

Arkansas Head Start Association

2022-2027 STRATEGIC PLAN



1400 West Markham, Ste 406, Little Rock, AR 72201

Telephone: (501) 371-0740/Website: www.arheadstart.org



Arkansas Head Start Association Strategic Plan Head Start State Collaboration Office



Vision: The vision of the Arkansas Head Start Association is to demonstrate quality leadership by exhibiting compliance in providing high-quality educational services to children birth to five and their families, while maintaining a strong commitment to building competent and dependable staff.

Mission: The Arkansas Head Start Association's (AHSA) mission is to promote structured leadership and collaboration on the state and local levels by delivering equitable, innovative and quality services and training, technical assistance, and on-going support to the Head Start community in Arkansas.

Scorecard: Scorecards are the performance management tool that compares strategic goals with results. This tool allows management to implement its strategy by aligning performance with goals. Bi-monthly Performance updates (January and July) will be provided by the Arkansas Head Start Association President and Collaboration Director.

Scorecard Ratings:

- A** = Achieved mastery of goals and action steps.
- B** = Completed at least 50% of actions steps for each goal.
- C** = Working on goal and has completed less than 50% of Action Steps.
- D** = Has not completed any of the goals or action steps.



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Score Card

Goal One: The AHSA will evaluate the performance of the state association by conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify the weaknesses relative to the organization to focus on specific areas and to discover new actions to build and enhance the association’s mission by 2023. *{Chair: Jackie Govan}*

7/20/22	B
6/11/23	A

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. Select a SWOT facilitator.	HSSCO Director	None	None	5/18/2022	Completed
2. Brainstorm the Associations strengths, Consolidate, and Prioritize top 3-5 strengths	AHSA Classes	None	None	5/18/2022	Completed
3. Brainstorm Weaknesses in the Association.	AHSA Classes	None	None	5/18/2022	Completed
4. Identify Opportunities for the Association.	AHSA Classes	None	None	5/18/2022	Completed
5. Recognize the Threats to the Association.	AHSA Classes	None	None	5/18/2022	Completed

All information results will be used to complete other goals and action steps in this document.

Get the habit of analysis - analysis will in time enable synthesis to become your habit of mind.
~Frank Lloyd Wright



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Score Card

Goal Two: The AHSA will build a larger, stronger, and cohesive state team of Classes (Friends, Directors, Staff, and Parents) in order to support Early Head Start/Head Start (EHS/HS) programs and centers on the local level by encouraging ALL programs that they do have a voice and by utilizing a variety of methods to improve the association’s recruitment and attendance processes by 2024. {Chairs: *Barbie Baxter & Jennifer Thomas*}

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
<p>1. Each Class will update the current information and materials that outlines the procedures for each Class and disseminate to all programs and place on the website.</p>	AHSA Parents, Friends, Staff, and Directors Class Representatives	Email Copy Paper Postage Current Policies and Procedures	Copy Paper (\$45.00) Ink Cartridges (\$200) Postage (\$150.00)	February 2024 (Ongoing)	
<p>2. To increase the number of EHS/HS Parents, Friends, Staff, and Directors participating in bi-monthly meetings by offering incentives to the programs who brings the most people to the association meetings.</p>	AHSA Parents, Friends, Staff, and Directors Class Representatives	Incentive Certificates sent via Email Recognition on the website Gift Certificate from vendors (such as Lakeshore, Kaplan)	None	May 2024 (Ongoing)	
<p>3. To increase the number of EHS/HS Parents, Friends, Staff, and Directors participating in the annual institute by assigning specific rotating duties to each Class and offering other ways for these Classes to meet, especially the parent Class.</p>	AHSA Parents, Friends, Staff, and Directors Class Representatives	Email Phone calls Assigning specific facilitators for each class	None	May 2024 (Ongoing)	



