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## INTRODUCTION

Strategic long range planning is a process that guides the direction of an organization. Specifically it defines an institution's philosophy, mission, vision, values, goals and tasks. A Strategic Long Range Plan (SLRP) is the outcome of this process. At Kids Central, the Strategic Long Range Plan serves as a roadmap to guide the delivery of programs and services, and to address community needs within our organizational resources. With approval of the Board of Directors and the Parent Policy Council, this plan is set for implementation over the next five years. Therefore, the purpose of this document is to communicate to the Kids Central community a reference point for comprehensive long range planning. We recognize that the document is a changeable tool that allows us to alter it for the maximum benefit to Kids Central, Inc. A yearly audit of the plan will be completed by the Board of Directors and the Policy Council. The plan contains five sections:

- \* Part I - Planning at Kids Central
- \* Part II - Mission, Vision and Values
- \* Part III - Strengths, Weaknesses, Opportunities and Threats
- \* Part IV - Organizational Directions Goals and Tasks
- \* Part V - Use of the Plan.

The Board of Directors, Policy Council and Executive Director wishes to thank the following staff members for their assistance in developing this version of the "Plan".

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### PLANNING AT KIDS CENTRAL: Part 1

The first section identifies the planning context, history and process. Four core values have been identified and are being integrated into all aspects of Kids Central operations. The values are referenced at the conclusion of this first section and have become a reference point for all aspects of the planning process.

Head Start in our area has seen many changes over the past twenty-eight years. Our organization has grown to serve children in Wise County, Dickenson County and the City of Norton, Virginia. Our roots stretch back to a time when Head Start was only eleven years old. This year Head Start will turn forty.

Between the years 1998 and 2003 our organization went through some changing times. Our staff grew from eighty members to over one-hundred members. We increased the number of children we were serving and we acquired new facilities to house our operations. We added the Early Head Start Program and the After School

Program in Big Stone Gap. Along with this growth came some inherent problems. We had staffing issues, proprietary issues and management problems. The staff held tight and we came through the hard times all the while delivering top rated services to children.

The Board of Directors has taken a long hard look at our program and concluded that change was necessary. The organization needed a new image and a re-direction of purpose. In October 2003 an executive management change was implemented. The Board of Directors needed a new vision and new leadership to reach their goals. A change was made in May of 2004 when a new executive director was hired to offer experience and leadership to the organization.

Unfortunately, prior to the new management arriving, planning efforts became disjointed and portions of the organization began to make plans independent from one another. The requirements of Head Start and Early Head Start, classroom space deficiencies, shifting enrollment, turnover in staff and changing relationships with the corporate community have forced the organization to examine its programs, services and methods of operation. Changes needed to be addressed with effective integration of planning with budgeting and operations. This is the reason for this edition of the "Plan".

### History of the Plan

In the fall of 1997, while recognizing a long history of planning at the organization, the Board of Directors approved a planning policy that called for the establishment of a comprehensive strategic plan for Board and PC approval. This need was supported by the community assessment report conducted by staff. The result was an identified need for integration of all levels of planning and better communication to the organizations Head Start community of the organizational goals and their accomplishments (outcomes). In 2004, with the dedicated presidential leadership of Mr. Donald Baker, there came a call for the development of a planning process and a comprehensive plan that would examine the direction, progress and needs of the organization. Aware that a number of elements of a comprehensive plan were already in place (e.g., Head Start priorities, agency goals, organizational plans, a technology plan and space study), President Baker charged the staff to prepare a draft of a comprehensive strategic long-range plan for 2004-2009. The current plan represents the third comprehensive strategic long-range plan approved by the Board of Directors since 1992.

### A Dynamic Plan

In the first few months, the committee, representing all areas of the organization, focused on revision of the philosophy, mission, vision and values statements. In addition, the committee reviewed and approved the organizational priorities as described in the attached administrative proposals presented to the Board of Directors and the Policy Council. Included in the proposals was the stated need for a name change and an image make-over. The name of the agency was changed in June 2004 to Kids Central, Inc. A new logo and color scheme was adopted for the identification of the organization and a new mission, vision and values statement was also adopted. The stated outcomes included a better recognition of the organization, and identifying with the children served by Kids Central, Inc. The newly formed committee, during the months of May and June 2004, focused on modifying the mission statement, setting priorities and completing a SWOT analysis, (Strengths, Weaknesses, Opportunities and Threats). The committee also focused on the planning process.

