

STRATEGIC PLAN

FY 09-10

FOR PROGRAM

YEAR 10-11

Introduction

During the process of designing the strategic plan, goals were developed to inspire and drive the program to achieve the success of implementing the overall objectives of providing quality services to children, families and the community. The following assemblages were involved:

- Head Start Staff
 - Director
 - Teaching Staff
 - Family/Community Partnership Specialist
 - Health/Disability Specialist

- Grantee

- Governing Board

- Policy Council

During a year long process, an extensive amount of effort has been implemented in monitoring the program, collecting data and analyzing the results to design the goals within the strategic plan utilizing the following systems:

- Self Assessment
- Community Assessment
- ECERS
- ELLCO
- STARS
- Outcome Analysis
- T/TA Plan
- NAEYC Standards
- Parent Opinion Survey
- Monitoring Tools
- Staff Training Request Form

A structured approach was implemented in collecting data from all instruments used in monitoring the systems. Indicators are noted and analyzed to determine objectives that will allow the goals to be assembled from organized, collaborative information. Through the combination of the Governing Board, Grantee, Policy Council and the Head Start Staff, a collective conclusion was reached in determining the overall goals prioritized to enhance continuation of high quality services to children and families.

A Strategic Plan was designed to enable programs to develop and implement a systematic, ongoing process consistent with Head Start philosophy and be reflective of overall indicators.

To accomplish and maintain the strategic plan goals, a mission, vision and value statement must be developed in order to allow all bodies concerned, a usable purpose to set the ideology of the overall objectives of the program.

- **Vision Statement**

To enhance positive transformation for our children, families, staff and community through partnerships which allow for the entire group to benefit from each other for a thriving society for future growth and generations to succeed.

- **Mission Statement**

Foster individual development for children, families and staff to sustain positive transitions into the future.

- **Value Statement**

Impossible dreams; **Hand in Hand, Together We Can.**

This report is for the 2009-2010 school term. The 2010-2011 Strategic Plan will be completed in the fall of 2011. As always, you can request and receive a copy of this report or visit our website at: www.vanburenheadstart.com and locate under "Governing Bodies".

We continually strive to improve our program and this is evident in our Strategic Plan. Some items are things we can accomplish in the Short Term (many of which are already implemented) and some which are considered Long Term. Some items, such as Centralized Location, depend on additional funding before they can take place.

Due to the many systems we use to monitor our progress, the Strategic Plan is updated in the fall of every year, as we gather information. The following updated information, on plans we have implemented, is from the 2009-2010 school term Strategic Plan and has been completed.

Short Term Goals

- To ensure accountability and strong fiscal management.
 - Strengthen existing fiscal manuals, policy and procedures.
 - Continue to attend Head Start fiscal trainings.
 - Continue to use fiscal check list in self assessment process.
 - Continue to train governing bodies in fiscal roles and responsibilities.
- Ensure an efficient and effective system to promote staff development and growth.
 - Continue to seek Professional Development tool that meets the needs of the staff and the program.
 - Review, revise and implement an efficient tracking system.
 - Update, review and revise procedure.
- Proactive approach to Emergency Preparedness.
 - Design and implement an effective Emergency Preparedness Plan.
 - Train staff and parents on Plan.
 - Conduct Center drills to practice emergency procedures.
- Improve the lives of our families by developing employment partnerships with local resources.
 - Locate and partner with available local resources.
 - Ensure opportunities are presented to parents.
 - Implement a job fair.
- To provide a learning environment and experiences to promote child development.
 - Rotate classroom materials.
 - Incorporate 3-D art.
 - Implement 2 step cleaning and sanitizing system.
 - Maintain regulated cot placement.
 - Eliminate recontamination of hands prior to meals.
 - Ensure materials used by children are in adequate condition to use.
 - Implement teacher modeled writing experiences.

Ensure individual child displayed art.
Strengthen teaching math, science, and literacy concepts.
Attend trainings focusing on math, science and literacy.
Ensure parents are made aware of their participation in planning their child's educational goals.

- To implement developmentally appropriate behavior techniques.
Provide individual and group sessions regarding social/emotional development intervention and strategies.
Continue to implement strategies through CSEFEL.
Strengthen knowledge and implement class tool.
Continue to utilize DECA tracking.
- Maintain efficient, cost effective and timely delivery of information to all stakeholders.
Continue to sharpen details of the website.
Continue to utilize Facebook, automated calling system and website to communicate with all stakeholders.
Ensure parents are made aware that the Phase In process is their Head Start orientation.
- To provide opportunities for staff to enhance skills in their service delivery areas.
Provide staff requested trainings.
- To provide opportunities for children, families and the community to obtain affordable and accessible medical, dental and vision care.
Organize and implement Remote Area Medical Clinic.

