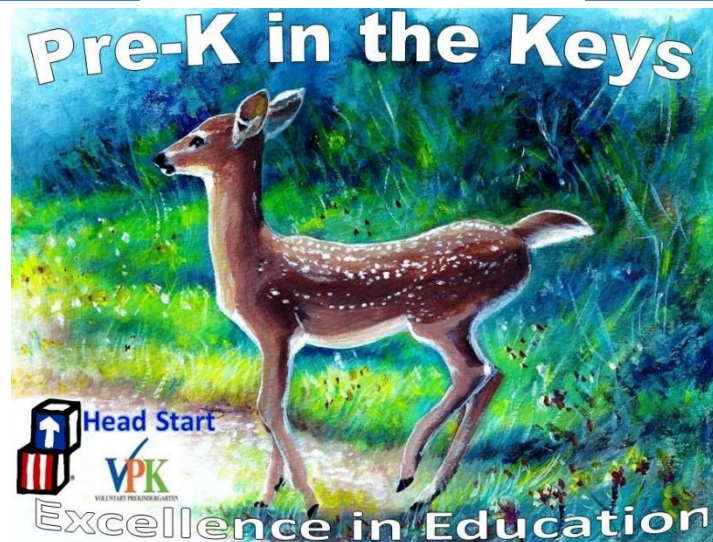


Revised: April 16, 2020



2019 - 2024



MONROE COUNTY SCHOOL DISTRICT HEAD START GRANTEE STRATEGIC PLAN

Vision Statement

Monroe County School District Prekindergarten programs (VPK, Head Start, and ESE) vision is to continually improve and ignite innovation in 'school readiness' for all Pre-K students by educating all stakeholders, engaging families and community members, which will facilitate lifelong learning, health and wellness.

Mission

Our mission is excellence in Prekindergarten; to provide a high quality program in which ALL children and families can develop to their maximum potential.

Motto

Excellence in Education

Core Values

- Educate
- Support
- Collaborate
- Engage

**Program Goals and Objectives
Action Plans and Strategies
Expected Outcomes and Challenges
Monitoring and Financial Supports**

Goal #1 (Wellness & Safety):

In our program, we will foster wellness (physically, mentally, and environmentally) and grow as an organization by promoting staff wellness, family well-being, and safe environments.

Objective No. 1:

Increase wellness efforts and practices for staff, students, and families as evidenced by correspondence, meetings, and other activities and communications. (Year one will be a baseline data year and years 2-5 data will be quantified for monitoring).

Expected Outcome(s): To have healthier and happier families; while involving stakeholders in mental health, physical health, safety education and positive outcomes with regards to wellness.

Expected Challenge(s):

Trauma and personal challenges are sometimes hard to detect.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Continue health screenings and assist families in maintaining well child medical and dental exams.	Mental Health, Health and Safety Manager, R.N.	45 day screenings, safety screenings, 90 day screenings	
Continue developmental and social emotional screenings for students with parental involvement within 45 days.	Teachers Education/Disabilities Manager	45 day screening – Ages & Stages	\$500
Support oral health by ensuring students brush teeth during program hours.	Teachers Health Nurse	Daily Three times annually	
Due to extended hours, implement a healthy snack time as recommended by contracted nutritionist.	Mental Health, Health and Safety Manager, R.N.	Daily snacks	\$4,000.00
Improve menu choices while following USDA guidelines.	District Food Service Teachers		

Continue wellness communications with staff, increase wellness; communications with families and interagency groups.	Mental Health, Health and Safety Manager, R.N.	Documented wellness communications.	\$0.00
Encourage program staff to participate in district wellness activities; increase wellness opportunities.	Mental Health, Health and Safety Manager, R.N.	On-going	\$0.00
Continue social/emotional support by including Second Steps curriculum and district iBelieve Initiative.	Teachers	On-going	Need cost for replacements
Trauma Informed Approach in the classroom.	Social Worker, Mental Health, Health and Safety Manager, R.N.	Pre-Service Training and On-going support throughout the school year.	\$5,000
Hire a Social Worker for our program. Action complete.	Early Childhood Coordinator/Supervisor.	Beginning of School Year	\$60,000
Include Head Start staff in district initiatives for mental health and safety.	Leadership/Management Team (E.C. Coord./Superv., Ed/Disab. Mgr., ERSEA/Family Serv. Mgr., Fiscal Mgr.)	On-going	\$2,000
Continue to conduct screenings of the health and safety environment at each site. Continue to monitor health and safety checks by teachers and site coordinators. Each classroom will have a first aid kit readily accessible. All staff with regular child contact will maintain CPR and First Aid Certification. All staff will be trained in How to Report Child Abuse and Neglect.	Health Manager MCS D Building Inspector All Staff	45 days; ongoing Within 3 months of hire	\$0.00
Active supervision plans are created and signed by staff Training on active supervision will occur annually.	Teachers Ed Manager	First Quarter and updated as needed	\$0.00
“Harden Exteriors” and “Soften-Interiors”: Increase safety on our campuses and find a balance where visitors and volunteers feel welcomed, but we protect our schools/sites.	Executive Leadership Team, Principals, E.C. Coord./Superv., Ed./Disab		