### THE PLANNING PROCESS

Overall steward of the planning process is the Executive Director of Kids Central. This administrator is responsible for the timeline, coordination, committee consultation and documentation. The annual planning cycle contains seven phases:

## Phase I - Environmental Scanning

The Executive Director will be responsible for coordinating the internal audit and external assessment of the organization's environment. An assessment of the demographics, needs assessments, community input and other studies will be conducted. Kids Central will conduct one major study each year on a three year rotating basis including research on the community, our students and our employees. Findings derived from this assessment will become primary issues that need to be addressed by the Kids Central Board of Directors and the Policy Council during the next planning period. During this phase, the Organizational Strengths, Weaknesses, Opportunities and Threats (SWOT) will be updated. The results of the SWOT analysis update will serve as a context for the revision of the Goals and Tasks inherent in the Strategic Long Range Plan (SLRP).

## Phase II - Review of Foundational Statements

Periodically, the mission, vision, and values statements will be reassessed. When necessary they will be adjusted to reflect new conditions and/or changing needs in the service area.

## Phase III - Goals and Tasks Development

The initial part of this phase will be the establishment of the organizational directions as initiated by the Board of Directors and the Policy Council, reviewed and recommended by the Long Range Planning Committee of the Board of Directors with input from the Executive Director for the coming year. The priorities come from the assessment of accomplishments from the previous years Outcomes Report and from new challenges emerging from the internal audit and external assessment. Every year the goals and tasks will be reviewed and updated as necessary. Tasks specifying the specific focus of the goals will be the responsibility of various committees of the Board of Directors, Policy Council and the Executive Director. These tasks will serve as the basis for prioritized objectives detailed in staff, committee, and department plans.

## Phase IV - Annual Plan Development

Annual plans are prepared by administrators for the area, the Executive Director and at the department planning level. The plans contain objectives that are consistent with the Organizational Core Values, Organizational Direction and the Goals and Tasks for Kids Central, Inc.

## Phase V - Annual Performance

Within the various administrative areas of Kids Central, all participating staff members will report their performance in accomplishing their annual plans and thereby contribute to the implementation of the SLRP.

## Phase VI- Outcomes Report and Program Audit

Two methods will be used to report on the progress of the plan. An Outcomes Report containing the achievements of Kids Central toward implementing the Organizational Goals and other accomplishments for the year and an audit of the plan will be produced. The Outcomes Report and the Plan Audit will go to the Board of Directors and the Parent Policy Council for review.

## Phase VII - Evaluation of SLRP Process

The Strategic Long Range Plan development process will be evaluated annually and adjust, as needed. The Executive Director will produce an audit of the “Plan” with the assistance of the management staff.

#### Annual Planning Cycle for the Development of the Plan

The Board of Directors, Long Range Planning Committee, will review both of the major planning components each year. The LRP Committee will give a comprehensive review of the plan based on information collected and reported by staff and committee members.

#### MISSION, VISION and VALUES: Part 2

The second section presents statements of purpose (mission), direction (vision), and standards (values). These statements serve as the guiding principles for Kids Central.

#### KIDS Central, Inc. Mission Statement

To embrace our children, teach our children and to inspire our children.

#### KIDS Central, Inc. Vision Statement

We envision KIDS Central, Inc. as a leader in providing high quality community-based educational services to meet the needs of our children, families and community.

#### KIDS Central, Inc. Values Statement

Service - We are committed to the highest standards of quality in our programs and operations. We promote courtesy, and dedication in our classrooms and administrative community.

Integrity - We will maintain loyalty to our Mission and the highest standards of ethical and professional character within a supportive work community. We work honorably and justly in all pursuits.

Innovation - We provide leadership in the development of solutions to address problems for children and their families; and encourage creative visionary ideas from our staff, volunteers, and our community.

Respect - We will maintain respect for the worth and dignity of all persons with whom we work and serve.

Diversity - We will maintain employment policies and provide services that promote cultural diversity, inclusion, and that capitalize on the strength of our program, while pursuing our mission.

Stewardship - We will be diligent, responsible stewards of financial and human resources while maintaining resources to address the needs of our constituents.

#### ORGANIZATIONAL CORE VALUES

##### Purpose

Core values are the essential and enduring principles, by which a program bases its operations. Organizations whose mission, vision, values and goals are the foundation of its principles and standards are positioned to provide and create renowned service. The power of this initiative is further seen through the enhanced quality of learning, which occurs within these “values-driven” organizations.

