



# Program Management and Quality Improvement

FY 24/25

FOR PROGRAM YEAR 25/26

## Strategic Planning and Self-Assessment

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UPPER CUMBERLAND HUMAN RESOURCE AGENCY

Grant# 04CH10011

## **Funding Year: 2025**

During the strategic planning, Self-Assessment goals were developed to inspire and drive the program to achieve the success of implementing the overall objectives of providing quality services to children, families, and the community. The strategic planning system enhances and builds upon the Self-Assessment. The following assemblages were involved:

- Education Supervisor/Assistant Mentor Coach
- Family/Community Partnership Specialist
- Health/Disability Services Specialist
- Director
- Grantee Finance Staff
- Governing Board
- Policy Council/Parents

During a year-long process, an extensive amount of effort has been implemented in monitoring the program, collecting data, and analyzing the results to design the goals within the self-assessment utilizing the following systems:

- Community Assessment
- Child Outcomes
- Family Outcomes
- Most Recent Tri-Annual Federal Review
- Self-Assessment/Analyzed Program/Services Data Collection
- State Quality Child Care Program
- NAEYC Accreditation Process
- Trends from the Parent Intake
- PIR data
- Fidelity Tool Checklist

A structured approach was implemented in collecting data from all the instruments used in monitoring the systems. Indicators are noted and analyzed to determine objectives allowing the goals to be assembled from organized, collaborative information. Through the combination of the Governing Board, Grantee, Policy Council, and Head Start Staff, a collective conclusion was reached in determining the overall goals prioritized to enhance the continuation of high-quality services to children and families. Plans were designed to enable programs to develop and implement a systematic, ongoing process consistent with Head Start philosophy and be reflective of overall indicators.

To accomplish and maintain the plans, goals, and objectives, a mission, vision, and values statement must be developed in order to allow all bodies concerned a usable purpose to set the ideology of the overall objectives of the program.

- **Vision Statement** To enhance positive transformation for our children, families, staff, and community through partnerships that allow for the entire group to benefit from each other for a thriving society for future growth and generations to succeed.
- **Mission Statement** Foster individual development for children, families, and staff to sustain positive transitions into the future.
- **Value Statement** Impossible dreams; **Hand in Hand, Together We Can.**

Data is collected throughout the 2024- 2025 school term to be implemented in the 2025-2026 school term to include findings from the previous school term that were not included in the previous Strategic plan/Self Assessment that was determined at year-end while collecting data for analysis. As always, you can request and receive a copy of this report or visit our website at: [www.ucvbheadstart.org](http://www.ucvbheadstart.org) and locate it under "Governing Bodies". We continually strive to improve our program and this is evident in our Strategic Plan. The compiled goals should be attainable as designated by the timelines-Short Term/ Long Term. The established program objectives include activities and documentation that support, governing regulations, including Head Start Performance Standards, 2007 Head Start Act, and State Child Care Licensing.

### **Self-Assessment Narrative**

In cohesive agreement with Head Start Performance Standard 1302.102 and 641A of the Head Start Act and the Region IV Office of the Administration for Children and Families, the following Self-Assessment Plan is submitted for the continued progression of improvement of the Program to maintain a high level of quality services provided to children and families.

### **Self-Assessment Preparation and Process**

The Policy Council and governing body were trained on the purpose of the Self-Assessment. The program aggregates and analyzes data to include child assessment data and professional development and parent and family engagement data. The Governing body and Policy Council are presented with the results of all data collected, identified needs, and quality improvement plans throughout the year.

### **Self-Assessment Objectives**

The objective of the Self-Assessment is to approach quality improvement and program management through a systematic approach. Through the data collection process identify needs, design and implement goals to set the stage for a new year of ongoing monitoring and self-assessment activities to include challenges of the program, to strengthen current practices, and enable staff to better achieve the goal of providing high-quality service to children and families.