Staff and students will receive education from school officials regarding emergency preparedness procedures.	Mgr. Building Administration and Mental Health, Health and Safety Manager, R.N.		
Maintain accurate sign in and sign out logs to ensure proper release of children. Children must be accompanied by a qualified adult during drop off and dismissal.	Teachers	Logs	\$0.00

Objective No. 2:

Our program will include a Multi-tiered System of Support (MTSS) Pre K Contract with interventions for students demonstrating an area of need or concern. Referrals, interventions, and services for parents/student evaluation will be processed and monitored according to State/Local and Federal Guidelines; referrals to outside agencies will be monitored monthly.

Expected Outcome(s):

To have services rendered in a timely manner.

Expected Challenge(s):

Due to the high cost of living in the Florida Keys and the geographical challenges, positions for professionals in specialized services are often vacant for extended periods of time.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Teachers will follow the MCSD protocol regarding implementation of MTSS strategies with parent input and interventions for students demonstrating concerns or an area of need.	Education Manager Social Worker Health Manager	Ongoing	\$0.00
Ensure all required parties are trained on MTSS process and appropriate intervention strategies.	Education/Disability Manager Social Worker Health Manager		

Continue referral process timelines will be documented to include date received, consent dates, expected due dates, and any additional follow up or required dates.	Mental Health Manager Education Manage	Tracking Form for Referrals	
Continue to collaborate with staff and mental health professional(s) to facilitate mental health referrals for students and families	Teachers Site Coordinators Health, Mental Health and Safety Manager, R.N.	On-going	\$0.00

Goal #2 (Governance/Public Relations):

As a program, we will ensure positive relationships with teachers, staff, families, and stakeholders to improve climate and culture through internal and external communication.

Objective No. 1:

Increase and document Head Start participation district-wide. (Year one will be a baseline data year and years 2-5 data will be quantified for monitoring).

Expected Outcome(s):

The community and district employees will have a greater understanding of the Head Start Program.

Expected Challenge(s):

Re-educating staff and stakeholders due to high turnover rates.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Continue two way communication model between policy council and parent center; policy council not only receives information, but also brings information from parent center.	Early Childhood Coordinator/Supervisor, Policy Council Chair	Monthly minutes from Policy Council and Monroe County School Board Meetings	\$0.00
Ensure transparency with monthly updates to the board, which include, but are not limited to fiscal, enrollment, meals, annual report, self-assessment, grant application, and other reports/workshops.	Early childhood Coordinator/Supervisor, Monroe County School Board Members	Monthly minutes from Policy Council and Monroe County School Board Meetings	\$0.00
Continue to involve stakeholders in planning process and self-assessment as well as interagency groups.	Leadership/Management Team	Self-Assessment Nov.-Feb. and other on-going documentation.	\$0.00

<p>Parents will be encouraged to participate in their child's education through family engagement activities and volunteering.</p> <p>Training will be provided to parents wishing to volunteer on a regular basis.</p>	<p>Instructional Teams, Site Coordinators Education Manager</p>	<p>Activity Information In-Kind Calendars & Letters to Parents</p> <p>Annually or by request</p>	<p>\$0.00</p>
<p>Increase and document Head Start participation in district school events.</p>	<p>Staff give documentation to their Supervisors, which are comprised of Leadership/Management Team</p>	<p>On-going</p>	<p>\$0.00</p>
<p>Increase parent communication by documenting the following information being sent home: teacher letters, newsletters, flyers/event invites and post program-wide parent communication on webpage.</p> <ul style="list-style-type: none"> o Special attention will be given to ensuring monthly curriculum documentation as to the themes and activities occurring in the classroom. 	<p>Webmaster maintain documentation.</p> <p>E.C. Coord./Superv., & ERSEA Family Mgr. monitors.</p> <p>Education/Disabilities Manager</p>	<p>On-going</p>	<p>\$0.00</p>
<p>Create recruitment efforts in the middle and upper keys as evidenced by annual events.</p>	<p>ERSEA/Family Service Manager Site Coordinator Event/Fair Liaison</p>	<p>Sept. KW, Marathon, Key Largo</p>	<p>\$0.00</p>

Objective No. 2:

Collaborate and inform interagency groups (such as Healthy Start, Child Find, and Transition Project) with regard to early intervention and program information as evidenced by participation.

