: Mental Health Trainings, workshops, activities, resources, & materials are available to support families with achieving overall wellness so their family will thrive. Year 1: Objectives & expected outcomes are in progress & online events are facilitated. Mental Health First Aid in person & online course will be provided in May by the County. Challenge: Finding a Mental Health First Aid</p>	<p>Progress: Year 2: Health Advisory Meetings are well attended. Focus has been on COVID-19 and other Health concerns, car seats, and dental. 2022-2023 needs to shift to the effects on children's mental wellness and behavior therapy. ICSOS as well as BIHS are experiencing a rise in children with Social Emotional delays. BIHS is not contracting with additional behavior prevention programs.</p>	<p>Progress: Year 3: Health Advisory Meetings are well attended. 2022-2023 needs shifted to the effects on children's mental wellness and behavior therapy. BIHS is contracting with additional behavior prevention programs and Northern Inyo Hospital to provide occupational and physical therapy. Funded by OHS and First 5 Challenge: Receiving reimbursement from</p>	<p>Progress:</p>	<p>Progress:</p>

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	<p>Instructor during COVID-19. Staffing in Social Services. BIHS Mental Health Contractor took full time employment in another County</p>	<p>Challenge: Staff turnover, shortages, and availability of behavior specialist in School District.</p>	<p>First 5 and shortage of behavioral specialist. Solution: Apply for grants with OHS and Edison. Avoid grants acquiring reimbursement that would cause delays in services. Request a behavioral specialist from Inyo County Hospital.</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>Expected Outcome: 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. Year 1: Objectives & expected (dental hygiene and info, PPE) outcomes are met. Challenge: None</p>	<p>Progress: Year 2: Health Mgr. enters progress & reports health progress in child plus & reports outcomes to Director. Challenge: Delay in medical reports from doctors & location of services. Solution: The Health Manager works with families to complete the necessary action steps to advocate for their children. MOU with local Dieticians.</p>	<p>Progress: Year 3: Health Mgr. enters progress & reports health progress in child plus & reports outcomes to Director. The Health Manager works with families to complete the necessary action steps to advocate for their children. MOU with local Dieticians. Online resources are also available on Team Inyo and First 5 site. BITC Social Services is currently working on an additional resources site. Challenge: None</p>	<p>Progress:</p>	<p>Progress:</p>
<p>Health Manager will communicate to the appropriate Lead</p>	<p>Expected Outcome: Communication between Health</p>	<p>Progress: Year 2: Family needs are met, verbal feedback to</p>	<p>Progress: Year 3: Family needs are met, verbal feedback to</p>	<p>Progress:</p>	<p>Progress:</p>

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

<p>Teacher when referrals or Health and Safety needs are in process and met. Record this progress in Child Plus.</p>	<p>Manager, Lead Teachers & parents is 100% improved. Year 1 Progress: 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. Challenge: Time Management Solution: Post completed referrals by class. Ins. Child's name and use a cover sheet.</p>	<p>teacher is documented. Health Manager provides and distributes health information regarding children with Special Conditions. BIHS car seats, PPE, thermometers, air purifiers, fire extinguishers, bus passes, produce, school readiness supplies, support letters for school attendance, and additional behavior prevention therapy. Challenge: None</p>	<p>teacher continues to be documented. Challenge: Communication regarding supplies on hand. Solution: Meet the Health Manager each morning regarding the needs of families. Health Manager will follow up with teachers during her checks in with classrooms daily. Health Manager maintains an inventory and build to list.</p>		
<p>New Service enhancement Year 3: BIHS Teaching Team will receive professional training in Speech Therapy to support their students and teachers. If funding opportunities are available, BIHS will contract with private business to increase services in the following areas: speech and language, occupational therapy, and behavior intervention. Addition: Physical Fitness</p>	<p>COVID-19:SELPA services provided offsite and onsite. Services for children with IEP needs. Time is limited due to SELPA turnover and staffing needs. Rise in challenging behaviors.</p>	<p>Expected Outcome: BIHS children will receive additional service time to practice & develop their IEP goals. Children will graduate out of speech services & or demonstrate significant progress in 2 years of HS Services. Children with social emotional development delays will have Behavior Intervention plans in place to assist teachers with classroom supervision. Partnerships with parents are positive, productive, & focused on</p>	<p>Progress: BIHS children received additional service time to practice & develop their IEP goals. Transition meetings in progress. Children with social emotional development delays are receiving Behavior Intervention to assist teachers with classroom supervision. Year 3: Contracted with STRIVE-Behavior Prevention. Increase service hours from 3 hours to 21. Goal met Challenge: No subs for</p>	<p>Progress:</p>	<p>Progress:</p>

