

# **State of Nevada**

## **Head Start State Collaboration Strategic Plan**

**2009 through 2014**



**Department of Health & Human Services**

**Director's Office**

**Head Start State Collaboration and Early Childhood  
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## **Introduction to the Nevada State Collaboration Office Strategic Plan**

**Mission:** Through statewide partnerships, the Nevada State Collaboration Office enhances relationships, builds systems, and promotes quality comprehensive services to meet the needs of young children and their families.

In March 2008, the Nevada Head Start State Collaboration Office (HSSCO) assumed responsibility for development of a State Early Childhood Advisory Council to the Governor to meet the needs in the reauthorized Head Start Act. In December of 2008, the HSSCO was assigned responsibility for the State Early Childhood Comprehensive Systems project as well. Many stakeholders have engaged in planning strategies and determining key priorities. This process will continue as stakeholders will continue to be invited to participate in a dialogue and planning process to identify areas of common interest and commitment for future collaboration on behalf of Nevada's young children and families.

The Nevada Head Start Collaboration Office has solicited input from the Nevada Head Start agencies and the SCO Lead Team in developing a strategic plan as required by the Head Start Act of 2007 in Section 642B. The HSSCO will continue to involve Nevada Head Start agencies as key informants and participants in the merging of the various early childhood services and statewide entities. The draft strategic plan included in this document will also be reviewed by the HSSCO Partnership Committee prior to submission to the national office for their input and consideration as to how this strategic plan reflects their interests.

As such, several guidelines and initiative areas were considered in the development of the Head Start State Collaboration Office strategic plan to reflect the broadest interests and commitments of the Head Start agencies as well as provide support for merging their interests with other child serving entities across the state. Many of these elements, components and initiatives, which are associated with individual councils or associations, have a great deal of overlap. These included:

- 1) the five critical components:** Early Care & Education; Social-Emotional Development/Mental Health; Family Support Services; Parenting Education; Medical Homes/Health Care
- 2) the eight core elements:** Communications; Family Leadership Development; Provider/Practitioner Support; Standards; Monitoring/Accountability; Governance; and Financing
- 3) the five Head Start Act initiative areas for Strategic Planning for Head Start Agencies (based on Revised Head Start Act, pg. 71-72):**
  - Enhance collaboration and coordination of Head Start services by Head Start agencies with other entities providing early childhood education and development (such as child care and museums), health care, mental health care, welfare, child protective services, education and community service activities, family literacy services (including such programs offered by public and school libraries), reading and readiness programs, services relating to children with disabilities, other early childhood education and development for LEP children and homeless children, and services provided for children in foster care and children referred to Head Start

