

Needs Assessment and 2016-2021 Strategic Plan

Kansas Head Start Collaboration Office



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Introduction

Strong partnerships and connections between the Head Start Collaboration Office and community level programs are critical to establishing state and local policies and practices that benefit low-income children from birth to school entry and their families.

The results of this needs assessment and strategic plan demonstrate that while coordination and collaboration between parties exists in Kansas there is still work to be done. The Kansas Head Start Collaboration Office welcomes program participation in its work to build the most effective partnerships.

Contact Kimberly Kennedy, Kimberly.Kennedy@dcf.ks.gov, to learn more about the Kansas Head Start Collaboration Office.



Background

Authorized by the 2007 Head Start Act, the Administration of Children and Families (ACF) awards Head Start collaboration grants to each state to support the development of multi-agency partnerships and public-private partnerships at the state and national levels. These partnerships are intended to:

- Assist in building early childhood systems;
- Provide access to comprehensive support for all low-income children;
- Encourage widespread collaboration between Head Start and other appropriate programs, services, and initiatives;
- Augment Head Start's capacity to be a partner in state initiatives on behalf of children and their families; and
- Facilitate the involvement of Head Start in state policies, plans, processes, and decisions affecting target populations and other low-income families.¹

The federal government authorizes HSCO to perform certain duties, including:

1. Providing support for activities in HSCO priority areas by,

Convening and facilitating State and local conferences and forums

Stimulating state-or community-based partnership planning and activities

Documenting exemplary collaborative efforts

Preparing and disseminating newsletters and reports on partnership issues and policies

Carrying out HSCO self-assessment activities

¹ <http://eclkc.ohs.acf.hhs.gov/hslc/states/collaboration/about.html>

2. Contracting with relevant non-profit organizations to,

Develop partnership agreements between Head Start and appropriate State programs or agencies

Augment Head Start's capacity to be a partner in State initiatives

Facilitate the involvement of Head Start in State policies, plans, processes and decisions affecting Head Start families and other low-income families

The federal government prohibits HSCO from conducting certain activities. These include:

Providing direct services to Head Start families or other low-income families

Providing training and technical assistance to Head Start grantees in carrying out their program responsibilities

Supplanting ongoing collaboration between ACF Regional Offices, Head Start grantees, and other programs in the State

Supporting general membership services of State Head Start Associations unrelated to HSCO priorities or to support lobbying efforts by State Head State Associations

In Kansas, the Head Start Collaboration Office (HSCO) is located within the Department for Children and Families (DCF) – the State’s child welfare agency. Built upon the fundamental premise that “strong families make a strong Kansas,” DCF supports the HSCO efforts to promote better linkages between Head Start and other child and family agencies that provide health, mental health, family, and special needs services to children and families in Kansas.

“Coming together is a beginning, keeping together is progress, working together is success.”

-Henry Ford

Achieving true collaboration is no easy task. The Kansas HSCO promotes collaborative efforts in three primary ways.

Communication

Access

Systems

Through ongoing communication among national entities, state level agencies, and community partners, the Kansas HSCO serves as a conduit of information between the Regional Office and the State and local early childhood system. The Kansas HSCO works to facilitate Head Start agencies’ access to and utilization of appropriate entities and resources so Head Start children and families can secure needed services and critical partnerships are formalized. By supporting policy, planning, and implementation of cross agency State systems for early childhood, the Kansas HSCO works to enhance the capacity of early childhood programs.

The goal of the Kansas HSCO is to build collaborative partnerships to improve the quality of services to low-income children and their families in Kansas. To achieve this goal, the Kansas HSCO participates in a variety of activities and state and federal work groups:

Child Care Development Fund (CCDF) State Plan Reauthorization Work Group

Child Care Licensing Systems Improvement Team: Retention of Qualified Child Care Providers Discussion Facilitator

Early Childhood Higher - Education Options; 4 Year Universities (ECHO) Work Group

Early Childhood Quality Instructional Partners; Two Year Universities (EQIP) Work Group

Federal/Regional Child Care Partnership Meetings

Kansas Early Childhood Career Lattice/Ladder Work Group

Kansas Early Head Start-Child Care Partnership Model Listening Tour

Kansas Early Learning Standards Revision

Kansas Head Start Association & Training/Technical Assistance Coordination Meetings

Kansas State Dept. of Education: McKinney-Vento Liaison Resource Sharing Partnership

School Readiness Data Framework Work Group

School Readiness Task Force

State Agency Early Childhood Leadership Team

State Interagency Coordinating Council (SICC)

SICC Communication Collaboration Work Group, Chair



Annual Needs Assessment

Like all HSCO's, the Kansas HSCO is required to conduct an annual needs assessment to identify local agency collaboration needs. The information gathered from the assessment is used to develop a plan to address areas in need of improved collaboration.

