



Luzerne County Head Start, Inc.
Strategic Plan 2011-2013

**Head Start is an
investment, a
commitment, and
a promise.**



**Serving children from birth to kindergarten, their families, and
pregnant women throughout Luzerne and Wyoming Counties**

INTRODUCTION

On behalf of the Board of Directors, Parent Policy Council, and staff of Luzerne County Head Start, we are pleased to share our 2011-2013 Strategic Plan with the community. The Plan outlines our goals for the next three years. They reflect our commitment to maintaining the highest quality of services for the children and families in Luzerne and Wyoming Counties. As you read through this document, you will see that our priorities focus on expanding our role in the community, assuring that services address the individual needs of each child, maximizing the effectiveness of our resources, maintaining up-to-date management systems, creating a cohesive, seamless delivery of services from prenatal to school age, and fostering a corporate culture that engages all staff members.

VISION

All children growing and thriving in a supportive, nurturing environment of parents, family, neighborhood, and community where they and their families have options and opportunities for optimal growth, development, and learning

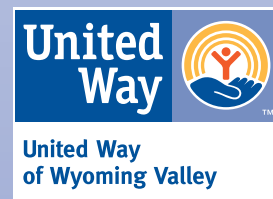
MISSION

As proven leaders in early childhood education and family development, Luzerne County Head Start, Inc. is dedicated to enhancing the quality of life for low-income children and their families in Luzerne and Wyoming Counties. Our knowledgeable and caring staff accomplishes our mission by:

- providing early care and education for pregnant women and children birth to five, emphasizing healthy outcomes and school readiness;
- promoting family self-sufficiency; and
- partnering with individuals, school districts, and our community.



EARLY HEAD START



PROMOTING SCHOOL READINESS

The goal of Head Start is to promote school readiness among children at risk. We are committed to doing our part to help all children build the foundation necessary to be ready to learn by partnering with their families, communities, and schools.

LUZERNE COUNTY HEAD START'S SCHOOL READINESS GOALS FOR CHILDREN

LANGUAGE/LITERACY - Children ready for school recognize and write their names, incorporate new vocabulary words into their speaking, follow 2 to 3 step directions, recite simple rhymes, identify several letters and their sounds, and comprehend and respond to stories read to them.

SOCIAL STUDIES/SCIENCE - Children ready for school use all five senses to observe, classify, and collect information, discuss observations, discoveries, and changes, and understand family members' roles and relationships.

PHYSICAL DEVELOPMENT/HEALTH - Children ready for school grip and use pencils, crayons, and scissors appropriately, dress and meet toileting needs independently, and skip, jump, and hop.

ARTS - Children ready for school use a variety of art materials, participate in group music experiences, and participate in creative movement, drama, and dance.

SOCIAL/EMOTIONAL - Children ready for school follow rules and routines, play cooperatively with peers, show empathy and caring for others, persist in tasks, and separate from parent/family without being upset.

MATHEMATICS - Children ready for school count 10 objects, recognize and copy simple patterns, understand and use positional words such as above, below, and beside, sort objects by color, size, and shape, and identify and name simple shapes.

The Luzerne County Head Start School Readiness Goals were developed with input from the Head Start Parent Policy Council, Head Start and Pre-K Counts Teachers, Kindergarten Teachers, School Principals, and Head Start Administrators.



PROGRAMS

Luzerne County Head Start provides a comprehensive range of programs for children from birth to school age, their families, and pregnant women. Services and activities are funded through the support of a variety of sources including federal and state, school district, United Way, and community groups, organizations, and individuals.

PRESCHOOL HEAD START - Federal and state funded center-based school readiness program for 3 and 4 year old children

EARLY HEAD START - Full-year, home-visiting, family-focused program for pregnant women and children from birth to age 3

FAMILY PROGRAMS - Parenting education and support, literacy, GED, counseling, and employment coaching

“JUMP START” - Summer program funded by the United Way of Wyoming Valley for children who would benefit from an early, intensive pre-entry to the preschool program

HEAD START-CHILD CARE PARTNERSHIP - Full year program incorporating Head Start school readiness activities into child care settings to meet the needs of low income, working families

DISABILITIES SERVICES - Prevention, early diagnosis, and on-going treatment provided in integrated classrooms by Head Start and Early Intervention Program staff

DUAL LANGUAGE LEARNERS - Helping children learning English as their second language to develop listening and speaking skills in preparation for kindergarten

PRE-K COUNTS - State-funded prekindergarten classrooms



CORE VALUES

We are committed to:

recognizing that children, families, and staff have roots in many cultures and that by working as a team we can effectively promote respectful, sensitive, and proactive approaches to our **DIVERSITY**;

promoting **LIFE-LONG LEARNING** within supportive learning environments;

NURTURING the cognitive, physical, social, and emotional development of each child;

fostering community **PARTNERSHIPS** to support families and children during and after their Head Start experience;

valuing individuality while recognizing that children and adults develop and prosper within the context of **RELATIONSHIPS**;

empowering families to achieve **SELF-SUFFICIENCY** by identifying their own strengths, needs, and interests, finding solutions and making positive changes;

implementing **SHARED DECISION-MAKING** as a collective responsibility of families, governing bodies, and staff where ideas and opinions are heard and respected;

supporting healthy behaviors that enhance **WELLNESS**.



