

ARKANSAS HEAD START ASSOCIATION 2015-2020 STRATEGIC PLAN



Arkansas Head Start Association

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Arkansas Head Start Association 2015-2020 Strategic Plan

Goal One: The AHSA will exhibit strong support and collegiality by strengthening the leadership in EHS/HS programs across the state.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. Send an invitation to all new directors to participate in a newly established director's forum. Identify needs. Assign a buddy-existing directors participate and share experiences.	AHSA Executive Committee HSSCO	New Directors List List of New Employees	\$500 (May vary based on content)	On-going Quarterly Start in August 2015 (End 2020)	Meeting minutes Agenda Signage
2. Establish a quarterly agenda approved for each meeting one week prior to meeting date. Schedule two retreats annually-one for the board, one for directors.	AHSA President	None	-0-	On-going Quarterly Start in August 2015	Copy of Agenda Minutes
3. Create ways to address issues and solve problems. Add networking time to the agenda (1:00 pm-4:00 pm).	AHSA Executive Committee	Meeting of Staff List Serve	-0-	On-going As needed	Meeting minutes List Serve Report
4. Keep a record of each meeting (or issue) to document next steps and follow-through.	Appointed Secretary	Human Resources Person to take notes. File Cabinet	\$300	On-going	Sign-in sheets Minutes Paperwork associated with steps/follow-up
5. Have Class Representative Officers, Representatives elected to the Board leadership jobs for new people that	Executive Committee Board	Rules and Regulations	-0-	Ongoing More than process	Self-Assessment

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OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
train them for later leadership times. Find ways to prepare new directors and staff for leadership. New directors will complete an orientation training.	AHSA President				
6. Quarterly conference calls with all directors to discuss office, issues, needs and challenges. (Example: scholarships for Arkansas and Region 6)	AHSA Director Secretary	Phone, Conference Code	\$150 Annually	Quarterly	Minutes of the call
7. Utilize both scheduled meetings as well as online opportunities to work together to address and support each other in addressing critical program issues for leadership development.	AHSA Webmaster	Page on website with restricted access and thread capability Online programs like go to meeting Go-To-Meeting Webinars	Estimate \$1,600	90 days Accessed weekly by participants As needed	Monthly assessment of visitors (count) Q and A usefulness Recordings of the online meeting minutes of the meeting Sign-in sheets
8. Setup monthly calls.	AHSA Director	None	-0-	September 2015	Phone Minutes
9. Internet forum or e-mail	HS/EHS Directors and Staff	In place	-0-	Currently Exists	ECE Forum
10. Electronic Directors help group (list serve), webinars Volunteer and integrate into website Engine of education managers	Director Class Staff Class	An agency with strong IT Person	-0-	September 2015	List Serve for Directors and Education Managers

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Goal Two: The AHSA demonstrates effective governance procedures by monitoring of the AHSA and the HSSCO policies and procedures.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. Review and maintain up-to-date Bylaws and Policies and Procedures on a regular basis to ensure that the AHSA/HSSCO are in compliance.	AHSA Executive Committee HSSCO Director	None	-0-	January 2015	AHSA Bylaws AHSA Policies and Procedures
2. Revise Bylaws and Policies and Procedures as needed following the proper protocol and approval	AHSA Board	None	-0-	Annually	AHSA Bylaws AHSA Policies and Procedures
3. Provide updated copies of the revised Bylaws and Policies and Procedures to AHSA's Board.	Executive Committee HSSCO Director	Paper and Notebooks Updated copy of any new rules, policies and procedures	\$150	2019 (Only when revisions are made)	AHSA Bylaws AHSA Policies and Procedures
4. Plan annual retreat to work on policies and procedures, bylaws, and other AHSA initiatives.	Executive Committee HSSCO Director	Location Guest speakers and topics Refreshments	\$1,500	June 2015 (Annually)	Meeting Agenda Minutes Roll/Sign-In

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Goal Three: The AHSA shows active participation in the Association through an increase in class (Directors, Staff, Parents, and Friends) membership annually.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. Identify creative ways to engage all class members in AHSA meetings and activities.	Directors Class Staff Class	None	-0-	On-going Annually	Class Meeting Sign-in Sheets
2. Encourage all Classes to participate.	AHSA membership	E-mails Phone Calls	-0-	On-going Annually	Increase in Meeting Class Numbers Sign-In Sheet
3. Send out notes to staff that have missed meetings as reminders after missing two consecutive meetings.	Director Secretary	None	-0-	On-going Annually	Bylaws Meeting Records
4. Encourage directors to attend the AHSA meetings and bring staff.	HSSCO Director AHSA Executive Committee	None	-0-	On-going	Directors Class All Class Sign-In Sheets
5. Programs recruit parents to attend AHSA meetings.	AHSA Executive Committee Directors	None	-0-	On-going	Parents' Class Sign-In Sheet
6. Schedule speaker and share times for each class (what works and what does not work). (Rework with number 1)	Director Class Staff Class	Set up at no cost	-0-	Every Other Month	Class Agenda

