



GOALS & OBJECTIVES 2010-2015

KIDS CENTRAL, INC



Head Start Services Provider for Wise County, Dickenson
County and the City of Norton Virginia
Early Head Start Services Provider for Wise County and
the City of Norton Virginia

October 2010

GOALS & OBJECTIVES 2010-2015

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Kids Central, Inc.
Goals and Objectives
2008-2012

INTRODUCTION:

The 2010-2015 edition of Kids Central, Inc.'s Goals and Objectives represents the organization's combined effort to put into writing its goals and objectives for the future. The people who worked hard to create this document recognize that it is a beginning. It is a foundation on which to build, a guide for future planning, and a road map for Kids Central, Inc. to follow as it moves through the 2010-2015 program period and beyond.

The Board of Directors, Policy Council, and the staff recognize that this document is flexible. The passage of time, community dynamics and other factors will require re-evaluation. For this document to remain viable, the Board of Directors and Policy Council must review and update the Goals and Objectives every year using current data from the self assessment, community assessment and other data sources. Refining and improving the Goals and Objectives each year to reflect existing conditions will keep it an accurate instrument for guiding the direction of Kids Central, Inc.

The Goals and Objectives document is also a management tool for the Board of Directors, Policy Council, and the staff. The objectives stated in the document will assist all groups in measuring the effectiveness of the organization and in assessing our strengths and weaknesses so that we can continue to provide a quality Head Start and Early Head Start program.

The Goals and Objectives document addresses all of the facets of Kids Central, Inc. Therefore, it contains sections dealing with the organizations' assets and resources, management, program, facilities, funding, and the people necessary to deliver the program to our community.

ADMINISTRATION OF THE GOALS AND OBJECTIVES PLAN:

Administration of the Goals and Objectives Plan is the joint responsibility of the corporate Board of Directors, Policy Council, and the Staff. The Staff of Kids Central, Inc. is responsible for the development of proposals for the agency. The Corporate Board and Policy Council are responsible for the approval/acceptance, and implementation of policy decisions, establishing a budget, and for ensuring that we have quality staff, program, and facilities. The staff is responsible for day-to-day execution of the Goals and Objectives Plan, development of necessary reporting forms, collection of data, and for program scheduling. The staff is also responsible for communicating the organization's needs to our funding source Administration for Children and Families (ACF), our families, and the community. The duties of each group representing the governance of Kids Central, Inc. is detailed in the "Bridge" document.

These responsibilities require an on-going dialogue between the Board of Directors, Policy Council, and Staff. This communication will enable us to improve and refine the Goals and Objectives Plan and, consequently, deliver a quality program to our enrolled children and families.

Kids Central, Inc. will develop procedures for coordinating planning with other public and private agencies, especially with the school systems of Wise and Dickenson Counties and the City of Norton.

The planning committee, established with joint membership of the Board of Directors and the Policy Council, should, when revising the Goals and Objectives Plan in future years, incorporate the Self Assessment Tool, the Community Assessment Instrument, current data based on trends, patterns, and facts that reflect the current community climate. By keeping the Goals and Objectives Plan current, it will remain an accurate measure of our future progress.

BOARD DEVELOPMENT:

PERSPECTIVE:

The Board Development Goals and Objectives are perhaps the most dramatic and far reaching of any in the Goals and Objectives Plan.

Kids Central, Inc. has one of the most active and productive board of directors of any agency or any other human services agency in Wise County, Dickenson County, and the City of Norton.

The Corporate Board of Directors' responsibilities fall under two categories: 1) Business Management; and 2) Leadership and Service.

Business management involves functions similar to those usually performed by the board of a profit-making corporation. Functions such as ensuring the fiscal integrity of the agency, ensuring that policies and procedures are in place to protect the agency, and ensuring that the agency is meeting the obligations or requirements of our funding agent ACF (Administration for Children and Families).

Leadership and service include resource management, committee work, advocacy for the agency, attendance at state and national meetings, and other special services. These leadership and service functions are unique to social service agencies such as Kids Central, Inc. The success of Kids Central, Inc. is a direct reflection of how successful the board is in carrying out these functions.

Our board has been successful in both business management and in leadership and service, but we have the potential for even greater success.

Our existing board has sixteen (16) members. On average, only fifty (50%) percent of the members attend regular board meetings. This equates to the business of the organization being conducted by only eight (8) people attending a meeting once a month lasting for about one and one half hours. Kids Central, Inc. recognizes a need for a change in the make-up and function of the board.

The board's success will come from extensive use of a committee system. Our business is conducted by members who are selected to serve on eight standing committees. There is proof that attendance at committee meetings is

generally higher than that of board meetings. Also, we depend on the professional staff to attend to certain business needs of the organization and to make regular reports to the board.

Acceptable standards indicate that seventy-five percent of board members should attend board meetings to ensure adequate consideration of management decisions. Complex legal requirements and the potential for litigation require boards of not-for-profit corporations to be closely involved in policy determinations and management decisions. Head Start Performance Standards mandate the same.

The typical board of directors of a profit-making corporation is much smaller than that of Kids Central, Inc. Their focus is limited to setting management policies that result in a profit for their business. They usually devote much more time to the business affairs of their corporations than many of Kids Central, Inc.'s board members are able to give.

Based on the experience of profit-making corporations, attendance standards of other successful non-profit agencies, and the need for close board involvement in policy decisions, a small, dedicated board is desirable when it comes to business management.

In contrast, a larger board is required to fulfill the need for leadership and service. As we implement the Goals and Objectives Plan the corporate board's efforts in the area of leadership and service will increase. Also, Kids Central, Inc. serves a diverse geographic area and diverse groups of citizens in counties that are very large in area. We intend to reach even more of these children in the future. We will require even greater financial resources, community support, and an active committee system to oversee our extensive program. Currently the active corporate board is too small to meet the increased demands for leadership and service. We need to increase the size of the board by adding support groups and specialty boards to our current board structure.

Unlike private corporations, the board of directors of a not-for-profit corporation must satisfy two conflicting needs. First, a large board is necessary to fulfill its responsibilities in the area of leadership and service, especially the committee system. On the other hand, a smaller board is better suited to manage Kids Central, Inc.'s affairs and make decisions.

The following objectives reconcile this conflict by enlarging the board and by creating a multi-tiered board structure. A smaller number of corporate board members who can commit significant time to the organization will be responsible for business management. An Associate Board will help with major projects and committee functions and an Honorary Board of Trustees will enlist support for the organization from community leaders and loyal supporters.

BOARD DEVELOPMENT:

GOAL #1. ENLARGE THE BOARD OF DIRECTORS TO MEET THE NEEDS OF THE ORGANIZATION.

Sub-objectives and strategies:

- a. Conduct an annual Prospect Meeting to recruit new members using a targeted selection process. This objective will be met when the Board of Directors has developed a list of potential members and has returned completed applications to the Executive Director. The Executive Director will work with the Board to set a date designated as a prospect meeting and will invite all prospective members to attend.

- b. Using a targeted selection process invite people that represent areas of need for the agency. Kids Central needs an architect, an engineer, an insurance professional, a banking professional, a representative from Wise County Social Services, a representative from the Wise County and Dickenson County School Systems and so forth.

BOARD DEVELOPMENT:

GOAL #2. INSTITUTE THE ASSOCIATE BOARD OF DIRECTORS.

Sub-objectives and strategies:

- a. Implement a plan to convene the Associate Board of Directors of KCI as outlined in the Constitution and By-Laws of the Board of Directors establishing an Associate Board.
 - 1. Use the targeted selection process to recruit members for the Associate Board.
 - 2. Make the responsibilities of the Associate Board clear to all members and perspective members.
 - 3. Include members of the Associate Board on all mailing lists so they receive notice of all meetings, minutes, financial reports, proposals, newsletters and other information each month.

- b. Encourage Associate Board members to participate actively in the operation of Kids Central, Inc.

- c. Require members of the Associate Board to attend at least one regularly scheduled meeting per year as a condition of membership.

- d. Assign fund raising responsibilities or other committee duties to the Associate Board as needed to meet the needs of the corporation.

BOARD DEVELOPMENT:

GOAL #3. INSTITUTE THE HONORARY BOARD OF DIRECTORS.

Sub-objectives and strategies:

- a. Recruit members to the Honorary Board to meet the needs of KCI using the targeted selection method:
 - 1. Sphere of influence in community.
 - 2. Financial support of Kids Central, Inc.
 - 3. Relationship to Kids Central, Inc.
 - 4. Advocacy role for Kids Central, Inc.

