

FAMILY RESOURCE AGENCY OF NORTH GEORGIA
Grant #04CH010217 and #04HP0045
COMMUNITY ASSESSMENT UPDATE 2018

Section 1: Executive Summary – Overview

Based upon our surveys, statistical data and collaborations with our community partners, we have determined the following issues to be of the greatest need or have found them to be an on-going concern and have developed plans to address each point:

1. Data shows that there is a continuous need for affordable, quality infant care. This was also supported by the high rate of teen pregnancies and high school drop-outs in the counties we serve. We will be recommending converting three Head Start classes to two Early Head Start classes.
2. Our families have many needs that we will continue to address. Those needs are education and training on employment skills, financial obstacles, language barriers, Mental Health, and Medical/Dental. The program Family Service Specialists (FSS) work closely with the families through parent meetings to insure appropriate training and education are provided to help families achieve their goals. If the families need additional information, our FSSs will make appropriate referrals and/or partner with other agencies to provide the skill development and/or classes. Some of the trainings that we provide, but not limited to are:
 - Consumer Credit Counseling
 - Personal Growth
 - Mental Health
 - Medical/Dental
 - Parenting

We will be implementing a new parenting curriculum promoting active family engagement in the upcoming school year called Ready Rosie. This curriculum was reviewed and selected by a committee consisting of both parents and staff. It is aligned with the Head Start Early Learning Outcomes Framework. It is focused on the following areas:

- Family Health and Well-Being
- Literacy
- Math
- Social-Emotional
- Ready Baby

It is designed using several training models to best meet the needs of the families. It also covers birth through elementary school so that if the parents have older children it will benefit them as well.

3. We see a significant health and safety need to replace the building and modular at Chattooga HS/EHS and will begin the process of writing for one-time supplemental funding, so we are on the list when any funds become available. Further details are highlighted in the goals section of the community assessment.
4. We have also looked at how we are supporting HS/EHS National Goals and Objectives for the following areas:

School Readiness:

The Head Start Early Learning Outcomes Framework, Parent Family Community Engagement Framework, Georgia Early Learning and Development Standards (GELDS) and the requirements and expectations of the schools were used to guide our program in curriculum implementation, ongoing assessment of children’s progress and preparation for school success. We have adopted the following as our definition for school readiness: School Readiness means that each child will enter school ready to learn based on early learning experiences received in Head Start/EHS/Pre-K that best promotes each child’s success in all areas of development as identified in the Head Start Early Learning Outcomes Framework.

Parent Family Community Engagement:

Family goals and assessments are categorized into seven family outcomes: (1) Family Well Being; (2) Positive Parent Child Relationships; (3) Families As Lifelong Educators; (4) Families As Learners; (5) Family Engagement In Transitions; (6) Family Connections To Peers And Community; and (7) Families As Advocates And Leaders. Successful family outcomes support each child's school readiness, and Family Service Specialists engage parents in ways that assist them in achieving their goals and outcomes. The program reviews the achievement of goals and outcomes at the end of each school year and focuses attention on those that need additional support.

Teaching Staff Education Mandates:

Supporting teaching staff through professional development and increases in pay to improve the teacher turnover rate and improving recruitment to insure we have staff who all meet the education mandates.

Section 2: Service Area

Family Resource Agency of North Georgia is funded to provide Head Start and Early Head Start services to 962 children and families in the six northwest counties of Georgia. Currently, the program operates 82 classrooms in 26 centers located in 6 counties. The current 962 total funded enrollment slots are divided between three separate programs: Head Start (HS) with 570 slots, Early Head Start (EHS) with 296 slots, and CCP with 96 slots. Additionally, the slots are divided into the 6 counties by program as follows:

County	HS	EHS	CCP		County	HS	EHS	CCP
Catoosa	122	40	32		Murray	34	24	16
Chattooga	51	48	0		Walker	159	56	16
Dade	34	32	16		Whitfield	170	96	16

We were able to relocate 3 of our classrooms from Chattooga Head Start to our new Trion location.