##### Characteristics

- All of our values are the basis for the ongoing achievement of Kids Central's mission and vision.
- These values are intended for use in making decisions and performing in ways that benefit all of our constituencies.
- The key actions listed are the foundation for accomplishing the result for each of our shared core values.
- Our values and their key actions are prioritized to enable the optimal achievement of our organization's mission and vision.

Consistent with our mission and vision, we - the employees and public servants of Kids Central, Inc. - have chosen values that we will work by. These values with supporting results and key actions are as follows:

### 1) INTEGRITY

We will maintain loyalty to our Mission and the highest standards of ethical and professional character within a supportive work community. We work honorably and justly in all pursuits.

- Demonstrate behavior and make decisions which are consistent with the highest ethical standards.
- Be responsible and accountable for your own actions.
- Respect confidentiality.

### 2) RESPECT

We will maintain respect for the worth and dignity of all persons with whom we work and serve.

- Continuously seek to build and maintain positive internal and external relationships.
- Express appreciation and recognize people for their positive efforts and contributions.
- Value and celebrate the uniqueness of individuals.

### 3) SERVICE

We are committed to the highest standards of quality in our programs and operations. We promote courtesy and dedication in our classrooms and in the administrative community.

- Effectively anticipate, identify, and respond to our children's, parents, employees and organizational needs.
- Continually seek learning opportunities for growth & development which improve personal and institutional performance.
- Encourage and empower all to achieve their personal best.
- Be resourceful and fiscally sound.

- Deliver exceptional service which benefits all.

#### 4) INNOVATION

We provide leadership in the development of solutions to address problems for children and their families; and encourage creative visionary ideas from our staff, volunteers, and our community.

- Demonstrate consistent commitment to our mission and vision in order to unite the efforts of all.
- Address issues as they arise and take necessary actions to productively resolve them.
- Openly listen and respond to others with empathy.
- Use positive humor to affirm a healthy and enjoyable work and learning environment.
- Remain willing to try new approaches to problems and to implement new techniques.

#### 5) DIVERSITY

We will maintain employment policies and provide services that promote cultural diversity, inclusion, and that capitalize on the strength of our program, while pursuing our mission.

- Take steps to ensure the diversity needs of Kids Central are met in order for our children to experience a well rounded view of our society.
- Address diversity issues as they arise and take necessary actions to productively resolve them.
- Be mindful that it takes all of us to make a community.

#### 6) STEWARDSHIP

We will be diligent, responsible stewards of financial and human resources while maintaining resources to address the needs of our constituents.

- Exercise fiscal integrity and uphold the highest standards of fiscal management.
- Use the funds we are provided for the intent in which they were granted.
- Be conservative, diligent and mindful of all our dealings with others when using our resources for our children.
- Keep kids the central focus to our every action including dealing with parents, expending funds, hiring staff, talking to the public, and all aspects of our operation.

#### STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (S.W.O.T.): Part 3

Section three of the document contains our SWOT analysis. SWOT, an assessment of our Strengths, Weaknesses, Opportunities and Threats, denotes external and internal factors that must be acknowledged before we can determine specific goals and tasks. These factors are re-examined annually and modified, changed, canceled or added to as needed to meet the evolving needs of Kids Central, Inc.

## STRENGTHS

S-1 Educational programs with clear objectives consistent with the Head Start mission.

S-2 A wide range of quality programs and services for Head Start and Early Head Start.

S-3 Statewide reputation for program excellence.

S-4 Twenty-eight years of proven success in Head Start.

S-5 Strong parent satisfaction with academic programs and instruction.

S-6 Strong community satisfaction with student services and programs.

S-7 Strong support system for students with disabilities.

S-8 Partnerships with social service agencies in the community.

S-9 Partnerships with community organizations and civic clubs.

S-10 Strong financial position.

S-11 Dedicated staff and administrators.

S-12 Demonstrated commitment to professional development.

S-13 Comprehensive shared governance system.

S-14 A dedicated Board of Directors.

S-15 A dedicated and informed Policy Council

## WEAKNESSES

W-1 Communication among all levels in the organization.

W-2 Lack of primary purpose in organizational dealings with parents, staff and community.

W-3 Slow growth in staff, positions were not filled when the need was evident.

W-4 Lack of a comprehensive professional development program for staff.