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OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
7. Plan with Directors and Board at Annual Retreat.	HSSCO Director	Materials Refreshments Printing	\$2,500	Annually	Retreat Agenda and Sign-In Sheets
8. Give parents an incentive to come to meetings. Maybe pay for their gas. Alternate with Conference Calls	Budget Executive Committee Treasurer	Gas/Meeting Pay Stipends	Base Parent Stipend on Mileage Rate	Six Times Annually	Sign-in sheets Copies of Checks
9. Bring groups together for presentations to explain the importance of being a member.	Staff, Directors, Parent, and Friends Classes	None	-0-	Annually	Sign-in Sheets Agendas
10. Provide opportunities to participate through other options such as webinars, skype, conference calls, etc.	Executive Committee	IT Equipment and internet and or telephone access	\$1,000 Annually	Start on regular basis by March, 2016	Increased participation through online sign-in sheets

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Goal Four: The AHSA will showcase a variety of high-quality training sessions by implementing an annual training institute based on training needs identified.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. To add an extra day to the annual institute for all day quality training content (Pre-Institute).	AHSA Conference Planning Committee HSSCO Director	Free Speakers	-0-	On-going March 2015	AHSA Training Needs Assessment
2. To conduct a statewide training needs assessment to identify training topics for the upcoming institute.	HSSCO Director AHSA Conference Planning Committee	None	-0-	Annually	Evaluations Surveys
3. Analyze the training needs assessment and use analysis to plan next institute.	HSSCO/AHSA Office Staff	None	-0-	Annually	Institute Needs Assessment
4. Access high-quality trainers or presenters who can do the training sessions.	Program Institute Committee	Motivational Speakers	\$5,000	Annually	Resumes with experience
5. Work with partners to include training topics relevant to a diverse group of caregivers.	AHSA Conference Program Planning Committee	None	-0-	Annually	Program Booklet for AHSA's State Institute

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OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
6. Reach out to the most recent research-based information for presenters and work with National and State Organizations to present at Institute.	Institute Planning Committee	None	-0-	Annually	Identify organizations and partners
7. Offer a wide variety of break-out sessions for all types of Head Start areas. (Health, Disabilities, Mental Health, Management, Etc.) (Roundtables)	Institute Program Planning Committee	None	-0-	Annually	Research based content sessions

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Goal Five: The AHSA will increase capacity on the local level by encouraging each Head Start Class (parents, directors, staff, and friends) to engage in local meetings to discuss specific topics or issues that may affect the operation of their local program.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. EHS/HS programs set up meetings or add to existing meetings addressing local issues which can be identified by the agency in various ways including the use of a suggestion box.	Directors, Staff, Friends, and Parents Classes	None	-0-	March 2016	Meeting agenda and minutes
2. Issues are shared with director and reported at the Directors forum.	AHSA President HSSCO Director	None	-0-	Annually	List of issues
3. A plan is created to address all issues shared and distributed to all EHS/HS programs.	Directors Class AHSA President	None	-0-	Annual Plan	Plans to address issues/Follow-up
4. Access agendas and handouts for classes online to make the facilitation easier at the local level.	Meetings	None	-0-	Ongoing	Online Agendas and Handouts
5. To establish parent, staff, and friends affiliates on the local level and report during AHSA meetings.	Staff, Parents and Friends Classes	None	-0-	Ongoing	Reports of local meetings at AHSA meetings

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OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
6. Head Start officials to serve on local/community organizations to increase community engagement activities.	Staff Class	None	-0-	Ongoing	Meeting minutes
7. Consider having Head Start/EHS regional consortiums (Six areas that are divided up that are geographically close.) to work together on the local level.	Directors and Staff Classes	None	-0-	March 2017	Consortium Agendas and Minutes
8. The directors, staff, and parents will be active in local inter agency agreements and do site visits (if needed).	Local programs	Local Resources	Local Funds	Annually (Ongoing)	Local Agreements

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Goal Six: The AHSA will continue to build strong partnerships and high-quality comprehensive services to children and families through On-going collaboration.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. Participate or facilitate agency meetings whereby agencies meet monthly to share goals, needs, and resources to help one another.	Director's Class	None	-0-	January 2017	Agency Agendas (Share at Class Meetings)
2. Each program identifies events and clusters to conduct and help plan trainings (if needed) Example: CLASS.	Partners Directors	None	-0-	On-going	Certificates Training Agenda and Sign-in sheets
3. Expand engagement with local programs and a diverse area of providers (such as child care, HIPPIY, faith-based, etc.) through inter-agency agreements.	Local programs	None	-0-	2015 (On-going)	Inter-agency Agreements
4. Conduct regularly scheduled Cluster Trainings based on needs survey.	AHSA/HSSCO Office Staff	Materials Printing	\$300	Quarterly	Training Agendas
5. Strengthen school readiness teams on the local level by ensuring that these teams meet on a regular and annual basis.	AHSA/HSSCO Office Staff	Location, food, materials	\$3,000 (Kellogg)	November 2015	Summit Agenda Certificates Sign-In Sheets
6. Work closely with state offices in disseminating and providing training for the new statewide <i>Guide to Promoting Family</i>	AHSA/HSSCO Office Staff AHSA President DCCECE	Family Engagement Materials and training statewide	\$150,000 (Kellogg Grant)	Fall 2016	Training logs and reports