Section 3: Service Area General Demographic Data –

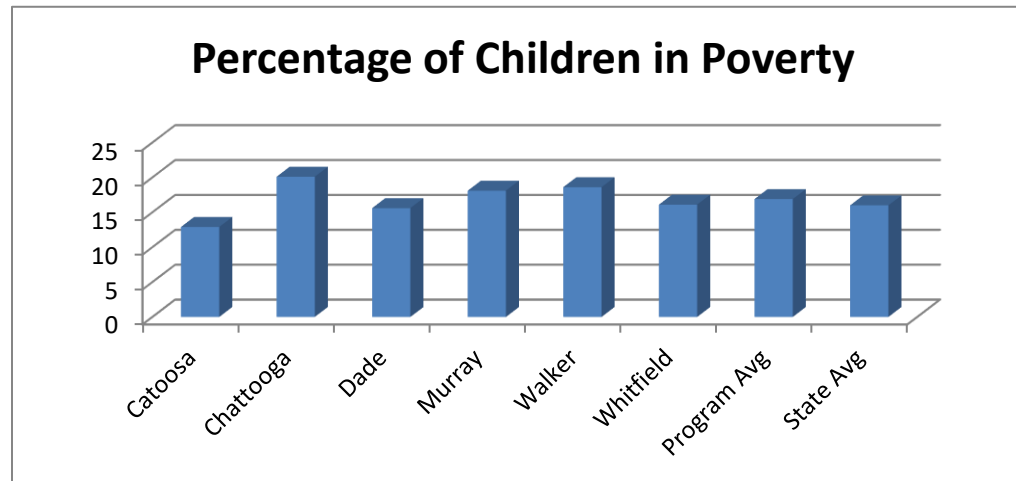
Population Demographics -2016

Descriptor	Catoosa	Chattooga	Dade	Murray	Walker	Whitfield	Totals/Avg.
Persons	66,398	24,824	16,257	39,315	67,896	104,589	319,279 T
% Females	51.5% or 34,195	49% or 12,164	50.9% or 8,275	50.5% or 19,854	50.7% or 34,423	50.3% or 52,608	50.5% A 161,386 T
% Males	48.5% or 32,203	51% or 12,660	49.1% or 7,982	49.5% or 19,461	49.3% or 33,031	49.7% or 51,980	49.5% A 157,317 T
Households	24,099	9,361	6,057	14,266	25,581	34,814	114,178 T
Per Capita Income	\$23,834	\$17,381	\$21,997	\$17,856	\$21,588	\$21,158	\$20,635 A
% One Parent families	25.8%	35.1%	25.6%	29.9%	29.3%	26.9%	28.8% A
Persons in poverty, %	12.9%	20.1%	15.6%	18.1%	18.6%	16.1%	16.9% A

Approx. # children 0-4 yr. old	3,718	1,465	813	2398	3,802	7,112	19,308 T
Approx. # of children at ea. age band (4,3, etc.)	744	293	162	480	760	1,422	3,861 T
Approx. # GA Pre-K slots (4 yr. old's) Actual enrollment: 2017	23 classes: 506 477	11 classes: 242 237	6 classes: 132 132	20 classes: 440 326	22 classes: 484 442	48 classes: 1,056 939	130 classes: Capacity: 2,860 2,553 T
Approx. # of “at risk” served by Pre-K	209 44%	118 50%	80 61%	218 69%	219 50%	529 56%	1,373 T 55% A
Approx. # Early Head Start eligible age 1-3	288	177	76	261	424	687	1,913 T
Approx. # Head Start Eligible ages 3-4	192	118	51	174	283	458	1276 T

Population Centers: The service counties are peppered with small towns and villages. Dalton in Whitfield County has a 2016 population of 33,128 and the combined Rossville-Fort Oglethorpe areas of Catoosa and Walker counties have a 2016 estimated population of 13,118. The largest population centers in the remaining counties are: Trenton in Dade County with 2,301, Summerville in Chattooga County with 4,534 and Chatsworth in Murray County with a population of 4,299. The city population statistics reported above are from the City-Data website 2016. We are aware that our area is also home to many undocumented children and families who may live in the more metropolitan areas. The counties boast a total population of 319,279 and the population appears to not be growing as rapidly as in the past. These figures are taken from US Census Quick Facts 2016.

