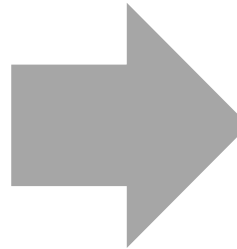


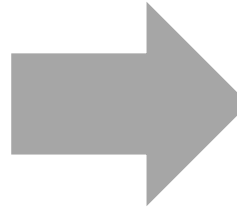
<b>Program Goal 1:</b> Will recruit and retain qualified staff
<b>Objective 1:</b> By the end of the 5-year period, 100% of staff will be paid a wage within the 50th – 75th percentile based on the most current wage compensation study.
<b>Expected Outcome:</b> Recruit and retain qualified staff who support children's & families' progress on school readiness & family engagement goals.



<b>School Readiness &amp; Family Engagement Goals:</b>
Recruiting and retaining qualified staff will ensure children participating in the OACAC Head Start program will make progress on School Readiness Goals.
<b>Expected Challenges:</b> Unpredictable funding from year to year remains a challenge.

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
1.1.1. Participate in wage comp study every other year.	KSB, DB, CR, CM, KW	Dec 2021, March 2023, March 2024	\$1,000	program data submitted by deadline
1.1.2. Analyze compensation trends	KSB, DB, CR, CM, KW	July 2022; July 2023; July 2024		Study completed by deadline
1.1.3. Develop implementation and sustainability plan for increasing salaries to market level over time.	KSB, DB, CR, CM, KW	August 2022; August 2023; August 2024;	Funds needed will be based on compensation study results	Study completed by deadline
1.1.4. Increase salaries as identified in plan. (incrementally)	KSB, DB, CR, CM, KW	September 2022; September 2023; September 2024	unknown at this time	Annually - salaries targeted for increase, compare to 2020 wage comp study

<b>Program Goal 1:</b> Will recruit and retain qualified staff
<b>Objective: 2</b> 100% of staff with one year of service are trained in and implement an evidence-based curricula and/or approaches appropriate to the individuals position by end of 5-year period.
<b>Expected Outcome:</b> Staff will have the skills and knowledge necessary to facilitate optimal progress/outcomes with children and families.



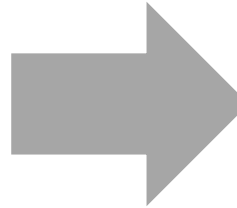
<b>School Readiness &amp; Family Engagement Goals:</b>
Facilitating staff to acquire skills and knowledge on job-specific, evidence-based practices will ensure children & families will make progress on School Readiness & Family Engagement Goals.
<b>Expected Challenges:</b> Until turn-over slows, it may be challenging to manage individual training plans.

**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
1.2.1. Refine onboarding to address gaps created by turn-over	Dept. Heads, Specialists, Field Staff	On-going and completed by May 2022		Staff surveys, Self-assessment data,
1.2.2. Develop training plans specific to each individual, re: evidence based practices.	Dept. Heads, Specialists, Field Staff Advisory Committee	On-going as new employees are hired	integrate into existing workload;	cross-walk training plan against identified evidence-based practices
1.2.3. Implement training plan	Dept. Heads, Specialists	Ongoing and completed by May 2022	integrate into existing workload;	Staff surveys, Self-assessment data,

<p><b>Program Goal 1:</b> Will recruit and retain qualified staff</p>
<p><b>Objective: 2</b> 100% of staff with one year of service are trained in and implement an evidence-based curricula and/or approaches appropriate to the individuals position by end of 5-year period.</p>
<p><b>Expected Outcome:</b> Staff will have the skills and knowledge necessary to facilitate optimal progress/outcomes with children and families.</p>

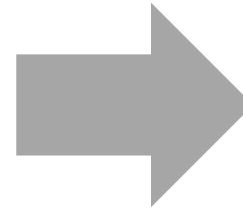


<p><b>School Readiness &amp; Family Engagement Goals:</b></p>
<p>Facilitating staff to acquire skills and knowledge on job-specific, evidence-based practices will ensure children &amp; families will make progress on School Readiness &amp; Family Engagement Goals.</p>
<p><b>Expected Challenges:</b> Until turn-over slows, it may be challenging to manage individual training plans.</p>