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

		<p>the emotional needs of the child & safety of others. Children are prepared for a successful transition to Kinder. Year 2: Contracted with STRIVE-Behavior Prevention. Increase service hours from 3 hours to 15. Challenge: SELPA turnover and limited staff. Solution: Used program improvement funds to contract services.</p>	<p>STRIVE. Solution: Contract with Northern Inyo Hospital to add behavioral therapy.</p>		
<p>New Service enhancement: Year 3: BIHS will join the National Institute for Healthcare Education to facilitate CPR and First Aid Classes to our families and the community. The BIHS Health Manager and site will be recognized as a provider to support first responders in training.</p>	<p>N/A: COVID -19 Protocols prevented onsite CPR Classes. CPR Certifications were extended.</p>	<p>N/A: BIHS Health Manager Provided onsite CPR and First classes. Our Olancha Fire Department Partners will no longer be a site in year 3 to certify CPR and First Aid Classes. BIHS Health Manager is researching the possibilities of BIHS becoming a Site for Train the Trainers for CPR and First Aid training.</p>	<p>Expected Outcome: The BIHS Health Manager will resume facilitating and certifying our enrolled families in First Aid and CPR in year 4. BIHS Health Manger will provide courses in train the trainers to increase the availability of CPR and First Aid instructors in our rural community. Year 3 Progress: Health Manager applied to the National Institution for Health Care Education and BIHS is in the process of approved!</p>		

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

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.