To ensure the integrity and national comparability of the information collected, the Office of Head Start developed the Head Start & Early Head Start State Collaboration Needs Assessment Survey. The 2015 Kansas Needs Assessment Survey was conducted electronically using the federally developed survey instrument. All Head Start² programs in Kansas were invited to respond to the survey. Eighteen programs responded in 2015, including one new grantee and a Tribal Head Start program, which were seven more responses than in 2014.

The needs assessment survey is arranged categorically. For the 2015 survey, all eleven of the previously established federal priority areas were used to obtain the most comprehensive data to inform the upcoming five-year strategic plan.

Health Services	Services for Children (and Families) Experiencing Homelessness
Child Welfare	Community Services
Child Care	Services for Children with Disabilities
Education (School Readiness, Head Start—Pre-K Partnership Development)	
Family Literacy	Early Childhood Systems and Program/Partner
School Transitions and Alignment with K-12	Professional Development

² The term "Head Start" encompasses both Head Start and Early Head Start for purposes of this document.

The survey findings from all respondents were aggregated and then compiled into this needs assessment summary report. [See the Appendix](#) for the complete list of survey responses. Qualitative interviews of program leadership, child-care providers, and parents were also conducted. This qualitative data was incorporated into the needs assessment and the five-year strategic plan.

The following is a summary of the results of the quantitative data collection from the survey and the qualitative interviews.

SUMMARY



Health Services

The majority of respondents indicated that there is cooperation and coordination between Head Start programs and health care service providers and organizations. For many programs, however, it has been difficult to establish relationships with State agencies and local agencies providing mental health services, public health services, and programs/services related to children's physical fitness.

Increased collaboration with health care services and organizations is needed in Kansas. Successful efforts to improve health services will include:

Mental health screenings, prevention, and treatment by local, state, and tribal agencies

Programs and services related to children's physical fitness and obesity prevention

Partnerships with medical professionals on health-related issues

Coordinated services for children with special health care needs

Sufficient health care information sharing between agencies and organizations



Services for Children (and Families) Experiencing Homelessness

The degree of interaction between Head Start programs and children and families experiencing homelessness varies throughout Kansas. Respondents indicated that there is cooperation and coordination with service providers/organizations. One-quarter of respondents, however, indicated no working relationship with local McKinney-Vento homeless liaisons. Qualitative responses indicate positive experiences partnering with homelessness service delivery agencies apart from Local Education Agency McKinney-Vento homeless liaisons.

Better coordination of services for children and families experiencing homelessness is needed, especially with Local Education Agencies. Successful efforts to improve services for children experiencing homelessness will include:

Increased involvement of local McKinney-Vento homeless liaisons at public schools and community services

Sufficient data on the needs of homeless children to inform program's annual community assessment

Coordination with Local Education Agencies to develop and implement family outreach and support efforts under McKinney-Vento and transition planning for children experiencing homelessness



Child Welfare

The needs assessment survey results demonstrate evidence of cooperation between Head Start programs and child welfare service providers and organizations. Respondents indicate strong working relationships between services and networks that support foster and adoptive families, and local Temporary Assistance for Needy Families (TANF) services. Although there is cooperation between Head Start programs and child welfare service providers and organizations, resources are rarely shared. Head Start programs report difficulty obtaining information and data, as well as exchanging information and resources.

Increased collaboration with child welfare service providers and organizations is needed. Successful efforts to improve child welfare services will include:

Increased involvement of the State Children’s Trust agency (in Kansas, the Children’s Cabinet and Trust Fund)

Increased involvement of the State and local TANF services agency (in Kansas, the Department for Children and Families)

Increased involvement in state level planning and policy development



Child Care

The needs assessment survey results demonstrate evidence of cooperation between Head Start programs and child care service providers and organizations, however, respondents indicated a lack of resource sharing. The

majority of respondents report difficulty partnering with child care service providers and organizations to provide access to full-day, full year child care services, and general assistance to families in need.