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Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
4. To increase the number of EHS/HS Parents, Friends, Staff, and Directors participating in statewide initiatives and activities by being role models for other early childhood programs such as Arkansas Better Chance, Child Care, Homebase, etc.	AHSAs Parents, Friends, Staff, and Directors Class Representatives	Email Phone calls Attendance Recognition on the website	None	May 2024 (Ongoing)	
5. To increase the number of EHS/Head Start Parents, Friends, Staff, and Director’s participation by 100% in all association affairs and representation by offering certificates with a small incentive for the program(s) who have participated all year.	AHSAs Parents, Friends, Staff, and Directors Class Representatives	Incentive Certificate sent via Email or given at Annual Conference Recognition on the website Gift Cards (such as: Wal-Mart, Amazon, etc.) Gift Certificate from vendors (such Lakeshore, Kaplan)	Copy Paper (\$45.00) Ink Cartridges (\$200) Frames (\$30.00) Gift Cards (\$100)	July 2024 (Ongoing)	
6. Provide special recognition at the annual institute in honoring all EHS/Head Start programs who has exhibited 100% participation each year during the annual membership meeting.	AHSAs Goal 2 Chairs	Incentive Certificate sent via Email or given at Annual Conference Recognition on the website Gift Cards (Wal-Mart, Amazon, etc.) Gift Certificate from vendors (: Lakeshore, Kaplan, etc.)	Copy Paper (\$45.00) Ink Cartridge (\$200) Frames (\$30.00) Gift Cards (\$100)	April 30-May 3, 2024	

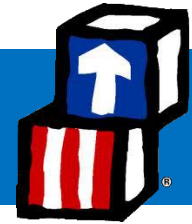
“Alone, we can do so little; together we can do so much.”

~ Helen Keller



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Score Card

Goal Three: The AHSA will set up conditions to increase the knowledge and skills for Content Area Specialists/Coordinators in EHS/Head Start programs by providing educational training, networking, and collaborative opportunities in their specific areas of content and expertise by 2024. *{Chair: Michelle Furlow}*

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. Identify the specific content areas to focus on (ERSEA, Management, Disability, Transition, Education, and Parent & Community Engagement) and create focus groups for each content area.	Goal Three Chair Goal Three Workgroup	Meeting Space	\$0	September 2023	Meeting at 2023 Institute
2. Assign a facilitator for each of the six content areas.	Goal Three Chair Goal Three Workgroup	Email Phone Call Assign specific facilitators for the six content areas	\$0	September 2023-May 2024	
3. Facilitators for each of the content areas will work with their groups to decide on their meeting dates and the frequency of meetings.	Goal Three Chair Goal Three Workgroup And Planning Committee	Email of work group attendees Zoom Meeting Space	\$0	September 2023-May 2024	
4. Content Area specialists/Coordinators will work together to identify the specific needs for training topics, activities, and resources for each focus group meeting.	Goal Three Chair Goal Three Workgroup and Planning Committee	Zoom Meeting Space	\$0	March 2024-	



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Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
5. Focus group meetings, topics, special guests, etc. will be included in an annual AHSA calendar and disseminated to all EHS/Head Start programs each year.	Goal Three Chair Goal Three Planning Committee AHSA Collab Office Personnel	Email lists Directors Meeting Space List of needs, training topics, activities and resources from Content Coordinators/Specialist meeting	None	May 2024- January 2025	
6. Content Area Specialists/Coordinators will complete an annual training survey to identify training needs, which will be used to plan the annual AHSA Institute and added to the Call for Papers each year.	Goal 3 Chair Goal 3 Planning Committee	Survey Monkey Flyer with QR Code for survey	Cost of printing flyers	March 2024- January 2025	
7. All information gained will be used to improve program services to children and families in each of the six content areas in the local EHS/Head Start centers.	Goal 3 Chair Goal 3 Planning Committee	Share list of training opportunities for each of the six-content area to local EHS/HS centers	None	March 2024- January 2025	





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Goal Four: The AHSA will work to achieve and maintain **QUALITY** care learning environments in all local EHS/Head Start programs by encouraging all local centers to become “quality approved” through the Arkansas Better Beginnings/Quality Rating Improvement System (BB/QRIS) to the highest level possible by 2027. *{Chair: Sherry Toney}*