W-5 Lack of control on employees using non-accredited colleges and universities for advanced studies and degrees.

W-6 Need for more cooperative spirit between administrative leadership and staff .

W-7 Difficulty in finding quality staff in specific areas.

W-8 Lack of comprehensive customer service.

W-9 Vehicles not usable having insurance premiums paid on them.

W-10 Lack of centralized services.

W-11 Surplus items in the way of program and administrative staff.

W-12 Despite procedures in place for new program development, there is a slow response due to lack of facilities and/or resources.

W-13 Some antiquated instructional and support service facilities.

W-14 Need for more effective communication and collaboration among departments and employee groups.

W-15 Lack of a plan to acquire computer equipment.

W-16 Lack of a bus replacement plan.

W-17 Dependent upon numerous organizations to accomplish mission.

W-18 Lack of a vehicle replacement plan.

W-19 Property not being utilized to its full potential.

## OPPORTUNITIES

O-1 Growing number of competing programs seeking educational resources.

O-2 Recruiting children from new sources that qualify for Head Start services.

O-3 Training grants available from ACF.

O-4 Ability to market new program with all new signage, logos, colors and direction.

O-5 The rising unemployment rate could lead to increasing enrollment patterns.

O-6 Community interest in Head Start and Early Head Start programs.

O-7 Using new forms of Information and Technology to manage and promote the agency.

O-8 Partnership possibilities with the business community to develop new programs and services.

O-9 Partnerships with Higher Education institutions in an effort to link services and to establish a training course for future employees.

O-10 Developing a viable alumni association for promotion of Head Start.

O-11 Kids Central, Inc. perceived as sensitive to the needs of children.

O-12 Local community support of Kids Central, Inc. and opportunities to link services and make referrals to other agencies.

O-13 Employees are being provided tuition reimbursement.

O-14 Board members have ties to corporate entities and individuals.

O-15 Grant and private sector funding to support current and future programming and facilities.

O-16 A new focus on marketing strategies leading to the development of a more distinctive image for the Kids Central, Inc. and better recruitment efforts.

O-17 Implementation of a comprehensive strategic marketing plan.

O-18 New marketing strategies and services are being developed and expanded.

O-19 Resources to support facility expansion and improvement.

O-20 Implementation of new policies and procedures, core values and mission statement.

O-21 Channels available to improve relationships among all employee groups.

O-22 Expansion of the Early Head Start Program.

## THREATS

T-1 Area wide emphasis on competition for students creating a negative impact on Kids Central, Inc.

T-2 Competition for students from both public and private educational providers.

T-3 Being placed on the high risk status list of Head Start and working under the pressure that that distinction conveys to the public, staff, parents, and the community.

T-4 Inaccurate community perception of Head Start, particularly among parents of students with children in the Wise County Public School System.

T-5 Competition for diverse job candidates.

T-6 Acceleration of costs over which the Kids Central, Inc. has limited control.

T-7 Revenue severely restricted by enrollment in program being cut.

T-8 Decline of federal funding as a percentage of budget due to funded enrollment being cut by Head Start.

T-9 Cost to upgrade and maintain technology infrastructure.

T-10 Negative impact of the events leading to a change of administration in the organization.

T-11 The skills of some employees do not match the needs of Kids Central, Inc. in some areas.

T-12 Negative media coverage regarding agency.

T-13 Blurring the line between Board of Directors and Policy Council roles.

T-14 Changes in state and federal regulations that affect program, business and management standards.

T-15 Failure to operate Kids Central, Inc. as an integrated whole.

T-16 Division of staff.

## ORGANIZATIONAL DIRECTIONS

### GOALS AND TASKS: Part 4

The fourth section identifies Kids Central's organizational directions that guide our goal development. The fourth section also fosters discussion of programming, service provision, management issues, ethical issues, and philosophies, in the support of the resulting initiatives. Organizational directions also enhance the climate and communication of the organization through the implementation of the core values, recruitment initiatives, relationship building, integration of new employees, the management of organizational change, and review of the shared governance system. We are directed by our commitment to our mission to continue integration and evaluation of a comprehensive strategic enrollment plan that addresses student recruitment, programs, retention, and areas of service initiatives. As a result of the outcome of our efforts in organizational directions, we expect to continue development of a school readiness - learning centered program with staff, teaching systems, as well as facilities that optimize learning, safety, access, and effective service delivery for all of Kids Central constituents. The organization will strive to integrate existing and new relationships with external constituents as evidenced through increased public support, funding, programming, and partnerships. We will continue to develop and expand technological resources to enhance the service delivery system of Kids Central and to enhance the image of Kids Central to the public.