**Program Activities that Support BOTH Goals and Objectives**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
<p>1.2.4. Scaffold staff's learning through Communities of Practice, coaching models, and other evidence-based methods for acquiring skills/knowledge &amp; improving performance.</p>	<p>Dept. Heads, Specialists,</p>	<p>Ongoing and completed by May 2025</p>	<p>Revise utilization of existing T/TA &amp; program funds to support effective strategies.</p>	<p>Staff surveys, Self-assessment data,</p>

<b>Program Goal 1:</b> Will recruit and retain qualified staff
<b>Objective: 3</b> By the end of the 5-year period, OACAC will have streamlined the administrative process involved in recruiting/hiring/onboarding staff through adoption of an effective on-boarding system (ADP or similar).
<b>Expected Outcome:</b> Increasing qualified applicants increases the opportunity for OACAC to hire staff who are a "good fit" for the organization and it's mission.



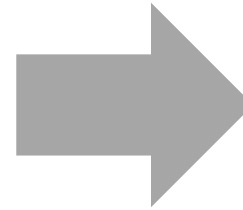
<b>School Readiness &amp; Family Engagement Goals:</b>
Hiring staff who are a "good fit" (mission-driven, relationship-oriented) improves the potential for children and families to make progress on school readiness and family engagement goals.
<b>Expected Challenges:</b> Overcoming/addressing bias (age/race/gender/ability)

**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
1.3.1 Assess and evaluate current recruitment efforts (2019-2020 data as baseline)	Dept Heads, CM	March 2021; March 2023;	current recruitment budget (total: \$40K)	# of applicants per position, length of time ads run.
1.3.2. Assess and evaluate current on-boarding process	Dept Heads, CM	March 2021; March 2023	none	Satisfaction/efficacy survey of participants; feedback from supervisors
1.3.3. Research best practices in recruitment & on-boarding	Dept Heads, CM	March 2021; March 2023	None	spreadsheet of best practices (sources/strategies)

<p><b>Program Goal 1:</b> Will recruit and retain qualified staff</p>
<p><b>Objective: 3</b> By the end of the 5-year period, OACAC will have streamlined the administrative process involved in recruiting/hiring/onboarding staff through adoption of an effective on-boarding system (ADP or similar).</p>
<p><b>Expected Outcome:</b> Increasing qualified applicants increases the opportunity for OACAC to hire staff who are a "good fit" for the organization and it's mission.</p>



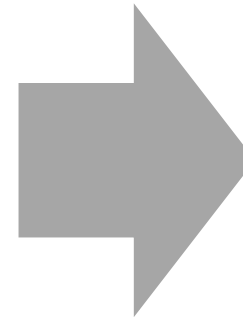
<p><b>School Readiness &amp; Family Engagement Goals:</b></p>
<p>Hiring staff who are a "good fit" (mission-driven, relationship-oriented) improves the potential for children and families to make progress on school readiness and family engagement goals.</p>
<p><b>Expected Challenges:</b> Overcoming/addressing bias (age/race/gender/ability)</p>

**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
1.3.4. Explore new methods for recruiting for open positions/on-boarding new hires & revise (shorten) application process	Dept Heads, CM, JO, KW	July 2021; July 2023	Leverage existing budget with goal of reducing cost while increasing effectiveness	Evaluate costs/benefits of alternative strategies

<b>Program Goal 2:</b> Will be responsive to changing needs of children, families, staff, & communities
<b>Objective 1:</b> By the end of the five year grant, we will implement at least one technology solution (TS Parent Portal) and expand the use of social media platforms to connect & share information with children, families, staff, & communities.
<b>Expected Outcome:</b> Staff, families, and communities will have access to up-to date information to stay connected.

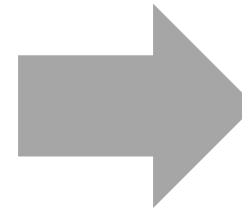


<b>School Readiness &amp; Family Engagement Goals:</b>
Enhanced access to information will improve the connected school family. Connected staff and families will build deeper relationships to support school readiness.
<b>Expected Challenges:</b> Data plan limits & access to technology