Poverty Rates: The state average of children living in poverty based on information from the 2016 data from the US Census Quick Facts is 16%, which is reflected in our program-wide average for the six counties we serve. Catoosa and Dade county are slightly below this average. Murray and Walker county are above this rate. Chattooga County is the highest. See the chart below.



Racial and Ethnic Composition:

	Racial Make-up of County-wide Population						Service Area Average	PIR Data 2016-2017		
Race	Catoosa	Chattooga	Dade	Murray	Walker	Whitfield		HS	EHS	CCP
Asian	1.2%	.5%	0.8%	0.2%	0.3%	0.9%	.80%	2%	.008%	.0%
Bi-racial	1.1%	1%	1.1%	1.1%	1.4%	1.4%	1.8%	5%	9%	7%
Black	2.6%	11.3%	1.1%	1.2%	4.4%	3.9%	3.9%	7%	9%	6%
Caucasian	94.4%	87.10%	96.30%	97.3%	93.4%	93.5%	91%	85%	82%	87%
Other- including Native American	.06%	0.1%	.7%	0.2%	0.5%	0.3%	2.5%	1%	0%	0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

	Ethnicity						Service Area Average	PIR Data 2016-2017		
	Catoosa	Chattooga	Dade	Murray	Walker	Whitfield		HS	EHS	CCP
Hispanic/Latino	2.42%	4.25%	1.94%	13%	1.49%	32%	86.4%	19%	25%	.09%
Non-Hispanic/Latino	92%	82.8%	94.4%	84.3%	91.9%	61.5%	13.6%	81%	75%	91%

Languages: English is the dominant language for the majority of the service region, with a high concentration of a Spanish-speaking population located in Whitfield County. The public schools in Whitfield indicate that as many as 49.9% of school age children are of Hispanic/Latino origin.

Education: Georgia’s high school graduation rate has increased for the sixth straight year, from 79.4 percent in 2016 to 80.6 percent in 2017. This is the first year Georgia’s graduation rate has risen above 80 percent using the adjusted cohort calculation now required by federal law. Fifty Georgia school districts recorded 2017 graduation rates at or above 90 percent.

Georgia Graduation Rates – 2012 to 2017

2017 – 80.6 percent	2014 – 72.6 percent
2016 – 79.4 percent	2013 – 71.8 percent
2015 – 79.0 percent	2012 – 69.7 percent

Graduation rates by county and all state as follows: Catoosa 85.5%, Chattooga 80.1%, Dade 94.9%, Murray 85.5%, Walker 81.9%, and Whitfield 74.2%. All city-based high schools have been averaged into the overall county average. The graduation rates are for a 4-year cohort, so from 2012-2016. Percentages were found on the Georgia Department of Education website.

Our own Early Head Start programs are working with the local schools to prioritize enrollment opportunities for pregnant students which enable them to have quality child care and other services while they complete their education. This includes having centers located on high school campuses.

For educational services available, Dalton State College in Dalton (Whitfield County) provides educational opportunities for attaining an Associate Degrees and Bachelor’s Degrees in limited fields as well as vocational/technical certificates. Georgia Northwestern Technical College, located in Rock Spring (Walker County), Ringgold (Catoosa County), and Dalton (Whitfield and Murray Counties) provides vocational and technical certificate programs. Covenant College on Lookout Mountain, GA provides educational opportunities for attaining Associate and Bachelor Degrees in various fields.

Unemployment: Current annual unemployment rates vary from 6.2% - 9.5% in the six-county area we serve, with an average unemployment rate of 7.5%. The current unemployment rate for Georgia is 5.4%. The following unemployment rates by county: Catoosa (5.1%), Chattooga (5.9%), Dade (5.1%), Murray (7.7%), Walker (5.8%) and Whitfield (7.1%).

