

PROGRAM PLANNING POLICY

Umatilla-Morrow County Head Start, Inc. (UMCHS) has established organizational systems which promote integrity, efficiency, and internal control. A management system that provides for proper planning and implementation of program design is essential to the overall success of this organization.

Program options which have been selected by this grantee will be carefully reviewed on an annual basis. All options chosen will be based on the findings of the community assessment. The management team, policy council, and board of directors will actively participate in this evaluation and planning process.

I. COMMUNITY ASSESSMENT

- A. The strengths, needs and resources of the various communities will be evaluated, reviewed, and documented on an annual basis (to be completed no later than January 15). This documentation will be kept on file in report form for a minimum of three years.
- B. Data for the community assessment will be gathered throughout the year under the supervision of the Associate Director of Operations. Pertinent information will be gathered from local resources which will include, but not be limited to, Census Data, Department of Human Resources, State of Oregon Employment Division, East-Central Oregon Labor Trends, Services to Children and Families, Public Schools, Community Focus Groups, Community Surveys, and agency statistics. The data will be compiled by the Associate Director and the Operations Directors. A current copy of this report shall accompany the grant application every three years (the first year of the three year cycle).
- C. The Community Assessment will be up-dated annually using a parent and community survey, community meetings, and data collected from local, state and federal resources.
- D. Analysis of the Community Assessment will give recommendations for program development within the agency service area, program options, and areas of need.
- E. The Community Assessment Committee will include representatives from staff, Board of Directors, Policy Council, and community members.

II. POLICY COUNCIL ORIENTATION

- A. At the first Parent Center Day in September of each program year, parents will receive information about Policy Council. One representative and one alternate will be elected from their center.
- B. Policy Council Orientation will occur in September/October. The first Policy Council meeting will be in October and officers will be elected. Training will occur at each Policy Council meeting. Every other month, Policy Council meetings will begin with a Literacy topic.
- C. During the Policy Council orientation, each member will be given a Policy Council Handbook and the following topics will be covered:
 - 1. Organizational Chart
 - 2. Roles and responsibilities of the Grantee and the Policy Council
 - 3. Performance Standards
 - 4. Written Plan

5. Self Assessment Process
6. Grant Application
7. Parent Funds
8. Oregon Head Start Association
9. Group Process
10. Parliamentary Procedure
11. Grievance Policy
12. Child Abuse/ Neglect Policy

III. BOARD OF DIRECTORS ORIENTATION

- A. All new members of the Board of Directors will be given a Handbook upon their election to the Board.
- B. A Board of Directors Training Plan will be developed. At each Board meeting throughout the year training will be provided on various programs and functions of the agency. Annually a Literacy topic will be part of the training plan.
- C. In September/October of each year the Board of Directors will be invited to attend the Policy Council Orientation.

IV. SELF-ASSESSMENT OF: PROGRAM OPERATIONS/WRITTEN PLANS

The Annual Self-Assessment will begin in December and be completed by February.

- A. All persons participating in the annual self-assessment will receive training in the process and become knowledgeable of all performance standards and the guidance specifically relating to the component being assessed.
 1. Training for Policy Council will occur at the November Policy Council meeting.
 2. Training for teams will occur in December by area by Content Area Director.
- B. Self-Assessment Teams will be formed for the following areas. The Head Start Monitoring Tool will be utilized for Head Start. The Team Leader will be the Content Area Director.
 1. Program Design and Management
 2. Fiscal Management
 3. Education and Early Childhood Development/Disabilities
 4. Child Health and Developmental Services
 5. Family and Community Partnerships
 6. Transportation
 7. Facilities, Materials, & Equipment
 8. Healthy Start
 9. Cultural Sensitivity
- C. Teams will verify compliance by:
 1. review of the work plan and policies and procedures;
 2. observation of classrooms and home visits;
 3. reading of sample records relating to the activities;
 4. interviews of various staff, parents, community members, and boards utilizing PRISM interview formats;
 5. telephone interviews of parents

- D. Each team will submit their findings to the Associate Director of Administrative Services who will prepare a single composite self-assessment report. This report will be reviewed and approved by the Policy Council and Board of Directors, The Healthy Start self assessment will be reviewed by the Health Advisory Committee. This approval includes both the work plans and program operations. This report will be submitted to the Regional Office, ODE, and OCCF with an improvement plan for any areas identified by the self assessment.
- E. Every three years a Head Start/EHS program audit led by a Review Team Leader will occur to validate the results of the self-assessment.
- F. A Head Start/EHS Grantee Quality Improvement Plan developed by component team members will be sent to the Region X Project Officer no later than one year following the completion of the audit. A letter stating the program's full compliance with all Performance Standards will then be sent to the Program Representative by the end of the program year.

IV. OUTCOME MEASURES

- A. Outcomes for individual children will be based on the assessment of the child's current development utilizing a variety of measures (i.e. observation, work sampling, Portage Birth to Six).