Increased connections between Head Start and services and resources for child care providers are needed. Successful efforts to improve connections with child care include:

Increased collaborative relationships with Tribal Child Care

Increased involvement with State or regional policy/planning committees addressing child care issues

Program capacity to layer Head Start and child care funds to provide full-year services

Information on children that are jointly served by Head Start and child care subsidy



Family Literacy

One-third of respondents indicated they have no working relationship with school libraries and almost none of the respondents share resources and agreements for employment and training programs. Many respondents also indicated difficulties in securing family participation in literacy services.

Increased collaboration to address family literacy is needed. Successful efforts to improve family literacy will include:

State or local family literacy programs

Adult employment and training programs

Parent education programs and services

School libraries

Family participation in available family literacy services



**Services for Children
with Disabilities**

Head Start programs' level of involvement with organizations and service providers that assist children with disabilities and their families varies throughout Kansas. Respondents indicate stronger involvement with local providers and organizations than with State, tribal, or federal agencies. Respondents indicated a particular level of difficulty sharing data/information on jointly served children, and applying for waiver programs.

Successful efforts to improve services for children with disabilities will include:

Increased State Education Agency programs and services (in Kansas, the State Department of Education)

Increased connection with the State lead Agency for Part C – early intervention (in Kansas, the Department of Health and Environment)

Data/information sharing on jointly served children

Increased knowledge about Supplemental Security Income and/or Waiver Programs application process



Community Services

While survey results indicate robust coordination between Head Start programs and community service providers/organizations, approximately three-quarters of respondents indicated little to no involvement with organizations and service providers for military families and in-kind community services.

Successful efforts to improve community services will include:

Increased collaboration with providers of services to military families

Increased linkages and partnerships with public resources for prevention and treatment services³

Increased linkages and partnerships with private resources for prevention and treatment services

Increased prevalence of in-kind community services for children and families in Head Start programs



Education (School Readiness, Head Start Pre-K Partnership Development)

Overall, Head Start programs in Kansas report a collaborative relationship with the LEA that administers local and publicly funded preschool programs in their service area. While strong collaboration with publicly funded pre-k programs is reported, education services will be an important focus of the Kansas HSCO in the coming years given the Office of Head Start's (OHS) emphasis on educational partnerships to ensure continuity between Head Start and kindergarten entrance/readiness.

³ Prevention and treatment services include substance abuse, child abuse, domestic violence, emergency services (e.g. red cross, state agency responsible for large-scale emergency plans), and providers of services for military families.



School Transitions Alignment with K-12

Almost all respondents indicated a strong level of collaboration between Head Start programs and LEAs in ensuring smooth transitions from Head Start to kindergarten. Respondents report little to no difficulty partnering with LEAs. Due to the OHS emphasis on continuity between Head Start and kindergarten transitions, the topic will be an important focus of the Kansas HSCO in the coming years.



Professional Development

More than half of survey respondents indicate working relationships with community colleges, on-line courses/programs, and Head Start Training & Technical Assistance (T/TA) Networks to provide professional development resources. One-third of respondents, however, indicate no working relationship or little cooperation with T/TA cross-training opportunities. Varying degrees of difficulty regarding resources and partnerships that support access to early childhood education degree programs and attending/accessing professional development opportunities are reported.

Professional development is a significant area of continued need in Kansas. Successful efforts to improve professional development will include:

Increased offerings of relevant cross-training opportunities, such as: cultural competency and linguistic responsiveness; program management and fiscal operations; parent, family, and community engagement

Staff release time to attend professional development activities



Early Childhood Systems and Program/Partner Development

All respondents report little or no involvement with the State agencies responsible for quality rating improvement system (QRIS), state level advisory council (SAC), and state efforts to unify early childhood data systems. Some level of difficulty is experienced by all respondents regarding data/information exchange and partnering with state quality, advisory, and data efforts.

OHS has prioritized increased collaboration with State Quality Rating Improvement Systems (QRIS). The Kansas HSCO will participate in state agency response to the newly amended Child Care and Development Block grant (CCDBG) outlined below, which requires states to establish a quality evaluation system of child care. In Kansas, the Department for Children and Families and Department of Health and Environment are working to incorporate the new requirements of the CCDBG legislation into practice.

The Child Care and Development Block (CCDBG) grant is the primary source of federal funding to states to provide child care assistance for low-income families. CCDBG provides subsidies to offset the high cost of child care for low-income working families, including families receiving public assistance.