Long Term Goals

- To provide a safe, healthy, environment for children, families and staff.
The need of new classroom flooring as funds became accessible.
The need of caution lights and approval from state.
Install a playground mister.
Install rotating water feature.
Remove and replace large slide on playground.
- To meet the needs of families by providing accessibility to Head Start.
The need of incorporating a five day week as funds become accessible.
Incorporate Early Head Start when a location can be obtained.
- Centralized location which will be more community accessible, reduce transportation costs and ensure enrollment.
Seek resources for a centralized Head Start Center.

Goals Carried Forward

- Continue growth in fiscal accountability.
- Continue to maintain a healthy and safe environment.
- Develop risk procedures.

SHORT TERM GOALS

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Fiscal

Documents (used to determine area of improvement): Self assessment, NAEYC, T/TA Plan

Desired Outcome: To ensure accountability and strong fiscal management

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Strengthen the existing fiscal manual, Policies and Procedures	Director of Finance, Director	Ongoing	Fiscal manual	Regional Office Fiscal Specialist
Continue to attend Head Start fiscal trainings	Grantee Fiscal Dept., Director	As opportunities are made available	Training documentation	
Continue to use fiscal checklist in Self Assessment process	Director, F/CPS	Yearly	Self assessment	
Continue to train governing bodies in fiscal roles and responsibilities	Director	Ongoing	Training logs, minutes	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year 09-10 Date: 10-29-10

Improvement Area: Professional Development

Documents (used to determine area of improvement): Self Assessment, T/TA Plan, NAEYC

Desired Outcome: Ensure an efficient and effective system to promote staff development and growth.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Continue to seek a user friendly Teacher Development /Support Staff tool that meets the needs of the staff in the program.	Director, Lead Teacher	October 2011	System Tool	Vendors, networking
Review, revise and implement an efficient tracking system.	Professional Development Coordinator, Director	Ongoing	Tracking system	
Update, revise and review Procedure.	Professional Development Coordinator, Director	Ongoing	Procedure	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Emergency Preparedness

Documents (used to determine area of improvement): Self Assessment, T/TA Plan

Desired Outcome: A proactive approach to Emergency Preparedness

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Design and implement an effective Emergency Preparedness plan	Director, FCPS, HDSS, Lead Teacher	April 2011	Emergency Preparedness Plan	Multi Services Advisory Committee
Train staff and parents on Plan	F/CPS	July/August	Training logs	Van Buren Co. School System
Conduct Center drills to practice emergency procedures	H/DSS, Teaching Staff	Ongoing	Monthly Lesson Spreadsheet Plan	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Family/Community Partnership

Documents (used to determine area of improvement): Community Assessment

Desired Outcome: To improve the lives of our families by developing employment partnerships with local resources

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Locate and partner with local available resources	F/CSS	Ongoing	Partnerships	
Ensure opportunities are presented to parents	F/CSS	Upon locating resources	Communication with parents	
Implement a Job Fair	F/CSS	As resources are available	Sign in sheet	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Education and Early Childhood Development

Documents (used to determine area of improvement): ECERS, STARS

Desired Outcome: To provide a learning environment and experiences to promote child development

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Rotate classroom materials	Teaching Staff	Monthly	Changes of Environment document	
Incorporate 3D Art	Teaching Staff	Monthly	ECERS assessment tool	
Implement 2 step cleaning/sanitizing classroom tables system	Teaching staff, Custodian	Prior to meals	Cleaning Checklist	
Maintain required cot placement	Teaching Staff	Daily	ECERS	
Recontamination (of hands prior to meals)	Teaching Staff	Daily	ECERS	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Education and Early Childhood Development

Documents (used to determine area of improvement): ELLCO

Desired Outcome: To provide a learning environment and experiences to promote child development

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Ensure materials used by children are in adequate condition for use (ie. pencils sharpened, fresh markers, glue in bottles)	Teaching Staff	Daily	ELLCO tool	
Implement teacher modeled writing experiences	Teaching Staff	Every other month	ELLCO tool	
Individual child displayed art	Teaching Staff	Daily	ELLCO tool	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area Education and Early Childhood Development