Program Goal 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 OV CDC, 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 to increase childcare slots.	<p>Expected Outcomes: 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. Year 1 Progress: 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. Challenge: OV CDC not open since March 2020 with minimal</p>	<p>Progress: Year 2: Professional Development hours are maintained by staff. Some staff taking a break from college course work. BIHS uses training funds to support staff college expenses. BIHS attends in local Hub meetings with Early Childhood providers regarding the needs of our community and how to best support and award teachers for quality teaching. Challenge: Time Management due to staffing. Solution: BIHS Director to reach out to EHS Director May 2022 & encourage participation in Hub meetings, encourage weekly phone call to discuss challenges &</p>	<p>Progress: Year 3: BIHS Director attended local Hub meetings with Early Childhood providers regarding the needs of our community and how to best support and award teachers for quality teaching. Challenge: Due to staffing challenges Director has not been consistent with participation. BIHS Director is planning to reconnect with Cerro Coso and the High School for a planning session. Objectives continue: BIHS Director will reach out to EHS Director May 2023 & encourage participation in Hub meetings, encourage weekly monthly phone call to discuss challenges & solutions for recruiting and developing quality teachers.</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>hours due to COVID agency guidelines Solution: 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.</p>	<p>solutions for recruiting and developing quality teachers. Director will summarize all staffs 5-year PD plans into a visual chart for planning funding for T/TA. May 2022</p>			
<p>BIHS will maintain T/TA training schedule and record progress for entire staff monthly by meeting with staff each month to discuss how Director can assist in employee needs& incentives. Director to continue to focus on intentional observation and coaching in the classroom.</p>	<p>Expected Outcomes: 100% of staff will indicate in the Staff Needs Assessment their training needs were met. 50% of staff or greater will achieve progress towards next Child Development Permit & or additional certs in their field & or cross trained in another service area to ensure efficient Program Operations. 85% of staff will be satisfied with employee incentives and recognition. Year 1 Progress: Objectives and Expected outcomes are in progress Challenge: Staffing</p>	<p>Progress: Year 2: Director worked with OHS trainers to formulate a PBC plan and routine-May 2021. Teacher needs assessment completed. Challenge: Staffing challenges Solution: May 2022, Director will summarize the Needs Assessment to identify areas of greatest need. The outcomes may be used in the T/TA plan and for seeking teacher resources. Director will be advertising for a ERSEA/Education Manger to assist in classroom observations for the purpose of supporting quality teaching practices.</p>	<p>Progress: Year 3: Teacher needs assessment completed. However, Director not able to intentionally observe classroom other than when providing teacher sub support or breaks. Common need is working with children with Special Needs. Course was identified. Challenge: Staffing challenges Solution: Director, parent volunteer, Tribal Council and the Policy Council drafted, approved and currently advertising Education Manger to assist in classroom observations for the purpose of supporting quality teaching practices.</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>challenges Solution: 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 to reflect COVID-19 Policy, update job responsibilities, and pay scales.</p>	<p>Expected Outcomes: All job descriptions will be updated to reflect the new Head Start regulation and needs of the Head Start program. Year 1 Progress: Objectives and Expected outcomes are in progress Challenge: Staffing challenges Solution: Director will represent 1 job description a month. Assist HR with an updated wage scale.</p>	<p>Progress: Year 2: Objectives and Expected outcomes are in progress Challenge: None. Remaining Job Descriptions for 2022-2023: Lead Bus Driver/Admin Asst. change to Salary. BIHS ERSEA/Education Manager (New combined position)- Year-round and salary. Janitor position-job responsibility update. Bus Monitor -Update job duties Gardener- update job duties</p>	<p>Progress: Year 3: Objectives and Expected outcomes are in progress of final approval. Valliant Wage Study complete. All employees received a mid-range increase. Challenge: None.</p>	<p>Progress:</p>	<p>Progress:</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>Expected Outcomes: Transportation services will be consistent with minimal interruptions when drivers absent.</p>	<p>Progress: Year 2: Expected outcomes are met. BIHS was able to maintain consistent transportation services. Challenge: None</p>	<p>Progress: Year 3: Expected outcomes are met. Sub Driver resigned. However, Director and a Teacher hold a valid Special School driver permit. BIHS was</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>Decrease in the number of sub hours for the Director and Lead Teacher by 75%. Year 1 Progress: Objectives and Expected outcomes are met. Challenge: None.</p>		<p>able to maintain consistent transportation services. Challenge: None</p>		
<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>Expected Outcomes 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. New Employee Job Description Year 1 Progress: Objectives and Expected outcomes are not met yet. Plan in place year 3. Challenge: Availability of qualified staff. Solution: In Year 3, the 5th year budget will be allocated to an</p>	<p>Progress: Year 2: Objectives and Expected outcomes are not met yet. Plan in place year 3. Challenge: Availability of qualified staff. Solution: In Year 3, the budget will be allocated to an ERSEA/Education Manager Position rotated each year with a qualified Lead Teacher. Participating teachers will provide proof of Professional Development and maintain 5-year plan(college transcripts and or training certifications). Option 2- If no interested staff- BIHS hires a contract or full position by advertising in the Tribal and local newspaper.</p>	<p>Progress: Year 3: Objectives and Expected outcomes are in progress. Currently advertising for a Education Manager. Challenge: Availability of qualified staff and the time it takes to approve job description, advertising and hiring. Year 3, the budget allocated funds for an ERSEA/Education Manager. A teacher and assistant teacher assisted the Director with enrollment for year 3. Solution: In year 4 the Education Manager will assume the duties with the support of a teacher. The Education Manager will implement Practice Based Coaching strategies.</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>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>Professional Growth Training FA/Cross Train Teacher and Health Manager to assist with ERSEA and PFCE duties.</p>	<p>Expected Outcome Director and Family Advocate will receive assistance with caseload of 64 children. Reenrollment & New enrollments at the end of June may take longer due to COVID 19 social distancing. Year 1 Progress: The summer of 2020, Lead Teacher served as a FA/ERSEA. BIHS was 100% enrolled. Challenge: Due to COVID Health Risk in our community we lowered class size and served children going to Kindergarten first onsite Availability of qualified staff.</p>	<p>Progress: Year 2: Director assumed 100% of ERSEA responsibilities. August 1, 48 children enrolled and operating 4 onsite classrooms. We opened the 5th classroom in November and enrolled 6 additional children. Challenge: Covid 19 Fatigue. Qualified staff did not want to work over the summer and needed the rest. The 5th Teacher resigned in February, and we transferred 6 children to the original 4 classrooms. Solution: Covid -19 risk is currently low in Inyo. BIHS is planning to open all 4 classrooms with a ratio of 15 to 2</p>	<p>Progress: Year 3: Director, Lead Teacher and a Teacher Assistant assumed 100% of ERSEA responsibilities. August 1, 60 children enrolled. 4 onsite classrooms with 15 children and 2 teachers. Year 4: The Education Manager and Lead Teacher will assume 100% of ERSEA duties and Director will review file. Challenge: None</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>Lowered are enrollment to by 24%. Families needed onsite preschool. Solution: 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.</p>	<p>teachers in each classroom following COVID-19 protocols.</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>Expected Outcome: 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. Year 1 Progress: Objectives and Expected outcomes in</p>	<p>Progress: Year 2: Overall Staff Needs Assessment was not conducted this year. We are using Monthly service staff service reports to identify training needs. Direct/support service team are crossed trained in other service areas & take the initiative to assume additional duties when needed to maintain a smooth operation. Director is organizing current documents on backup drives to assist staff willing to learn how</p>	<p>Progress: Year 3: Overall Staff Needs Assessment is identified in monthly staff reports, annual self-assessments, and employee annual evaluations. Training needs are also identified. Lead Teachers are currently working on monthly planning activities for children, families and staff, reviewing menus and writing orders based on school readiness needs. Teachers plan team building activities and can drive a school bus. Director provides opportunities for Lead Teacher to be in charge when Director is absent. Challenge: Staffing Shortages Solution: Advertising</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>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. Challenge: Staffing & availability of time. Solution: In Year 2, work with HR, TERO, CIMC and Family Formation to obtain additional staffing. COVID-19 outcomes limit available HR.</p>	<p>to write and update policies and procedures, grants, purchase ordering, invoicing, and filing. A lead teacher will be crossed trained in ERSEA and Child Plus this summer. Challenge: Staffing Shortages Solution: Year 3: BIHS will be requesting funds to hire an ERSEA/Education Manager, Bus Monitor and Garden Educator. All three will also be crossed trained in other service areas to maintain smooth operation throughout the year.</p>	<p>for sub teachers, School Custodian and Education Mgr.</p>		
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Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges