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. Set up an annual training for all EHS/Head Start staff on all aspects of the Arkansas Better Beginnings/Quality Rating Improvement System to increase the number of participants in the Better Beginnings program.	AHSA Goal Four Team Better Beginnings Trainer	Receive an ECERS-3 CQI Report from centers that have obtained level 3 and greater	None	September 24	
2. Work with DCCECE to provide regular updates and reports on the number and levels of EHS/Head Start programs who are quality approved in the Better Beginnings program.	AHSA Goal Four Chairperson	Triennial Report from Better Beginnings	None	September 24 and ongoing	
3. Develop a support group with a mentor to provide ongoing support and technical assistance to EHS/Head Start programs who have not been quality approved at level three and higher.	AHSA Goal 4 Chairperson Mentors	List of Centers with Level three and greater	\$50 mileage Phone Email	Ongoing	
4. Recognize all EHS/Head Start programs who have achieved the highest levels of BB/QRIS at the annual AHSA institute.	AHSA Goal 4 Chairperson	Copy of Center Certificate	None	Ongoing	



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Goal Five: The AHSA will build and maintain strong, collaborative partnerships with different state agencies and organizations in order to provide ongoing quality services and collaborative activities that will benefit children and families in EHS/Head Start programs across the state by 2027. *{Chair: Jackie Govan}*

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. Review existing state partnerships and compare to the identified needs of EHS/Head Start programs to see if these partnerships are still working and add new partnerships based on program needs.	HSSCO Dir. AHSA Pres.	Needs Survey	None	December 2023	
2. Brainstorm and create a list of partners that matches with the identified needs of EHS/Head Start programs. {Example: Dept. of Higher Education – Hiring of Qualified Staff}	HSSCO Dir. AHSA Pres. Goal 5 Team	Typed up Collaboration Partners List	None	January 2024	
3. Disseminate the list of partners and collaborative efforts to all EHS/Head Start programs.	HSSCO Dir.	List of Collaboration Partners	None	February 2024	
4. Implement a plan of action with state partners by creating a MOU or a written action statement on how these agencies plan to work with the AHSA and what services will be provided (if needed) and by whom.	HSSCO Dir. AHSA Pres. Collaboration Partners	Written Plan and Action Plans	None	July 2024	



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Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
5. Monitor MOU agreement or Action Statement and share progress updates, successes, and challenges.	HSSCO Dir.	MOU's Action Plans	None	2027 (Ongoing)	





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Goal Six: The AHSA Board will demonstrate Leadership Excellence by all Board members governing themselves appropriately as stated in the AHSA Bylaws, Policies and Procedures, and Strategic Plan while serving as a Board member of the AHSA by the end of 2025.

{Chair: Jacqueline Burton}

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. Set up a process to provide board orientation and resources for new board members by reviewing the AHSA bylaws, policies and procedures, and the strategic plan.	Outgoing President Goal Six Team	Electronic Copies of By-Laws Policies	None	January 2024	
2. Provide a recognition ceremony to welcome new board members after their orientation and before the start of their roles and responsibilities on the board.	AHSA Outgoing President Goal Six Team	Framed Certificate	\$100	April 2024 (Annual Meeting)	
3. Review the AHSA Bylaws, Procedures, and Strategic Plan on a regular basis.	AHSA President Goal Six Team Committee Chair	None	None	November 2023 (Quarterly)	
4. Increase the attendance at board meetings to secure a quorum at every meeting.	AHSA President Secretary Goal Six Team	Email and phone calls	None	September 2023	
5. Uphold the procedures and actions if board members do not attend meetings as indicated in the AHSA Bylaws and any other violations.	AHSA President/ Parliamentarian AHSA Secretary Goal Six Team	Send out notices	None	September 2023 (Ongoing)	



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Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
6. Provide Board Leadership training, retreats, and other updates to keep board members fully focused on duties and responsibilities.	AHSA President Goal Six Team	Board Manual Notebook Meeting Space Refreshments	\$1000	March 2024 (Ongoing)	
7. Recognize all Board members at conferences, institutes, summits, etc. by identifying and wearing name badges and special recognition at the AHSA institute.	Conf Chair AHSA President HSSCO Director	Name badges and Recognition ribbons	\$50	April 2024 (Ongoing)	
8. Update AHSA Bylaws, Policies, Class Procedures, and Strategic plans every three to five years for all information to be ready for use in a timely manner.	Committee Chair HSSCO Director Goal Six Team Webmaster	Electronic Copies	None	December 2025	

“Excellence is never an accident; it is the result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities.”

