



Program Management and Quality Improvement

FY 25/26

FOR PROGRAM YEAR 26/27

Strategic Planning and Self-Assessment

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UPPER CUMBERLAND HUMAN RESOURCE AGENCY

Grant# 04CH10011

Funding Year: 2026

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 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.

Desired Outcome: All efforts are made to maintain enrollment.						
Action Steps	Staff Responsibility	Timeline for Completion	Documentation	Status of Completion	Resources	Report to PC/BOD
Train 100% of Head Start families about the importance of attendance and the effects of not maintaining at least a 90% attendance goal.	FCPS	Aug 2026	Attendance records		Staff Time	
Train staff to ensure correct implementation of data in the new online version of ChildPlus.	Director/FCPS	Aug 2027	File Review Documentation		Staff Time	
Partner with families to understand and address transportation, housing, and employment challenges that impact attendance. Provide resources to families to address these challenges and increase improved attendance.	FCPS	Aug 2028	Follow up documentation Child Plus Data System		Staff Time	

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

Goal: 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.						
Desired Outcome: 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
Ensure 100% of classrooms implement the approved curriculum with fidelity by conducting semi-annually fidelity checklists and providing feedback.	Ed Sup	Oct 2027	Checklist		Staff Time	

Lead quarterly data meetings with teachers to analyze child assessment results (e.g., Teaching Strategies GOLD) and plan targeted instruction based on data.	Ed Sup	May 2027	Staff Meeting Minutes		Staff Time	
Establish bi-monthly reflective team meetings accessing classroom videos for professional development to increase teacher/child interactions.	Ed Sup	Dec 2027	Staff Meeting Minutes		Classroom Videos	
Review current research and Head Start updates semi-annually, sharing key learnings with the education team.	Director/Ed Sup	Aug 2028	Meeting Minutes		Staff Time	
Implement Skills on a String in the classroom to empower teaching staff with the confidence and language to handle any discipline situation.	Director/Ed Sup	Aug 2028	Purchase receipts Conscious Discipline		Program Dollars \$300.00	

Service Delivery Area: Health Program Services 1 of 1

Goal: 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.						
Desired Outcome: 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
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	

Build connections with LEA from neighboring counties to increase service for children with disabilities.	HDSS	Aug 2027	Partnerships		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	
Provide health and nutrition education to at least 75% of enrolled families through workshops, newsletters, or home visits.	HDSS/ FCPS	November 2028	Training Sign In Sheets		Staff Time	
Implement flexible work arrangements such as adjusted schedules, where feasible.	HDSS/ Education Supervisor	December 2030	Policies and Procedures		Staff Time	
Strengthen relationships with at least three community health or mental health organizations to expand services for families.	HDSS/ Mental Health Specialist	January 2030	Partnerships		Staff Time	

Service Delivery Area: Safety Practices 1 of 1

Goal: 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.						
Desired Outcome: 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
Head Start will equip 100% of parents with the knowledge of choosing,	Director	Aug 2028	Checklist/Work Orders		Staff Time	

installing and using correct car seats while transporting children to and from school and home.						
Implement a routine system for conducting safety audits and assessments to identify potential hazards, evaluate the effectiveness of safety protocols, and make necessary improvements to maintain a safe environment.	Director	Aug 2027	Checklist/Work Orders		Staff Time	
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	
Reduce staff and child accident/incident reports by 15% through preventive safety training and environmental improvements.	Director/HDSS/ Ed Sup	July 2028	Training Logs		Staff Time	
100% of all staff will receive annual professional development on safety, trauma-informed practices, and child/family mental health.	Director/HDSS/ Ed Sup	Aug 2028	Training Logs		Staff Time	

85% of staff will demonstrate improvement in knowledge and application as measured by post-training assessments and coaching evaluations.	Director/HDSS/ Safety Coordinator	Dec 2028	Training Logs/Checklist		Staff Time	
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Service Delivery Area: Family/Community Engagement Program Services 1 of 1

Goal: 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.						
Desired Outcome: 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
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	
Establish new partnerships with community resources to increase families knowledge of advocating for their child.	FCPS	June 2027	Surveys		Staff Time	
Head Staff staff will train 100% of parents on knowledge concerning IDEA and 504 regulations to ensure success for their child throughout their educational experience.	Director/MHS	June 2027	Training Sign In Sheets		Staff Time	

80% of families will report progress toward at least one self-identified goal for themselves or their children, facilitated through program services and referrals.	HDSS/FCPS/MHS	Dec 2027	# and % of families receiving referrals, follow up completion rates		Staff Time	
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Service Delivery Area: Human Resource Management 1 of 1