- b. Develop an orientation presentation to answer questions posed by prospective Honorary Board Members.

- c. Set minimum requirements for membership.
 - 1. Continue to support Kids Central, Inc. in an established or enhanced manner.
 - 2. Become an advocate for Kids Central, Inc.'s program.

BOARD DEVELOPMENT:

**GOAL # 4. USE THE COMMITTEE STRUCTURE OUTLINED IN
THE BOARD OF DIRECTORS BY-LAWS.**

Sub-objectives and strategies:

- a. Assign every member of the Corporate Board to a committee.
- b. Set standards and goals for each committee.
- c. Require each committee to meet a minimum number of times each year to address the needs of their committee area.
- d. Refer matters to a committee that result in lengthy discussion at regular or special board meetings.
- e. Allow Associate and Honorary Board Members to serve on committees.
- f. Allow individuals who are not on the board to serve as *ad hoc* members of committees.

BOARD DEVELOPMENT:

**GOAL # 5. ENSURE COMMUNICATION AND COORDINATION
BETWEEN MEMBERS OF THE BOARD, POLICY COUNCIL,
AND STAFF AT ALL TIMES.**

Sub-objectives and strategies:

- a. Deliver to each member of the board copies of the board minutes, financial statements, policy changes, proposals, and other relevant information on a timely basis.
- b. Orient all members to the agency web-site and how to use the information contained on it for their needs.
- c. Distribute the “Bridge” document to all members of the Board of Directors.

BOARD DEVELOPMENT:

**GOAL # 6. IMPLEMENT A SYSTEM OF BOARD DEVELOPMENT
THAT MEETS THE NEEDS OF BOARD MEMBERS AND KIDS
CENTRAL, INC.**

Sub-objectives and strategies:

- a. Identification. Determine Kids Central’s needs and identify persons to match them using the targeted selection process.
- b. Invitation. Make it dignified, educational, persuasive.
- c. Introduction. Explain Head Start and Kids Central’s history, mission, philosophy, methodology, programs, structure, and administration.
- d. Information. Describe Kid Central’s operation, including board, staff, finances, program, facilities, and image.
- e. Involvement. Encourage participation in individual and collective board activities.
- f. Inspiration. Confirm the rewards of making a personal investment in the community, in response to real community problems.
- g. Inspection. Review and evaluate member's performance.

FINANCIAL DEVELOPMENT:

PERSPECTIVE:

A comprehensive financial/resource development program is imperative to fulfill the financial requirements of Kids Central, Inc. A successful resource development program will insure a broad base of support for our ongoing programs and enhance our opportunities to meet new program needs.

Kids Central, Inc. is thankful for the opportunity to administer the Head Start Grant for Wise County, Dickenson County, and the City of Norton and for the opportunity to administer the Early Head Start Grant for Wise County and the City of Norton. Our operation has grown over the years and includes many vehicles, facilities both classrooms and support areas, all of which need constant care and upkeep. The need for funds to ensure that Kids Central, Inc. is able to meet the community expectations of our program requires aggressive cultivation of other resources of income, including individuals, corporations, foundations and an imaginative special events programming.

The key to a proficient resource development program is the ability to link services provided by the organization with the needs of prospective donors. To do this, we must market Kids Central as a vital community service that is having an immediate and long-term impact on the area's future through children. We must be able to clearly define the mission of Kids Central, Inc. to validate our needs and professionally solicit support.

Our image in the community and acceptance of our program is the key to establishing a diverse and substantial funding base. That requires us to effectively communicate our message to the community and prospective donors. The active involvement of the Board of Directors and the Policy Council is essential to achieving these goals.

FINANCIAL DEVELOPMENT:

**GOAL # 1. REPLACE AGENCY BUSES AND CARS THAT HAVE
BEEN IN SERVICE FOR AN EXTENDED PERIOD OF TIME.**

Sub-objectives and strategies:

- a. Determine the condition of each one of the vehicles the agency currently operates and establish order in which replacement must occur.

- b. Determine funds that will be needed to execute the initial purchase as well as funds needed to carry out replacement schedule.

- c. Secure funds to cover the cost of the plan.

- d. Purchase first of the vehicles and roll out plan for the remaining ones.

- e. Revise schedule as necessary to ensure vehicles most in need of repair are taken care of first.

FINANCIAL DEVELOPMENT:

**GOAL # 2. ENSURE THAT THE AGENCY HAS A HIGHER
PROFILE IN ORDER TO INCREASE COMMUNITY
AWARENESS AND SUPPORT BY DEVELOPING SUPPORT
FROM OTHER ORGANIZATIONS.**

Sub-objectives and strategies:

- a. Identify and seek the support of churches and other religious organizations.
- b. Identify and seek the support of private schools and daycares.
- c. Identify and seek the support of fraternal organizations, fraternities and sororities.

FINANCIAL DEVELOPMENT:

GOAL # 3. CREATE AWARENESS AMONG OUR SUPPORTERS AND THE COMMUNITY THAT FUND RAISING ACTIVITIES, AND DONATIONS TO OUR ORGANIZATION ARE NECESSARY FOR KIDS CENTRAL TO BE ABLE TO OFFER A COMPLETE PROGRAM OF SERVICES TO OUR FAMILIES, CHILDREN, STAFF AND THE COMMUNITY.

Sub-objectives and strategies:

- c. Explore among our board and staff any companies, foundations, or individuals in our area able to support Kids Central financially.
- d. Develop a generic proposal of services provided by KCI which can be adapted to many sources of funding.
- e. Visit area civic clubs, fraternal organizations, church groups, company staff meetings, and others with a brief presentation of KCI and ways in which these groups might help.
- f. Make application to local United Way for support of our mission.
- e. Make application to Speedway Charities for support of our mission.

FINANCIAL DEVELOPMENT:

**GOAL # 4. IDENTIFY, CULTIVATE AND EDUCATE
FOUNDATIONS AND THEIR TRUSTEES FOR THE PURPOSE
OF SECURING CONTINUING GRANTS TO KIDS CENTRAL,
INC.**

Sub-objectives and strategies:

- a. The Resource Development Committee will concentrate on identifying sources of funds both local and statewide which include foundations that will help meet our identified needs.

FINANCIAL DEVELOPMENT:

**GOAL # 5. IDENTIFY, CULTIVATE AND NURTURE A
RELATIONSHIP WITH CORPORATIONS AND
FOUNDATIONS, CIVIC CLUBS AND COMMUNITY
CHARITIES THAT SUPPORT KIDS CENTRAL’S MISSION TO
PROVIDE THE HIGHEST QUALITY SERVICES TO
CHILDREN AND FAMILIES PARTICIPATING IN HEAD
START AND EARLY HEAD START.**

Sub-objectives and strategies:

- a. Identify and target ten corporations and prepare a presentation to solicit support.
- b. Identify and target foundations and make application to them for funding.
- c. Contact all civic clubs in the area for speaking engagements.
- d. Kids Central in cooperation with the governing bodies shall develop a plan of outreach that will support their efforts to enlist additional partners in their effort to provide quality services.
- e. The Executive Director will implement the plan and will begin face to face contacts with potential community partners.
- f. The program shall seek training in community partnership development and will have as participants, management team, and representatives from the grantee board and the policy council.
- g. The program will seek opportunities to work in collaboration with the LEA’s including jointly developed Head Start to school transition plans.

- h. The Health Manager shall visit local health professional offices and work to develop some partnerships with these individuals for parent and staff training.
- i. The Executive Director will request from local education agencies opportunities for joint staff training when possible.

FINANCIAL DEVELOPMENT:

GOAL # 6. KIDS CENTRAL WILL USE FEDERAL AND NON-FEDERAL RESOURCES IN THE MOST EFFICIENT WAY TO ENSURE QUALITY SERVICES ARE PROVIDED TO CHILDREN AND PARENTS.

Sub-objectives and strategies:

- a. To ensure Kids Central, Inc. controls the use of consumable supplies to control costs.
- b. Explore the possibilities of central ordering and storage of consumable supplies.
- c. Pursue additional vendors that will provide discounts or non-federal share for consumable supplies obtained if supplies are ordered in bulk.
- d. Evaluate the cost benefits and cost challenges of having centrally stored consumable supplies. This will include mileage evaluation, time required to obtain supplies and the needs of children and staff.
- e. All supplies purchased for the implementation of the approved curriculum of Kids Central will have the approval of the Early Childhood Development Director prior to purchase to assure they are consistent with curriculum implementation and are cost efficient.