The Goals and Tasks identify the organizational goals and tasks. It should be emphasized that goals and tasks are Kids Central-wide and may be addressed by multiple areas of the Plan. Goals are broad statements of expected outcomes that will likely continue over the five-year planning period.

## ORGANIZATIONAL GOALS

### Goal 1: Teaching and Learning

Effectively review and evaluate Kid Central's overall efforts to ensure that the scope of offerings and methods of delivery are effective.

#### Task 1.1

Develop criteria for the shared services component of our Early Head Start and Head Start Program. Re-visit the issue of the blended service option in the classroom.

## Task 1.2

Assess the curriculum (courses and programs) using proven assessment and review processes and make appropriate additions, deletions and modifications.

## Task 1.3

Expand appropriate instructional technology into the curriculum with particular emphasis on the development and delivery of Web-based instruction.

## Task 1.4

Expand the infusion of multicultural and diversity learning across the curriculum.

## Task 1.5

Provide development, facility, and fiscal support for innovative and interactive instruction.

## Task 1.6

Evaluate current programs and develop new programs in response to changing community needs.

## Task. 1.7

Expand learning by making resources available for the classroom and home based teachers.

## Task 1.8

Provide staff development through courses and workshops that expand skills in teaching.

## Goal 2: Program Vitality

Effectively evaluate and manage programs, services and technical resources to ensure awareness of local needs, enhance our overall mission, and support the requirements of Head Start and Early Head Start.

### Task 2.1

Assess and evaluate the technological needs of the program.

### Task 2.2

Provide support in the use of technology for instructional delivery and administrative support.

### Task 2.3

Develop and promote resources that support the Early Head Start and Head Start curriculums.

### Task 2.4

Develop a resource center for parents in the main office.

### Task 2.5

Acquire and replace organizational capital equipment (buses, cars, facilities, etc.) in support of the program by

implementing a replacement plan.

#### Task 2.6

Continue to offer programs and services to parents at various times, locations, and using methods that respond to individual parents needs. Offering GED instruction, employment training and other needed services at our locations and through our partners.

#### Task 2.7

Assess the technology needs of the organization and take appropriate action to ensure its impact and currency to support the needs of the program, administrators, and staff.

#### Task 2.8

Use the PRISM assessment tool to improve our overall program.

#### Task 2.9

Implement a process of program and service review to ensure our organization stays in touch with the needs of our children, parents, and community.

#### Task 2.10

Continue to improve and enhance a base of stated outcomes for the program which can be tracked at the local level. Ensure the readiness of Head Start children for the public schools.

#### Task 2.11

Continue to focus on the quality of the program and the satisfaction of parents and children, which will ensure the retention of our children in our Head Start program.

### Goal 3: Organizational Life

Continue to build a community by providing programs and services that improves the whole organization and promote participation and a sense of belonging in our social service and educational environments.

#### Task 3.1

Offer opportunities for children and parents to be successful.

#### Task 3.2

Provide leadership development opportunities, which afford experience in life planning, goal achievement, and citizenship.

#### Task 3.3

Offer events to enrich the educational, social, and bonding experience between our children, our parents, our staff, and our community.

#### Task 3.4

Support student success by designing programs, activities, and events that promote health, education, safety, social skills, and wellness.

#### Task 3.5

Develop policies and procedures that create a safe and healthy environment for our children and employees.

#### Task 3.6

Continue to promote open classrooms and parent involvement.

#### Goal 4: Resource Development

Solicit and develop comprehensive resources to support Kids Central, Inc.

#### Task 4.1

Seek public and private sector funding to support organizational initiatives.

#### Task 4.2

Develop and implement marketing and solicitation strategies.

#### Task 4.3

Update and implement an appropriate policies and procedures for the acceptance and use of grants, gifts, and investments.

#### Task 4.4

Develop and implement an annual resource development plan.

#### Task 4.5

Develop a sustaining campaign that will raise funds in support of our organization from a variety of supporters and fund bases.

#### Task 4.6

Increase the fundraising capacity of the Board of Directors by creating events, activities, programs, and other venues of acquiring capital assets, property, money, stocks, and other forms of revenue for Kids Central, Inc.