Goal: 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.						
Desired Outcome: 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
Increase opportunities for staff to relieve stress by implementing a mental health specialist staff to support behaviors in the classroom.	Director	August 2026	Orientation logs		Program dollars when available	
Implement an applicant tracking system, refine job descriptions, and standardize interview processes.	Director	December 2026	Certificate of Completion/Policies and procedures		Staff Time	
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	Director/Edu. Supervisor/HDS S	December 2028	Newsletters, social media		Staff Time	

content.						
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	
All teaching and support staff will participate in bi-monthly reflective supervision or coaching sessions to improve emotional resilience and professional practice.	Director/Edu Supervisor/MHS	Dec 2030	Staff Meeting Minutes		Staff Time	

Program Management and Quality Improvement Systems 1 of 1

Goal: The UCHRA Head Start program will provide management and a process of ongoing monitoring and continuous improvement for achieving program goals.						
Desired Outcome: 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 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	
Improve air quality in the center by replacing inefficient heat/air units	Director	August 2027	Invoices		When program dollars are available	
Attend quarterly agency department meetings to provide additional resource opportunities for families and staff.	Director/Edu Sup	Dec 2028	Meeting Calendar		Staff Time	

Repave the bike track in the outdoor gross motor play area to ensure the safety of children during gross motor activities.	Director	August 2029	Invoices		When program dollars are available	
Implement fencing around center borders to increase the safety of children entering and exiting the program.	Director	July 2030	Invoices		When program dollars are available	

Financial and Administrative Requirements 1 of 1

Goal: UCHRA Head Start will participate in the development of sound management practices, including financial management.						
Desired Outcome: 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
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	
Provide two fiscal literacy workshops for non-finance managers to strengthen understanding of budget management and allowable costs.	Director	March 2027	Training Agenda		Local, State, National Training, TA, Communication with Regional Office	

100% of finance and program staff will receive training in federal, state, and local financial regulations, procurement procedures, and fiscal reporting requirements.	Director	July 2028	Training Agenda		Local, State, National Training, TA, Communication with Regional Office	
Deputy Director/Community Services Director, Finance Director and Head Start Director will meet quarterly to monitor spending trends, track variances and make proactive adjustments to ensure alignment with program goals and regulatory requirements.	Director	Aug 2028	Meeting Schedule Calendar		Staff Time	

Service Delivery Area: Program Goals/Outcome that support the program's mission to serve children families and the community 1 of 2

Goal: 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.						
Desired Outcome: 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
Provide services and support that help families enhance their overall well-being, including parenting resources, financial literacy programs, mental health support, and career development opportunities.	Director/FCPS	Dec 2026	Sign In Forms/ In Kind		When Program Dollars are available	

100% of classrooms will implement strategies that support children's emotional resilience, social skills, and self-regulation, contributing to improved behavior and engagement.	Edu Supervisor/ MHS	July 2027	Conscious Discipline		Staff Time	
Use data to identify social emotional trends for families, guide interventions, and monitor mental health progressions.	HDSS/ MHS	Aug 2027	Health Documentation		Staff Time	
100% of all parents are trained on strategies to support positive behavior and learning at home and school by sharing CLASS aligned strategies with families to support learning and behavior.	Edu Supervisor/ MHS	Dec 2028	Teaching Strategies Documentation		Staff Time	
80% of families will demonstrate improved parent-child interactions and resilience skills through structured support and coaching through parent workshops and home visits focused on emotional regulation, coping skills, and positive parenting practices	Edu Supervisor/ MHS	Aug 2029	Parent/Teacher Conference Documentation		Staff Time	

Service Delivery Area: Program Goals/Outcome that support the program's mission to serve children families and the community 2 of 2

Goal: The 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.

Desired Outcome: 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 2nd edition CLASS observation to increase CLASS outcomes.	Ed Sup	Dec. 2026	Training Log, CLASS observation forms		Teachstone	
100% of teaching staff will receive professional development and coaching that supports evidence-based instructional strategies, classroom management, and social-emotional learning, leading to improved classroom quality and child outcomes.	Director/Ed Sup	July 2027	Training Logs		Teachstone	
Strengthen staff capacity to prevent and respond to challenging behaviors using positive guidance strategies.	Director/Edu Sup/MHS	Dec 2028	Staff Meeting Minutes		Staff Time	
Strengthen coaching models to support continuous improvement in classroom practice.	Director/Edu Sup	Dec 2028	CLASS Scores		Staff Time	
60% of children will make measurable progress toward age-appropriate school readiness goals in literacy, math, language, and social-emotional development.	Director/Edu Sup	Dec 2028	Family engagement and home learning, growth in child outcomes from entry to exit		Child Outcomes	