<p>The BIHS Director and the HR Director will continue 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>Expected Outcome: 100% of employee file checks will be updated each year on or before due dates & verification must be shared with HR: -Background and Live Scan (includes child abuse and neglect registry) -Drug Screening -Physicals and TB -Mandated Reporter Certification -CPR and First Aid/AED -Food Handler/Bloodborne pathogens -Material Data Sheets -Sexual Harassment Training Year 1 Progress: Objectives and Expected outcomes are met despite continuous staffing challenges in HR Challenge: Staffing in HR Solution: Head Start Director continue to track all BIHS employees required trainings, certs, and live scans. Keep in</p>	<p>Progress: Year 2: Objectives and Expected outcomes are met despite continuous staffing challenges in HR Challenge: Staffing in HR: Employee Live Scan and background request not completed. Solution: Head Start Director continue to track all BIHS employees required trainings, certs, and live scans. Keep in communication with Tribal Administration. BIHS contract with the company to Directly run background and live scans for BIHS.</p>	<p>Progress: Year 3: Objectives and Expected outcomes are met for background checks. Challenge: Staffing in HR: Employee Live Scan not completed. Solution: Head Start Director continue to track all BIHS employees required trainings, certs, and live scans. Keep in communication with Tribal Administration. BIHS contract with the company to Directly run background and live scans for BIHS.</p>	<p>Progress:</p>	<p>Progress:</p>
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Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges

	communication with Tribal Administration.				
<p>New Program Improvement Goal- 2021-2022: BIHS Director will set up continuous training for BITC Admin, Tribal Council and Fiscal Team each time we experience a turnover or a reassignment of duties.</p>	<p>Need identified. Due to Covid-19 challenges we did not schedule Fiscal trainings. Fiscal turnover and time needed to adjust to position and priorities.</p>	<p>Expected Outcome: Head Start Fiscal management systems or maintained, grant reporting is complaint with due dates, drawdowns are completed to avoid carryover and financial grant objectives are met. Year 2: CFO provided BIHS with an online resource (MIP)to view budget. Challenge: Fiscal Team Turnover, Staff shortages caused delayed reports, delayed vendor payments, delayed</p>	<p>Progress: BITC Fiscal management team is maintaining grant reporting and is complaint with due dates and drawdowns. However, BIHS in year 2 did not expend all fund for a second year due to staffing and not being able to spend the Training and Technical support funding due to staffing shortages. Challenge: Fiscal turnover and staffing shortages caused delays in budget reporting. Solution: Continue to maintain communication with Administration, Fiscal, Grant Partners and Vendors as we all go through the learning curve. Reach out to OHS and ICF for</p>	<p>Progress:</p>	<p>Progress:</p>

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

		<p>reimbursement, and carryover. Solution: Continue to maintain communication with Administration, Fiscal, Grant Partners and Vendors as we all go through the learning curve. Reach out to OHS and ICF for training support.</p>	<p>training support. Issued quickly resolved with the hiring of an experienced grant reporter/monitor. Director receiving reports when requested.</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>Expected Outcome: 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. Year 1 Progress: Objectives & Expected outcomes are not met yet. Challenge: COVID-19 quarantines for staff & family, unrelated illnesses and injuries, deaths in family and out of town medical. Solution: In Year 2, continue to have weekly check in meetings, set health</p>	<p>Progress: Year 2: Attendance documents are maintained by Admin Assistant. Admin informs staff of remaining vacation and sick time. Main reason for absences are related to COVID-19 protocols. There was no chronic absenteeism or tardiness. Staff generally arrive to work on time and ready to go. Challenge: COVID-19 quarantines Solution: Continue to have weekly check in meetings, set health goals with staff and provide resources needed to maintain overall wellness.</p>	<p>Progress: Year 3: Attendance documents are maintained by Admin Assistant. Admin informs staff of remaining vacation and sick time. Main reason for absences at the start of this year was related to COVID-19; second half of year was due to medical, and illness not related to covid-19 affecting 16% of staff. There was chronic absenteeism and 1 case of tardiness. The majority of staff generally arrive to work on time and ready to go. Challenge: Transitioning out of Covid-19 protocols, COVID-19 like symptoms and delays in treatment may have caused a need to take longer leaves. Staffing shortages lead to staff assuming the duties of the staff taking leave. Solution: Continue to have weekly check in meetings, set health goals with</p>	<p>Progress:</p>	<p>Progress:</p>