### **Plan and Process**

The program will form a self-assessment team utilizing program director, service delivery managers and input from the governing body, policy council and parents. Each service area is carefully examined and the outcome is analyzed. These findings and /or recommendations identify areas that need improvement and are incorporated into program goals setting the stage for Training/Technical Assistance Plans and budget justifications. A Quality Improvement Plan is developed to improve the areas identified. Although the program continually seeks ways to improve program service delivery and

program design and management, the accountability of the self-assessment process allows for an unbiased view of program operations through exploration of systemic issues and challenges. Findings and/or recommendations will be monitored for completion throughout the year.

### **Effectiveness and Challenges**

#### **Effectiveness:**

- High quality services
- Community partners
- Staff dedication
- Maintain high standards of safety

#### **Program Challenges**

- Size/topography of service delivery area
- Accessibility to obtain local vendors/resources
- Accessibility to quality staff due to location and population
- Location of center in proximity of major population area
- Lack of Early Head Start

### **Service Delivery Area: ERSEA 1 of 1**

**Goal:** Upper Cumberland Human Resource Agency Head Start (UCHRA) will ensure Eligibility, Recruitment, Selection, Enrollment, and Attendance systems are in place to enroll the neediest families in a timely manner and maintain full enrollment and waitlist throughout the program year.

<b>Desired Outcome:</b> All efforts are made to maintain enrollment.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Provide families with approved extended absences with the opportunity to attend classes virtually.	Head Start Staff	July 2026	Virtual Learning Form, document in Creative curriculum online GOLD program		Staff time	
Provide monthly program incentives anytime 90% or greater ADA is achieved.	Head Start Staff	May 2026	Social Media Acknowledgement		Program funds when available	
Raise community awareness about the significance of early childhood education and regular attendance, collaborating with local organizations, schools, and services to create a culture that supports full participation. Using visual prompts	Head Start Staff	August 2025	Social Media		Staff time	

**Service Delivery Area: Education and Child Development Program Services 1 of 1**

<b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) will deliver high-quality early education and child development services to meet the expectations across the domain to improve the child's readiness for kindergarten.						
<b>Desired Outcome:</b> Teachers will implement strategies in the classroom to increase children's knowledge of how their actions affect others.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Implement educational activities from the positive behavior prompts toolkit to promote a proactive approach.	Ed. Supervisor	Aug 2025	Lesson Plans	Completed July 22, 2025	\$300.00 Discovery Source When funds are available	

Utilize neurodivergent scripted stories to promote children's recognition of their own behavioral accountability and how it affects others.	Ed. Supervisor	Dec 2025	Lesson Plans		Discovery Source When funding is available	
Strengthen the partnership between families and the program by regularly sharing progress, providing resources, and encouraging family involvement in learning activities, creating a consistent support system between home and school.	Ed. Supervisor	Nov 2025	Teaching Strategies Family Resources		Staff Time	

### Service Delivery Area: Health Program Services 1 of 1

<b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) staff will support mental health services for children, families, and staff to ensure a supportive and comprehensive work/education environment.						
<b>Desired Outcome:</b> Strengthen the program workforce and quality of services to ensure the positive mental health of children, families, and staff.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Offer confidential counseling services and mental health resources for staff and families.	HDSS	2025	Sign In/Agenda		HDSS/Mental Health Consultant	
Establish a wellness committee composed of staff and parents to regularly assess and enhance the wellness program.	Director/HDSS Staff	December 2025	Meeting Minutes		HDSS/Mental Health Consultant	
Launch wellness programs that include regular fitness classes, mental health workshops, and stress management resources for staff.	HDSS/ All Staff	December 2026	Sign In/Meeting Minutes		Allocated Program Dollars for Contracted Mental Health	



					provider	
Create and implement wellness surveys to track effectiveness of wellness programs.	HDSS/ FCPS	June 2026	Meeting Minutes		Staff Time	
Support staff attendance at relevant conferences and webinars on staff wellness and stress management.	HDSS/ Education Supervisor	October 2027	Partnership/ Certification		Staff Time/ Program Dollars when available	
Implement flexible work arrangements such as adjusted schedules, where feasible.	HDSS/ Education Supervisor	December 2030	Policies and Procedures		Staff Time	

