

STRATEGIC PLAN

FY 10-11

FOR PROGRAM

YEAR 11-12

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
- Tri-Annual Federal Review
- CLASS

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 2010-2011 school term. The 2011-2012 Strategic Plan will be completed in the fall of 2012. 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 2010-2011 school term Strategic Plan and has been completed.

Short Term Goals

- To ensure effective system of 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.
 - Establish written procedures that provide for solicitation of goods and services, including acceptance of products and services diminished in the metric system of measurement and that conserve natural resources, protect the environment, and are energy efficient.
 - Ensure sharing of accurate information by use for Governing Body about Head Start operations to include monthly financial statement and credit card expenditures.
 - Continue to ensure all matching contributions and in-kind are necessary to accomplish program objectives.
 - Maintain efficient and effective reporting systems by reconciling the Final SF-269 with the independent audit report.
- Ensure an efficient and effective system to promote staff development and growth.
 - Implement teacher performance e evaluation form.
 - Review, revise and implement an efficient tracking system.
 - Update, review and revise procedure.
 - Participate in NAEYC webinars 'Best practice for outdoor play'.
- Proactive approach to Emergency Preparedness.
 - Continue to review and edit an effective Emergency Preparedness Plan.
 - Train staff and parents on Plan.
 - Conduct Center drills to practice emergency procedures.
- To provide a learning environment and experiences to promote child development.
 - Add additional diversity and cultural items such as tapes and men's

items.

Add additional factual/seasonal items to strengthen science area.

Ensure staff has adequate resources to obtain desired Literacy outcomes.

Continue training and implementation of CLASS tool.

Pursue CLASS certification for additional educational staff.

Ensure parents are made aware of their participation in planning their child's educational goals.

Access to natural resource gross motor area.

Implement disability check list.

- 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 ensure health, wellbeing and safety of children, staff, parents and visitors.
 - Locate and install door chimes for securing the safety of children.
 - Install additional playground covering to meet state requirements.
 - Add additional staff member at mealtimes to meet state requirements.

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: 10-11 Date: 10-07-11

Improvement Area: Fiscal

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

Desired Outcome: To ensure effective system of 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, Head Start 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: 10-11 Date: 10-07-11

Improvement Area: Fiscal (Continued)

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

Desired Outcome: To ensure effective system of fiscal management.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Establish written procedures that provide for solicitation of goods and services, including acceptance of products and services diminished in the metric system of measurement and that conserve natural resources, protect the environment and are energy efficient.	Director of Finance, Head Start Director, Procurement Officer	October 2011	Fiscal manual	T/A Required Head Start Standards

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

Improvement Area: Fiscal (Continued)

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

Desired Outcome: To ensure effective system of fiscal management.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Ensure sharing of accurate information by use for Governing Body about Head Start operations to include monthly financial statement and credit card expenditures.	Director of Finance, Agency Division Director	Monthly	Governing Body minutes	Agency Procedure
Continue to ensure all matching contributions and in-kind are necessary to accomplish program objectives.	Director of Finance, Head Start Director, F/CPS	Ongoing	In-Kind records	Head Start Regional Office Program Specialist

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

Improvement Area: Fiscal (Continued)

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

Desired Outcome: To ensure effective system of fiscal management.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Maintain efficient and effective reporting systems by reconciling the final SF- 269 with the independent audit report.	Director of Finance	Yearly	SF-269 report	Regional Office Fiscal Specialist

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year 10-11 Date: 10-07-11

Improvement Area: Professional Development

Documents (used to determine area of improvement): In- House monitoring

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
Implement teacher performance evaluation form.	Director, Lead Teacher	November 2011	System Tool	Sequatchie Valley Head Start
Review, revise and implement an efficient tracking system.	Professional Development Coordinator, Director	Ongoing	Tracking system	
Update, revise and review Procedure.	Professional Development Coordinator, Director	December 2011	Procedure	
Participate in NAEYC webinars 'Best practice for outdoor play'.	Teachers	Ongoing	Training logs	NAEYC