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

	goals with staff & provide resources needed to maintain overall wellness.		staff and provide resources needed to maintain overall wellness.		
<p>New Program Improvement Goal- 2022-2023: Program Improvement Goal: All BIHS staff will receive their Performance Evaluation no later than 10 days past the due date.</p>	N/A	<p>Expected Outcome: Director maintains scheduled evals with all BIHS employees. Staff receive COLA's & Merits on time & are recognized for meeting expectations. Needs are identified & Practice Base Coaching is provided to assist employees with performance. Year 2: All employee evaluations are behind (3/18 completed). Challenge: Time Management/staffing: Solution: online calendar reminders; support staff to cover service areas.</p>	<p>Progress: Year 3 Director maintained scheduled evals with all BIHS employees. Staff received COLA's, Mid-Range wage on time & are recognized for meeting expectations. Needs are identified & Practice Base Coaching is provided to assist employees with performance.</p>	Progress:	Progress:

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

Broad Goal: 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. Broad Goal: 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. Broad Goals: 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

Program goals 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 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.	Expected Outcome: EHS children, parents and staff successfully transfer children to HS. Strong partnership is formed to assist in the positive outcomes of children SR. Year 1 Progress: Objectives and Expected outcomes are in progress. EHS families transitioned into BIHS. OV CDC-EHS reached out to formulate collaborative meetings starting in May & work on a transition plan. BIHS & EHS work with partners to obtain car seat & provide training; EHS provided volunteers during the months of	Progress: Year 2: EHS families transitioned into BIHS. OV CDC-EHS sent a list of children applying to BIHS. Pre-Covid: BIHS provided tours, bus rides, EHS children spent time with BIHS children in the class & outdoors. Challenge: EHS Closed to onsite services due to COVID-19 Company safety guidelines. EHS and BIHS staffing challenges. COVID-19 CDC guidelines Solution: Begin weekly collaborative meetings with EHS to discuss dual program needs, solutions, and resources. Discuss	Progress: Year 3: EHS sent a list of EHS families wanting to enroll children with BIHS. Currently BIHS and EHS management will work together on an updated MOU. EHS is invited to attend BIHS preservice trainings. Challenge: EHS and BIHS staffing challenges. Solution: Begin monthly collaborative meetings with EHS to discuss dual program needs, solutions, and resources. Discuss goals for the community. 2023-2024, Director will reach out to new EHS Director to	Progress:	Progress:

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

	<p>March-May with meal service Challenge: Closed to onsite services due to COVID-19 Company safety guidelines. Solution: Begin weekly collaborative meetings with EHS to discuss meal program needs, solutions and resources. Discuss goals for the community.</p>	<p>goals for the community. 2022-2023, Director will reach out to new EHS Director to plan pre-service collaborative trainings.</p>	<p>plan pre-service collaborative trainings.</p>		
<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>Expected Outcomes: 100% of families will have a family partnership agreement. ERSEA meets at 3x a year, documents & provides summaries of family's goals. Document referrals & any info provided to families. Year 1 Progress: 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</p>	<p>Progress: Year 2: Teachers work with families to complete & enter Family Needs Assessment. Family strengths & goal information was entered into Child Plus. Parent goals are discussed during case management. Director runs school wide summary reports and provides updates in the Annual Report for future planning. Challenge: No FA. Director's daily duties & priorities of the day prevent running reports in a timely manner. Solution: Delegate calls to</p>	<p>Progress: Year 3: Teachers worked with families to complete & enter Family Needs Assessment. Family strengths and goal information was entered into Child Plus. Teachers are following up with families during conferences. Parent goals are discussed during case management. Director runs school wide summary reports to be reported into the Annual Report for future planning. Challenge: FA was not hired at the start of year 3. Solution: Hire Education</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>via emails, letters, phone calls and or Zoom. Challenge: Time Management & staffing Solution: Delegate calls to support staff & teachers when unable to complete the day's scheduled follow up parent meetings.</p>	<p>support staff & teachers when unable to complete scheduled parent meetings. Visual schedule and calendar reminders alarming when to run reports. Add topic to monthly department reports.</p>	<p>Manager to assume ERSEA duties to support and track families progress for Year 4.</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>Expected Outcome 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 & parents is clear and monitored. Year 1 Progress: Objectives & Expected outcomes are in progress. On average 15% of families are indicated they did not receive the above info. Staff and parents responded well to new ways of communication (Zoom, emails and electronic forms)</p>	<p>Progress: Year 2: 2021-2022 Parent Survey indicated 100% of Families know- Where to report health and safety concerns and complaints. On average 88% of families indicated they received information regarding the experience and training of Head Start Staff. BIHS provides newsletters addressing the experience of staff. Challenge: None Solution: Continue to document information in monthly newsletters, monthly flyer, distribute organizational chart. BIHS staff will write at least 1 paragraph addressing their experience, training and</p>	<p>Progress: Year 3: The 2022-2023 Parent Survey 93% of Families know- Where to report health and safety concerns and complaints. On average, 95% of families indicated they received information about their child's program. On average 90% of families indicated they received information regarding the experience and training of Head Start Staff. Challenge: None Solution: Continue to document information in monthly newsletters, monthly flyer, distribute organizational chart. BIHS staff will write at least 1 paragraph addressing their</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>Challenge: Director oversight: needs to ensure info is provided in multiple sources. Solution: Document info in monthly newsletters, orientation checklist as a monthly flyer and organizational chart out monthly.</p>	<p>qualifications for their position in 2023.</p>	<p>experience, training and qualifications for their position in 2024.</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>Expected Outcomes: Information regarding all services is in one resource books for parents. The 2020-2021 Parent Survey will indicate 100% of parents received information about their child's program services. Year 1 Progress: 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</p>	<p>Progress: Year 2: Driver handbook has been retyped but needs updated training resources related to COVID-19. Goal to be completed Summer 2022. Transportation team discuss services each day and will work together to prepare for preservice training and bus drivers' renewal. Challenge: Staffing and Time Management Solution: Delegate a typist to complete the School Bus Driver Handbook this summer. Delegate a senior driver to plan out meetings and skills training. Parent handbook with new Covid 19 protocols</p>	<p>Progress: Year 3: Driver handbook has been retyped but needs updated training resources related to COVID-19. Goal to be completed Summer 2023. Transportation team discuss services each day and worked together to facilitate a preservice training and assist fellow bus drivers with renewals. Challenge: Staffing and Time Management Solution: The BIHS Director will have time this summer to complete the School Bus Driver Handbook because we will be staffed. Continue to delegate a senior driver to plan out meetings</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>(Mask, Temp taking and seat arrangement). Challenge: Staffing and Time Management Solution: 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>	<p>available on the webpage.</p>	<p>and skills training. The Parent handbook is integrated with Covid 19 protocols and is available on the webpage.</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. 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.