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
2.1.1. Use parent portal in Teaching Strategies to communicate with families	Ed teams & FAs	January 1, 2021	continued subscription to TS	# of families reached in each classroom through TS parent portal
2.1.2. Survey families to determine preferences in social media platforms & access to on-line resources (every other year)	FES/FCP Dept	January 2021; January 2023; January 2025	none	survey response rate; track social media platform preferences & changes over time
2.1.3. Explore/expand use of social media platforms to connect with children/families/staff (YouTube, FB Live, etc.)	Ed teams, Fas, AS, CDS, FES, Dep. Heads.	May 2021; May 2023; May 2025	cost for some program subscriptions; minimal cost	# of followers/users

Ozarks Area Community Action Corporation

<b>Program Goal 2:</b> Will be responsive to changing needs of children, families, staff, & communities
<b>Objective: 2</b> By the end of the five year grant, we will enrich and expand trauma practices for children, families, & staff to improve the outcomes for children.
<b>Expected Outcome:</b> Staff and families will have the support they need to prevent and/or heal from trauma.



<b>School Readiness &amp; Family Engagement Goals:</b>
Connected and self-regulated children, staff, and families will improve outcome measures for children.
<b>Expected Challenges:</b> Generating enough excitement to drive parent participation (Parent Café, etc)

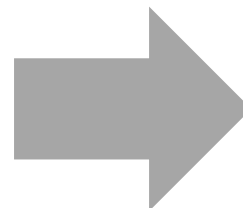
**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
2.2.1. Provide training and coaching at an individualized pace for staff.	CDS, Counselors, and FES	May 1, 2022	6 days @ \$3740 each = \$11,200 for CD instructor; \$779 for CD E Course site license	Conscious Discipline rubric, CLASS scores, CCIC, Family Strengths Survey
2.2.2. Implement Conscious Discipline structures in all EHS and HS classrooms.	Education Field Staff	May 1, 2022	cost of printing and copying materials	Conscious Discipline rubric, CLASS scores, CCIC
2.2.3. Provide training and coaching to current coaches to support their coaching skills.	Jill Molli	May 1, 2022	\$16,620	Training/Coaching provided
2.2.4. Implement Conscious Discipline Parent Education Curriculum with families	Family Advocates	May 1, 2023	KSB & TSD; Easy to Love; Difficult to Discipline (\$10/copy; need 40 copies)	Family Strengths Survey

Ozarks Area Community Action Corporation

<b>Program Goal 2:</b> Will be responsive to changing needs of children, families, staff, & communities
<b>Objective: 2a</b> By the end of the five year grant, we will enrich and expand trauma-informed practices focused on staff wellness to improve the outcomes for children.
<b>Expected Outcome:</b> Staff will have the supports they need to prevent and/or heal from trauma.

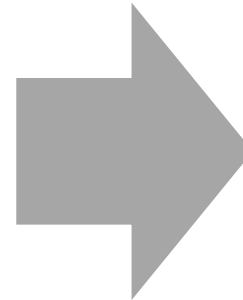


<b>School Readiness &amp; Family Engagement Goals:</b>
Connected and self-regulated children, staff, and families will improve outcome measures for children.
<b>Expected Challenges:</b> Destigmatizing "mental health" supports and generating buy-in from staff

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
2.2a.1. Develop a policy statement that articulates	TIC Team	August 1, 2021	None	Completed: Y/N
2.2a.2. Provide initial and on-going training using the UCLA TIC materials & highlight how UCLA TIC complements/aligns with Conscious Discipline. (Provide intentional door prizes)	TIC Team	Initial Training: Aug 2021; On-going training through 2021-	T/TA funds	Completed (Y/N) for each training event schedule in 2021-2022
2.2a.3. Generate buy-in from staff by soliciting their input about "felt supports" & by enacting a variety of supports to create a culture of staff wellness (parking lot walking paths, "mindfulness spaces," tools for self-care, etc.)	TIC Team	September 2022	Operating funds (amounts will vary based on staff responses)	ProQOL & VT ORG scales; assess participation rates as another indicator of morale;
2.2a.4. Strengthen resources available to staff to address work-related trauma and personal trauma (funds to offset counseling, provider resource list, formalize triage process to help staff access MH supports)	TIC Team	June 1, 2024	Operating funds (amounts will vary based on staff responses)	ProQOL & VT ORG scales; assess participation rates as another indicator of morale;



<b>Program Goal 2:</b> Will be responsive to changing needs of children, families, staff, & communities
<b>Objective: 3</b> By the end of the five year grant, we will develop two (2) or more new partnerships to serve children 0-5. (i.e., JVCHC, internal CSBG, etc.)
<b>Expected Outcome:</b> OACAC and its partners can provide the supports and services necessary for families and communities to thrive.

