

UMATILLA MORROW HEAD START, INC.

5-Year Strategic Plan

2014—2019

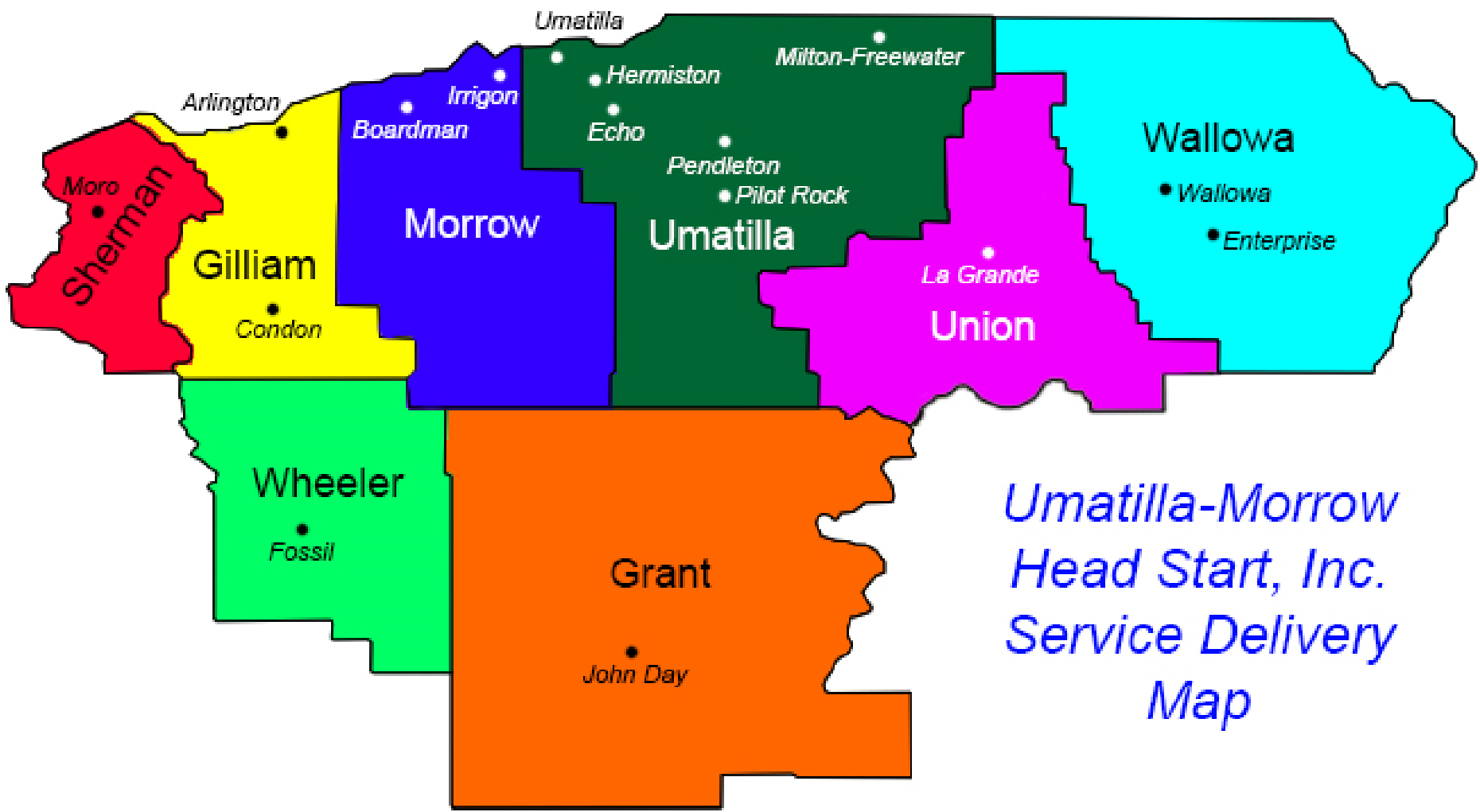


Umatilla-Morrow Head Start, Inc. is a caring, innovative network of quality individuals working in partnership with others to strengthen families and communities.