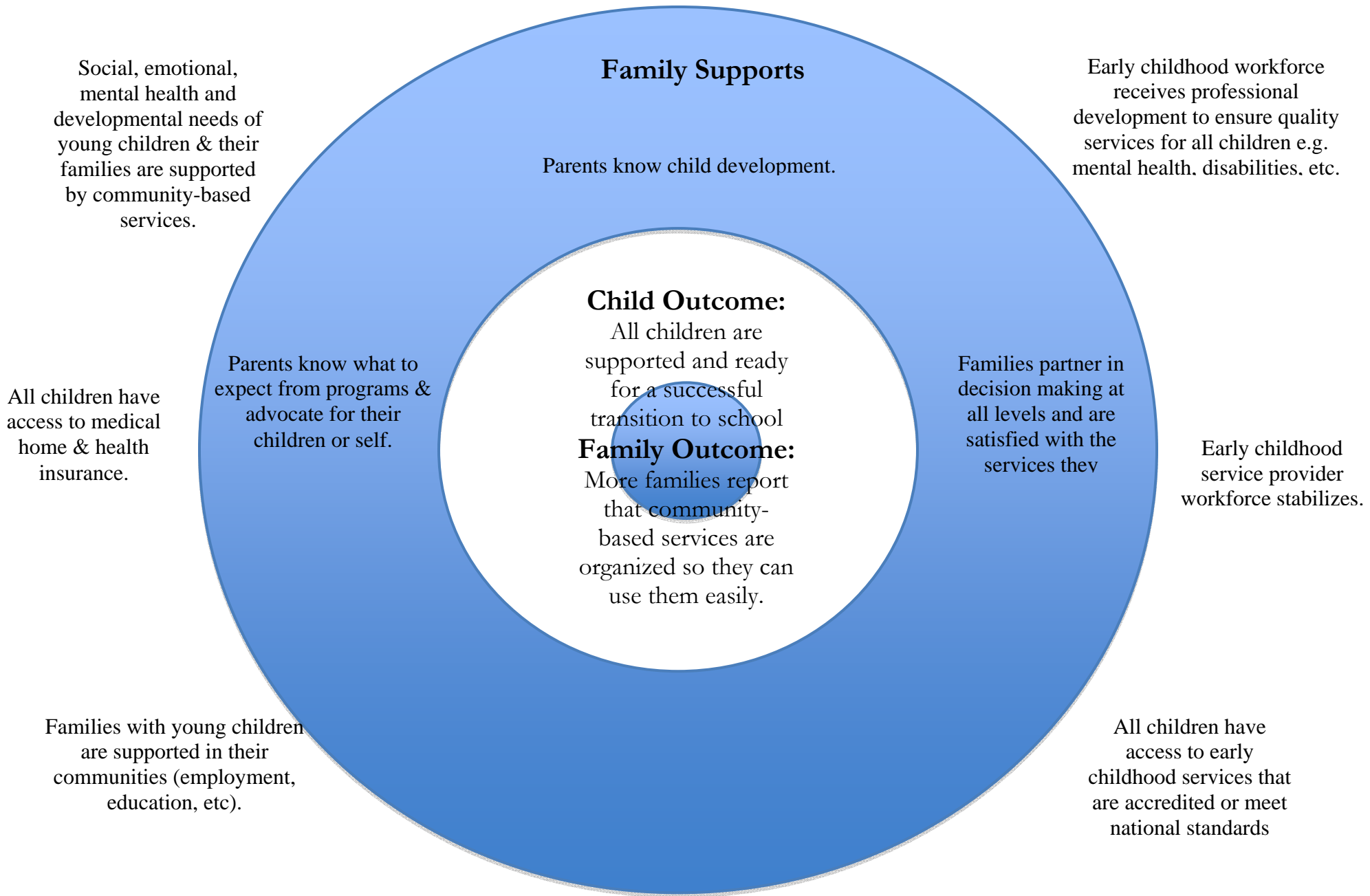
programs by child welfare agencies and State officials responsible for services.

- Assist Head Start agencies to develop a plan for the provision of full working-day, full calendar year services for children enrolled in Head Start programs who need such services.
- Assist Head Start agencies to align curricula and assessments used in Head Start programs with the Head Start Child Outcomes Framework and, as appropriate, State early learning standards.
- Enable Head Start agencies to better access professional development opportunities for Head Start staff, to meet the degree requirements, including providing distance learning opportunities for Head Start staff, where needed to make higher education more accessible.
- Enable the Head Start agencies to better conduct outreach to eligible families.

The vision that guided this work, and was endorsed by the Head Start agencies, is:

*Nevada communities, agencies, associations and State government work together to enhance, coordinate and expand programs and services for children ages birth through eight by fostering accessible, age and individually appropriate, coordinated systems of services that identify and direct resources, create community and organize efforts.*