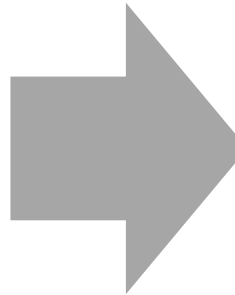


<b>School Readiness &amp; Family Engagement Goals:</b>
Partnerships offer OACAC the opportunity to impact community services in ways that support school readiness and family engagement not only for HS/EHS children/families, but also for other children/families.
<b>Expected Challenges:</b> Alignment of OACAC & partners' goals/resources/org culture

**Program Activities that Support BOTH Goals and Objectives**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
2.3.1. Identify unserved/under-served communities	Dept Heads	March 2021	part of existing roles	CA data
2.3.2. Identify potential partners	Dept Heads, Specialists, Area Supervisors	Aug 2021 & on-going	part of existing roles	list of potential partners
2.3.3. Share data with AB & PC	Dept Heads	On-going	part of existing roles	Meeting minutes
2.3.4. Negotiate partnership with organization/entity including budget, roles/responsibilities, timeline, & start-up activities	KSB, DB, Area Supervisor, CR, AB, & PC	On-going	part of existing roles	contract developed

<b>Program Goal 2:</b> Will be responsive to changing needs of children, families, staff, & communities
<b>Objective: 4</b> By the end of the five year grant, 75% of services in communities are provided in a model that meets the highest identified need (age group/program model) - EHS Expansion
<b>Expected Outcome:</b> Families and communities will have the services they need to thrive.



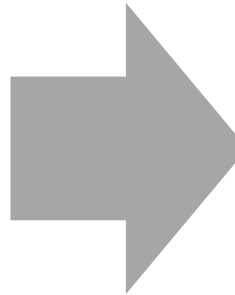
<b>School Readiness &amp; Family Engagement Goals:</b>
OACAC can and will support school readiness and family engagement goals using a variety of models tailored to the communities in which services are offered.
<b>Expected Challenges:</b> Tough competition & limited opportunities to apply for EHS Expansion

**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
2.4.1. Gap-analysis of historical and current models against Community Assessment data	Dept Heads	June 2022, June 2023, June 2024	part of existing roles	historical and current enrollment data, program schedules, CA data
2.4.2. Solicit feedback from stakeholders re: locations/communities needing different model to meet highest need	Dept Heads	June 2022, June 2023, June 2024	part of existing roles	surveys, education MOU process, AB/PC meetings,
2.4.3. Analyze feedback & develop initial cost-estimates for locations/communities needing different model to meet highest need	Dept Heads, AB, PC,	August 2022, August 2023, August 2024	part of existing roles	costs of changes in locations/models

<p><b>Program Goal 2:</b> Will be responsive to changing needs of children, families, staff, &amp; communities</p>
<p><b>Objective: 4</b> By the end of the five year grant, 75% of services in communities are provided in a model that meets the highest identified need (age group/program model) - EHS Expansion</p>
<p><b>Expected Outcome:</b> Families and communities will have the services they need to thrive.</p>



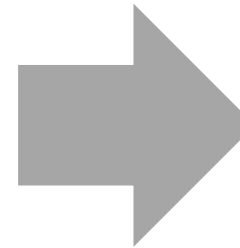
<p><b>School Readiness &amp; Family Engagement Goals:</b></p>
<p>OACAC can and will support school readiness and family engagement goals using a variety of models tailored to the communities in which services are offered.</p>
<p><b>Expected Challenges:</b> Tough competition &amp; limited opportunities to apply for EHS Expansion</p>

**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	
2.4.4. Prioritize locations/communities needing different model to meet highest need	Dept Heads, Joint Budget & Planning Committee, AB, PC,	Sept 2022, Sept 2023, Sept 2024	part of existing roles	locations/models prioritized

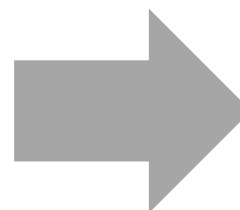
<b>Program Goal 3:</b> Will partner with families to foster optimal development, prenatal through age five.
<b>Objective 1:</b> By the end of the five year grant, 100% of Teaching Teams and Family Advocates partner to deliver consistent messaging to families.
<b>Expected Outcome:</b> Families will understand where their child is in terms of widely held expectations and will be better able to foster optimal development.