~ Anonymous



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Goal Seven: The AHSA fully supports the National Head Start Association’s (NHTA) Dollar Per Child’s Annual Campaign by advocating the importance of ensuring that Arkansas’ EHS/Head Start children and families are represented in Washington D.C. with funds based on enrollment to support the Head Start voice and the work to improve funding and services for programs by 2025. *{Chair: Deana Howell}*

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. Review and update the Dollar Per Child packet information and disseminate to all EHS/Head Start programs quarterly.	Goal Seven Team HSSCO Director	<ul style="list-style-type: none"> Paper Envelopes Postage Software 	\$100 Annually	August 2024 (Quarterly)	
2. Ensure that Dollar Per Child information is presented in a user-friendly manner (Flyer, pictogram, etc.)	Goal Seven Team	Software	None	December 2025	
3. Increase by 100% the number of programs to support the Dollar Per Child campaign by providing recognition and incentives to programs who contribute to the Dollar Per Child campaign each year.	Goal Seven Team	Examples: <ul style="list-style-type: none"> Plaques Gift Cards 	\$500 Annually	December 2025	
4. Provide multiple and easy ways for programs to submit their Dollar Per Child funds (Pay Pal, Cheddar, Check, Money Order, etc.) to the AHSA.	Goal Seven Team Admin Svcs Mgr	Ability to receive cash, mailed payments, and Cheddar	None	Completed May 2023	Completed see Resource Column



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Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
5. Invite all Classes to share strategies for obtaining the Dollar per Child funds in order for AHSA to reach the 100% increase.	Goal Seven Team	Survey Monkey	None	March 2024	# of Surveys Completed



For just one dollar for every child in Head Start, we can ensure that the voices of Head Start Children and their families are heard by Members of Congress and the President.



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Score Card

Goal Eight: The Arkansas Head Start Association will engage and promote equitable educational services to EHS/Head Start programs by networking and providing professional development and training, webinars, other methods used to eliminate racial disparities, as well as a variety of content areas for staff by 2027. *{Chair: Jackie Govan}*

Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
1. To enhance and raise awareness of racial equity educational issues by providing training/ technical assistance to all EHS/Head Start programs.	Goal 8 Team HSSCO Director	<ul style="list-style-type: none"> • Flyers • Equity Cafés • Social Media • Add Hyperlinks • Racial Equity Campaign 	Raise \$25 per person from Racial Equity Webinars	December 2024 (ongoing)	<ul style="list-style-type: none"> • Flyers • Equity cafes • Social Media Plan • Hyperlinks
2. To share internal program data and racial equities patterns for EHS/Head Start staff by conducting webinars on how to collect, analyze, and use data for continuous improvement in each child’s education and development.	Goal 8 Team HSSCO Director ELAN Advisory Committee	<ul style="list-style-type: none"> • State Partners • Data from Scheduled Webinars 	None	December 2025	
3. To examine diversified ways to work with children in an early childhood classroom by sharing strategies and resources for EHS/Head Start teachers to use in their classrooms.	Goal 8 Team HSSCO Director AHSA President ELAN Advisory Council	<ul style="list-style-type: none"> • Racial Equity Website • Flyer to Share Information on Website 	None	December 2023 (updated quarterly)	



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Action Steps	Responsible Party	Resources Needed	Cost (if any)	Timeframe	Evaluation
4. To strengthen the knowledge and skills of EHS/Head Start staff to eliminate racial disparities in education by conducting a series of racial equity educational webinars on the state level for all Early Head Start/Head Start programs.	Goal 8 Team ELAN HSSO Director	<ul style="list-style-type: none"> • 3 Racial Equity Webinars • Material Needed for Webinars • Racial Equity Track at conferences 	Funds will be raised at \$25 per person for each session	December 2024 (ongoing)	Webinars held Participant Count Certificates
5. To identify and document racial inequities in EHS/Head Start programs with the leadership by conducting conference calls on how to utilize racial equity lens in checking all programs policies and procedures.	Goal 8 Team HSSCO Director AHSA President	<ul style="list-style-type: none"> • Create Racial Equity Checklist • Disseminate checklist 	None	January 2026	





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2022 SWOT Analysis Arkansas Head Start Association