Program Goal 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>Expected Outcomes: The OVDC will report an increase in families participating in Language Program onsite & off -site. Parents will indicate 100% very satisfied with Cultural Activities. Teachers & Parents observing children utilizing Paiute Language. Year 1</p> <p>Progress: Objectives & 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 Challenge:</p>	<p>Progress: Year 2: 100% of our families were very satisfied to satisfied with culture activities. BIHS gathered additional information regarding Tribal Revitalization Language classes. 23% of families surveyed participated in Tribal Language; 35% indicated time management prevented them from participating and 32% indicated they were not aware of activities. 0% indicated accessibility. 61% indicated they hear their child speak words and or phrases in Paiute. BIHS hired a fluent Paiute Language Assistant Teacher. Monthly themes are</p>	<p>Progress: Year 3: 100% of our families were very satisfied to satisfied with culture activities. BIHS hired a fluent Paiute Language Assistant Teacher. Monthly themes are now available in Paiute. Challenge: Attendance during meetings. Solution: Director will begin adding tribal language revitalization discussions to every Policy Council and Parent Committee meeting.</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>Covid related onsite school closures. OVDC Lang. Program provided virtual classes Solution: Continue to collaborate and provide consistent Language classes.</p>	<p>now available in Paiute. Challenge: Late start with organizing Policy Council and Parent Committee Solution: Add tribal language revitalization discussions to every Policy Council and Parent Committee meeting. Translate Mission Statement into Paiute.</p>			
<p>BIHS Teachers will provide a quarterly meeting with parents/guardians to discuss additional lessons for children to learn though out the year.</p>	<p>Expected Outcomes: 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. Year 1 Progress: Objectives and Expected outcomes are being met. 0% reported not satisfied. Challenge: Data Entry Solution: 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>	<p>Progress: Year 2: Objectives and Expected outcomes are being met. 100% of families surveyed indicated they very satisfied to satisfied with program daily activities. Challenge: None. Additional suggestions: Teacher may send weekly lessons home to parents and encourage feedback via text, email, writing and or in person. Monthly themes are available online. Provide a workshop on lesson planning or open session brainstorming lesson ideas related to</p>	<p>Progress: Year 3: Objectives and Expected outcomes are being met. 100% of families surveyed indicated they very satisfied to satisfied with program daily activities. Challenge: None. Additional suggestions Continue: Teacher may send weekly lessons home to parents and encourage feedback via text, email, writing and or in person. Monthly themes are available online. Provide a workshop on lesson planning or open session brainstorming lesson ideas related to</p>	<p>Progress:</p>	<p>Progress:</p>