Expected Outcome(s):

Our program as a part of the school district will become more readily recognizable and people will have a better understanding of what we do and how we contribute to our community.

Expected Challenge(s):

Targeting the correct communications and locations may be a challenge, we need to make sure the audience is interested and that the facts and

information shared is appropriate.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Increase participation in Early Steps meetings to discuss student support and transitions to Head Start, VPK, and/or Kindergarten as evidenced by Early Steps meeting invitations or sign in sheets.	Education/Disabilities Manager, Mental Health, Health & Safety Manager, Family Service Manager, Site Coordinators Social Worker	Mid-year and end of the year.	
Collaborate and inform interagency groups (such as Healthy Start, Child Find, and Transition Project) about early intervention and program information as evidenced by participation. Increase contacts and meetings with groups individually as evidenced by sign-in sheets and correspondence.	Education/Disabilities Mgr., ERSEA/Family Mgr., Health, Mental Health & Safety, R.N. Mgr. Site Coordinators Social Worker	Quarterly	
Continue and add (teaching team) to be member of different local agencies boards to foster relationships so that families & staff are respected and served by a network of community agencies in partnership with one another.	Head Start Leadership Team Site Coordinators Teaching Team Parents Social Worker	Aug 2019 - ongoing Agendas Sign in Sheets Meeting Minutes - when available.	

Objective No. 3:

Improve Program Morale as evidenced by documenting targeted improvements.

Expected Outcome(s):

Positive communications and team building to enhance the program.

Expected Challenge(s):

Our program is a part of the Monroe County School District and each school involves Head Start staff differently.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Professional Development for Principals on Head Start standards and program concerns as evidenced by presentation and meetings.	E.C. Coordinator/Supervisor		
Mentor Teachers work with less experienced teachers to enhance their knowledge of the program expectations and learning objectives.	E.C. Coordinator/Supervisor & Education/Disabilities Mgr.	Monthly	\$1500 stipend
Staff and Site Coordinators will work together to keep abreast of appropriate school-wide activities.	Site Coordinators Teachers	ongoing	

Objective No. 4:

During 5-year continuation cycle apply to become an accredited program of Excellence with Head Start.

Expected Outcome(s):

To be in the process of becoming accredited by the National Head Start Centers for Excellence.

Expected Challenge(s):

Our program is a part of the Monroe County School District and each school involves Head Start staff differently.

Goal #3 (Accountable Resource Management):

The program will responsibly manage funds and continually ensure fiscal transparency, while supporting effective programing.

Objective No. 1:

Maintain accurate and timely fiscal information and make accurate projections; share these with Policy Council, leadership, and the public as by fiscal reporting.

Expected Outcome(s):

To provide effective use of financial resources to ensure an organized approach to managing the grant and meeting school readiness goals through following: laws, regulations, and grant regulations, fiscal systems, personnel management, and cost allocation principles.

Expected Challenge(s):

Better utilization of grant funds without overspending; leadership, Policy Council, Board, and the public aware of our fiscal status.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Support teacher retention and program efficacy by increasing staff salaries by as evidenced by new salary schedule. <ul style="list-style-type: none"> When replacing “grandfathered,” Budget Manager and/or Family Service Manager require a degree in field and provide a slot on the salary schedule for implementation. Hire a Social Worker and mimic Head Start salary after district position for social worker. 	E.C. Coordinator/Supervisor & Education/Disabilities Mgr.	2019-2020 school year or earlier.	\$250,000.00
CUS software to maintain proper fiscal management: <ul style="list-style-type: none"> Check actual postings against expected amounts and resolve any differences. Process transactions promptly. Manage pending transactions. Project fiscal status by staying aware of program changes, upcoming purchases, staffing needs, obsolete equipment and supplies, etc. 	Budget Manager	On-going	
Offer input at leadership meetings and as issues arise. <ul style="list-style-type: none"> Review expenses posted to Head Start grant. 	Budget Manager	On-going	
Ensure that program needs are addressed in budget. <ul style="list-style-type: none"> Be aware of upcoming changes that may affect the budget. 	Budget Manager	On-going	
Review policies and procedures, as well as federal regulations. <ul style="list-style-type: none"> Maintain reporting schedule and keep detailed backup information for reports. 	Budget Manager	On-going	
Participate in leadership, staff, and Policy Council meetings.	Budget Manager	On-going	

<ul style="list-style-type: none"> ● Explain fiscal policies to leadership and staff as needed. 			
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Goal #4 (Professional Growth/Education):

As a program we will adopt research based appropriate practices as related to ‘school readiness’ in: classrooms, workshops, training, professional development, and other areas.