PROGRAM DEVELOPMENT:

PERSPECTIVE:

Kids Central, Inc. always strives to be an innovative leader in the areas of early childhood education and family support. We seek to establish the highest standard possible for our work with children, families and the community.

The program is the fundamental heart and central core of Kids Central. Program, along with a caring and competent staff, is the means by which youngsters develop their potential, enhance their desire to learn, and for families to become successful.

Despite some public misunderstanding, the role of Head Start is not merely to provide day-care for poor children. Head Start is so much more than that. A quality Head Start program deals with matters far more important than simply keeping children busy or providing a respite for parents. A quality Head Start program deals effectively with the unique needs of the youth we serve including education, health, nutrition, socialization, and finding a creative outlet.

We want our centers to attract children because they are fun and exciting places to go, places that retain their interest, places where the staff are friendly, understanding, and able to bring out the best in children. We want our centers to be attractive and safe. We want our centers to reflect the deep sense of pride which we want to instill in our children. We also want these same characteristics in our home base services.

In order to attract children we must be highly responsive to the needs of the family. The real substance of our program results from meeting our children's needs. Every activity has a purpose behind it that is designed to teach character, citizenship, scholarship, basic morality, and physical fitness. By delivering a program that is both fun and educational we exert a positive influence on each child's personal growth and development.

As more parents enter the work force, as divorces and separations affect family units, our role will continue to grow in importance. Families cannot be forgotten in our service delivery plans.

Program Development in our Head Start centers and our home based services must satisfy three general requirements:

1. The appropriateness of our programs. Programs must meet both the needs and interests of our children and families.
2. The quality of our programs. Providing quality in our service delivery is the hallmark of Kids Central, Inc.
3. The effectiveness of our programs. The ability to evaluate our program and measure our effectiveness is essential to successful promotion of Kids Central in the community.

As we grow to meet the future needs of our children and families we need to keep in mind some very important things. First, our children are normal children who want and deserve a place to grow and learn in a safe and healthy manner. Second, we are in a better position to provide a future for our children than any group or program that have passed before us. Finally, we must not become comfortable with the success of the past.

Program is to Kids Central, what good seed is to a fertile field. When nurtured by a caring and competent staff providing a quality program of educational activities we receive a bountiful harvest. Without both, our only harvest will be weeds.

Programs must be developed, reviewed, and refined periodically to insure that they comply with quality standards set by Kids Central, Inc. and to insure that we are providing the best possible service to our children and families.

For the next year we emphasize the following to our children and families to assist them in becoming confident and self sustaining.

1. The importance of a sound education, including a strong foundation in the fundamentals of reading, writing, mathematics, science, and the arts.
2. The importance of setting goals and striving for improvement.
3. The importance of parents to have achieved success in school by getting at least a high school diploma or equivalent degree.

4. The importance of a maintaining a strong and healthy body through proper health, nutrition, and exercise.

PROGRAM DEVELOPMENT:

GOAL # 1. PRIORITIZED STANDARDS FOR PROGRAM ACTIVITIES: DEVELOP AND IMPLEMENT A SET OF PROGRAM STANDARDS THAT EMPHASIZE QUALITY. THE GOAL WILL BE TO ADOPT AND IMPLEMENT THE FOLLOWING STANDARDS FOR THE WELL ROUNDED DEVELOPMENT OF ALL ENROLLED CHILDREN.

- *****
- a. Value development--to help children develop and uphold the highest standards.
 - b. Family life enrichment--to strengthen relationships between individual members of the family unit.
 - c. Sense of community--to provide a safe environment where members share common experiences.
 - d. Educational motivation--to encourage a lifetime of learning for our children and to stress the importance of a sound education to our parents to enhance their economic future.
 - e. Inter-group understanding--to help our children respect others as individuals, to enjoy the differences in customs and traditions, to learn from each other, and to develop understanding and tolerance for people of different races, national origins, and cultures.
 - f. Development of individual potential--to develop self-confidence, self-respect, self-motivation, self-direction and appreciation of one's own worth as an individual.
 - g. Health and fitness--to develop a healthy body through proper nutrition, exercise, cleanliness, protecting the body from disease and harmful substances, and by practicing safety.
 - h. Skill development--to teach skills that have a lasting value to the individual's social, physical, mental, and emotional development.

PROGRAM DEVELOPMENT:

GOAL # 2. PROGRAM DELIVERY: Develop and implement a program of services based on the needs of the child and the family.

A. Types of Program Activities

- 1) Individual services. Staff/Volunteers assist children and families on a one-to-one basis.
 - a) Behavioral counseling
 - b) Personal counseling
 - c) Health counseling
 - d) Education counseling
 - e) Family or parental counseling
 - f) Home visits
 - g) School visits
 - h) Professional conference

- 2) Small-group services. Small groups of children or parents meet regularly with an advisor for a specific activity.
 - a) Social-development groups
 - b) Skills-development groups
 - c) Special interest groups
 - d) Cultural groups
 - e) Educational groups

- 3) Large-Group Services. Large group activities that emphasize social development and build confidence in children and families.
 - a) Training sessions on various topics, i.e. budgeting money, planning meals, community resources, etc.
 - b) Activity in arts, education or music
 - c) Special events, field trips
 - d) Movies
 - e) Carnivals
 - f) Parties (e.g. Valentine's, Halloween, Thanksgiving, and Christmas, etc.)

B. Responsibility for developing, implementing, and evaluating programs.

The Executive Director has the ultimate responsibility for the development, implementing, and evaluating of all programs and service delivery methods used by Kids Central, Inc. The Early Childhood Development Director, Family and Community Partnerships Director, Comptroller, Family Services Manager, Disabilities Coordinator, Health Services Manager, Early Head Start Supervisor and the Head Start Education Supervisors are responsible for the direct delivery of all programs and services approved by our Board of Directors and Policy Council.

PROGRAM DEVELOPMENT:

GOAL # 3. IMPROVE PROGRAM IN ORDER TO HELP ENSURE CHILDREN IN NEED OR SUSPECTED OF HAVING A NEED FOR SPECIAL SERVICES RECEIVE THEM IN A TIMELY FASHION.

Sub-objectives and strategies:

- a. Develop and implement strategies to ensure that children with various challenges are served within 60 days of referral.
- b. Educate the parents on the benefits of participating in the process in order to help them become better advocates for their children.
- c. Expand programs ability to better serve children with social and developmental challenges.

PROGRAM DEVELOPMENT:

GOAL # 4. IMPROVE STAFFS ABILITY TO HELP FAMILIES BETTER THEMSELVES THROUGH IDENTIFYING AND ATTAINING GOALS DURING THEIR ENROLLMENT WITH THE PROGRAM AND BEYOND.

Sub-objectives and strategies:

- a. Strengthen the organization’s case management and family partnership system to better facilitate the achievement of individual and family goals.
- b. Increase the assessment and monitoring of each family during case management meetings and staff participation in the case management process.
- c. Document and follow-up on any findings uncovered at the case management meetings. Report any findings to the proper person to follow-up with referrals or to monitor progress on the situation. The teachers and the family advocates are the primary people responsible for follow-up.
- d. Provide training for family advocate staff to enhance skills in interviewing, writing and individualized family service plan, documentation, assessing resources and making appropriate referrals.
- e. Develop a plan of action for implementing any needed revisions of content area plans, standard operating procedures manual and all policies formulated by the family and community partnership content area.

PROGRAM DEVELOPMENT:

**GOAL # 5. IMPLEMENT A WEB-BASED VIDEO MONITORING
SYSTEM FOR ALL CENTERS.**

Sub-objectives and strategies:

- a. Review and analyze current video monitoring systems for integration capabilities.
 - 1. Review technical specifications with a consultant
 - 2. Conduct hardware compatibility analysis
 - 3. Determine development funding

- b. Consult with service providers to develop monitoring database to monitor and archive web streamed files.

- c. Make all necessary and appropriate reports to the Board and the Policy Council addressing issues of confidentiality and others.

PROGRAM DEVELOPMENT:

GOAL # 6. DEVELOP A PLAN TO SECURE A PRE-K SECOND STEP CURRICULUM KIT AND AL'S PALS – KIDS MAKING HEALTHY CHOICES TO BE PLACED IN EVERY CLASSROOM AND HOME BASE PROGRAM.