At the end of each program year family growth in the areas assessed by the UMCHS family assessment will be charted on a bar graph to show a lower score or risk level.
- B. Outcome measure information will be aggregated program wide in the Fall (November 15), Winter (January 15), and Spring (April 15). This data will be utilized to track growth of children's development across the eight domains.
- C. Outcome measure information will be utilized throughout the year for planning purposes – at strategic planning time for the development of three year goals and activities to improve children's developmental progress; at budget time for the purpose of purchasing supplies/equipment necessary to improve activities in the classrooms; and for building the training plan based on the needs of education staff.
- D. Outcome measure information will be shared with both the Policy Council and the Board of Directors throughout the year in order for them to see the progress children are making.

V. GRANT APPLICATION

- A. The three year grant application process includes the development of goals and objectives. These goals and objectives are planned on a three year schedule. Goals and objectives are developed and planned from community and agency data (outcome measures and other data) as well as staff, boards and Policy Council survey, at strategic planning time.

Goals committees' membership includes representatives from all staff, Policy Council, Board of Directors and administration. Goals and objectives are reviewed by Policy Council and the Board of Directors.

The timetable for development and revision of goals is as follows:

Strategic Planning and Goal Development Retreat:

1. Schedule 2-day retreat in July for separate committees to meet and outline objectives and activities for the year.
 2. The major contact person or team leader of the committee will be the content area director or manager
 3. The committee team leader will get written objectives out to all members one week after the meeting.
 4. The committee team leader will be responsible for assessing the process of the objectives and making sure that deadlines are being met.
 5. The Board and Policy Council will review the strategic plan as least twice per year.
 6. Schedule time (45 minutes) for up-date from individual committees as needed at Staff meetings.
- B. The Budget Committee (representatives from Policy Council, Board of Directors, Staff Development Committee, Executive Director, Education/Disabilities Director, and Fiscal staff) will meet in January and February to develop the Early Head Start/Head Start/OPP budget and other agency budgets and the program narrative for the next program year. The updated Community Assessment will be used as the rationale for program design.

The Grant Application and Budget Committee report will insure that the program maintains the level of fiscal support necessary to adequately serve children with disabilities. Program funds will be budgeted to pay for services which include special education and related services that the local provider of Early Childhood Special Education/Early Intervention cannot provide.

The Budget Committee will insure that the program maintains the level of fiscal support necessary to meet the non federal share requirements for Head Start/EHS and Healthy Start. Additional resources for funding will be identified in the budget narrative and tracked monthly on financial reports. Examples of additional funding may include grants from foundations; donations from local service clubs; local intra agency parent education/support groups; community parent education/training that is open to UMCHS programs; local UCCF grants; and other community contributions from businesses such as WalMart, Safeway, ConAgra, Umatilla Electric, etc.

The Grant Application and Budget Committee report will be presented at the Policy Council Meeting in February for final approval. After approval the application will be submitted to the Board of Directors. The signed original application (signed by the Board Chairperson) and two copies will be sent to the Region X Grants Management Officer, one copy to the Oregon Department of Education and one copy retained by the agency.

- C. In addition, information gathered will be utilized to complete budget program narratives for:
1. *WIC
 2. *Child Care Resource & Referral
 3. *USDA
 4. *Family Support & Connections
 5. *Healthy Start
 6. CASA

The Board of Directors has delegated authority to sign these grant applications to the Executive Director.

VI. REVISION

- A. In April, work will begin on Program Revision. Items for Revisions are gathered from data and input from Self-Assessment, Component Meetings, Policy Council, Community

Focus Groups, Outcome Measures, new rules and regulations, etc.

- B. Revision includes: Work Plans, Three-Year goals, Program forms, Staff Development plan, Job descriptions, Career Ladders, Training Plans, Evaluation Tools, and annual calendar dates.
- C. Content Area Directors are responsible for revision to written plans, program forms and policies and procedures.

VII. PROGRAM ANNUAL REPORT

UMCHS will make available an Annual Report which will include such information as: Public and private funds received by source; budgetary expenditures and proposed budget; total number of children and families served including average monthly enrollment; percent of eligible children served; percent of enrolled children that received medical and dental exams; information on parent involvement activities; child and family outcomes; the results of the most recent review by the Secretary and the financial audit, and other information as may be required by the Office of Head Start. The annual report will be posted on the UMCHS website.