(These venues would include, but not be limited to, Endowments, Sustaining Membership Campaign, Annual Appeals, Balls and Galas, Barbecues, Golf Tournaments, etc.)

## Goal 5: Fiscal Management

Effectively plan and manage our financial resources by updating our current policies and procedures and implementing clear financial systems that incorporate regulatory requirements.

### Task 5.1

Produce audits with unqualified opinions each year.

### Task 5.2

Maintain financial stability.

### Task 5.3

Implement a Quality Assurance policy.

### Task 5.4

Stay current on any new reporting requirements of ACF.

### Task 5.5

Improve budgeting for all areas of our operations including our classrooms, maintenance, mechanical, administration, and all other areas.

### Task 5.6

Manage assets and grants offering quality in any sales, rentals, or purchase of services to others by Kids Central. Ensure that any auxiliary activity of Kids Central will be in the best interest of the children we serve.

## Goal 6: Recruitment and Retention

Develop and implement systems and programs to successfully recruit and retain children for the Head Start and Early Head Start programs.

### Task 6.1

Emphasize areas of strengths and increase name recognition through advertisements and public service announcements that have clear descriptions of our program. Make sure that our name and service mark are in the public eye. Place literature in high traffic locations and rely on our partners and supporters to help us with program recognition. When people think of Kids Central, it should provoke positive reactions. This positive spin will help with the retention of children in our Head Start program.

### Task 6.2

Promote Kids Central in a positive manner so that Kids Central becomes more prevalent in the minds of our targeted audiences and creates a feeling of attachment to our program.

### Task 6.3

Collaborate in the development and implementation of retention oriented strategies and programs.

### Task 6.4

Continue to develop new and improve current intervention systems for at-risk students. Become pro-active in helping our children succeed.

### Task 6.5

Continue to refine the marketing and communication plans and more specifically address prospective interests and needs for first time Head Start participants.

### Task 6.6

Continue to refine and implement recruitment and retention strategies for diverse and/or under-represented populations including those with special needs

### Task 6.7

Aggressively promote the strengths of the Early Head Start and Head Start Programs at Kids Central, Inc.

### Task 6.8

Recruit and retain three-year-old children.

### Task 6.9

Retain children in Head Start until able to attend Kindergarten.

### Task 6.10

Deliver support services to parents establishing a bond between them and Kids Central ensuring a positive relationship exists between both parties to aid in student retention.

### Task 6.11

Develop a comprehensive marketing plan for parents to avail themselves of our programs and services

### Task 6.12

Stronger development of Web content and features specific to this audience, with features that drive prospects to calls to action, events, and other enrollment opportunities.

### Task 6.13

Ensure the transition of Early Head Start children to Head Start at age three (3).

## Goal 7: Facilities

Ensure appropriate facilities to meet the instructional and non-instructional needs of our organization.

### Task 7.1

Continue and improve the monitoring process that identifies and corrects unsafe spaces.

### Task 7.2

Retrofit spaces (Head Start and Early Head Start classrooms, conference rooms, and meeting spaces) with video, audio, and computing technology to augment and enhance service delivery for children, parents, staff, and the community.

### Task 7.3

Retrofit facilities to protect technology investment via keyless access and video surveillance.

### Task 7.4

Pursue the implementation of ADA guidelines in regard to all our facilities.

### Task 7.5

Maintain a high standard of cleanliness that makes Kids Central a pleasant place to work and learn.

### Task 7.6

Assess all major components of facilities management and implement a computerized maintenance management system.

### Task 7.7

Submit appropriate and fundable projects to Head Start Regional Office to ensure our facilities are maintained in good order and are safe for our children.

### Task 7.8

Address space shortage through reallocation planning.

### Task 7.9

Optimize the use of facilities.

### Task 7.10

Develop student friendly facilities.

## Goal 8: Technology

Support and enhance technology to meet the educational and administrative needs of Kids Central, Inc.

Task 8.1

Provide training programs, management information systems, and decision support tools to facilitate organizational development.

Task 8.2

Continue to utilize and enhance the technology base of Kids Central.

Task 8.3

Assess the needs of the organization and business practices to establish the requirements of using technology in the workplace.

Task 8.4

Annually review and revise the Technology Plan working in conjunction with appropriate committees, work groups, and departments involved with its implementation.

Task 8.5

Evaluate emerging technologies to ensure that Kids Central's network, computing and software resources are upgraded and maintained in a continual process.