The law was originally established in 1990 and amended for only the second time in November 2014. The first amendment to the law was made in 1996. As a result of the 2014 amendments, states must make improvements to the health, safety, and quality of child care, while also providing better and sustained access to child care assistance for low-income working families. This includes expanded requirements for state licensing, consumer and provider education information, training and professional development, inspections of programs, criminal history background checks, child-to-provider ratios, health and safety, child abuse reporting, protection for working parents, priority for low-income populations, coordination with other programs, and statewide child care disaster planning.⁴

⁴<http://www.ncsl.org/research/human-services/2014-ccdbg-reauthorization-act-implications-and-opportunities-for-state-legislatures.aspx>

ADDITIONAL QUALITATIVE RESULTS

The electronic needs assessment survey concluded by offering respondents an opportunity to list the two most significant challenges faced by their program, or the population that their program serves. Additionally, at the end of every section, survey participants were given the opportunity to describe in more detail any other issues they may have regarding access to services and resources. The top ten self-reported challenges facing Head Start in Kansas are:

Family Engagement

Funding

Health Care Services

Homelessness

Identifying and Connecting Resources

Identifying and Recruiting Partners

Information Sharing and Communication

Professional Development

Recruiting and Maintaining Qualified Staff

Services for Children with Disabilities

* Listed alphabetically



Developing the 2016-2021 Strategic Plan

Results of the needs assessment were used by the Kansas HSCO to develop a new five-year strategic plan for 2016-2021 and will guide efforts to build collaborative partnerships to improve the quality of services to low-income children and their families in Kansas.

The 2016-2021 Strategic Plan describes a set of overarching goals that the Kansas HSCO hopes to achieve over the next five years. These broad goals are broken down into shorter-term goals and objectives, which if achieved will serve as markers of progress within the larger set of goals.

The Kansas HSCO will monitor and assess the strategic plan on an annual basis to determine whether or not yearly objectives and goals are reached. This continuous quality improvement process will aid in decision-making about what, if any, changes need to be made to the efforts of the Kansas HSCO.

The Office of Head Start has identified six priority areas to guide the work of the state collaboration offices. These include:

Partner with State child care systems emphasizing the EHS-CC Partnership Initiatives

Work with State efforts to collect data on early childhood programs and child outcomes

Support the expansion and access of high quality, workforce and career development opportunities for staff

Collaboration with State Quality Rating Improvement Systems (QRIS)

Work with State school systems to ensure continuity between Head Start and Kindergarten Entrance Assessment (KEA) *(in Kansas, this priority refers to continuity between Head Start and overall school readiness)*

Any additional Regional Priorities

Region VII of the Administration for Children and Families has identified seven priority areas to guide the work of the Kansas HSCO:

Health Services

Child Welfare

Services for Children (and Families) Experiencing Homelessness

Community Services

Family Literacy

Services for Children with Disabilities

Inclusion

The Kansas HSCO looks to the Federal and Regional priority areas to guide their work over the next five years (2016-2021) and has developed the following strategic plan.



2016-2021 Strategic Plan

Long Range Goal #1: Enhance connections and information sharing among Head Start programs, partners, and state agencies to maximize resources and support for Head Start and low-income children, families, and child care systems.

Federal Priority Areas

Partner with State child care systems emphasizing the EHS-CC Partnership Initiatives

Work with State Efforts to collect data regarding early childhood programs and child outcomes

Regional Priority Area

Community Services

Process Goal 1: Promote and support the identification and connection of public and private resources at the State and local level.

Short Term Objective 1: Identify and share resources—in both English and Spanish—to connect consumers and service providers with resources to stimulate state and community-based program/partner development and relationship building.

Outcome 1: Develop a Kansas HSCO website to be utilized as an accessible resource library by programs, partners, and agencies.

Outcome 2: Create a plan for promoting and increasing awareness about the Kansas HSCO website and resources.

Short Term Objective 2: Convene and facilitate information sharing to Kansas Head Start Directors of collaborative efforts encouraging program/partner development and relationship building.

Outcome 1: Coordinate with Head Start programs and partners to facilitate the production of a “Program Profiles” document and resource guide for community partnerships.

Process Goal 2: Encourage ongoing communication for the exchange and collection of sufficient data/information on children and families jointly served by Head Start and other agencies (health, medical, homelessness, special education, etc.) including data regarding early childhood programs and child outcomes.