#### Service Delivery Area: Safety Practices 1 of 1

<b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) will implement a system of health and safety practices that ensure children are kept safe at all times.						
<b>Desired Outcome:</b> Develop and maintain a “ <i>culture of safety</i> ” in which all staff are engaged stakeholders and to strengthen the program workforce.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Establish a safety team composed of staff and parents to report safety concerns, sharing ideas for improvement, and actively participating in safety discussions and decision-making.	Director/HDSS	Aug 2025	Meeting Minutes		Staff Time	
Implement a routine system for conducting safety audits and	Director	Aug 2027	Checklist/Work Orders		Staff Time	

assessments to identify potential hazards, evaluate the effectiveness of safety protocols, and make necessary improvements to maintain a safe environment.						
Acknowledge and celebrate safety milestones, such as successful safety drills or improvements in safety practices, to reinforce the importance of safety and motivate staff, children, and families to continue prioritizing it.	Director/HDSS	Aug 2027	Social Media		Staff Time/Program Dollars when available	
Designate safety champions or leaders within the program who are responsible for guiding, monitoring, and supporting safety initiatives, ensuring that safety is consistently prioritized across all activities and interactions.	Director/HDSS/ Ed Sup	Aug 2027	Acknowledgment Certificate		Program dollars when available	

#### Service Delivery Area: Family/Community Engagement Program Services 1 of 1

<b>Goal:</b> UCHRA Head Start staff will increase family engagement by providing activities based on the Family's interests and needs that will lead to positive outcomes for the child and family.						
<b>Desired Outcome:</b> Parents/Families will access resources and systems of support that meet family needs and goals. Relationships will be developed that are helpful in supporting the goals they have established for themselves/their children.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Empower families to advocate for their children's rights and needs within the educational system, by attending advocacy training.	FCPS	Dec 2025	Meeting Minutes		LEA/IDEA	

Continuously assess the effectiveness of engagement strategies by gathering feedback from families and making necessary adjustments to improve the impact of the program.	FCPS	June 2026	Surveys		Staff Time	
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#### Service Delivery Area: Human Resource Management 1 of 1

<b>Goal:</b> Prioritize the mental, emotional, and physical health of our team. Retain qualified staff to strengthen our program's workforce while enhancing services to the children and families we serve.						
<b>Desired Outcome:</b> Improve the well-being of our educators and support staff to enhance the education, care and learning experiences of the children and families in our programs.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Education staff that do not hold at a minimum an Associates Degree in Early Childhood or equivalent will obtain and/or maintain a CDA. New hire education staff will pursue through an accelerated process and apply for their CDA certificate within 1 year of the hire date acquiring knowledge to foster positive teacher-child interactions.	Education Supervisor	Within 2 years of hire/ Ongoing	Degrees and certifications		Council of Child Development and Local Colleges, TECTA, NHSA, Prosolutions	
Establish internship and apprenticeship programs, collaborate on curriculum development, and create a recruitment strategy focused on early career professionals.	Director	December 2025	Partnership forms		Staff Time	
Implement an applicant tracking system, refine job descriptions, and	Director	December 2026	Certificate of Completion/Policies		Staff Time	

standardize interview processes.			and procedures			
Create a structured onboarding program, offer mentorship opportunities, and provide access to continuous training and certification programs.	Director/Edu. Supervisor	August 2027	Policies and procedures		Staff Time	
Highlight success stories, showcase the program's impact on the community, and promote a positive work culture through testimonials and online content.	Director/Edu. Supervisor/HDS S	December 2028	Newsletters, social media		Staff Time	
Partner with local community organizations, colleges, and universities; utilize social media and local media channels; and attend job fairs and community events.	Director	June 2030	Partnerships		Staff Time	