Task 8.6

Remain abreast of "state-of-the-art" technological changes and pursue a select number of "cutting edge" initiatives.

Task 8.7

Ensure Kids Central's Web presence, both internal and external, is continually enhanced to provide self-service applications.

Task 8.8

Maintain and upgrade current investment in technology.

Task 8.9

Develop and incorporate plans to utilize technology in all areas of Kids Central operations.

Goal 9: Employee Enhancement

Ensure employee recruitment, development, and retention through appropriate processes.

Task 9.1

Develop policies and procedures that create a safe and healthy environment for employees.

Task 9.2

Provide opportunities for employee development and training in order to maintain required standard skill levels.

### Task 9.3

Initiate and promote employee training and development strategies to support organizational directions and customer service.

### Task 9.4

Develop technological solutions, as appropriate, for Human Resources Initiatives.

### Task 9.5

Enhance diversity and multicultural awareness among all employees to ensure a “welcoming” environment for Kids Central’s constituents.

### Task 9.6

Develop, fund, and maintain an employee development program that includes tuition reimbursement, employee assistance programs, and recognition events.

### Task 9.7

Recognize the contributions of employees through effective internal communication strategies such as in the newsletter and on our web-site.

### Task 9.8

Develop and execute an inclusive plan to recruit, select, and retain qualified employees.

## Goal 10: Organizational Leadership

Foster effective leadership and decision-making by integrating shared governance, strategic planning, and evaluation.

### Task 10.1

Implement the Bridge Agreement for Shared Governance of the Head Start and Early Head Start program.

### Task 10.2

Continue to implement and evaluate the shared governance system, focusing on communication, flow of information, and decision making within Kids Central, Inc.

### Task 10.3

Seek assistance from volunteers and staff for developing and completing a Strategic Long Range Plan and Outcomes Report.

### Task 10.4

Advance the administrators’ and supervisory employees’ skill levels in teamwork, collaborative decision-making, performance coaching, and the administration of employee performance appraisals.

### Task 10.5

Provide research, evaluation, assessment, and data analysis support to staff engaged in classroom or course-based student outcomes assessment.

#### Task 10.6

Design and enhance strategies to improve accuracy and timely delivery of reports to external agencies.

#### Task 10.7

Develop a comprehensive budget process that links strategic planning and the budgeting process.

#### Goal 11: Community Alliances

Develop and nurture relationships with educational, business, and public sector partners to benefit Kids Central and the community.

#### Task 11.1

Identify, establish and evaluate beneficial community partnerships for the Kids Central.

#### Task 11.2

Establish a strong support base with public officials.

#### Task 11.3

Strengthen our overall image with the community through effective communication, marketing, and involvement.

#### Task 11.4

Institute and promote the development of the Head Start Alumni Program.

#### Goal 12: Kids Central Image

Build awareness and promote the reputation of Kids Central and Head Start through quality public relations and positive marketing techniques.

#### Task 12.1

Refine and execute a Kids Central Communication and Marketing Plan.

#### Task 12.2

Establish a proactive, strategic, and systematic approach to working with media.

#### Task 12.3

Develop and implement a proactive crisis communication plan.

#### Task 12.4

Develop proactive media relations, campaigns consistent with, and in support of, building Kids Central's image by highlighting its outstanding people, programs, and services.

#### Task 12.5

Through collaboration across Wise and Dickenson Counties, enhance communications that foster success and organizational goal attainment.

#### Goal 13: Diversity

Create an organizational climate that is supportive of cultural differences and respectful of all constituents.

#### Task 13.1

Develop and implement initiatives that respond to the goals of the organization.

#### Task 13.2

Develop and implement recruitment and retention strategies for under-represented populations including the disabled.

#### Task 13.3

Continue addressing issues of accessibility, inclusion, and awareness for all underrepresented populations.

#### Task 13.4

Expand multicultural learning through diversity education programming and activities.

### Use of the Plan

The strategic plan is connected to our budget and on-going annual operations of Kids Central, Inc. Financial management, facilities, Head Start and Early Head Start curriculum, educational delivery methods, services to children, and other key operations reference the SLRP. Staff will develop one-year objectives and strategies that are tied to the goals of the SLRP. These objectives will be reviewed periodically and are assessed in the annual administrative evaluation process and used as the basis of the employee review process of Kids Central, Inc.