Sub-objectives and strategies:

- a. Provide all classrooms and home base programs with a Pre-K SECOND STEP violence prevention program kit. SECOND STEP is a research based violence prevention program that provides lessons and activities that teach essential social skills, such as problem solving, emotion management, impulse control, and empathy.
- b. Provide all classrooms and home base programs with Al's Pals: Kids Making Healthy Choices, curriculum kits. Al's Pals is a comprehensive curriculum and teacher training program that develops social-emotional skills, self-control, problem-solving abilities, substance abuse education, tobacco usage education, and healthy decision-making in children ages 3-8.
- c. Seek outside funding and grants to provide the kits and training to all areas of KCI programming.

PROGRAM DEVELOPMENT:

**GOAL # 7. ENSURE THE APPROPRIATENESS OF OUR SERVICES,
BASED ON IDENTIFIED NEEDS AND INTERESTS OF OUR
ENROLLED CHILDREN, THEIR FAMILIES, AND THE
COMMUNITY.**

Sub-objectives and strategies:

- a. Provide a positive climate in our Centers and Home Based Services for sound growth and development through a friendly and competent staff, provide clean and attractive facilities, and provide relevant programs and activities which the parents help to plan.
- b. Strengthen our diverse program that capitalizes on unique offerings of Head Start. They include, but are not limited to, outcome based education curriculum, child-centered programs, open visitation of our centers by parents, provision of health, dental, vision, and nutrition services to children and families. These programs and others offered by Kids Central, Inc. constitute a strong and fundamentally sound Head Start Program.
- c. Emphasize the four pillars of youth development:
 - 1. a sense of belonging
 - 2. a sense of competency
 - 3. a sense of usefulness
 - 4. a sense of one's own power or self-control
- d. Develop and implement programs in family life education and programs which enhance educational opportunities for our parents.
- e. Utilize extensively the vast program resources of Head Start.
- f. Promote parental involvement in Kids Central, Inc.

PROGRAM DEVELOPMENT:

GOAL # 8. ENSURE THE QUALITY OF OUR SERVICES.

Sub-objectives and strategies:

- a. Develop and implement program standards that will insure a consistent adherence to quality.
- b. Establish and follow staffing patterns based on Virginia Licensing Standards and Head Start Performance Standards.
- c. Develop clearly-stated program priorities and allocate needed funds and resources to them.
- d. Utilize a written program model, based on sound Head Start philosophy, experience, and mission, to describe our purpose, methodology and expected outcomes.
- e. Deliver more effective services through competent and well trained support staff, program specialists, volunteers, and increased interagency collaboration and cooperation.

PROGRAM DEVELOPMENT:

GOAL # 9. CONTINUE HIGH QUALITY INSTRUCTION OFFERED IN THE CLASSROOMS WHILE AT THE SAME TIME USING RESULTS FROM THE TRACKING OF CHILDREN'S ACHIEVEMENTS TO HELP MAKE ADJUSTMENTS TO IMPORVE THE PROGRAM.

Sub-objectives and strategies:

- a. Develop and implement strategies to incorporate the Classroom Assessment Scoring System (CLASS)
- b. Develop a structure that will allow education supervisors to spend time in the Head Start classroom supporting teachers.
- c. Identify at least one teacher to implement the best practices model of KCI and to use that teacher to help train others in the use of the CLASS instrument.

PROGRAM DEVELOPMENT:

GOAL # 10. EXPLORE AND SEEK FUNDING FROM OUTSIDE SOURCES TO IMPLEMENT A SCIENCE AND MATH SPECIAL PROJECT FOR ALL CLASSROOMS AND HOME BASE.

Sub-objectives and strategies:

- a. Collect and analyze relevant data on the effectiveness of the science and math curriculum currently being used for the purpose of augmenting the program and promoting science and math activities.
- b. Research funding from outside Head Start sources to provide funds to implement a pilot program for science and math.

PROGRAM DEVELOPMENT:

GOAL # 11. ENSURE THE EFFECTIVENESS OF OUR SERVICES.

Sub-objectives and strategies:

- a. Adopt and employ a broad spectrum of evaluation techniques and resources to measure our effectiveness, including those provided by Head Start. Implement a plan to use the results of a self-assessment, community assessment, long range plan audit, board of directors and policy council audit, to evaluate our program, leadership, staff, effectiveness, efficiency, and other areas of Kids Central's operations.
- b. Provide intensive training to the staff in the techniques by which we deliver services.
- c. Insure that staffing patterns reflect the specialization and competency of those staff members assigned to carry out specific programs for specific outcomes.
- d. Ensure that our methods of service delivery are the same and are being offered at all levels of our operation. Continuity of services being offered, expectations of services, and outcomes of services should be consistent in all classrooms which serve the same age group of children.

PROGRAM DEVELOPMENT:

GOAL # 12. PROVIDE HIGH QUALITY TRANSPORTATION SERVICES TO ENROLLED CHILDREN BY DEVELOPING A PLAN FOR THE REPLACEMENT OF APPROPRIATE SCHOOL BUSES AND EQUIPING THOSE BUSES WITH CHILD SAFETY RESRAINT DEVICES.

Sub-objectives and strategies:

- a. Research various opportunities to provide for replacement of older busses. Research will include contracts with a transportation provider selected by Kids Central.
- b. Pursue bus leasing options with various companies. Include in the request appropriate child safety restraint devices for three and four year old children.
- c. Request assistance from area schools to transport children enrolled in Kids Central's Head Start program.
- d. Reserve program income amounts to purchase at least one bus per year.

PROGRAM DEVELOPMENT:

GOAL # 13. KIDS CENTRAL SHALL BEGIN DEVELOPMENT OF A MALE INVOLVEMENT PROGRAM IN AN EFFORT TO FACILITATE THE PARTICIPATION OF FATHERS AND OR ROLE MODELS FOR HEAD START AND EARLY HEAD START CHILDREN.

Sub-objectives and strategies:

- a. To prepare the program for more active male involvement in all areas of program operation.
- b. To assess the program's current status regarding the environment to facilitate male involvement.
- c. To train all Kids Central staff regarding the creation or enhancement of a male friendly environment.
- d. To plan program wide events targeted to male role models and assure communication is provided to all households regarding the events.
- e. To train Family Development staff in methods or strategies for communicating with dads or male role models.
- f. To approach local service agencies and retailers to become involved in the fatherhood initiative.
- g. To evaluate the program's progress toward creation of a father friendly environment during the self assessment process.

PROGRAM DEVELOPMENT:

GOAL # 14. KIDS CENTRAL WILL SUPPORT THE ACTIVE INVOLVEMENT OF PARENTS IN CURRICULUM IMPLEMENTATION AND EARLY CHILDHOOD LEARNING FOR ENROLLED CHILDREN.

Sub-objectives and strategies:

- a. To develop a parent resource center in at least one site to promote parent child learning in the classroom and home.
- b. Identify one site to begin a parent resource center for enrolled parents, and identify some feasible operating times for parents to access the resources. This objective will be the responsibility of the Education and Family Development Staff.
- c. Establish a parent advisory committee to plan for the development of the Resource Center and enlist parent support to the development of a parent resource center.
- d. Enlist community partners to donate materials and resources to the parent resource center. Inventory centers supplies to identify resources and materials for the Parent Resource Center.
- e. Contact local libraries to obtain appropriate information and or books for a parent resource center.
- f. Visit area Head Start agencies and talk to them about development of a parent resource center.
- g. Evaluate the use of resources by parents two months after the Resource Center is developed.

PROGRAM DEVELOPMENT:

GOAL # 15. EXPLORE CURRICULUM CHANGES TO ASSURE THE PROGRAM HAS THE MOST APPROPRIATE FRAMEWORK TO PREPARE CHILDREN FOR PUBLIC SCHOOL AND LIFE LONG LEARNING.

Sub-objectives and strategies:

- a. In compliance with Performance Standards the parents will be involved in the selection of a curriculum and our first step will be to train parents and staff in the purpose of the curriculum. We will ask Content Area Specialist from the Regional Office to conduct training of parents and staff over two days.
- b. The program shall form a Curriculum Committee comprised of Education supervisors, the Early Childhood Development Director and parents from the center based and home based options.
- c. The program shall obtain samples of different curricula and will develop a check list for evaluation of each sample obtained.
- d. The committee shall investigate the impact of any change on the current curriculum for the Early Head Start program.
- e. The program will contact local education agencies and ask their assistance in the curriculum review. In addition, the program will obtain from the appropriate school representatives information on the skills needed for children entering kindergarten and this information will be shared with parents.