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OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
<i>Engagement</i> and the newly revised CDELS.					
7. Parents, Directors, and Staff utilize the Family Engagement Toolkit through Child Care Aware Resource Centers.	Local Programs	Toolkit Checkout	-0-	Fall 2016	Surveys Use of toolkit

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Goal Seven: The AHSA supports and fully participates in the national Dollar per Child Campaign in order to receive On-going support from NHSA on Capitol Hill for EHS/HS programs.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. To create public awareness for all programs on the effectiveness of how the Dollar-Per Child supports and works for all EHS, HS, and MSHS programs. (Provide a template for fundraising for Dollar per Child and provide talking points for programs.)	AHSA/HSSCO Staff	None	-0-	Fall 2015	Resource Packets and updated website information
2. Have programs that are NHSA Advocates share the importance of the work NHSA provides locally as well as nationally (Example: campaign designed to address staff and parents).	Directors and Staff Class	None	-0-	Spring 2016 (On-going)	Both classes will share Dollar per Child info on local level
3. Be available to answer questions or provide further information as agencies share this information within the community.	HS/EHS agencies AHSA/HSSCO Staff	None	-0-	Ongoing	Provide talking points
4. Provide a speaker or rep that can visit programs and share the info at pre-service or at training institute.	AHSA/HSSCO Office Staff	None	-0-	Annually	Talking points
5. Continue to encourage and work with all EHS/HS programs to collect their Dollar per Child contributions. Include list of dollar amount by agency with increase and decrease.	AHSA President Directors and Staff Class	Dollar per Child based on enrollment	\$10,000	Annually	Dollar per Child amount submitted to NHSA by Association

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Goal Eight: The AHSA supports and encourages all EHS/HS programs to become state quality approved through the Arkansas’ Better Beginnings Quality Rating Improvement System.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. To promote quality in all EHS/HS/MSHS programs by encouraging all programs to become and maintain quality approval through Arkansas’ Better Beginnings Quality Rating Improvement System.	AHSA Executive Committee DCCECE	None	-0-	March 2017	Better Beginnings Quarterly Reports
2. Inform all agencies of the program; Training; Make a plan; Get started; implementation	Directors and Staff Classes	None	-0-	Fall 2015	Follow
3. Have sharing session at Head Start Directors meeting regarding Better Beginnings.	Directors Class	None	-0-	Spring 2016	Session Agenda
4. Do peer reviews to help agencies get prepared to go through Better Beginnings. (Example: Assign mentor programs-link managers with managers)	Directors and Staff Classes	None	-0-	Spring 2016	Review materials used
5. Share the importance of excellence and quality in our image and clients can look at website to choose EHS/HS Quality Approved programs, as well as, disadvantages for programs who are not BB quality approved (DRS).	AHSA/HSSCO Office Staff	None	-0-	Fall 2016	Post all Better Beginnings Quality Approved levels on web-site

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Goal Nine: The AHSA works closely with the HSSCO in providing better support and services for children of military, homeless, and foster care families who are identified in the HS, EHS, and MSHS programs.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. Create a Needs assessment survey. Contact and partner with the Arkansas Department of Defense.	AHSA/HSSCO Office Staff	None	-0-	Fall 2016	Needs Assessment Survey
2. Create a support group at local level to work with and develop program to support homeless, military, and foster care families and share resources and ongoing collaboration.	AHSA/HSSCO Office Staff State Partners	Location Refreshments Activities	\$2,000	Summer 2017	Event Materials and Resources Sign-in Activities
3. Training on homeless and what defines a family as homeless. (McKinney Vento)	AHSA Institute Planning Committee	None	-0-	March 2016	Trainings provided
4. Work closely by providing networking with other agencies in forming a special task force which consists of military, homeless, and foster parents and identify what their needs are.	AHSA/HSSCO Office Staff AHSA President	Location Refreshments	\$1,000	Spring 2016 (Ongoing)	Work with Collaborative Partners Sign-in Agenda Activities

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Goal Ten: The AHSA supports and encourages grantee participation in all state-level events in order to enhance their program systems and services.

OBJECTIVES	GROUP RESPONSIBLE	RESOURCES NEEDED	COST (IF ANY)	TIME FRAME	EVALUATION
1. The AHSA Board will approve statewide events to be held and encourage all EHS/HS programs so that the AHSA/HSSCO can plan events such as Arkansas Children’s Week, Fatherhood, Literacy Day, Read-A-Thon, State Institute, and Book Drive.	AHSA Board HSSCO Director	Materials Activities Printing	\$600	Annually	List of Events with Agendas
2. All EHS/HS programs will be notified and reminded of each event.	AHSA/HSSCO Office Staff	E-mails sent out	-0-	On-going	E-mail Reminders
3. EHS/HS program staff will register to secure the number of participants for each event.	AHSA/HSSCO Office Staff	None	-0-	On-going	Registration List
4. All events will be planned and held in locations that would best represent all EHS/HS programs across the state.	AHSA/HSSCO Office Staff	Free Locations	-0-	Annually	Agendas