Teen Pregnancy: The combined teen pregnancy rate of 19.1% for our service area is higher than the state average, according to the Georgia Department of Public Health’s 2016-2017 data. In 2015 Georgia’s National Ranking was 34 in Teen Pregnancy Rate. Georgia is making a state-wide effort to address this concern through County Collaborative Councils and other local level planning groups wherein all stake-holders work together to design programs to help reduce teen pregnancies.

The chart below includes data from Georgia Kids Count Fact Sheet 2016. As shown below, the number of teen pregnancies is above the state average in of our six counties:

Profile Criteria	STATE RATE	CATOOSA	CHATTOOGA	DADE	MURRAY	WALKER	WHITFIELD
Teen Pregnancies, ages 15-17 (rate per 1,000) 2016	14.4%	9.3%	29.9%	18.3%	24.6%	18.3%	17.1%
Teen mothers giving birth to another child before age 20 (ages 15-19) 2016	17.1%	14.3%	25.6%	LNE*	12.7%	15.0%	12.4%

*LNE (low number event) indicates that there were 4 or fewer events on which rates would be based.

Section 4: Head Start Eligible Families and Children Demographic Data

Head Start 2016-2017 PIR Data:

Percent of Children by Parents' Work Status	# Families 310	Average
2 Parent Families in which both parents work	77	25%
2 Parent Families in which only one (1) parent works	198	64%
2 Parent Families in which neither parent works (unemployed, retired, disabled)	35	11%
Percent of Children by Parent's Work Status	# Families 333	Average
1 Parent Families in which the parent works	196	58%
1 Parent Families in which the parent does not work	136	42%
TOTAL NUMBER OF FAMILIES ENROLLED IN HEAD START	643	100.00%

Early Head Start 2016-2017 PIR Data:

Percent of Children by Parents' Work Status	# Families 142	Average
2 Parent Families in which both parents work	53	38%
2 Parent Families in which only one (1) parent works	73	51%
2 Parent Families in which neither parent is working (unemployed, retired, disabled)	16	11%
Percent of Children by Parent's Work Status	# Families 180	Average
1 Parent Families in which the parent is employed	98	55%
1 Parent Families in which the parent is not working	83	45%
TOTAL NUMBER OF FAMILIES ENROLLED IN EARLY HEAD START	322	100%

CCP 2016-2017 PIR Data:

Percent of Children by Parents' Work Status	# Families 42	Average
2 Parent Families in which both parents work	17	41%
2 Parent Families in which only one (1) parent works	25	59%
2 Parent Families in which neither parent is working (unemployed, retired, disabled)	0	0%
Percent of Children by Parent's Work Status	# Families 54	Average
1 Parent Families in which the parent is employed	41	76%
1 Parent Families in which the parent is not working	13	24%
TOTAL NUMBER OF FAMILIES ENROLLED IN EARLY HEAD START	96	100%

Employment/Unemployment: The recovering economy has had moderate impact on the percentage of adults working in this service region. From our 2016-2017 PIR data, the table indicates that in two-parent Head Start families, 25% report both parents are working, while an additional 64% report one parent is working. For the Early Head Start families, of the two-parent families, 38% report both parents working, with an additional 51% with one parent working. For CCP families, in two-parent families, 41% have both parents working. An additional 59% of CCP families report that one parent is working. This report also indicates that in HS in 11% of the two-parent families, neither parent is working. For the EHS population, 11% show neither parent working. In these cases, the parents/guardians are unemployed, retired or disabled. In CCP, there are no two-parent families in which both parents are unemployed.

For single-parent families, the 2016-2017 PIR report indicates that 58% of the Head Start single-parents are employed and 55% of the EHS single-parents are employed. In CCP single-parent families, 76% report that the parent is employed. For the EHS population, many parents are single teens who may still be attending high school. Our data indicates 37% of the single-parents in EHS are in job training or attending school. Since our last Community Assessment update in 2015-2016 unemployment has remained at 10% for two-parent

families in Head Start. For one parent families in Head Start, unemployment has decreased by 5%. For two-parent families in Early Head Start, unemployment has also decreased by 5%, and for one-parent families in Early Head Start, it has decreased by 7%.