PROGRAM DEVELOPMENT:

GOAL # 16. KIDS CENTRAL WILL ENSURE ADEQUATE MONITORING INCLUDING ROUTINE FEED BACK TO EACH CLASSROOM

Sub-objectives and strategies:

- a. The program will identify an instrument to evaluate and or monitor classroom operation including appropriate activities, individualization, classroom management and curriculum implementation.
- b. Monitoring of all classrooms will be completed within the first 6 weeks of operation to establish a baseline for each classroom and home base unit. Each Teacher will meet with the education supervisor to discuss the monitoring activity and strategies to assure quality child development services to children.
- c. A second classroom and home base unit monitoring will take place four weeks later to determine if quality improvements are being implemented as agreed.
- d. Classrooms needing additional assistance to assure quality services will have priority for support and monitoring activities with feed back after each intervention.
- e. Classrooms not receiving the more intense monitoring and support shall be observed at least every six weeks and feed back provided after each session.
- f. Monitoring results will form the basis for training or other interventions needed to improve child outcomes and quality child development services.

- g. Training for education staff will be based on the results of the monitoring and site visits and will be scheduled several times during the year. Training may include the following: observation in another classroom; discussion and technical assistance from managers or more formal training conducted by an individual versed in early child hood education.
- h. The monitoring observation system shall form the basis for the annual review. Education staff members and skill goals will be developed for the individual teacher or teacher's assistants and shall become part of this system.
- i. Probationary education staff will be monitored every two weeks and positive feed back provided. The staff member will have basic skills prior to the successful completion of the probationary period.
- j. Classroom teachers having four year old children entering kindergarten during the next calendar year shall receive training and or information on the skills preferred by the local education system that will serve the child. This shall also be part of our on-going transition plan.

PROGRAM DEVELOPMENT:

GOAL # 17. KIDS CENTRAL WILL ENSURE THAT ALL PROGRAM AREAS WILL HAVE ADEQUATE SUPPLIES, MATERIALS AND FURNITURE TO PROMOTE SUCCESSFUL IMPLEMENTATION OF THE CHOSEN CURRICULUM.

Sub-objectives and strategies:

- a. Education supervisors shall assure each classroom has a complete inventory and that inventory will be updated annually or as materials are discarded.
- b. The Education supervisor shall observe materials and furnishings during each monitoring visit and assure there are adequate items available for the children and the materials are developmentally appropriate.
- c. Annually or as the program seems fit classrooms may order supplies, by completing a list of needed materials in priority order. The Education Supervisor shall review the list based on their observations and or monitoring to assure the supplies will support implementation of the curriculum and are developmentally appropriate.
- d. The Education Supervisor will develop a written plan for replacement of furnishing and or non-consumable supplies and use that list for planning purposes.

PROGRAM DEVELOPMENT:

**GOAL # 18. KIDS CENTRAL WILL PROMOTE MOVEMENT
THROUGHOUT THE CLASS DAY TO IMPORVE THE HEALTH
STATUS FOR ENROLLED CHILDREN.**

Sub-objectives and strategies:

- a. Vigorous movement will take place for a minimum of 40 minutes a day and there will be an opportunity for outside play including structured outside play.
- b. The program will provide training for education staff around the outside as a learning environment and will provide additional information on vigorous exercise and or movement for children.
- c. The outside environment shall provide opportunities for literacy and numeric learning and will include some structured activities for children.
- d. Parents will be encouraged to support vigorous gross motor play each day and information will be provided to parents on encouraging movement and exercise.
- e. Dads will be asked at least once a year to work with children on vigorous play including obstacle courses. Dads will receive training to support this activity.

PROGRAM DEVELOPMENT:

GOAL # 19. KIDS CENTRAL WILL DEVELOP A SYSTEM THAT ENSURES COMPREHENSIVE A PROGRAM OF SELF ASSESSMENT IN CONDUCTED ANNUALLY AND THE RESULTS OF THAT PROGRAM AASSESSMENT SHALL FORM THE BASIS FOR QUALITY IMPORVEMENT PLANS.

Sub-objectives and strategies:

- a. The program management team shall review instruments that will support the comprehensive self assessment of the program. This review will include the Head Start assessment instrument, the 2005 Prism or other instruments as appropriate.
- b. The program shall train the Policy Council and the Grantee Board on the need for self assessment and enlist their support in the process.
- c. The program shall assign one Board member, one Policy Council member and the management team to develop the plan for program self assessment and will assign duties related to self assessment.
- d. The program will use the monitoring information obtained through out the year as some material to be used in the self assessment process.
- e. The HSAC committee shall receive training in the self assessment process and their assistance will be sought to complete self evaluation in the following areas: mental health, nutrition, health, dental health and health education.
- f. The management team shall review the PIR report each year as part of the self assessment process and make recommendations for any improvement needed.

- g. The management team in cooperation with the education supervisors shall review the results of the child outcomes at least three times each year. These individuals will develop written plans to address any improvements required in the education service area. This team shall look at the results of each classroom and will develop strategies to improve outcomes for each classroom. This information is provided to the Grantee Board of Directors and the Policy Council at least three times each year. This report should also note the progress made by each classroom to achieve positive outcomes for children.

PROGRAM DEVELOPMENT:

GOAL # 20. KIDS CENTRAL WILL COMPLETE THE SELF ASSESSMENT PRIOR TO AUGUST OF EACH YEAR AND WILL TAKE THE FINDINGS TO THE GOVERNING BODIES FOR THEIR REVIEW.

Sub-objectives and strategies:

- a. The management team and the self assessment team shall develop strategies to address any findings from the comprehensive self assessment.
- b. The written plans for program improvement will be reviewed in advance and approved by the governing bodies.
- c. The Early Childhood Development Director or Executive Director shall be responsible for tracking progress toward meeting the self improvement strategies and will provide this information to the governing bodies on a bi-monthly basis.
- d. Written program plans shall be revised each year in September to accommodate the changes made in program operation as a result of the self assessment.

PERSONNEL DEVELOPMENT:

PERSPECTIVE:

The most revealing indicator of the nature and character of an organization is the people it employs.

Over the past few years Kids Central, Inc. has made considerable gains in the caliber of staff members employed, the climate in which they work and the high expectations and standards that the organization exhibits.

It is the vision of the Board and Policy Council to provide our children and families with the best possible staff we can acquire. Salaries are becoming competitive with other organizations which share our high standards.

Kids Central, Inc. has invested much time and effort to develop an outstanding staff. Kids Central, Inc. has provided a solid framework in which staff can be successful and productive. Staff development includes the personnel selection process, terms of employment, the initial training period, performance appraisals, salary administration and continuing training.

We want Kids Central, Inc. to have the best staff in the state. It will be expensive in monetary terms, but a good investment in every respect.

PERSONNEL DEVELOPMENT:

**GOAL # 1. DEVELOP AND IMPLEMENT A MORE DIVERSE,
PROFESSIONAL AND APPROPRIATE TRAININGS FOR ALL
STAFF EMPLOYED WITH KIDS CENTRAL, INC.**

Sub-objectives and strategies:

- a. Trainings will be developed so that it will accommodate the needs of all Head Start employees.
- b. Increase the number of professional trainings specific to the content areas.

PERSONNEL DEVELOPMENT:

GOAL # 2. MAINTAIN A PROCESS THAT PROVIDES CONTINUING EDUCATION UNITS FOR HEAD START TRAININGS FOR ALL STAFF MEMBERS WHO HAVE OR ARE OBTAINING PROFESSIONAL LICENSES.

Sub-objectives and strategies:

- a. Determine the number of staff and nature of training needs.
- b. Determine feasibility of conducting internally/externally the training needed by the employee(s).

PERSONNEL DEVELOPMENT:

GOAL # 3. SET SALARY STANDARDS THAT REALISTICALLY REFLECT THE MARKET FOR HIGHLY COMPETENT PEOPLE AT SPECIFIC STAFF LEVELS.

Sub-objectives and strategies:

- a. Set salary ranges for administrative staff positions that are in line with those paid to corresponding staff positions in the highest paying 25% of Head Start organizations in the state of Virginia.
- b. Set salary ranges for service, specialized, and program personnel in line with those paid to their counterparts in the highest paying 25% of Head Start organizations in the state of Virginia.
- c. Set entry level salaries that are competitive with those offered by comparable area agencies. These salaries must be on par with beginning teachers' salaries in Wise County, Dickenson County, and the City of Norton.

PERSONNEL DEVELOPMENT:

GOAL # 4. CREATE AN ORGANIZATIONAL STRUCTURE AND CULTURE THAT FOSTER AND ENABLE CLEAR LINES AND MODES OF COMMUNICATION AND ACCOUNTABILITY.