<b>School Readiness &amp; Family Engagement Goals:</b>
Sharing information (data) and jointly planning for progress at school and at home supports all school readiness & family engagement goals.
<b>Expected Challenges:</b> Aligning/bridging experiences/philosophies of team members

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
3.1.1. Identify classroom teams currently partnering to deliver consistent messages with lfamilies.	AS, CDS, FES	Feb 2021	no cost	List of teams: (FA's & LT teams) WCHS 1 & 2; Meadowbrook; Stewart 6; Republic EHS
3.1.2. Assess current staff capacity to utilize data with families	Specialists,	April 2021	no-cost survey tools, gather data @ clusters	data knowledge/comfort survey tool; family experience survey
3.1.3. Develop guidelines to support staff in sharing data with families (i.e., low-literacy methods, high-impact strategies, etc.)	Dept Heads, Specialists,	June 2023	part of existing roles	guidelines developed
3.1.4. Implement materials with selected families (representational groups)	Dept Heads, Specialists, staff, families	August 2023	part of existing roles	# of families participating

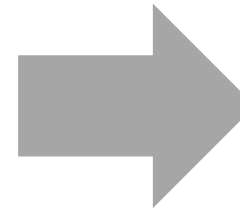
<b>Program Goal 3:</b> Will partner with families to foster optimal development of children, prenatal through age five.
<b>Objective 2</b> By the end of the five year grant, 80% of families will participate in parent -child and home-school activities to support their child's optimal development.
<b>Expected Outcome:</b> Families will develop the habit and skill of engaging with their children's teachers to ensure maximum home/school carry-over.



<b>School Readiness &amp; Family Engagement Goals:</b>
Family engagement strengthens the likelihood that families will remain engaged over time, improving the carry-over benefit of Head Start into later life.
<b>Expected Challenges:</b> Creating opportunities that families value & will prioritize.

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
3.2.1. Assess historical patterns of parent participation in parent-child & home-school activities	Dept Heads, Specialists	Feb 2021	part of existing roles	In-Kind data, participation rates by type of event (conferences, family nights, volunteer activities, etc.)
3.2.2. Research "best practices" for engaging families in parent-child & home-school activities	Dept Heads, Specialists	May 2021	part of existing roles	list of best practices by activity type
3.2.3. Assess current staff capacity to implement "best practices"	Dept Heads, Specialists, staff, families	August 2022	no-cost survey tools	"best practice" knowledge/comfort survey tool; family experience survey

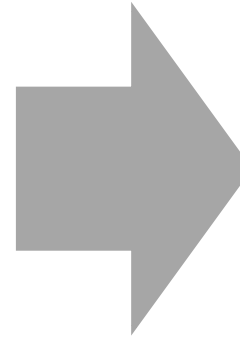
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<p><b>Expected Outcome:</b> Families will develop the habit and skill of engaging with their children's teachers to ensure maximum home/school carry-over.</p>



<p><b>School Readiness &amp; Family Engagement Goals:</b></p>
<p>Family engagement strengthens the likelihood that families will remain engaged over time, improving the carry-over benefit of Head Start into later life.</p>
<p><b>Expected Challenges:</b> Creating opportunities that families value &amp; will prioritize.</p>

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
3.2.4. Develop guidelines to support staff in engaging families (i.e., low-literacy methods, high-impact strategies, etc.)	Dept Heads, Specialists,	August 2023	part of existing roles	guidelines developed

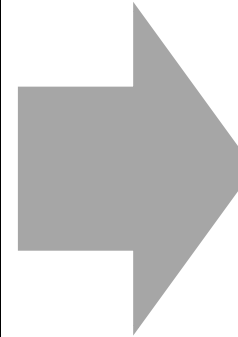
<b>Program Goal 3:</b> Will partner with families to foster optimal development of children, prenatal through age five.
<b>Objective 3</b> By the end of the five year grant, 75% of families will demonstrate positive progress in adopting Conscious Discipline parenting strategies as measured by the Families Strength Scale.
<b>Expected Outcome:</b> Children and families will strengthen self-regulation skills which help them prevent/heal from trauma.