Family Living Situations: The majority of our Head Start children live in a one-parent family. In Early Head Start and CCP families, the majority of our children live in one-parent families.

Section 5: Early Childhood Education Resources versus Early Childhood Education Needs

ESTIMATE OF ELIGIBLE CHILDREN	CATOOSA	CHATTOOGA	DADE	MURRAY	WALKER	WHITFIELD
# of 0-4 year old's	3806	1397	885	2522	3752	7351
Times poverty rate	18.9	28.2	21.5	27.3	27.8	28.4
# in poverty	719	394	190	689	1043	2088
Divided by # age groups	5	5	5	5	5	5
# eligible by age group	144	79	38	138	209	418
X # of age groups served	2	2	2	2	2	2
# 3 & 4 yr. old's eligible for HS	288	158	76	276	418	836
Times # of age groups served	3	3	3	3	3	3
# 0-3yr old's eligible for EHS	432	237	114	414	627	1254

Using the most current figures for the approximate number of eligible children by age group, we served 32% of the three and four-year-old's, and only 11% of the eligible infants and toddlers in the service region. This shows the extreme need for more infant/toddler slots. One county where we have had significant issues serving Head Start children is Chattooga. We have a Head Start and a Pre-K/Head Start blended class and have not been able to maintain full enrollment, three vacancies, for the past three months. Per our Quality Improvement Coordinator with DECAL, other Pre-K programs in the area are at even lower enrollment and there just aren't enough age-eligible children in Chattooga County. There is no waiting list for any of the Pre-K programs in this county.

Children with Disabilities:

The program has made a strong commitment to children with special needs. We have far exceeded the requirement to have at least 10% of our enrollment with a diagnosis at some point during the year, by having this number the first day and every day. During the 2016-2017 year, we had a yearly total of 687 enrolled in Head Start, and 104 (or 15%) with a diagnosis. In Early Head Start, we had a yearly total of 366, and 55 (or 15%) with a diagnosis. In our CCP classes, we had a yearly total of 115, and 21 (or 18%) with a diagnosis. The program-wide total of enrolled children with a diagnosis was 15%. Our recruitment efforts and inclusive classrooms are outstanding for welcoming and providing services for children.

The state of Georgia also develops a plan for services to undiagnosed children aged 3 years old and older potentially needing a diagnosis. This is labeled “Response to Intervention” and they determine if a child is disabled or just needing enrichment through those interventions, evaluations and services.

Section 6: Other Needs

Needs Expressed by the families and Head Start Staff:

Participating Families:

In March and April 2018, we used Survey Monkey to gather information from families about our program. We have 771 families and received 627 responses, 81%. The families are given the opportunity to express opinions in a variety of areas that help to improve the services we provide. In the 2014-2015 school year, the majority of the surveys indicated the services we provide are excellent and, in many areas were satisfactory. The highest score for an area needing improvement was “In regard to the class schedule that is provided at your center, how would you rate how well the schedule meets your needs?” Even though it was the highest, only 5.36% indicated this was an issue. However, we did decide to survey parents to see how many would benefit from longer hours on a four-day week as compared to shorter hours on a five-day week. The results will follow the customer survey results.

The main results were:

- Our goal is to provide a safe and learning filled classroom environment with staff who are concerned about each child. Tell us how well you think we did on accomplishing that goal – 97% scored this as excellent or satisfactory.
- In regard to the process for enrolling your child in this program, how would you rate your experience – 98% scored this as excellent or satisfactory

- How satisfied are you with your overall experience with this program – 98% scored this as excellent or satisfactory
- Additional comments: need more slots, longer hours, and infant/toddler care
-