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

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
Continue to review and edit an effective Emergency Preparedness plan	Director, FCPS, HDSS, Lead Teacher	April 2012	Emergency Preparedness Plan	Multi Services Advisory Committee, Tennessee Dept. of Human Services
Train staff and parents on Plan	F/CPS	July/August 2011, March 2012	Training logs	
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: 10-11 Date: 10-07-11

Improvement Area: Education and Early Childhood Development

Documents (used to determine area of improvement): ECERS, Outcomes, Strategic Plan, NAEYC, and Parent Survey

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

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Add addition diversity and cultural items such as tapes and men's items.	Lead Teacher/ Teaching Staff	October 2011	Changes of Environment document	ECERS monitoring tool
Add additional factual/seasonal items to strengthen science area.	Lead Teacher/ Teaching Staff	October 2011	Changes of Environment document	ECERS monitoring tool
Ensure staff has adequate resources to obtain desired Literacy outcomes.	Lead Teacher, Head Start Director, Professional Dev. Coordinator	Ongoing	Training Logs, purchasing invoices, Outcomes	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

Improvement Area: Education and Early Childhood Development (Continued)

Documents (used to determine area of improvement): ECERS, Outcomes, Strategic Plan, NAEYC, and Parent Survey

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

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Continue training and implementation of CLASS tool.	Lead Teacher/Head Start Director	July 2011, Sept. 2011, Jan. 2012	Training logs and CLASS monitoring tool	Region IV T/A system
Pursue CLASS certification for additional education staff	Lead Teacher/Head Start Director	June 2012	Certification	Region IV T/A system

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

Improvement Area Education and Early Childhood Development (Continued)

Documents (used to determine area of improvement): ECERS, Outcomes, Strategic Plan, NAEYC, and Parent Survey

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

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Ensure parents are made aware of their participation in planning their child's educational goals.	Teaching Staff	March 2012	Parent Opinion Survey	
Access to natural resource gross motor area.	Director	October 2011	NAEYC checklist	
Implement Disability Checklist	H/DSS	October 2011	Checklist	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

Improvement Area: Communication Systems

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

Desired Outcome: Maintain an efficient, cost effective, 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: 10-11 Date: 10-07-11

Improvement Area: Human Resource Management

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

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 *Meth effects on children. *Transition ideas for classroom. * IEP * Transportation of children *CLASS training *Subbing in the classroom *Child abuse/neglect *Dealing with loss and stress	H/DSS FCPS	May 2012	Training log	Disability resources such as Tennessee Voices for Children, TTU, etc.

Program Improvement Plan/Strategic Plan

Improvement Area: Health and Development Self Assessment Year: 10-11 Date: 10-07-11

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

Desired Outcome: To ensure health, wellbeing and safety of children, staff, parents, and visitors.

Activities	Staff Responsible	Due Date	Documentation/Measurable Indicators	T&TA Required Resources
Locate and install door chimes for securing the safety of children	H/DSS	October 2011	Purchasing invoices	
Install additional playground covering to meet state requirements	Same	Same	Same	
Add additional staff member at mealtimes to meet state requirements	Same	Same	Monthly Licensing review	

LONG TERM GOALS

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

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 and bathrooms.	Director	7/1/2016	Procurement receipts	Access to funding
Caution lights in front of school	Director	7/1/2016	Caution lights installed	Dept. of Transportation
Playground mister	Director	7/1/2016	Procurement	
Rotating water feature	Director	7/1/2016	Procurement	
Remove and replace large slide on playground	Director, H/DSS	7/1/2016	Procurement	

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

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	7/1/2016	Attendance, surveys, comments, recruitment	Access to funding
Consider addition of Early Head Start services.	Executive Director, Agency, Governing Bodies, Policy Council, Director	7/1/2016	Addition of classrooms	Access to funding

Program Improvement Plan/Strategic Plan

Program: UCHRA Van Buren Head Start Self Assessment Year: 10-11 Date: 10-07-11

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
<p>Seek resources to allow for a more centralized, community accessible Head Start Center which will allow for reduction of transportation costs, and maintained enrollment.</p>	<p>Executive Director, Agency, Governing Bodies, Policy Council, Director</p>	<p>7/1/2016</p>	<p>Relocated Center, attendance, budget reports</p>	<p>Access to funding</p>