I N T E R N A L	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Leadership, • Appreciation recognition of quality staff • Maintain level 3 in Better Beginnings, • Go beyond the dollar per child amount, • Professional development provided annually through the institute, • Communication and collaboration, • Association is inviting and welcoming to new participants-utilize experience of members, • Sharing of information-quantity and quality, • Partnerships and working with other agencies and organizations on other initiatives, and • Fatherhood and Family Initiative Program-encouraging fathers-we see you 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Participation in meetings, • Parent participation on AHSA Board, • Representation in classes, • Male involvement in AHSA meetings, • Racial disparities in EHS/Head Start educational outcomes, and • Follow up with Policies and Procedures for DBIE in EHS/Head Start programs.
	E X T E R N A L	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Taking advantage of things that impact quality and available resources, • Getting information out to the families, • Utilize child care aware sites to help disseminate information, • Increase partnerships and other opportunities that come available, and • Increase community awareness and increase support to community partners.



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Strategic Planning and Implementation

2022-2027 Committee Members

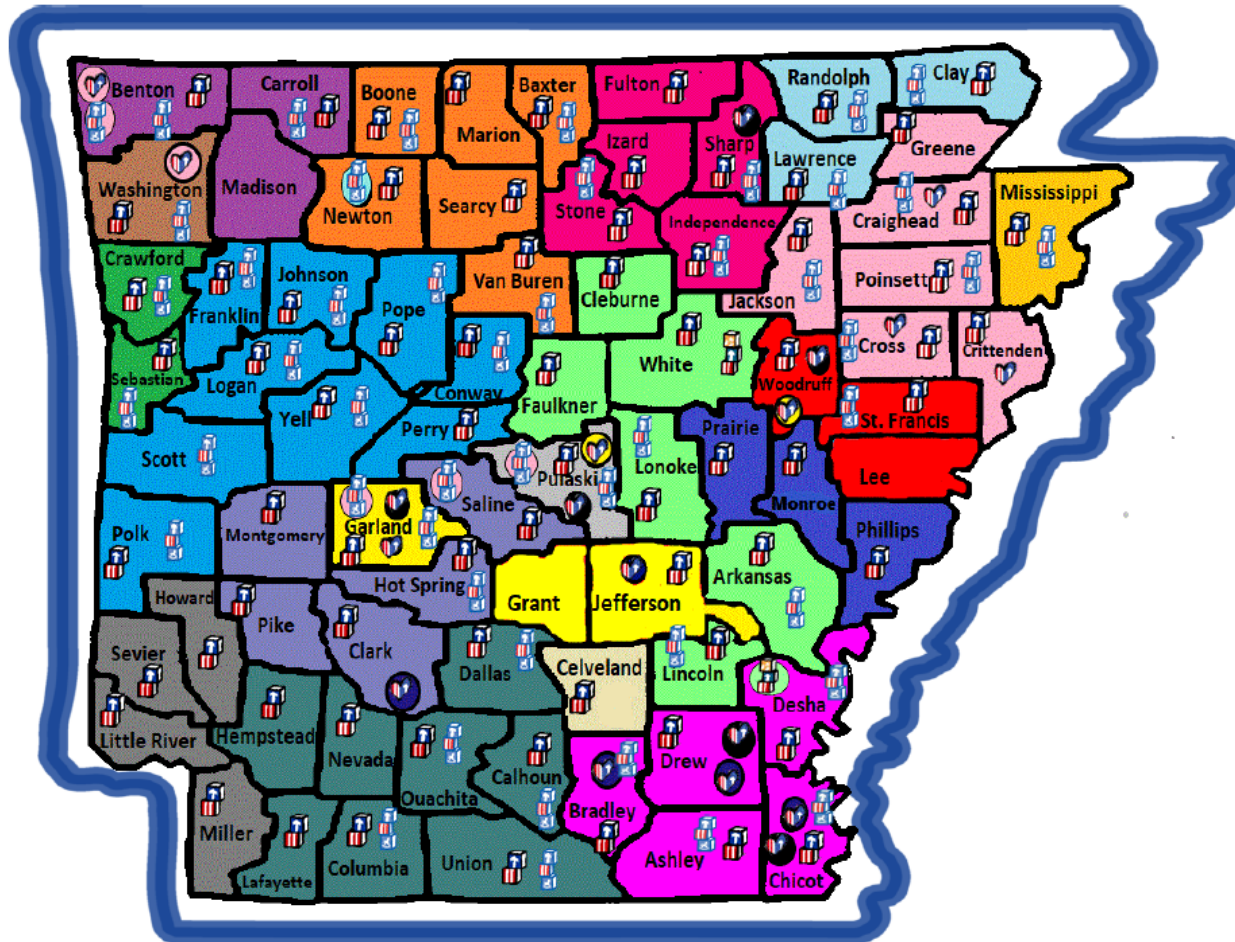
{Each committee chair will select members to be on their strategic planning committee. Chairs will report their committee work during each AHSA meeting.}

