

HEAD START OF LANE COUNTY STRATEGIC PLAN 2010 – 2014

Approved: Board of Directors January 18, 2011
Approved: Policy Council February 15, 2011

CORE PURPOSE

The core purpose is Head Start's fundamental reason for being. The purpose, which can last 100 years, is not to be confused with specific goals or strategies. It answers the question, why we exist?

To ensure that young children have a solid foundation for life.

Core values are the organization's enduring, essential tenets – a small set of guiding principles that require no external justification. They are real, not aspirational. They are discovered, not invented. Values describe how we operate on a day-to-day basis. They are described in terms of behavior and validated in terms of behavior.

Core Values:

We achieve our core purpose by:

- **Demonstrating respect for the uniqueness of every individual.**
- **Developing partnerships with families.**
- **Providing quality, comprehensive services with demonstrated results.**
- **Collaborating among staff and with community partners.**

#1 All eligible children and their families have access to comprehensive services (education, nutrition, child care, disability, family services, mental health, dental) as close to home as possible.

- All children who need transportation to the part-day Head Start classrooms or centers receive it.
- Full day, year round services are available to families who need it.
- Head Start services are available in safe and stable facilities throughout the county.
- Homeless and highly mobile families have access to Head Start services.

Priority Strategies:

- 1.1 Establish Early Head Start services in Springfield.
- 1.2 Monitor enrollment and adjust slot distribution as needed. (Current analysis indicates a redistribution of slots from Eugene to Springfield.
- 1.3 Maintain stable services in rural Lane County communities.
- 1.4 Increase utilization of HS facilities by partners including public schools.
- 1.5 Increase integrated/trans- disciplinary mental health service delivery.

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- 1.6 Evaluate Head Start facilities to assess viability of sites.
- 1.7 Collaborate and coordinate with school district homeless liaison staff to increase access to Head Start services for Homeless families.
- 1.8 Explore strategies to maximize ways children are transported to Head Start sites.

#2 We have a highly qualified, diverse and stable workforce.

- We have qualified applicants to fill our available positions, including bi-lingual and bi-cultural applicants and parents.
- Our workplace fosters wellness, professional development and a healthy lifestyle.
- Staff demonstrates the core values.
- Staff is well compensated.

Priority Strategies:

- 2.1 Increase bilingual, bicultural volunteers (parents, staff, LCC, UO, Students).
- 2.2 Maximize available resources, including the negotiation process, to increase compensation to staff and management.
- 2.3 Continue to offer individualized staff training opportunities; include administrative staff in soft/hard skill training (communicating, ability to work with diverse groups, etc.).
- 2.4 Continue supporting staff wellness / mental health access to EAP. Partner with like agencies to extend staff support and to build capacity of staff across all social service agencies.
- 2.5 Explore strategies/incentives to increase parent opportunities for Head Start employment.
- 2.6 Offer staff opportunities to build leadership capacities (e.g. mentoring, cross training, succession planning.)

3 We have fully funded services for all eligible children 0 – 5.

- We have multiple funding sources.

Priority Strategies:

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- 3.1 Work with other community agencies to share data to make a strong case when seeking funding.
- 3.2 Develop a clear collaborative message on Early Childhood Cares and Head Start collaboration to give to legislators.
- 3.3 Convene stakeholders to analyze grants from the Affordable Care Act (Pre-RFP)
- 3.4 Build effective utilization of community support network.
- 3.5 Increase awareness of Head Start by the business community and the community at large.
- 3.6 Maximize the use of other funding sources for essential services (e.g. enroll kids in Healthy Kids).

#4 We are a recognized leader in family and child development promoting quality early care and education.

- We are integrated throughout and actively participating in the early care education and service initiatives and planning efforts throughout our local communities, the state and nationally.

Priority Strategies:

- 4.1 Continue to interface with research institutes and grantors on early childhood development/education to increase public awareness.
- 4.2 Continue and expand participation in local/state/national planning and budgeting processes.
 - a. Staff actively participates in planning processes.
- 4.3 Use the HS annual report as a community education tool.
- 4.4 Develop an effective volunteer utilization system.