

HEAD START OF LANE COUNTY
STRATEGIC PLAN
2014 – 2019

Approval: Board of Directors March 18, 2014
Approval: Policy Council March 11, 2014

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.

- Head Start provides safe, consistent and quality transportation to children who need 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.
- Specialized populations (e.g. housing insecure families) have access to Head Start services.
- Children are fully enrolled and services are ready on day one of school.

Priority Strategies:

- 1.1 Expand Early Head Start services.
- 1.2 Create prenatal to age 5 centers.
- 1.3 Develop and utilize timely and targeted recruitment efforts.
- 1.4 Upgrade and expand the bus fleet.
- 1.5 Develop strategies to maximize ways children are transported to Head Start sites in partnership with school districts and other agencies.

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- 1.6 Increase access to comprehensive services in rural communities in partnership with the Lane Early Learning Alliance.
- 1.7 Upgrade the quality of facilities and technology utilizing best practices for early learning environments.

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 compensation to staff by maximizing available resources.
- 2.2 Support teachers to obtain a BA or higher degree.
- 2.3 Recruit and support staff to meet regulatory requirements to serve infants and toddlers.
- 2.4 Recruit bilingual, bicultural staff to meet the linguistic needs of Head Start children and families.
- 2.5 Offer individualized staff training opportunities, including cross training.
- 2.6 Support staff wellness by providing opportunities to improve physical and mental health.
- 2.7 Increase parent opportunities for Head Start employment (e.g. transportation).
- 2.8 Recruit, train and provide staff with opportunities to develop management skills to increase agency capacity for internal promotion.
- 2.9 Encourage the Head Start community to actively advocate for increased wages at the state and national level.
- 2.10 Develop an effective volunteer utilization system.

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- 2.11 Evaluate and strengthen performance management systems.
- 2.12 Develop and implement a strategy to promote and uphold core values.

3. We have fully funded services for all age and income eligible children and families.

- We have multiple funding sources.

Priority Strategies:

- 3.1 Partner with Lane Early Learning Alliance to anticipate and access funding opportunities.
- 3.2 Evaluate costs and benefits of future funding opportunities.
- 3.3 Increase awareness of Head Start in the business community and in the community at large.
- 3.4 Maximize the use of other agencies and entities for essential services.

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.
- We strive to utilize best practices that exceed compliance standards.

Priority Strategies:

- 4.1 Build awareness of Head Start through partnerships with other entities, including institutions of higher learning.
- 4.2 Promote staff participation in local, state and national level planning processes.
- 4.3 Develop and implement a five-year technology plan that encompasses all program and administrative services.

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- 4.4 Develop and implement multiple strategies to continually educate the community about the wide-range of Head Start services.
- 4.5 Seek grants and other funding that supports quality initiatives.