Arkansas Head Start Association Strategic Planning Chairs	
Goal # 1: SWOT Analysis	Jackie Govan
Goal # 2: Engaging AHSA Classes	Jennifer Thomas
Goal # 3: AHSA Content Area Coordinators	Michelle Furlow
Goal # 4: Quality Approved EHS/HS Centers	Sherry Toney
Goal # 5: Collaborative Partnerships/Activities	Jackie Govan
Goal # 6: AHSA Board Leadership	Jacqueline Burton
Goal # 7: Dollar per Child	Deana Howell
Goal # 8: Racial Equitable Professional Development	Jackie Govan



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Head Start



Early Head Start



EHS-Child Care Partnerships



Migrant/Seasonal Head Start



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List of Programs

Agency	Main Office	Phone	Counties Served
Arkansas Early Learning, Inc. HS/EHS/EHS-CCP	Jonesboro	870-931-1172	Benton, Craighead, Crittenden, Cross, Garland, Greene, Jackson, Poinsett, Pulaski, Saline, Washington
ARVAC HS/EHS	Russellville	479-219-5292	Conway, Franklin, Johnson, Logan, Perry, Polk, Pope, Scott, Yell
BRAD Early Childhood Programs HS/EHS	Pocahontas	870-892-4547	Clay, Lawrence, Randolph, Cleveland
Central Arkansas Development Council HS/EHS	Malvern	501-332-5426	Clark, Hot Spring, Pike, Montgomery, Saline
Cleveland County HS/EHS	Rison	870-325-6324	Cleveland
Community Action Program of Central AR HS/MSHS/EHS	Conway	501-329-0977	Arkansas, Cleburne, Desha, Faulkner, Lincoln, Lonoke, White,
Community Services Office, Inc. HS/EHS/EHS-CCP	Hot Springs	501-623-3545	Garland, Grant, Jefferson, Pulaski, Woodruff
Division of Child Care EHS-CCP	Little Rock	501-682-8590	Chicot, Garland, Drew, Pulaski, Sharp, Woodruff
EOA of Washington County HS/EHS	Fayetteville	479-521-5571	Washington
Families and Children Together, Inc. HS/EHS	El Dorado	870-862-4545	Calhoun, Columbia, Dallas, Hempstead, Lafayette, Nevada, Ouachita, Union
Head Start Child & Family Services, Inc. HS/EHS	Van Buren	479-474-9378	Crawford, Sebastian
Little Bitty City Enrichment Center HS	Hot Springs	501-520-0660	Howard, Little River, Miller, Sevier
Mid Delta Community Services HS	Helena	870-338-6406	Monroe, Phillips, Prairie
Mississippi County AR EOC HS/EHS	Blytheville	870-776-1054	Craighead, Mississippi
Newton County Special Services Corporation EHS	Jasper	870-446-2682	Newton
Northcentral Arkansas Development Council HS/EHS	Batesville	870-793-3234	Fulton, Independence, Izard, Sharp, Stone
Northwest Arkansas HS	Bentonville	479-636-7317	Benton, Carroll, Madison
Ozark Opportunities, Inc. HS/EHS	Harrison	870-741-9406	Baxter, Boone, Marion, Newton, Searcy, Van Buren
Save the Children HS/EHS	Forrest City	870-494-4010	Lee, St. Francis, Woodruff
Save the Children – Southeast Arkansas HS	Monticello	870-224-8071	Ashley, Bradley, Chicot, Desha, Drew
UAMS HS/EHS	Little Rock	501-570-5000	Pulaski
UAPB EHS-CCP	Pine Bluff	870-575-8809	Bradley, Clark, Chicot, Drew, Jefferson, Pulaski