# Community Supports



## Nevada HSSCO Logic Model

Short – 1yr	Intermediate – 2-3yrs	Longer Term – 3-5yrs	Impacts
<p>1.0 Decreased duplication of services: increased collaboration</p> <p>1.0 HSA has representation on appropriate and various child-serving committees and task forces.</p> <p>2.0 A plan has been developed that identifies increased hours of services for families and children.</p> <p>3.0 Courses are available and schedules compatible with a M-F work week.</p> <p>4.0 Statewide/local entities serving vulnerable populations are aware of Head Start services.</p> <p>5.0 Specific outreach strategies for more vulnerable populations are developed.</p> <p>6.0 Standards among various licensing and regulatory groups are reviewed and recommended changes made for integration.</p>	<p>1.0 Reciprocal relationships are strong between Head Start agencies and their partners: collaborations involve shared fiscal, human, and physical resources</p> <p>1.0 Relationships between LEAs and HS Agencies are strengthened.</p> <p>2.0 Partnerships exist to insure children and families have seamless full day/full year service experiences.</p> <p>2.0 Increased numbers of HS agencies offer full day/full year services.</p> <p>3.0 Increased support of existing professional development &amp; accreditation programs. Head Start staff meet degree requirements.</p> <p>4.0 Increased provider awareness of services for which families and children are eligible.</p> <p>5.0 Parent advocacy Increases</p> <p>6.0 Standards among various licensing and regulatory groups are integrated and adopted to insure high quality ECE services and the most inclusive approach for low-income children and those from vulnerable populations.</p>	<p>1.0 Information is increasingly available across service sectors</p> <p>2.0 Parents increasingly access services for which children &amp; families are eligible</p> <p>3.0 Skills &amp; education of health care professionals, teachers, caregivers, others increase to better serve all children aged 0-5 and families.</p> <p>4.0 Use of early childhood mental health screening and delivery of mental health services increases</p> <p>5.0 Vulnerable populations will be eligible to receive wrap-around services and Head Start agencies will be compensated for serving them.</p> <p>6.0 Early childhood policy making increases to support inclusive, comprehensive and high quality ECE services.</p>	<ul style="list-style-type: none"> <li>• All children are supported and ready to make a successful transition to school.</li> <li>• All children have access to early childhood services that are accredited or meet national standards</li> <li>• Parents know child development</li> <li>• Parents know what to expect from programs &amp; advocate for their children or self</li> <li>• Families partner in decision making at all levels and are satisfied with the services they receive</li> <li>• Families with young children are supported in their communities (employment, education, etc)</li> <li>• All children have access to medical home &amp; health insurance</li> <li>• Social, emotional, mental health and developmental needs of young children &amp; their families are supported by community-based services</li> <li>• Early childhood service provider workforce stabilizes</li> <li>• Early childhood workforce receives professional development to ensure quality services for all children e.g. mental health, disabilities, etc.</li> <li>• More families report that community-based services are organized so they can use them easily.</li> </ul>

**Recommended Strategies/Action Plans  
For Nevada's HSSCO to Support, Advocate for, and Strengthen Statewide  
Partnerships on Behalf of Nevada's Head Start Agencies**

**1.0:** Enhance collaboration and coordination of Head Start services by Head Start agencies with other entities providing early childhood education and development health care, mental health care, welfare, child protective services, education and community service activities, family literacy services, reading and readiness programs, services relating to children with disabilities, other early childhood education and development for LEP children and homeless children, and services provided for children in foster care and children referred to Head Start programs by child welfare agencies and State officials responsible for services.

**Short-term Outcome:** HSA has representation on appropriate and various child-serving committees and task forces.

**Intermediate Outcome:** Reciprocal relationships are strong between Head Start agencies and their partners.

**Intermediate Outcome:** Relationships between LEAs and Head Start agencies are strengthened.

**Activities:**

- 1.1 Head Start will be utilized as a key informant and participant in the merging of the HSSCO and the Early Childhood Comprehensive Systems Advisory Council.
- 1.2 Continue assisting in building strong relationships between Head Start agencies and EC professional organizations ( e.g., NevAEYC) to share professional development.
- 1.3 Promote relationships and linkages between Head Start agencies and other agencies who are planning construction of/repair or renovation of facilities to include early childhood services.
- 1.4 Support the documentation, compilation and dissemination of Head Start models for classroom practices and for improving coordination with LEAs in delivery of services (e.g., blended staffing)
- 1.5 Strengthen relationships between Nevada Department of Education, LEAs and Head Start agencies to support MOU goals and make more efficient and effective use of state and federal early childhood education funds.
- 1.6 HSSCO is available and accessible to Head Start for individual consultation on partnership issues and the development of MOUs.

**2.0:** Assist Head Start Agencies to develop a plan for the provision of full working-day, full calendar year services for children enrolled in Head Start programs who need such services.

**Short-term Outcome:** A plan has been developed that identifies increased hours for services for families and children.

**Intermediate Outcome:** Increased numbers of Head Start agencies provide full day/full year services.

**Intermediate Outcome:** Partnerships exist to insure Children and families have seamless experiences for full day/full year services.

**Activities:**

2.1 Insure Head Start Agencies are represented on Child Care Advisory Council.

2.2 Assist Head Start Agencies in advocating for funding to expand full day/full year programming.

2.3 Stimulus funds are seen and used as a start-up to leverage other funds.

2.4 Facilitate access to facilities and collaborative partners to support FD/FY services: with schools, Community-based health centers, and other community-based groups with capital projects and funding.

2.5 Identify who the independent, local (private and public) child care providers are who are operating in each county.

2.6 Build relationships between Child Care providers and HSA grantees to contract to provide Head Start education services in their facilities with Head Start providing wrap-around services in other HS service areas (health, family support, etc.)