Center Schedule Survey Results

Center	4-Day	5-Day	Monday	Friday	Either
Battlewood	10	9	3	7	No preference given
Dade EHS/HS	22	12	4	17	1 (4 or 5 day)
Dalton Heritage	2	25	0	0	2 (4-day, M or F)
Davis	10	6	2	4	4- (M or F)
Fort Oglethorpe	4	12	4	8	No preference given
Lafayette EHS/HS	6	14	1	5	1 (4 or 5 day)
Lakeview EHS/HS	14	3	2	12	1 (4 or 5 day)
Mountain View EHS/HS/Pre-k	29	57	4	24	1-(4 or 5 day/M or F)
Murray EHS/HS	20	34	6	14	No preference given
South Walker EHS/HS/Pre-k	10	51	4	6	1-(4 or 5 day)
Tiger Creek	3	10	2	1	No preference given
Whitfield EHS/HS	22	21	2	20	No preference given

Homelessness:

During the 2016-2017 school year we served 8 children in Head Start, 10 children in Early Head Start and 3 children in our CCP classrooms that had been deemed homeless. The numbers have grown thorough out the 2017-2018 school year: 18 children in Head Start, 12 children in Early Head Start and 3 children in our CCP classrooms. Our Family Service Specialists work with these families throughout the school year helping them in their areas of greatest need. We have connected with area homeless liaison to ensure that we are connecting with families that are experiencing homelessness.

Foster Care:

During the 2016-2017 school year we served 7 children in Head Start, 2 children in Early Head Start and 2 children in our CCP classrooms that were in custody of the State of Georgia and were placed into Foster Care. The numbers have grown thorough out the 2017-2018 school year: 13 children in Head Start, 9 children in Early Head Start and 2 children in our CCP classrooms. Our Family Service Specialists work with these families throughout the school year helping them in their areas of greatest need. DECAL has supplied all counties in the state of Georgia with area connections for children that are in Foster Care. This has helped to see the growth in the numbers of children that have been enrolled in our program.

Program Staff: Our Family Service Specialists (FSS) work with our families throughout the year. As they develop Family Partnership Agreements and assist parents in meeting their personal and family goals, and make referrals for other needed services, they are able to gain a good overview of the needs of our families and communities. In addition, the Center Managers (CMs) and Center Supervisors (CSs) often build strong relationships. Therefore, we requested information from the FSS, Center Managers, and Center Supervisors in a variety of areas.

The main results were:

- Transportation
- Early Head Start Services
- Full Day services

Section 7: Analysis

The information gathered from this assessment has been used for several purposes:

- To focus on and make decisions regarding services that Head Start and Early Head Start can and should deliver.
- Determine whether and where services for Head Start or Early Head Start should be located and the model options that would best serve the needs of our families.
- Define gaps in services for the communities, helping us to hone in on issues that can be addressed in other groups such as the County Collaborative Councils.

The process has allowed us to step back and re-examine our purpose and goals to insure they are in the best interest of the children and families we are designed to serve. Our conclusions are as follows:

1. Head Start families have many needs that the program will continue to address. Those needs are education, employment skills, setting and achieving goals and quality childcare so the parents/guardians can attend school or work.

The program will continue to work closely with families to make appropriate referrals and to partner with other agencies either to provide employment skills and education or to determine appropriate referral sources for skill development and classes. The program will continue to work diligently with families to assist them in assessment of their family strengths to facilitate attainment of the goals they have set. In order to be available to assist families appropriately, the program will continue to employ sufficient Family Service staff to work closely with families. All current and future FSS will have a minimum of a Family Development Credential. We have two people in our agency who are certified to teach the required classes for the credential to ensure that all FSS have this in a timely manner.

Additionally, in order to better meet the needs of our families and enhance or improve their skills in many different areas, we will be implementing the parenting curriculum, Ready Rosie in the fall.

2. In some of the counties, data indicates close to 100% of the eligible preschool children and families are being served. There is no need to expand Head Start services in these areas. As we mentioned previously, Chattooga County is one of these areas, specifically in Summerville. Another location that has been challenged to keep full enrollment of only 14 slots is Lafayette Head Start. However, additional services are needed for to pregnant women, infants, and toddlers. Therefore, we are proposing to convert these two Head Start classes, as well as one from a partnership site that will not be renewed next year, to an EHS class at both Chattooga and Lafayette.

