Program Weaknesses:

Action Step:

1. Management Systems: Program Governance	
We need to continue efforts to help the Policy	Continue to include both governing bodies in program
Council and Governing Board grow in their	communication.
understanding of all aspects of Head Start.	

2. Management Systems: Planning	
We need more time to do strategic planning.	Budget money for strategic planning in our Training and Technical Assistance Plan and budget.

3. Management Systems: Communication	
We need to update teacher manuals.	We will convert the hard copy of our Teacher Manual to an on-line edition.
We need a written training manual for new staff.	We will develop an on-line training manual for new staff.
We need to insure families who are English language learners have access to written and	We are currently addressing this with language interpreters who will also assess children's skills in
verbal communication in their first/home language.	their first language.

4. Management Systems	: Record Keeping and Reporting
We need to schedule more regular Program	We will create and implement a schedule of PIR
Information Report, (PIR) meetings to avoid a rush at year end.	reports and a follow-up schedule.
We need to update our service plan and decide how to manage future updates.	The service plan will be updated following 2011-2012 grant applications. Future updates will become a part of ongoing monitoring by the program coordinators.
Regular reports need to be run to determine follow-up.	We will create and implement a schedule of reports for reports in all program areas.
We need to develop procedures for generating reports.	We will develop a plan for generating reports.
	We are taking steps to be more visible. We will
We could benefit from more emphasis on public	include public relations opportunities as a part of our
relations.	ongoing monitoring. We will budget money for this in
	our Training and Technical Assistance Plan and
	budget.

Program Weaknesses:

Action Step:

5. Management Systems: Ongoing Monitoring	
We could benefit from more time to do direct observations at sites.	We will make regular site visits a part of each coordinator's monthly calendar and ongoing monitoring.

6. Management Systems: Human Resources	
Our current staff does not reflect the racial and ethnic diversity of the families we serve.	We will continue our efforts to recruit people of color for staff and volunteer positions.
Staff qualification requirements for childcare partner staff have changed, requiring a CDA in Early Head Start.	We will develop a plan to monitor childcare collaboration staff for compliance with Early Head Start requirements.
Staff qualifications for paraprofessionals will change in September 2013, requiring a CDA credential.	We will develop a plan for paraprofessionals to obtain their CDA credential.

7. Management Systems: Fiscal Management	
As a Minnesota school district, Duluth has been	No action required.
placed in a difficult position with delayed	
payments from the state.	
8. Child Development and Health Services: Prevention and Early Intervention	
We continue to struggle to collect required health	We have developed a plan for the fall of 2011 which
information in a timely way.	clearly spells out responsibilities for health data
	collection by all staff.
Need to develop more opportunities to share	We will use monthly parent meetings, Parent Institute,
health, safety and nutrition information with	community offerings, workshops and other media to
families.	share health, safety and nutrition information with
	parents.

9. Child Development and Health Services: Tracking and Follow-up	
We need to write a policy regarding medical/dental follow-up.	Our Health services coordinator will develop a policy about medical/dental follow-up.
Medical/dental follow-up is time consuming and difficult as records we receive are often incomplete.	

Program Weaknesses:

Action Step:

10. Child Development and Health: Individualization	
	We will plan and budget for subs to allow for 3 data days per year per teacher to reflect and plan for the individual needs of children.

11. Child Development and Health Services: Disabilities Services	
Look for ways to have developmental screenings done earlier, prior to the first day of Head Start or within the first few weeks.	We will look into providing Head Start screening days in the summer utilizing Head Start and ECSE staff and existing screening space. We will budget funds for this purpose.

12. Child Development and Health Services: Curriculum and Assessment	
Continue to refine assessment system with teacher input.	We will schedule additional meeting time to discuss implementation.
Strengthen systematic, objective, and efficient observations of children by paraprofessionals and teachers.	We will investigate training opportunities for paraprofessionals and teachers on observation.
Time needed to analyze child data and adjust planning accordingly. Ideally, 3 times per year.	We have allocated funds in our 2011-2012 budgets to give teachers 3 data days to analyze child data.
Dolls, posters, books, pictures representing children with disabilities needed.	We are currently looking at resources to purchase these items.
May need math and science materials. Look at PNI data.	We will decide how to proceed with this following the Spring math data collection period.
More support for home language and culture of families.	We have hired interpreters for children who are English Language Learners and will plan for this in 2011-2012.

13. Family and Community Partnerships: Family Partnership Building	
We need to look at how we can address the new and emerging needs of families living in	We will continue to look for additional resources for gas cards and bus passes and insure buildings we
economic poverty such as people with "invisible disabilities," problems with scheduling,	utilize for programming are physically accessible.
transportation, etc. We would like to find an efficient way to assess	We will ask Family Advocates to collect this data as a

Program Weaknesses:

Action Step:

parent satisfaction of referrals we make to	part of working on Family Partnership Agreements.
community resources.	

14. Family and Community Partnerships: Parent Involvement	
Continue to strengthen connections to non-	Staff will continue to engage non-custodial parents and
custodial parents and single fathers.	single fathers in program offerings and strengthen
	parent involvement opportunities, creating
	opportunities to develop reciprocal relationships.

15. Family and Community Partnerships: Community and Childcare Partnerships

We have plans to work more closely with other district early childhood programs and childcare to share meeting and training opportunities and to explore more ways we can work together.

We have begun working on a joint/shared training plan for 2011-2012 which will include our current partners and other early childhood programs in Duluth. Eventually we would like to create a shared Early Childhood application for all district early childhood programs.

16. Program Design: ERSEA

We need to complete work on a new Community
Resources Guide.

We have begun working on a revised Community
Resource Guide that utilizes our Child Plus database.

We need to improve our website including an online application.

We will update our website including an online application and new poverty guidelines for 2011.

We need to consider home based services for those who have barriers to classroom attendance.

We will look at this idea that was generated by parents.

We need more timely notification of enrollment for parents.

We will send a letter to returning families in May and continue to enroll and notify 4 year olds prior to fall.

Community Assessment updates need to done year-round and distributed more widely.

We will look at putting the Community Assessment on our website and will be diligent about collecting information year round.

We need to update St. Louis County Social
Services letter regarding TANIF funds.

ERSEA Coordinator will request an updated letter from St. Louis County regarding how our county uses TANIF funds.

Program Weaknesses:	Action Step:
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17. Program Design: Facilities, Materials, Equipment, Transportation	
We need to monitor the health and safety of	Childcare collaboration staff will monitor this area on a
sleeping areas at our childcare sites.	continual basis.
Custodial cutbacks could have an effect on	Classroom staff may need to remove food garbage in
garbage pick-up.	between sessions should these cutbacks impact this
	area.

18. Using Child Outcomes in Program Self-Assessment		
Continue to improve collection of meaningful	We will look at this area at the end of the program year	
data and improve child outcomes.	a group.	
19. Child Development and Health Services: Mental Health		
Explicit training and information for staff	We will provide information to staff about the mental	
regarding mental health services available	health services they can access through the school	
through employee assistance and mental health consultants.	district and Head Start mental health consultants.	
Provide more explanation/training on the role of the mental health consultant as a social-emotional support rather than a diagnostician.	We will encourage staff to see and use the mental health consultants in an expanded capacity.	