### Program Management and Quality Improvement Systems 1 of 1

<b>Goal:</b> The UCHRA Head Start program will provide management and a process of ongoing monitoring and continuous improvement for achieving program goals.						
<b>Desired Outcome:</b> Ensure child safety, education and delivery of effective high-quality program services.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Implement staff survey to obtain comprehensive feedback	Director/FCPS/HDSS/Ed Sup	Dec 2025	Surveys		Staff Time	
Provide ongoing training, mentorship, and performance evaluations for staff	Director/FCPS/HDSS/Ed Sup	July 2026	Professional Development		Staff Time	

to ensure they are equipped with the skills, knowledge, and resources necessary to deliver high-quality services and engage with children and families effectively.			Tracking Form			
Implement opportunities for classroom teachers and teacher aides to visit other Head Start programs.	Director/ Edu. Supervisor	December 2026	PBC Observation form		When program dollars are available	

### Financial and Administrative Requirements 1 of 1

<b>Goal:</b> UCHRA Head Start will participate in the development of sound management practices, including financial management.						
<b>Desired Outcome:</b> Ensure strong fiscal controls are implemented that meet financial requirements and are in compliance with laws and regulations.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Include Grantee Director of Finance and finance staff in fiscal training opportunities.	Director/ Grantee Finance Director	July 2025/Ongoing	Training Agendas and Invoices		Local, State, National Training, TA, Communication with Regional Office	
Offer regular training for program administrators and staff on financial best practices, budget management, and compliance to improve understanding of financial responsibilities and ensure sound decision-making at all levels of the program.	Director	Dec 2025	Training Agendas and Invoices		Local, State, National Training, TA, Communication with Regional Office	

Offer resources and workshops that educate families about managing finances, accessing financial aid, and budgeting for early childhood education to empower them in making informed financial decisions for their children's care and learning.	FCPS	Dec 2026	Training Agendas and Invoices		Local, State, National Training, TA, Communication with Regional Office	
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**Service Delivery Area: Program Goals/Outcome that support the program's mission to serve children families and the community 1 of 2**

<b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) Head Start will advocate for and provide high-quality educational and mental health services that are respectful and responsive through strengths-based and family-centered approaches to parents/children.						
<b>Desired Outcome:</b> To build resilience for parent and child promoting staff and family growth through positive relationships.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Train staff to improve teaching practices in the preschool classroom.	Director/ Assistant Director	Aug 2025	Training Logs		Preschool Specialization Program	
Strengthen family involvement by offering programs and resources that empower parents and caregivers to actively participate in their children's learning, growth, and well-being, creating a supportive home environment.	Ed Sup	June 2026	Sign In Forms/ In Kind		Staff Time	
Provide services and support that help families enhance their overall well-being, including parenting resources, financial literacy	Director/ FCPS	Dec 2026	Sign In Forms/ In Kind		When Program Dollars are available	

programs, mental health support, and career development opportunities.						
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**Service Delivery Area: Program Goals/Outcome that support the program's mission to serve children families and the community 2 of 2**

<b>Goal: The</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) program will ensure all staff, consultants, and contractors have sufficient knowledge, training, experience, and competencies to fulfill the roles and duties of their position. gaining new knowledge, skills, and abilities, along with experience and competencies that relate to one's profession, job responsibilities, or work environment.						
<b>Desired Outcome:</b> High-quality early education and child development services promoting children's growth for later success in school. Increased emotional well-being of the classroom due to the reduction of challenging behaviors. Progress toward achieving school readiness goals.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Implement "Frame their Learning" kit for the classroom to improve CLASS scores.	Ed. Sup	June 2026	Training Logs		\$800.00 Program dollars when available	
Implement 2nd edition CLASS observation to increase CLASS outcomes.	Ed Sup	Dec. 2026	Training Log, CLASS observation forms		Teachstone	
Utilize Tennessee Center for Learning, Education and Employment to complete CLASS observations.	Director/ Ed. Sup	Dec 2025	CLASS observation forms/ Partnerships		\$500 pre observation	