Sub-objectives and strategies:

- a. Review the current organizational structure to determine if it enables clear lines of accountability and communication.

- b. Review the organizational structure to delineate layers of communication and accountability.

- c. Present agency flow chart identifying and illustrating formal lines of communication and accountability.

- e. Recommend needed changes and suggested improvements.

PERSONNEL DEVELOPMENT:

GOAL # 5. IMPROVE THE AGENCY’S HIRING PROCESS, INCLUDING RECRUITMENT, SCREENING, INTERVIEWING, AND SELECTION, AND ESTABLISH AN ORGANIZATIONAL ATMOSPHERE THAT PROMOTES EMPLOYEE RETENTION.

Sub-objectives and strategies:

- a. Review and evaluate the current employee hiring process.
- b. Establish core competencies requirements for each staff position, including special skills, training or experience needed..
- c. Establish any special or unusual employment requirements, such as the use of personal vehicle or ability or experience working with specific or special populations. Develop and institute a standardized recruitment protocol that includes all requirements for employment.
- d. Revise the employee screening process to include appropriate tests used to determine skill level for required or desired skills, physical ability/agility, and personality.
- e. Develop and institute a preliminary employment screening process that includes all required testing plus an initial one-on-one interview.

PERSONNEL DEVELOPMENT:

GOAL # 6. EVALUATE THE NEED TO ADJUST AND CHANGE THE NECESSARY ELEMENTS FOR THE PROCESS, I.E., CURRENT POSITION, JOB DESCRIPTIONS, PERFORMANCE EVALUATION AND ENHACEMENTS.

Sub-objectives and strategies:

- a. Develop and implement a plan for an environmental scan regarding employee satisfaction, working conditions, etc.
- b. Develop tools and a training program for employees who will conduct periodic confidential staff interviews.
- c. Use data gathered from environmental scan to make adjustments within identified areas of the agency.
- d. Distribute results of scan to selected staff and Board members and meet to identify and discuss possible solutions for areas identified for improvements.

PERSONNEL DEVELOPMENT:

**GOAL # 7. DEVELOP AND IMPLEMENT AN EMPLOYEE
INCENTIVE PROGRAM, CONSISTENT WITH AVAILABLE
AGENCY RESOURCES, THAT SUPPORTS AND REWARDS
EXCELLENCE IN JOB PERFORMANCE.**

Sub-objectives and strategies:

- a. Document current agency-wide, all employee recognition programs that can be clearly measured and effectively communicated to all employees.
- b. Review all incentive programs to determine need.
- c. Align the incentive programs’ objectives with the agency’s priorities.
- d. Develop new and innovative ways to determine recipients of incentive recognitions and rewards.
- e. Institute consistency in incentive programs. Give employee incentives greater emphasis and priority on the agency.
- f. Develop and implement ways to measure the impact of employee incentive on employee satisfaction and retention rates.

PERSONNEL DEVELOPMENT:

GOAL # 8. REVIEW AND UPGRADE STAFF BENEFITS AT SPECIFIC TIME INTERVALS.

Sub-objectives and strategies:

- a. Provide benefits to full-time staff members that will keep Kids Central, Inc. highly competitive in comparison with benefits offered in other local agencies and Head Start organizations in the State of Virginia.
- b. Conduct an audit of current benefits offered to staff. Included in the audit a survey of what employees need and what degree they would participate in funding the cost of identified benefits.
- c. Place out for bid all employee benefits to companies interested in serving Kids Central employees. The benefits requested in the bid should include, but not be limited to, major medical, health, short term disability, long term disability, dental services, vision services, life insurance, retirement benefits and any others identified by the audit and survey.

PERSONNEL DEVELOPMENT:

GOAL # 9. PROVIDE COMPREHENSIVE TRAINING OPPORTUNITIES ESSENTIAL TO THE WELL-ROUNDED DEVELOPMENT OF OUR STAFF.

Sub-objectives and strategies:

- a. Establish an organizational standard that all staff will be trained and competent for the position they were hired for and that Kids Central, Inc. will provide comprehensive training to employees to keep abreast of current trends and continuing education in the employee's area of expertise or specialization.

- b. Establish a program for basic orientation and in-service training for all staff members. Obtain Head Start training and technical assistance in establishing and maintaining the program.

PERSONNEL DEVELOPMENT:

GOAL # 10. IMPLEMENT AND EVALUATE A STAFF DEVELOPMENT PROGRAM THAT PROMOTES A POSITIVE CLIMATE FOR GROWTH AND EFFECTIVENESS OF THE STAFF. THE PROGRAM SHALL INCLUDE SALARY ADMINISTRATION, PERFORMANCE APPRAISALS, REGULAR STAFF MEETINGS, AND THE CONTINUING DEVELOPMENT OF PERSONNEL POLICIES AND PROCEDURES.

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Sub-objectives and strategies:

- a. Kids Central will implement a system of performance appraisals and Will train all supervisory personnel in the proper use of the instrument.

- b. Kids Central will implement a system of scheduled organizational meetings on all levels that will offer staff a chance to exchange information and to be alerted to the latest information from the agency. These meetings will be:
 - 1. Senior Level Staff Meetings (weekly)
 - 2. Management Meetings (monthly)
 - 3. Organizational Staff Meetings (all staff – when needed)
 - 4. Staff Focus Meetings (open to all staff - monthly)

- c. Staff members of Kids Central will be asked to serve on the Policy and Procedures committee for the purpose of development of new policies and procedures, to review and/or clarify policies and procedures and to recommend to the board and policy council new or revised policies and procedures.

PERSONNEL DEVELOPMENT:

**GOAL # 11. TO CONTINUALLY IMPROVE THE CAPABILITY OF
THE STAFF ON ALL LEVELS.**

Sub-objectives and strategies:

- a. Assist each professional to develop a personal career path.
 - 1) Assign a mentor from the staff to counsel each professional staff member on a periodic basis.
 - 2) Make training available to all staff at all levels.

- b. Expand use of volunteers by determining needs and matching volunteers to meet these identified needs.
 - 1) Develop a volunteer recruitment package.
 - 2) Search for a volunteer coordinator to manage the volunteer staff.
 - 3) Develop a working relationship with area agencies in order to use volunteers or paid positions provided by outside agencies for the benefit of Kids Central's children and families.

PERSONNEL DEVELOPMENT:

GOAL # 12. DEVELOP A COMPREHENSIVE PROGRAM FOR IN-SERVICE STAFF TRAINING.

Sub-objectives and strategies:

- a. Develop components for training full-time professional staff, part-time seasonal staff and volunteers.
- b. Kids Central will take an active part in the training offered by Head Start and will administer a schedule of training opportunities for all staff.
- c. Kids Central will commit to training staff on a continuing basis to upgrade knowledge and skills.

PERSONNEL DEVELOPMENT:

GOAL # 13. KIDS CENTRAL WILL ESTABLISH POLICIES WHICH SUPPORT TEACHERS ASSISTANTS EARNING THEIR AA DEGREES IN EARLY CHILDHOOD DEVELOPMENT WITHIN THREE YEARS OF EMPLOYMENT.

Sub-objectives and strategies:

- a. The program will revise position descriptions after consultation with the governing bodies.
- b. The program shall provide at least one thousand dollars per year in tuition reimbursement funds for staff to work toward meeting the necessary qualifications.
- c. The program shall encourage parents desiring to become substitutes and or teacher’s assistants to apply for college level courses.
- d. Parents as well as new Teacher’s Assistants shall receive formal training in the development of their observation skills as these skills relate to daily child activities.
- e. The program shall provide appropriate compensation to Teachers Assistants earning their associates degree when federal funds are available.

PERSONNEL DEVELOPMENT:

GOAL # 14. KIDS CENTRAL WILL SUPPORT CURRENT TEACHERS EFFORTS TO OBTAIN THEIR BACHELOR’S DEGREE IN EDUCATION WITH A CERTIFICATON IN EARLY CHILDHOOD EDUCATION.

Sub-objectives and strategies:

- a. Kids Central will contribute one thousand dollars in tuition reimbursement expenses, as described in the KCI Policy and Procedures Manual, towards the education for teachers to obtain required degrees.
- b. Education Staff earning their BA degree and appropriate HS Performance Standards shall receive appropriate compensation when federal funds permit.
- c. The program shall contact the higher education center to determine if they can work in partnership to support early childhood teachers earning their bachelors degree.
- d. The education supervisor and or the Early Childhood Development Director shall review personnel records for each teacher and develop with that teacher an individual career development plan. Once this plan is developed it will be reviewed annually by the education manager and the staff member.