VIII. MONITORING/COMMUNICATIONS

- A. Program Component Information reports, utilizing Child Plus will be completed by all Program Directors and Managers each month and submitted to the Executive Director and Associate Directors. From these reports the Associate Directors will complete a monthly report which will be given to all Policy Council and Board members monthly. **Board** information will include the following:

MONTHLY FINANCIAL STATEMENTS INCLUDING CREDIT CARD EXPENDITURES

HEAD START/OPP/EARLY HEAD START

1. Enrollment
2. Waiting Lists
3. Policy Council, Board, and Staff meetings dates and times
4. Trainings/Workshops
5. In-Kind
6. Attendance
7. Parent Volunteers
8. Child Abuse Reports
9. Health/Dental/Immunization Information
10. Nutrition Assessments
11. Training

WIC

1. Caseload
2. High Risk Clients
3. Training

USDA

1. Monitors
2. Number of meals served in Centers and amount of revenue

CCR&R

1. Database numbers
2. Referrals and Consultations

HEALTHY START

1. Family Unit Enrollment by Community
2. Individual Family Advocate Caseload
3. Family Unit Enrollment Year to Date
4. Parent Support Groups/Parent Education Offered by Community and Attendance.
5. Race/Ethnicity/Primary Language/Age of Participants

In addition, program supervisors and the program manager will monitor all data collection on a monthly basis and ensure that all reports into the OCCF website (MOTT system) are accurate and up to date.

Follow up on data collection and accuracy will be part of weekly FSW supervision meetings and monthly Supervisor supervision meetings with the program manager.

CASA

1. Number of Volunteers
2. Number of Children needing a CASA Volunteer

FAMILY SUPPORT & CONNECTIONS

1. Number of referrals from Self Sufficiency
2. Number of referrals year to date
3. Number of Families served by community
4. Number of referrals year to date
5. Flexible spending amount and type offered to families

Policy Council Information will include the following:

1. Monthly Financial Statements and credit card expenditures
2. Current Enrollment
3. Waiting Lists
4. Policy Council and Staff meetings dates and times
5. Trainings/Workshops
6. In-Kind
7. Attendance
8. Parent Volunteers
9. Nutrition Assessments
10. USDA Information
11. Plans of Assistance

12. New Staff hiring
13. Health/Dental Information
14. Mental Health Observations
15. Family Development
16. Child Abuse/Neglect Information

In addition both the Governing Board and the Policy Council shall each receive information on: Financial Audit; Annual Self Assessment, including any findings; strategic planning; community assessment; and PIR

B. Child Tracking System

1. Child and Family data will be collected and entered into the computer database, Child Plus, OCCF Online Application System (Healthy Start), TWIST, (WIC), and NACCRRRA ware (CCR&R). Recordkeeping must be kept accurate and timely regarding children and families and to ensure confidentiality all files kept by Healthy Start/Healthy Families and Education staff at Centers will be stored in locked file cabinets.
2. Head Start/EHS waiting lists will be entered into Child Plus. In order to separate low income at 100% of poverty, low income at 130% of poverty and over income additional points will be assigned:
 1. 100% of poverty – 200 points
 2. 130% of poverty – 100 points
 3. Over income – 0 points

C. State, Regional and National correspondence will be shared at staff in-service, Policy Council meetings and Board of Directors meetings. Other information available to Policy Council and Board at meetings will include:

1. Monthly budget statements
2. Policies, guidelines and other communication
3. Program planning timetable
4. Program plans and policies and procedures
5. Outcome Measures

D. Opportunities will be given at all staff meetings for the sharing of information from funding sources and other centers. Staff memos, as needed, will be sent to all staff concerning:

1. Internal staff position openings
2. Committee meetings
3. Staff calendar/training dates
4. Updates on policies and procedures, federal and state regulation, and other information

Board and Policy Council will be invited to attend staff meetings and joint committees will have the participation of staff, Board and Policy Council. (See Shared Decision making Policy and Procedure)

E. The Executive Director will facilitate the following staff information meetings for increased communication flow:

1. Focus Groups - one non-supervisory representative from each center who meet four times per year.
 2. "Questions to Cathy" can be sent anonymously via email and answered by the Executive Director. Both question and answer are posted on the UMCHS website for all to view.
 3. Leadership Staff Meetings - program directors who meet every Tuesday morning
 4. Management Meetings - meet four times per year. Team Leaders will join management meetings at the beginning and end of year.
- F. Center teams meet monthly and Team Leaders meet monthly with their Operations Director.
- G. Staff Development Association
- All staff will be members of the staff association. A meeting will be held at each staff meetings and facilitated by an elected Chairperson. Reports from each staff development committee, goals committee and a report each program will be presented.
- A smaller Staff Development Committee will meet on a regular basis to plan for staff meetings and provide feedback or input for revisions to agency policy.
- H. Communication with families is carried out on a regular basis on home visits, conferences, newsletter, notes, letters, center meetings, and by phone. Every attempt will be made to communicate in the parent's primary or preferred language. All written materials will be translated, interpreters will be made available, and every attempt will be made to hire bilingual staff.
- I. Communication with Governing Boards will be provided during regularly scheduled meetings: program planning time tables, communications from the Head Start Bureau and Oregon Department of Education, outcome measures and program and financial reports. Other major information for approval such as grant applications and policy revisions will be shared at appropriate times. In addition monthly "notes" from the Executive Director will be sent to all Board members.