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

		culture and school readiness.	culture and school readiness.		
<p>Management Team continue to improve process for summarizing and planning parents' education by utilizing the Parent Partnership and Needs Survey entered into Child Plus. Reports will be used in all parent and collaborative partnership meetings.</p>	<p>Expected Outcomes: Parent Education Trainings are planned and initiated no later than November 1 of each year. Year 1 Progress: Objectives and Expected outcomes are in progress. Challenge: Data Entry Solution: 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, OV CDC)</p>	<p>Progress: Year 2: 2021-2022 Data was collected, entered and available for download in November. Challenge: Scheduling and communication in a timely manner Solution: Director to add topic to monthly department report. Ensure data is shared with Parent Education partners (TERO, Family Services, OV CDC) Health Manager and Director. Download data on Head Start webpage, discuss data in monthly stakeholder meetings.</p>	<p>Progress: Year 3: 2022-2023 Data was collected, entered and available for download in November. Director added topic to monthly department report. Ensured data was shared with Parent Education partners (TERO, Family Services, OV CDC) Download data on Head Start webpage, discuss data in monthly stakeholder meetings.</p>	<p>Progress:</p>	<p>Progress:</p>
<p>BIHS will continue to participate in the Quality Rating and improvement Systems (QRIS) and Data Systems</p>	<p>Expected Outcomes: BIHS Teachers receives funding for classroom education improvements, trainings and materials to support</p>	<p>Progress: Year 2: BIHS participated in QRIS goal requirements. Health trainings, Kindergarten Assessment Survey</p>	<p>Progress: Year 3: BIHS participated in QRIS goal requirements. Health trainings, Kindergarten Assessment Survey</p>	<p>Progress:</p>	<p>Progress:</p>

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

	<p>School Readiness Goals and Positive Child Outcomes. Year 1</p> <p>Progress: Objectives and Expected outcomes are in progress.</p> <p>Challenge: New requirements and communication from State Preschool to BIHS. Late start due to staffing changes at the State Level</p> <p>Solution: 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>training, and at least two teachers participated in additional trainings. ECERS and CLASS was not part of the requirements this year.</p> <p>Challenge: COVID-19 and staff shortages prevented onsite CLASS and ECERS reviewers to conduct an evaluation onsite.</p> <p>Solution: Continue to delegate at least two teachers to stay in communication with State requirements regarding QRIS, ECERS and CLASS. Director will stay in communication with the State Preschool Director and check for understanding to maintain records of communication.</p>	<p>training, and at least two teachers participated in additional trainings. ECERS and CLASS was not part of the requirements this year.</p> <p>Challenge: None</p>		
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Bishop Indian Head Start Program Goals -Expected Outcomes, Progress, Outcomes and Challenges

**1303-Financial & Administration Requirements: Broad Goal: 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**

Program Goal 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.	<p>Expected Outcomes: BIHS data will be organized and available to key staff to ensure smooth operational transitions each year.</p> <p>Year 1 Progress: Objectives and Expected outcomes are being met. Challenge: Staffing and Time Management Solution: Draft a schedule base on 12 months and update a plan each month along with Policies and Procedures.</p>	<p>Progress: Year 2: BIHS purchased 20 backup drives for Staff to save their Head Start documents and BITC IT assisted staff in backing up their work on to the S Drive. Director is using the backup Drive and S Drive to store Head Start handouts, forms, and operational procedures Challenge: None Suggestion: Continue to draft a schedule to include annual updates of program service plans. Based on 12 months utilizing designated backup drives, U and S drive by June 2022.</p>	<p>Progress: Year 3: BIHS has IT support and the ability to save and organize essential documents. BIHS is using ChildPlus as well to document the progress of program objectives. and Challenge: Staffing Suggestion: Hire Education Manager and plan out a schedule to update program service plans. Based on 12 months utilizing designated backup drives, U and S drive by June 2022. August 2023.</p>	Progress:	Progress:
BIHS will replace sand with woodchips to be maintained by Tribal maintenance and monitored by BIHS staff	<p>Expected Outcomes: All Fall Zones meet ADA compliance playground requirements and children are safe.</p>	<p>Progress: Year 2 Progress: Objectives and Expected outcomes are met. BIHS orders additional sand and playground wood chips.</p>	<p>Progress: Year 3: Objectives and Expected outcomes are met. Challenge: None</p>	Progress:	Progress:

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

<p>to ensure fall zone is met daily. New level is 9-12 inches.</p>	<p>ECERS and Indian Health Service reports will reflect BIHS goal achievement. Year 1 Progress: Objectives and Expected outcomes are met. Challenge: None</p>	<p>Sand and wood chips are raked and checked for unsafe materials. BIHS added weed control cloth to playground wood chips. Challenge: None</p>			
<p>New Program Improvement Goal-2022-2023: BIHS will replace 16-year-old kitchen equipment: Kitchen Stove, Dish washer and Steamer utilizing program improvement funds.</p>	<p>N/A</p>	<p>Expected Outcomes: BIHS will have reliable and energy efficient commercial graded kitchen equipment to provide quality nutrition services to Head Start children. Year 2: BIHS received budget approval from the Policy Council and Tribal Council to use program improvement funds to replace kitchen stove. Scheduled for replacement: Summer 2022.</p>	<p>Progress: Year 3: BIHS replaced the commercial stove with ARP funds. The dish washer is maintained by our vendors for free and stated it was in good working condition. Our lead cook stated our steamer was in good working condition and did not need to be replaced. We purchased new dishes, hand mixer, electric knife, large roaster and an Insta Pot. Challenge: None</p>	<p>Progress:</p>	<p>Progress:</p>
<p>New Program Improvement Goal-2022-2023: BIHS will purchase a commercial playground shade cover for blacktop area in the extended yard.</p>	<p>N/A</p>	<p>Expected Outcomes: BIHS will have commercial playground shade cover to protect children from weather elements and allow them to play outside comfortably. In addition</p>	<p>Progress: Year 3: BIHS purchased a commercial playground shade cover. Equipment onsite not installed. Challenge: Delay in orders due to</p>	<p>Progress:</p>	<p>Progress:</p>

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

		<p>to protecting children’s outdoor school readiness equipment. Year 2: BIHS received budget approval from the Policy Council and Tribal Council to use program improvement funds. Scheduled for replacement: Summer 2022.</p>	<p><i>fuel prices and COVID-19 protocols. Historical Weather conditions. 1 of the 2 existing shade covers collapsed and was completely destroyed. Solution: Planning to install the shade cover we have on hand summer 2023. Working with Tribal 1st to replace the destroyed shade cover. Plan B will be to write a Health and Safety Grant to replace destroyed Commercial Cover in Year 4.</i></p>		
<p>New Program Improvement Goal- 2022-2023: BIHS will continue to seek funding to purchase shade structures of school buses with Solar panels to provide electricity to garden and extended yard and protect school buses from weather damage.</p>	<p>N/A</p>	<p>Expected Outcomes: BIHS can protect the school buses from the weather elements. BIHS will be able to lower the cost of electricity. Savings can be used towards additional energy efficient equipment and facility upgrades. BIHS will not have to use long extension cords to reach the garden and extended yard-lowers the risk of tripping hazards. Year 2: BIHS Director has reached out to EMO for possible</p>	<p>Progress: Year 3: No progress to report. Summer 2023, BIHS Director will request Grant Writer to research grants for School Solar Panel Projects and or ask our Policy Council for assistance. Perhaps BIA or OHS may be able to fund the project. Challenge: Time Management. Solution: Director maintains a visible year, month, weekly and daily goal list as a daily reminder of upcoming objectives.</p>	<p>Progress:</p>	<p>Progress:</p>

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

		<p>grants. Solar Panel experts visited the BIHS facility. BIHS Director will request Grant Writer to research grants for School Solar Panel Projects and or ask our Policy Council for assistance. Challenge: None at this time.</p>			
<p>Program Improvement Goal-2022-2023: BIHS will use approved Carryover funds to deep clean all carpets and hard floors. Carpets, floors and borders may be replaced in classrooms. BIHS community room and hallways will be professionally painted.</p>		<p>Expected Outcomes: Learning Environments for children, families, staff and the community are safe, healthy, well maintained, and inviting. Year 2: Funds secured and approved. Project scheduled Summer 2022.</p>	<p>Progress: Borders were replaced in all classrooms, halls, and bathrooms. Classroom floors, hallways, kitchen, and community room were deep cleaned and polished. School hallways, kitchen and community room painted! Challenge: Carpets need to be deep cleaned. Ran out of time. <i>Solution: BIHS will purchase a new shampoo cleaner with remaining funds and complete the project Summer 2023.</i></p>	<p>Progress:</p>	<p>Progress:</p>
<p>New Program Improvement Goal-2023-2024: BIHS will make the following upgrades to the Head</p>			<p>Expected Outcomes: Learning Environments for children, families, staff and the community are safe, healthy, well</p>		

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

<p>Start Campus: Repave all blacktop areas and repaint the parking lot; add a different texture to our outside school facility walls to fix cracks; replace damaged rain gutters; and fix all ceiling leaks.</p>			<p>maintained, and inviting. Year 3: Requested estimates from CDD.</p>		
<p>New Program Improvement Goal- 2023-2024: BIHS will seek funding resource to extend the BIHS building on both sides by 20 feet with an extended awning.</p>			<p>Expected Outcomes: The extended awning will protect outdoor learning materials and allow children to play outside during the rain and snow. In addition, protect families and staff from the sun in front of the building. Year 3: Requested estimates from CDD.</p>		

End of report 4.12.23