PUBLIC RELATIONS/IMAGE DEVELOPMENT:

PERSPECTIVE:

Public Relations is a complex and methodical way to convey the message of Kids Central to the masses using a coordinated approach to effect positive outcomes for the organization. When people think of Pre-K programs we want them to think of us first. We want to be known for quality and service. We want our place in the community to be one of respect and confidence.

Image is the second part of Public Relations. Image is what perception is all about. Kids Central, Inc. is a “brand” that needs to be protected all the while being very visible in the public eye. When people see our logo or here our name we want them to think of smiling faces, happy children, contented parents. We want them to think of a company with high standards and a philosophy of service.

Kids Central’s ability to develop and sustain broad-based community support is hampered significantly by the fact that Kids Central, Inc. is not a well-known entity outside of the education and family services sectors. The outcome of our public relations and image building efforts makes our jobs easier and our funding easier to obtain and ensures full enrollment for our agency. When the news is positive people think good thoughts of KCI and they tend to hold those thoughts.

PUBLIC RELATIONS/IMAGE DEVELOPMENT:

**GOAL # 1. DEVELOP, IMPLEMENT, AND EVALUATE
COMPREHENSIVE MARKETING, COMMUNICATIONS AND
IMAGE-BUILDING PROGRAMS.**

Sub-objectives and strategies:

- a. Develop and communicate a common message about Kids Central to our various publics (funders, supporters, parents, education community, donors, and friends).
- b. Develop a marketing perspective. Conduct and evaluate periodic market surveys administered to parents and the public.
- c. Enhance public relations through a fully-coordinated, comprehensive, year long program involving all elements of Kids Central operations.
- d. Develop resources and linkages to our area's media to communicate our messages. This includes newspaper, radio, television and advertiser supported publications and magazines.

PUBLIC RELATIONS/IMAGE DEVELOPMENT:

GOAL # 2. ANALYZE THE MISSION, VISION, AND VALUES STATEMENTS OF KCI.

Sub-objectives and strategies:

- a. At all levels of KCI, staff, Policy Council, and Board will review and analyze the components of the agency’s mission, vision, and values statements, seeking to understand the programs and operations implications of these statements.
- b. Recommend changes as needed to the statements to bring them in line with the stated goals of the organization.

PUBLIC RELATIONS/IMAGE DEVELOPMENT:

GOAL # 3. ENHANCE THE KCI BRAND BY USING IT AT ALL LEVELS OF THE OPERATION.

Sub-objectives and strategies:

- a. Ensure brand consistency at all points of contact.
- b. Ensure adherence to KCI communications policy.
- c. Review all materials used at KCI to ensure appropriate content and messages are being conveyed and the standards of the brand are being applied.

PUBLIC RELATIONS/IMAGE DEVELOPMENT:

GOAL # 4. ENHANCE KCI'S MEDIA RELATIONS.

Sub-objectives and strategies:

- a. Develop and maintain a media calendar that schedules frequent opportunities to obtain medial coverage.
- b. Maintain and update a medial resource list.
- c. Develop and train list of employees with expertise on specific issues for potential interviews.
- d. Place PSAs with radio stations to promote KCI brand and recruit eligible families.
- e. Submit articles to newspapers for publication promoting or announcing activities and events at KCI.
- f. Submit news stories from Head Start that comes from the national office for publication in the local newspapers.
- g. Develop a speaker's bureau from staff, Board and members of the Policy Council.
- h. Create center events such as an open house and invite the media to cover the event.

FACILITIES DEVELOPMENT:

PERSPECTIVE:

The design and maintenance of our facilities are vital to the successful accomplishment of our objectives. The center or classroom is the nucleus of all programs and must, through proper upkeep and general appearance, instill a sense of pride and involvement in our children and parents.

In an organization whose prime concern is to provide youngsters with a head start in education and the necessary skills for living in a richly diverse and often turbulent society, the importance of having buildings in which to house activities cannot be overemphasized. It is essential so that: 1) children will know they are safe and that they have caring people working for them; 2) children will have a place which is truly theirs and with which they can identify; and 3) Kids Central employees will have the proper facilities needed to conduct a well-rounded program which will attract and retain the interest of children and parents in the community.

Each building must be accessible, safe, easily maintained and fully equipped to meet program needs, but it must also provide an environment which reflects warmth, community, and involvement. These characteristics along with a caring staff make Kids Central's program attractive to our children and our families.

FACILITIES DEVELOPMENT:

GOAL # 1. ENSURE THAT ALL KIDS CENTRAL’S FACILITIES, PROPERTIES, AND EQUIPMENT ARE DESIGNED AND MAINTAINED IN A MANNER THAT WILL CREATE A SENSE OF PRIDE IN OUR CHILDREN AND FOSTER A CLIMATE FOR PRODUCTIVE EDUCATION AND YOUTH DEVELOPMENT.

Sub-objectives and strategies:

- a. Review and revise the standards of maintenance and utilization for all facilities, properties and equipment owned or leased by Kids Central, Inc.
- b. Designate representatives of the Board of Directors to visit all of our centers at least annually to ensure that they meet established standards.
- c. Develop a list of capital needs of Kids Central, Inc. prioritize these needs and submit them to Head Start for consideration.
- d. After reviewing the standards of maintenance and utilization:
 - 1. Establish an educational program for staff and appropriate board members to explain standards and train them in methods of meeting standards.
 - 2. Publish the standards to all who are involved with Kids Central, Inc.

FACILITIES DEVELOPMENT:

GOAL # 2. DEVELOP PROCEDURES FOR ACCEPTING DONATIONS OF PROPERTY.

Sub-objectives and strategies:

- a. Develop a needs list of locations that need property for the establishment of a Head Start center/classroom.
- b. Produce a brochure which outlines the benefits of a person donating land to Kids Central, Inc.
- c. Work with our attorney to establish the legal proceedings of accepting property for our agency.

FACILITIES DEVELOPMENT:

GOAL # 3. DEVELOP PROCEDURES FOR THE BOARD TO ACQUIRE AND MAINTAIN ADEQUATE FACILITIES AND EQUIPMENT.

Sub-objectives and strategies:

- a. Review and update all insurance coverage on an annual basis.
- b. Update contracts, terms, conditions, and fee schedule for leasing property to meet the needs of Kids Central, Inc.
- c. Conduct an annual inventory of equipment showing the condition of the equipment and listing any comments on the need for repair or replacement.

FACILITIES DEVELOPMENT:

**GOAL # 4. KCI STAFF WILL INSURE THAT EACH FACILITY
WILL BE MAINTAINED IN A WAY THAT CREATES AN
ATMOSPHERE OF WARMTH AND A SENSE OF COMMUNITY.**

Sub-objectives and strategies:

- a. Safe, clean, decorated, equipped facilities will be our standard.
- b. The staff will conduct an annual inventory of the equipment and supplies of Kids Central and will submit report to the Board and Policy Council.
- c. The Board will conduct annual visual checks of all facilities to minimize the potential for risk of accidents.
- d. The Fire Marshall will be invited to make inspections of the facilities as needed to secure Virginia licenses.
- e. The Board will ensure termite bond and pest control maintenance plans are in effect.

FACILITIES DEVELOPMENT:

5. THE BOARD OF DIRECTORS WILL IMPLEMENT A PROGRAM FOR FACILITIES USAGE THAT WILL INSURE KIDS CENTRAL, INC. WILL BE AN INTEGRAL PART OF THE COMMUNITY.

Sub-objectives and strategies:

- a. The Board of Directors will develop rental rates for Kids Central, Inc.'s properties and facilities for use by the community.
- b. The Board of Directors will develop rules and regulations governing the rental of facilities to outside groups.
- c. The Board of Directors will insure that the use of facilities by outside persons or groups will not interfere with normal Head Start program activities.

OUR FUTURE CONSTITUENCY:
WHOM AND WHERE SHOULD WE SERVE?

PERSPECTIVE:

Population shifts in Southwest Virginia, as in most rural areas in the South, have been significant, especially since the time we began service to youth in 1972.

Pockets or areas of population with Head Start aged children have changed. We now have fewer children able to walk to our centers or classrooms. Most of our families need some form of transportation services to be able to participate in our program. Fewer families with children are remaining in town. For example, many families in Northeast Dickenson County have left the area for various reasons and settled in neighborhoods throughout Southwest Virginia and other areas of the country. The prime driving force for this out-migration is employment. This has created a marked decrease in the youth population we once served in Dickenson County.

