



# **Strategic Plan 2020-2025**

Kentucky Head Start Association

# KHSA Officers

## EXECUTIVE COMMITTEE 2020-2021

- Kristy Lewis, President – Paducah Head Start Preschool
- Rhonda Martin, First Vice President – Bell-Whitley Head Start
- Martina Roe, Second Vice President – Gateway Head Start
- Ericka Casey, Third Vice President – OVEC Head Start
- Tara Neimeister, Secretary – Northern Kentucky Head Start
- James Peters, Treasurer – Northern Kentucky Head Start
- Libby Brown, Public Relations Officer – Lake Cumberland Head Start
- Cindy Graves, Parliamentarian – Murray Head Start





# Strategic Planning

## COMMITTEE & WORKING GROUP

- Carla Brown – Southern Kentucky Head Start
- Cindy Graves – Murray Head Start
- Kristy Lewis – Paducah Head Start Preschool
- Rhonda Martin – Bell-Whitley Head Start
- Alicia Polston – Lake Cumberland Head Start
- Martina Roe – Gateway Head Start
- Sally Shepherd – KY Head Start Collaboration Director



# KHSA Strategic Plan

## BACKGROUND AND PROCESS

- With assistance from Kentucky's Governor's Office of Early Childhood (GOEC) and with financial support from Kentucky's 2019/2020 federal Preschool Development Grant, the Kentucky Head Start Association embarked on a new member-driven strategic planning effort resulting in this five-year plan.
- The process was facilitated by an independent third-party, Stefanie Ashley with the Facilitation Center at Eastern Kentucky University.
- Work began in July 2019 with a Board of Directors retreat creating the outline and expectations for the endeavor. This was followed by several in-person and remote meetings of the Strategic Planning Committee throughout the fall of 2020 and winter of 2021.
- The strategic plan was finalized and adopted by the KHSA Board of Directors on June 8, 2020.

# Vision

Every vulnerable child and their family receive exemplary services using the Head Start model.

# Mission

KHSA champions Head Start programs through a common vision, a united voice, and shared expertise to serve Kentucky's most vulnerable children and their families.





# Core Values

KHSA is a caring, compassionate, member-driven organization that puts the needs of children and families at the center of what we do. To that end:

- We zealously advocate for Head Start and the children and families we serve.
- We embrace the diversity of people, ideas, and models to promote civility and non-partisan solutions.
- We support and work collaboratively with each other, the people we serve and those who make our work possible.
- We adhere to the highest ethical and professional standards in everything we do.
- We promote high-quality services that are consistent, responsive and data-driven.

# Goals: 2020-2025

## Effective and Efficient Structure

- The association will operate under an efficient, consistent and sustainable organizational structure.

## Funding and Resource Support

- The association will continually increase revenue and resources to sustain operations and expand programming and services.

## Member Engagement

- The association will increase member engagement in meetings, sponsored events, and networking and mentoring opportunities.

## Promote the Head Start Brand

- The association will actively promote the Kentucky Head Start Association brand and the value of the Head Start model.





# Objectives & Measures - #1

## EFFECTIVE AND EFFICIENT STRUCTURES

The association will operate under an efficient, consistent and sustainable organizational structure.

### OBJECTIVES:

- 1) Create a diversified membership structure that engages and provides value for a broader audience.
- 2) Create an effective and relevant committee structure that can adapt as needs change.
- 3) Create an effective officer structure.
- 4) Revise Governing Documents (e.g., Bylaws, Financial Guidelines, etc.) to reflect organizational changes.

### MEASURES:

- 1) KHS A will review, and if necessary, amend its Bylaws (elections, officers, nominations, committees, meeting frequency, etc.) with a projected adoption date of no later than Dec. 31, 2020.
- 2) KHS A will review, and if necessary, amend its Financial Guidelines with a projected adoption date of no later than Dec. 31, 2020.
- 3) KHS A will draft and adopt Guidelines for the Solicitation and Acceptance of External Funds with a projected adoption date of no later than Dec. 31, 2020.
- 4) KHS A will convene its Board of Directors four times annually (quarterly), and by 2025, 60 percent of BOD members attend each quarter.
- 5) KHS A will convene its Executive Committee six times annually, and at least 80 percent of the committee members will attend each meeting.
- 6) KHS A Standing Committees will meet in person twice annually and remotely twice annually or as needed.
- 7) Annually have a robust candidate pool for board and committee involvement.





# Objectives & Measures - #2

## FUNDING AND RESOURCE SUPPORT

The association will continually increase revenue and resources to sustain operations and expand programming and services.

### OBJECTIVES:

- 1) Annually analyze revenue model and programmatic needs and adapt as necessary.
- 2) Increase conference and event profitability.
- 3) Increase external development, grants and contributors to KHS A programming.

### MEASURES:

- 1) Gain five non-voting, private sector/external members in year one and seek to grow program to 25 paying members by 2025 (25 by 2025).
- 2) Convene profitable training sessions at least once per quarter through 2025.
- 3) Grow external grant funding by at least 5 percent annually.
- 4) Grow conference profitability by at least 10 percent annually.
- 5) One hundred percent of training or special events will be profitable.



# Objectives & Measures - #3

## MEMBER ENGAGEMENT

The association will increase member engagement in meetings, sponsored events, and networking and mentoring opportunities.

### OBJECTIVES:

- 1) Implement an internal and external communications plan.
- 2) Implement a mentoring plan/system that assists new directors and managers in partnering to support and gain knowledge to be successful.
- 3) Provide engaging member experiences that are relevant and member-driven.

### MEASURES:

- 1) One hundred percent of committee members have attended at least one meeting annually, either through conference calls or face-to-face sessions.
- 2) One hundred percent of voting members have attended at least 50 percent of all board meetings, either through conference calls or face-to-face sessions.
- 3) All events will conclude with a post-event survey to gauge the success of the event based on member perceptions and experiences for reflection and report to the board.
- 4) Majority of grantees surveyed feel they and their staff have developed a peer network through KHS A.
- 5) All new directors and managers will have an opportunity for various levels of mentoring through KHS A.



# Objectives & Measures - #4

## PROMOTE THE HEAD START BRAND

The association will actively promote the Kentucky Head Start Association brand and the value of the Head Start model.

### OBJECTIVES:





- 1) Empower Head Start staff and leaders to be KHSAs ambassadors for the association and their programs.
- 2) Advocate at the state and federal levels to raise awareness and increase funding for Head Start.
- 3) Increase efforts to be an active and recognized voice in state early childhood education policy.
- 4) Increase KHSAs participation and engagement with NHSA and Region IV HSA.
- 5) Effectively use social media to promote the brand and value of the Head Start model.

### MEASURES:

- 1) Meet with key state and federal legislative representatives at least once annually in Frankfort and Washington, DC.
- 2) Invitations to participate in a variety of key early childhood education policy conversations will increase annually.
- 3) Annually increase print and online KHSAs authored articles, stories and editorials.
- 4) Increase KHSAs participation and engagement with NHSA and Region IV HSA boards, committees, activities, events, trainings and surveys.
- 5) Increase KHSAs social media followers and engagement.



# Kentucky Head Start Association

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