In addition, childcare costs for services for very young children are astronomical and out of financial reach of many of our families. We must continue to work with the public schools, collaborative councils and other community partners to determine available funding sources and programs designed to assist the very young. We will continue to work collaboratively with the Pre-K providers to insure services first to the four-year-old population and have the priority of Head Start to be serving three-year-old's and those fours who cannot get services elsewhere.

3. With the high school drop-out rates still being higher than the state average in our area, it makes it difficult to find new teaching staff who can meet the educational mandates for Head Start and Early Head Start. Therefore, we will continue to work closely with the local colleges to advertise openings through the ECE departments as well as participate in job fairs and other similar events as possible. In addition, we will continue to support current staff in obtaining required credentials. We have also added an HR interviewer position to the agency in the last year to help focus on filling classroom staff vacancies. The focus of this position is to hire qualified staff that are genuinely interested in being part of the work that the agency does. By aligning applicant goals with our program mission, we also hope to reduce turnover by ensuring good job

fit with the candidates that are hired.

4. After monitoring and assessing the four EHS-Partnership sites, we found that one partner has had on-going compliance issues that are repeating after the issues are being brought to their attention. This is the third year of repeat issues and some other immediate concerns. Therefore, after much discussion internally, and with our Program Specialist and DECAL, we have decided not to renew the contract for the partner's two CCP classes and one HS class. This HS class will be part of our conversion and the two CCP classes will be relocated. We reviewed over 20 potential child care centers for possible partnerships and invited four for further discussion. Only one showed any interest and we are in the investigation and negotiation stage. A second potential partner has since come forward and we are in the initial stages of that discussion with them. The selection choice will be based on community need, resources and materials they can provide, and the amount of renovations/equipment needed without startup funds.

In conclusion, Head Start and Early Head Start continues to provide needed services in the communities. We will continue to secure funding and make programmatic changes as necessary to keep abreast of community needs. We will also continue to work diligently with other community resources in our efforts to provide high quality services to children and families.

Issues for next year:

- We continue to have difficulty maintaining a minimum of 85% attendance rate for children. This is one of our program goals and will continue to be discussed and changes implemented to try and reach that minimum.
- As mentioned previously, the lack of qualified staff has been an issue combined with a high teacher turnover rate. The second of our program goals is to improve the turnover rate and increase the longevity of staff. We will be using the proposed COLA to incorporate an increase to all staff and the remaining funds being used to specifically target the high turnover teaching positions by increasing the starting pay, as well as increase those already in the current positions.
- Increasing parent involvement is also an ongoing issue and our third program goal. With the use of the new parenting curriculum and other activities, we will be focusing on increasing the percentages of parent involvement as well.
- Conversion of one HS/Pre-K blended class and two other HS classes will be implemented in the new year due to the lack of preschool age children in the area and will increase the number of EHS slots in two counties. Also, relocation of one EHS class from Dade County to Whitfield County. Dade County has had to use a number of over-income slots and has not been

able to maintain full staffing. By relocating one EHS class to Whitfield, we will be able to fill the slots from a long waiting list already in place and serve the income-eligible children first.

ISSUES FOR NEXT 2-5 YEARS:

- Our Chattooga Head Start/Early Head Start campus consists of one brick building and five modular buildings. The brick building and property were purchased by FRA several years ago when the school system decided to sell. The modular have been in place for over 10 years and were donated from the school system after their usage was no longer needed. Therefore, all the modulars and the building are very old and are in a constant state of repair. After a discussion with the Policy Council, our Program Specialist and internal staff, it is decided that we need to find a way to build a new building on the property rather than having the site broken into several individual classrooms. This is not only due to the ongoing maintenance needs, but also at the recommendation of the local police department due to the lack of safety and security for the classrooms in the event of an intruder. At the recommendation of our Program Specialist, we will utilize the expertise of the T/TA network with a facilities expert and begin the process of writing a one-time supplemental funding health and safety request. This will put us on the list when any funding may become available. We foresee this being a major project that will take longer than just the upcoming year to get to completion.
- We will continue to focus on the improvement of child attendance, staff turnover, and parent involvement.