Objective No. 1:

Continue to train instructional staff in the use of the state adopted curriculum, monitoring tools, and the Head Start Early Learning Outcomes Framework. Offer families opportunities to participate in curriculum training and encourage input into lessons and activities as well as offer families parenting curriculum workshops as measured by offerings and participation.

Expected Outcome(s):

Continually improve program practices and knowledge of instructional staff. Families will be knowledgeable of the curriculum and inner workings of the classroom and will be more comfortable with curriculum engagement.

Expected Challenge(s):

Continual training due to staff turnover. Low numbers of parents attending the parent curriculum workshops due to time constraints.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Train or review the Head Start Early Learning Outcomes Framework with instructional staff and school staff. Continue training all instructional staff in Creative Curriculum and the Teaching Strategies Gold monitoring tool.	Education Disabilities Mgr.,	Pre Service Training ongoing	

Invite parents to participate in trainings and encourage input in curriculum selection and implementation.	Teachers Site Coordinators Education Manager	Policy Council Meetings Trainings/workshops Home visits and/or Parent Conferences	
Increase participation of parent curriculum.	Family Service Mgr.and Site Coordinators. Social Worker		

Objective No. 2:

Update technology and retrofit as necessary; results documented through district collaboration/support and purchases.

Expected Outcome(s):

Devices will be age appropriate and applications will be research based, interactive, and uniform throughout the program.

Expected Challenge(s):

Reconfiguring all iPads and meeting the needs/requests of the teachers.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Continue to collect all iPads and reconfigure with research based, appropriate applications.	Education Manager	Summer/Fall 2019 - Completed	\$0.00
Waterford Early Learning will be implemented in the classroom for approximately 15 minutes per day. Teachers will be provided training and ongoing support.	Ed. Manager Teachers	2019-2020 school year	\$1000
Teachers will use technology interactively to enhance instruction in the classroom and not exceed appropriate screen time as recommended by the American Association of Pediatrics.	Teachers	Ongoing	\$0.00

Objective No. 3:

Teachers in our program will continue to use home visits and parent conferences to share and receive information and data as it pertains to students.

Expected Outcome(s):

Teachers and parents will foster better relationships, parents will have a clear understanding of their child’s progress throughout the year.

Expected Challenge(s):

Accommodating a common parent time and parents not available.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Teachers will work to complete the Ages and Stages (Developmental and Social Emotional) questionnaire within the first 45 days. Parent input and teacher feedback will be discussed during home visits and/or parent conferences. Teachers will complete 2 home visits and 2 parent conferences and document the meetings on the appropriate forms. A final log will be submitted to the Education Manager.	Teachers Education Manager	45 Days	\$500

Objective No. 4:

Teachers will meet the National Average in each domain of the CLASS Observation and continue to strive to meet any additional National Averages as set forth annually by the Office of Head Start.

Expected Outcome(s):

Teachers will participate in training and professional development in CLASS and take part in individualized tiered coaching.

Expected Challenge(s):

Training teachers due to staff turnover.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Provide opportunities for teachers to participate in Making the Class Based Coaching Training (formerly Most of Classroom Interventions (MMCI) training).	E.C. Coord./Superv. Education Mgr. Certified Observers Coaches	April -June 2019 (postponed due to Covid 19 closures)	
Classrooms will be observed three times per year by CLASS Certified observers. CLASS scores will be used to determine individualized coaching needs for teachers. Coaching will be provided based on a tiered approach.	E.C. Coord./Superv. Education Mgr. Certified Observers Coaches	Baseline, Midyear, End of Year Individualized coaching as determined by Tier. (high average range – 1 coaching session; average range – 1 intensive coaching session; low average range – 2 or more intensive coaching sessions.	\$10,000

Objective No. 5:

Create Professional Learning Communities to enhance all service areas at a minimum of twice a school year.

Expected Outcome(s):

Research based best practices will be discussed and studied in all service areas.

Expected Challenge(s):

Participation may be voluntary and not have a high rate of involvement initially.

Action/Strategy	Person(s) Responsible	Timeline, Data Points and/or Monitoring	Financial Supports
Pick unit of study related to “Mindfulness and Trauma-Informed Approach” to share and discuss.	Family Service Manager and Social Worker	Once a year, over the period of 3-4 month book study.	\$500