Population will continue to shift and we must be ready to make changes to reach the eligible children in our communities. Our classrooms must be portable to meet the changing landscape of our communities.

It would be somewhat comfortable but misleading to believe that we do not have to think in terms of expansion or re-deployment of our assets. Kids Central, Inc. must remain flexible to the changing needs of our service area and be ready to take advantage of opportunities when they present themselves.

OUR FUTURE CONSTITUENCY:

GOAL # 1. DEVELOP AND IMPLEMENT ORGANIZATIONAL POLICIES, PROCEDURES AND STRATEGIES THAT ARE MORE RESPONSIVE TO AND REFLECTIVE OF CHANGES IN THE COMMUNITY’S DEMOGRAPHICS.

Sub-objectives and strategies:

- a. Address changes in the Head Start focused population caused by organizations and agencies that have an impact in he community.
- b. Identify organizations and agencies (social services, schools, public housing, health services, etc.) that have an impact on the Head Start communities/population.
- c. Develop a committee of staff members and others who are connected to or involved with one or more of these organizations and agencies and are aware of the organization’s directions, policy changes, etc.
- d. Adjust KCI’s program in accordance with findings of the work of the committee.

OUR FUTURE CONSTITUENCY:

**GOAL # 2. DETERMINE THE ORGANIZATIONAL CAPACITY
(RESOURCES, FACILITIES, ETC.) FOR CHANGE IN
ACCORDANCE WITH COLLECTED DATA.**

Sub-objectives and strategies:

- a. Research and evaluate current policy changes within Head Start that assumes Kids Central, Inc. may be able to reduce enrollment and/or the size of the service area while keeping the budget the same.
- b. Research areas of the organization where cuts or reductions may take place.
- c. Determine the organizations capacity to implement recommended changes.
- d. Seek Board of Directors approval and Policy Council's acceptance of any plan for service reduction.

OUR FUTURE CONSTITUENCY:

**GOAL # 3. SERVE HEAD START AND EARLY HEAD START
ELIGIBLE CHILDREN 0 - 5 YEARS OF AGE.**

Sub-objectives and strategies:

- a. Concentrate recruitment efforts and service goals on children identified as “meeting enrollment criteria” within our service area of Wise County, Dickenson County and the City of Norton.
- b. Achieve positive outcomes through the use of highly competent staff, intensified programs, a proven curriculum and effective use of facilities.

OUR FUTURE CONSTITUENCY:

**GOAL # 4. COMMIT ADDITIONAL RESOURCES TO IMPROVING
AND INCREASING SERVICES TO OUR FAMILIES AND OUR
CHILDREN.**

Sub-objectives and strategies:

- a. Develop and implement programs, allocate staff and facilities, aimed specifically at increasing the skills and learning opportunities for our families.
 - 1. Promote the development of a G.E.D. program.
 - 2. Promote the development of computer skills.
 - 3. Implement Head Start training in various areas of our program. (curriculum, performance standards, etc.)
 - 4. Promote the use the Earned Income Credit program of the I.R.S.
 - 5. Promote center, classroom, and agency activities which enhance the family in many areas throughout the year.

- b. Create and activate new approaches to children and family services that do not rely upon traditional facilities, programs or formats.

OUR FUTURE CONSTITUENCY:

GOAL # 5. INCREASE ENROLLMENT IN OUR PROGRAM

Sub-objectives and strategies:

- a. Evaluate carefully and periodically the needs and interests of children and families in our service community. The results of the evaluations should be reflected in the services delivered.

- b. Actively promote the work of Kids Central to, civic groups, housing communities, neighborhood churches, news media, and other groups.

- c. Ensure that the recruitment program for Kids Central is updated annually and actively promoted by all staff.

OUR FUTURE CONSTITUENCY:

GOAL # 6. RESPOND TO THE CHANGING AND GROWING NEEDS OF KIDS CENTRAL'S SERVICE AREA.

Sub-objectives and strategies:

- a. Recognize our role as a leader in pre-kindergarten educational services and advocate for establishment of our services where needed.
- b. Recognize the association of Kids Central with area school systems and work for collaboration and cooperation. Take a pro-active stance in developing programs in our service area where there are needs for Head Start and Early Head Start services.
- c. Explore other options for serving transitional areas, such as short-term leasing of facilities, use of other facilities on public property, or with the school system.

PARENTS GROUPS AND POLICY COUNCIL:

PERSPECTIVE:

The parents of our members should have access to the Board of Directors and should have direct input into the program of Kids Central Head Start. Parents Groups and Policy Council will afford concerned parents the opportunity to express their ideas to the Board of Directors, and staff, and to be integrally involved in the success of our mission.

The success of the Parents Groups and Policy Council is largely dependent on Head Start's professional leadership. Kids Central, Inc. has the quality professional leadership that is essential to effective Parents Groups and Policy Council making an impact on the overall program.

We believe that effective Parents Groups and Policy Council will add greatly to Kids Central's objectives and image. It gives Kids Central a necessary and vital link with our primary concern - our children. Additionally, parents can play an important role in staffing special events, developing new programs, and accessing community resources. Even where parents have limited time and resources, their moral support for our mission is equally important to our success. Parental support is a bonus for Kids Central and for our children. We should offer every opportunity for this support to occur.

PARENTS GROUPS AND POLICY COUNCIL:

1. **ENSURE PARENTS AND OTHER INDIVIDUALS ARE ABLE TO SERVE AS MEMBERS OF THE PARENTS GROUPS AT EACH LOCATION AND THAT THEY ARE AWARE OF THE POLICY COUNCIL AND ITS FUNCTIONS SO THEY MAY PLAY A MORE EFFECTIVE ROLE IN KIDS CENTRAL'S OPERATIONS.**

Sub-objectives and strategies:

- a. Allow parents to assume greater responsibility for planning, promoting and implementing appropriate quality and effective programs and services by supporting local parent groups and by joining the Policy Council.
- b. Allow parents to become heavily involved in planning for, and assessing the needs of Kids Central.

PARENTS GROUPS AND POLICY COUNCIL:

GOAL # 2. THE PARENT GROUPS AND POLICY COUNCIL HAVE SPECIAL NEEDS THAT MUST BE ADDRESSED BY THE ORGANIZATION.

Sub-objectives and strategies:

- a. The Parents Council should address the specific needs and interests in each geographic area we serve. For example, the problems in Dickenson County, Wise County, and the City of Norton are not all the same. One major problem is transportation and it has different repercussions for the different service areas.

- b. The by-laws of the Parents Council set definite limits and procedural standards for the Council to follow. Parent groups are more loosely organized thus the structure and format can change depending on attendance or subject of meetings. The by-laws of the Policy Council should be reviewed each year with emphasis placed on the need to revise and update them.

PARENTS GROUPS AND POLICY COUNCIL:

GOAL # 3. PROVIDE OPPORTUNITIES FOR PARENTS TO ENHANCE THEIR KNOWLEDGE OF THE PRINCIPLES, PRACTICES, POLICIES, AND PROCEDURES OF KIDS CENTRAL, INC. BY PARTICIPATING IN TRAINING AND ORIENTATION SESSIONS.

Sub-objectives and strategies:

- a. Provide working sessions for parents on a regular basis, in seminar form, on the operation of Kids Central and Head Start.
- b. Hold special sessions as needed to deal with subjects of interest to parents (e.g. earned income credit, G.E.D. classes, child discipline, child nutrition, advocacy, abuse/neglect, and other areas).
- c. Improve communication by printing a quarterly newsletter and distributing it to all participating families. Maintain a web-site with items of interest which are relevant to the parents.
- d. Design and implement a complete orientation package detailing the workings of Kids Central and Head Start for new parents to be delivered quarterly by staff at special meetings of Parent Groups or the Policy Council.

TRAINING PLAN ISSUES

- a. To train bus drivers and additional bus monitors to provide for the safety of children at least annually and as new staff are added.
- b. Train classroom staff in appropriate bus monitoring behaviors at least annually prior to August. Classroom staff may act as bus monitors in the event of monitor absences.
- c. Train parents twice a year in transportation safety activities including the responsibilities of bus monitors August and January.
- d. Provide safety training for all enrolled children within the first 14 days of enrollment. Teachers will be trained annually and Teachers provide this information using classroom activities.
- e. Ensure proper bus maintenance records are maintained for each bus owned or leased by Kids Central to monitor that all vehicles receive regular inspections and required maintenance. This will require training drivers, maintenance staff and substitutes. Evaluation of these activities will be accomplished by monthly record review and regular staff meetings for the Director of Operations and the Mechanic on staff for Kids Central.