Documents (used to determine area of improvement): Outcomes, Parent Opinion Survey

Desired Outcome: To provide a learning environment and experiences to promote child development

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Strengthen teaching math concepts	Teaching Staff	May 2010	Reach 60% on Outcomes	Local, State and National trainings
Strengthen teaching science concepts	Teaching Staff	May 2010	Reach 60% on Outcomes	
Strengthen teaching literacy concepts	Teaching Staff	May 2010	Reach 50% on Outcomes	
Attend trainings focusing on math, science and literacy	Teaching Staff	Ongoing	Ongoing	
Ensure parents are made aware of their participation in planning their child's educational goals	Teaching Staff	March 2011	Parent Opinion Survey	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Social and emotional development

Documents (used to determine area of improvement): T/TA Plan, NAEYC

Desired Outcome: To implement developmentally appropriate behavior techniques

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Provide individual and group sessions regarding social/emotional development intervention and strategies	H/DSS	Ongoing	Training logs	Mental Health Provider
Continue to implement strategies through CSEFEL	Teaching Staff	Ongoing	Lesson plans	
Strengthen knowledge and implement class tool	Teaching staff	December 2010	Class tool	Certified class observer
Continue to utilize DECA tracking tool	Teaching staff	Ongoing	DECA reports	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Communication Systems

Documents (used to determine area of improvement): T/TA Plan, NAEYC

Desired Outcome: Maintain an efficient, cost effective, and timely delivery of information to all stakeholders

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Continue to sharpen details of the website	All Staff	Ongoing	Website	
Continue to utilize Facebook, automated Calling System and website to communicate with all stakeholders	Director, F/CPS	Ongoing	Facebook, Calling system log	
Ensure parents are made aware the Phase In process is their Head Start orientation	F/CPS	During Phase In process	Parent Opinion Survey	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start

Self Assessment Year: 09-10 Date: 10-27-10

Improvement Area: Human Resource Management

Documents (used to determine area of improvement): Staff training request form

Desired Outcome: To provide opportunities for staff to enhance skills in their service delivery areas.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Provide trainings on requested topics: *Behavior issues *ADHD *Implementing speech practices in the classroom *Development delay *Dealing with families with drug use in the family *Autism	H/DSS	May 2010	Training log	Disability resources such as Tennessee Voices for Children, TTU, tec.

Program Improvement Plan/Strategic Plan

Improvement Area: Health and Development Self Assessment Year: 09-10 Date: 10-27-10

Documents (used to determine area of improvement): Community Assessment

Desired Outcome: To provide opportunities for children, families and the community to obtain affordable and assessable medical, dental and vision care.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Organize and implement Remote Area Medical clinic	All Staff	April 2012	RAM results	Community and RAM

LONG TERM GOALS

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Program Design: Facilities

Documents (used to determine area of improvement): Environmental Inspection

Desired Outcome: To provide a safe, healthy environment for children, families and staff.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
To install new flooring throughout the classrooms.	Director	7/1/2015	Procurement receipts	Access to funding
Caution lights in front of school	Director	7/1/2015	Caution lights installed	Dept. of Transportation
Playground mister	Director	7/1/2015	Procurement	
Rotating water feature	Director	7/1/2015	Procurement	
Remove and replace large slide on playground	Director, H/DSS	7/1/2015	Procurement	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Program Design: Management Systems

Documents (used to determine area of improvement): Parent Input and Community Assessment

Desired Outcome: To meet the needs of families by providing accessibility to Head Start

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
To increase Head Start opportunities by incorporating a 5 day week.	Executive Director, Agency, Governing Bodies, Policy Council, Director	7/1/2015	Attendance, surveys, comments, recruitment	Access to funding
Consider addition of Early Head Start services.	Executive Director, Agency, Governing Bodies, Policy Council, Director	7/1/2015	Addition of classrooms	Access to funding

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 09-10 Date: 10-29-10

Improvement Area: Program Governance: Facilities

Documents (used to determine area of improvement): Parent Survey and Community Assessment

Desired Outcome: To have a centralized location

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Seek resources to allow for a more centralized, community accessible Head Start Center which will allow for reduction of transportation costs, and maintained enrollment.	Executive Director, Agency, Governing Bodies, Policy Council, Director	7/1/2015	Relocated Center, attendance, budget reports	Access to funding