Short Term Objective 1: Share information for how to coordinate data sharing and collection that represents a range of options within intake and referral systems in order to support continuous quality improvement.

Outcome 1: Assess and survey existing systems to identify data currently captured and determine what data is most necessary to collect.

Outcome 2: Identify resources to assist programs in requesting critical information from service providers to ensure clear and concise documentation allowing for easy transition to schools, access to health information, and Part C services.

Short Term Objective 2: Support efforts to integrate early childhood data into the State’s longitudinal data system.

Outcome 1: Continue to work with state education organizations and Head Start programs to make connections where needed with the goal of streamlining data collection efforts.

Process Goal 3: Effectively communicate and promote awareness locally and statewide on the value of Head Start as an equal opportunity for preschool in order to increase availability and access to services that meet families' needs.

Short Term Objective 1: Maintain and grow successful partnerships by informing communities on the presence of Head Start, Head Start services, and the community impact of Head Start on communities.

Outcome 1: Identify key messaging/marketing materials for promotional purposes and place on the Kansas HSCO website to be used as a resource by programs, partners, and service providers.

Outcome 2: Develop and distribute information to child care providers about partnering with Head Start.

Outcome 3: Gather information from Kansas Children's Cabinet funded partnerships (known as Early Childhood Block Grantees) and share the information with programs, partners, and service providers.

Long Range Goal #2: Advance State and local level coordination and capacity of Early Childhood Systems to maximize resources and expand services and support for Head Start and low-income children and families.

Federal Priority Areas	
Collaboration with State QRIS	
Work with State school systems	
Regional Priority Areas	
Community Services	
Health Care	
Inclusion	
Services for Children (and Families) Experiencing Homelessness	
Services for Children with Disabilities	

Process Goal 1: Continue to encourage Head Start program involvement with State and Regional level development, planning, and policy initiatives to address childcare issues.

Short Term Objective 1: Participate in policy discussions related to state quality rating improvement systems (QRIS) for childcare providers.

Outcome 1: Promote family consumer education on how to find quality child care.

Process Goal 2: Build and expand collaborative efforts and relationships between Kansas school districts, LEAs, and Head Start programs to aid and facilitate connections between low-income families and Head Start services.

Short Term Objective 1: Identify local McKinney-Vento homeless liaisons at public schools to enhance coordination with LEAs that support children and families experiencing homelessness.

Outcome 1: Develop and Identify toolkits and resources on homeless family eligibility and SSI applications.

Outcome 2: Identify difficulties that prohibit collaboration with LEAs.

Process Goal 3: Identify existing and potential networks focused on health care and other related services for children and families to improve coordination of early care and education providers with health care systems.

Short Term Objective 1: Assess the existing resources and capacity in communities throughout the state as they relate to the development and sustainability of health care partnerships.

Outcome 1: Develop a survey that enables communities and programs to identify key partners, resources and areas to coordinate/integrate efforts as they relate to medical, dental, mental health, public health, etc.

Outcome 2: Develop appropriate strategies and materials to educate and inform health care providers on the value of Head Start services and partnerships.

Outcome 3: Host a webinar on successful partnerships with health care providers, clinics and health departments. Examples of health care partnership initiatives include “clinic days” or a “healthy start fair.”

Process Goal 4: Improve the availability, accessibility, and quality of services available to children with disabilities.

Short Term Objective 1: Increase coordination of services for children with disabilities, including professional development for teaching staff to improve their work with children who have disabilities.

Outcome 1: Promote local collaborations among Head Start programs, LEAs, and Special Education cooperatives.

Outcome 2: Disseminate information gained from meetings on the Kansas HSCO website.

Outcome 3: Disseminate information, resources, and materials about web-based learning opportunities and evidence-based instructional strategies.

Short Term Objective 2: Identify service gaps for children with disabilities in Head Start programs and improve the level of partnership between state level Part C and Part B programs to address existing gaps.

Outcome 1: Facilitate communication between Head Start and Part B and Part C services by providing shared guidance at the quarterly Kansas Early Head Start meetings and Kansas Head Start Association meetings.

Process Goal 5: Kansas HSCO will optimize existing funding and leverage additional funding resources by locating funding opportunities for the purpose of building and sustaining quality Head Start services across Kansas.

Short Term Objective 1: Identify existing webinars, toolkits, and available materials on exemplary collaborative efforts.