Luzerne County Head Start, Inc. Strategic Plan 2011-2013

KEY RESULT AREA ... MARKETS

Expanding our role as a community resource

GOAL ... Take a more visible and proactive role as a community leader in early childhood education and family support in Luzerne and Wyoming Counties.

OBJECTIVE ... Increase Luzerne County Head Start staff's community volunteerism/visibility by participation in at least three additional organizations.

OBJECTIVE ... Provide resources for community training on early childhood, health, and other related topics at least three times per year.

OBJECTIVE ... Increase use of Luzerne County Head Start's website as a resource for information on early childhood, health, education, family support, and other areas by at least 50% in annual "hits" from September 1, 2011 to August 31, 2013.

KEY RESULT AREA ... SERVICES

Meeting the dynamic needs of those we serve

GOAL ... Meet the needs of all children and families by providing individualized, culturally relevant services.

OBJECTIVE ... Provide at least three opportunities for staff to increase their understanding of cultural diversity by 50% as measured by pre-and post-training surveys.

OBJECTIVE ... Increase health literacy among enrolled families by 50% as measured on pre- and post-training surveys of families participating in the training.



KEY RESULT AREA ... RESOURCES

Providing and supporting the people, materials, and facilities needed to deliver our services

GOAL ... HUMAN RESOURCES MANAGEMENT... Recruit and retain qualified staff.

OBJECTIVE ... Staff turnover for all direct service positions will not exceed 20% annually.

OBJECTIVE ... Establish formal agreements with two local colleges/universities for recruitment of teaching staff.

OBJECTIVE ... Recruit 20% additional Head Start/Early Head Start parents who are able to fill educational staffing roles (Classroom Substitutes, Assistant Teachers) for center-based programming.

OBJECTIVE ... Enhance the benefits package with at least two additional benefit options to attract and retain employees.

GOAL ... PHYSICAL RESOURCES MANAGEMENT... Secure and maintain child and family friendly facilities that meet or exceed Head Start regulations.

OBJECTIVE ... Open new center in Nanticoke area.

GOAL ... FISCAL MANAGEMENT... Maintain or increase current operating budget levels in order to sustain program operations.

OBJECTIVE ... Increase funding for current operations by at least \$20,000.00



KEY RESULT AREA ... OPERATIONAL SYSTEMS

Maximizing the activities that support the delivery of our services

GOAL ... Improve the information management systems related to children, families, and services.

OBJECTIVE ... Enhance benefits of Management Information Systems capabilities by producing monthly and quarterly data collection and management reports to assist in monitoring, program planning, and decision-making.

KEY RESULT AREA ... MANAGEMENT SYSTEMS

Directing the course in meeting our mission through planning, performance, structural, and management development

GOAL ... Have structures in place that support our integration of Head Start and Early Head Start as a prenatal to age 5 program.

OBJECTIVE ... Finalize written job descriptions and Integrated Service Plans using the agency's established formats.

KEY RESULT AREA ... CORPORATE CULTURE

Acknowledging and fostering the values of teamwork, compassion, and trust which drive our efforts

GOAL ... Formalize, communicate, and engage staff in our corporate culture.

OBJECTIVE ... Complete a written corporate culture management plan that includes an assessment of our culture, its strengths, areas needing improvement, and specific action plans.



HEAD START PRESCHOOL PROGRAM SITES

BACK MOUNTAIN
EDWARDSVILLE
HAZLETON (2)
MEHOOPANY
NANTICOKE
PITTSTON
PLAINS
PLYMOUTH
SHICKSHINNY
TUNKHANNOCK
WILKES-BARRE

EARLY HEAD START SERVICE AREAS

HANOVER AREA SCHOOL DISTRICT
HAZLETON AREA SCHOOL DISTRICT
PITTSTON AREA SCHOOL DISTRICT
WILKES-BARRE AREA SCHOOL DISTRICT
WYOMING AREA SCHOOL DISTRICT
WYOMING VALLEY WEST SCHOOL
DISTRICT
WYOMING COUNTY

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PRE-K COUNTS CLASSROOMS

PITTSTON AREA SCHOOL DISTRICT
WILKES-BARRE AREA SCHOOL DISTRICT
WYOMING VALLEY WEST SCHOOL
DISTRICT

HEAD START-CHILD CARE PARTNERSHIP SITES

Child Development Council of NEPA
Wilkes-Barre (2)
West Pittston

Hildebrandt Learning Center
Wilkes-Barre (2)

ADMINISTRATIVE OFFICES

23 Beekman Street
P.O. Box 540
Wilkes-Barre, PA 18703

PRESCHOOL

570-829-6231
800-551-5829

EARLY HEAD START

570-824-9050

Web Site: www.lchs.hsweb.org

E-mail: lchsinfo@hsweb.org





Luzerne County Head Start, Inc.

where children develop *strong minds,*
healthy bodies, and *lasting friendships*

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