2.7 Advocate for aligning child care licensing with Head Start regulations where possible to support seamless partnerships.

2.8 Design critical components of MOUs between HS programs and Child Care providers as a template for dissemination.

2.9 Assist Head Start agencies in developing partnerships to fund full day/full year programs (e.g. Child Care Development funds).

2.10 Facilitate a conversation among key stakeholders (i.e., funders, HS grantees, child care advisory board) related to integrating funding sources to insure families will be served at one location.

- 3.0** Assist Head Start agencies to align curricula and assessments used in Head Start programs with Head Start Child Outcomes Framework, and, as appropriate, State early learning standards

**Intermediate Outcome:** All HS programs are using Nevada Pre-K Standards in conjunction with their curricula and assessments.

**Activities:**

- 3.1 Work with Nevada Head Start Training and Technical Assistance Office to support grantees in aligning curricula and assessments with Head Start Child Outcomes Framework and Nevada's Pre-Kindergarten Learning Standards as appropriate.
- 3.2 Facilitate involvement of Head Start agency representatives in updating Pre-Kindergarten Learning Standards as appropriate.

**4.0:** Enable Head Start agencies to better access professional development opportunities for Head Start staff, to meet the degree requirements, including providing distance learning opportunities for Head Start staff, where needed to make higher education more accessible.

**Short-term Outcome:** Courses are available and schedules compatible with a M-F work week.

**Intermediate Outcome:** Head Start staff meet degree requirements.

**Activities:**

- 4.1 Maintain relationships with local universities and colleges through statewide and local partnerships.
- 4.2 Create a stronger, more unified and visible statewide identity and presence as the Head Start community and 30-year leader in the ECE field.
- 4.3 Facilitate higher education working collaboratively with Head Start Agencies through the Higher Education Work Group to:
  - Grow staff to fill the ranks who are already qualified/degreed to step into Head Start employment.
  - Provide multiple venues (on-line, interactive, weekend institutes, etc.) for completing coursework.
- 4.4 Advocate for Child Care Development funds and other financial help to assist Head Start agencies in meeting mandates for degreed staff.
- 4.5 Facilitate agreements between HS Agencies and Institutions of Higher Education which would allow HS staff to complete practicum and or internship requirements at the HS agencies
- 4.6 Support and promote Head Start agencies as internship and practicum sites for college students.
- 4.7 Facilitate the development of a partnership with PBS (north and south) to work collaboratively with the Higher Education Committee to review existing on-line courses for content and sequence, with the possibility of offering these, particularly to Head Start staff with non-related degrees.
- 4.8 Support the CDA certification process through a sub-grant to the Nevada Head Start Association.

**5.0:** Enable the Head Start Agencies to better conduct outreach to eligible families.

**Short-term Outcome:** Specific outreach strategies for more vulnerable populations are developed: homeless, special needs, substance-abusing/mental health challenged families, children in foster care, etc.

**Short-term Outcome:** Statewide/local entities serving vulnerable populations are aware of Head Start services.

**Intermediate Outcome:** Vulnerable populations will be eligible to receive wrap-around services and Head Start agencies will be compensated for serving them.

**Activities:**

- 5.1 Advocate among related networks and organizations for Head Start referrals and present Head Start as a high quality option for ECE.
- 5.2 Establish a relationship with the Prevention Partnership (community coalitions working to increase the health of children, youth, families and residents in their communities) to serve as an ally in addressing the needs of vulnerable children and families.
- 5.3 Advocate for extending school-age policies for homeless children to pre-K children related to transportation of children in transition to maintain stability in school placement/setting.
- 5.4 Support the development of MOUs with LEAs and Head Start Agencies that address vulnerable populations schools already are compelled to serve and support.
- 5.5 Assist in developing strategies for Head Start Agencies about how to approach and communicate with partners regarding MOUs (why, what, how?) so that they can be effective in developing successful, ongoing partnerships.
- 5.6 Advocate for Child Care Development funds and other funding streams to loosen criteria for vulnerable populations so that Head Start can more flexibly serve these children and families and be compensated for services. (Create some slots specific to this population and/or develop alternative funding sources to insure this population receives wrap-around services.)
- 5.7 Support and promote activities to foster partnerships between Head Start programs and other agencies to serve homeless children and their families.