<b>School Readiness &amp; Family Engagement Goals:</b>
Family stability is directly related to school readiness and family engagement. The higher the family's stability, the more likely the family is to be engaged in the child's education, and the more likely the child is to make progress on SR goals.
<b>Expected Challenges:</b> CD takes repeated exposure, practice, and coaching; Recognizing the limited amount of time families have to learn/practice new skills

<b>Program Activities that Support BOTH Goals and Objectives</b>	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
3.3.1. Assess historical patterns of family stability/self-sufficiency using Family Strengths Survey	Dept Heads, Specialists	Feb 2022, Feb 2023, Feb 2024	part of existing roles	Family Strengths Survey
3.3.2. Implement Conscious Discipline Parent Education model as strategy for supporting families.	Dept Heads, Specialists	Oct. 2020 & ongoing	part of existing roles; FES report which FA/HV using & degree of implementation	Family Strengths Survey
3.3.3. Collect feedback & evaluate effectiveness	Dept Heads, Specialists	June 2022, June 2023, June 2024	part of existing roles	Family Strengths Survey

<p><b>Program Goal 3:</b> Will partner with families to foster optimal development of children, prenatal through age five.</p>
<p><b>Objective 3</b> By the end of the five year grant, 75% of families will demonstrate positive progress in adopting Conscious Discipline parenting strategies as measured by the Families Strength Scale.</p>
<p><b>Expected Outcome:</b> Children and families will strengthen self-regulation skills which help them prevent/heal from trauma.</p>



<p><b>School Readiness &amp; Family Engagement Goals:</b></p>
<p>Family stability is directly related to school readiness and family engagement. The higher the family's stability, the more likely the family is to be engaged in the child's education, and the more likely the child is to make progress on SR goals.</p>
<p><b>Expected Challenges:</b> CD takes repeated exposure, practice, and coaching; Recognizing the limited amount of time families have to learn/practice new skills</p>

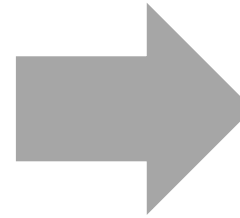
**Program Activities that Support BOTH Goals and Objectives**

**Data Tools or Methods for Tracking Progress**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	
3.3.4. Refine training, materials, processes for supporting families' progress on stability/self-sufficiency	Dept Heads, Specialists, staff, families	July 2022-August 2024	part of existing roles	"best practice" knowledge/Family Strengths Survey



<p><b>Program Goal 3:</b> Will partner with families to foster optimal development of children, prenatal through age five.</p>
<p><b>Objective 4</b> By the end of the five year grant, 75% of families will participate in transition planning.</p>
<p><b>Expected Outcome:</b> Transitions for children and families will be less stressful stronger connections to the "next" setting.</p>



<p><b>School Readiness &amp; Family Engagement Goals:</b></p>
<p>Families who have established initial relationships and know the expectations of the receiving placement are better positioned to meet school readiness and family engagement goals.</p>
<p><b>Expected Challenges:</b></p>
<p>Turn-over in staff at OACAC and at LEAs; Creating buy-in with districts; Helping LEAs see "what's in it for them"</p>

**Program Activities that Support BOTH Goals and Objectives**

	<b>Who</b>	<b>By When</b>	<b>Financial Supports</b>	<b>Data Tools or Methods for Tracking Progress</b>
3.4.1. Assess historical patterns of parent & LEA participation in transition planning	Dept Heads, Specialists	May 2022, May 2023, May 2024	part of existing roles	MOU, In-Kind data, transition data
3.4.2. Research "best practices" for transition planning	Dept Heads, Specialists	Aug 2022	part of existing roles	list of best practices by activity type
3.4.3. Assess (OACAC & LEAs) current capacity to/interest in implementing "best practices"	Dept Heads, Specialists, staff, families	November 2022	no-cost survey tools	"best practice" knowledge/comfort survey tool; family experience survey, LEA survey
3.4.4. Prioritize LEAs & OACAC locations for improving transition planning practices, expand sites based on capacity & LEA willingness	Dept Heads, Specialists,	Jan 2023	part of existing roles	priority list