Outcome 1: Research other state collaboration office resources and identify successful examples. Collect and share innovative solutions and resources.

Outcome 2: Develop a Head Start collective impact strategy guide.

Short Term Objective 2: Develop and distribute information on funding opportunities.

Outcome 1: Facilitate meetings between state agencies to make connections between the agencies and Head Start programs where needed.

Outcome 2: Facilitate information gathering about outside funding and relay information, resources, and connections to Head Start programs where needed.

Long Range Goal #3: Promote the availability and accessibility of quality child care to ensure families have greater access and opportunity to services.

Federal Priority Areas

Support the expansion and access of high quality, workforce and career development opportunities for staff

Partner with State CC Systems emphasizing the EHS-CC Partnership Initiatives

Collaboration with State QRIS

Regional Priority Area

Community Services

Process Goal 1: Expand Head Start program capacity through increased education, training, and professional development opportunities in order to foster an environment of recruitment, hiring, and retention of quality staff.

Short Term Objective 1: Maximize accessible quality professional development opportunities and activities.

Outcome 1: Promote awareness of the Kansas Child Care Training Opportunities shared training calendar as a resource for Head Start directors to encourage participation.

Outcome 2: Develop a framework to promote the availability and accessibility of online training opportunities. Disseminate information through the Kansas HSCO website and quarterly meetings.

Outcome 3: Develop a Kansas Early Childhood Career Ladder to be used as a resource for program staff and encourage degree advancement.

Short Term Objective 2: Promote training opportunities for Head Start programs on the layering of Head Start and child care funds, program management, fiscal operations, budget priorities or realignment, cost efficiencies, and child care subsidies.

Outcome 1: Reach out to community organizations that provide child care services outside of Head Start to determine capacity and potential for partnership.

Outcome 2: Identify toolkits and resources on child care subsidies, in-kind matching, and non-federal match.

Outcome 3: Develop a resource guide to understanding child care subsidy.

Short Term Objective 3: Enhance initiatives on inclusive and culturally sensitive training to early childhood professionals in an effort to support cultural competency and increase awareness and understanding of children and families.

Outcome 1: Identify childhood development tip-sheets and resources non-English languages.

Outcome 2: Identify and disseminate culturally sensitive training materials and resources.

Process Goal 2: Assist child care providers in improving the quality of their programs.

Short Term Objective 1: Participate in efforts to develop a more streamlined background check process for teachers with KDHE and DCF.

Outcome 1: Seek opportunities to connect with programs about issues concerning provider background checks and child care licensing. Collect and prepare information to be discussed at meetings.

Outcome 2: Dedicate time during meetings to address program concerns on the background check process to coordinate policies and procedures between Head Start and child care.

Process Goal 3: Identify existing resources and capacity of child care in communities throughout Kansas as they relate to the development and sustainability of child care partnerships.

Short Term Objective 1: Provide support to connect providers with child care quality programs and resources to ensure working relationships with local organizations to provide training based on staff needs.

Outcome 1: Seek opportunities to connect with Child Care Aware of Kansas and Kansas Child Care Training Opportunities about partnerships and services.

Process Goal 4: Promote expansion of child care provider skills to meet the needs of the whole family.

Short Term Objective 1: Support and promote training opportunities to child care providers on approaching family needs and connecting families with resources and services.

Outcome 1: Seek opportunities to connect with Child Care Aware of Kansas and Kansas Child Care Training Opportunities about partnerships and services.

Long Range Goal #4: Provide support and motivation for family involvement in order to foster an environment of active family engagement to secure participation in family literacy services and early childhood systems.

Regional Priority Areas
Community Services
Family Literacy

Process Goal 1: Promote community collaboration with educational organizations and institutions of higher education.

Short Term Objective 1: Support increased opportunities for parent education programs and services through partnerships with educational organizations and higher education programs/services/resources.

Outcome 1: Develop and share information with programs about partnering with Adult Education Centers.

Outcome 2: Support grants that work with English Language Learner families.

Process Goal 2: Encourage community opportunities that assist families with obtaining and completing required documents and paperwork in an effort to make more seamless the connection of resources and services.

Short Term Objective 1: Facilitate public/private support for literacy initiatives.

Outcome 1: Seek out sponsorships that promote literacy resources and opportunities to Head Start families.

Outcome 2: Share information with programs to help Head Start programs develop partnerships with local libraries.