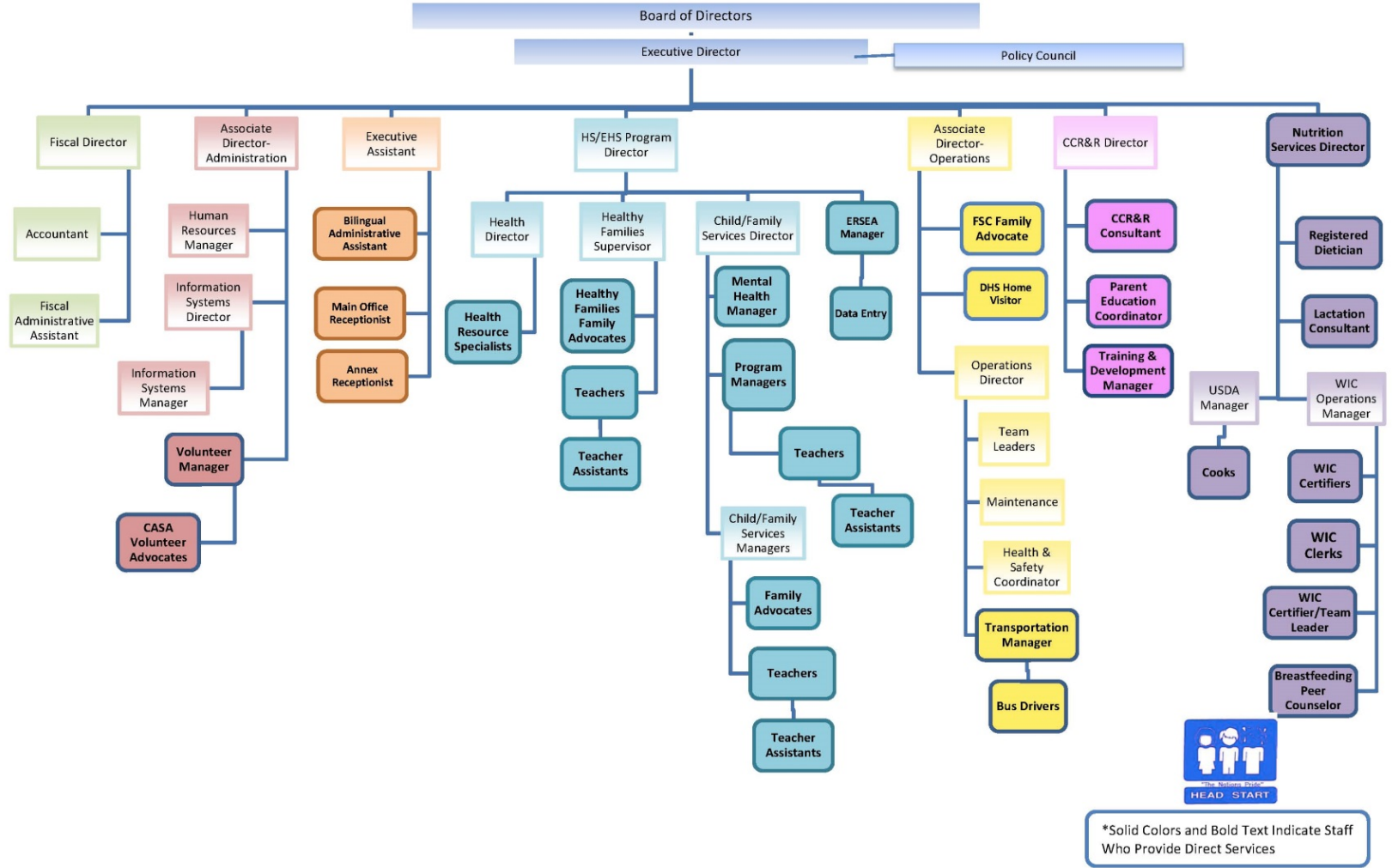
Stronger Families – Better Communities – Brighter Futures

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*Umatilla-Morrow
Head Start, Inc.
Service Delivery
Map*



Umatilla-Morrow Head Start, Inc. Executive Summary

Umatilla-Morrow Head Start, Inc. proposes to serve the counties of Umatilla, Morrow, Grant, Wallowa, Union, Gilliam, Wheeler and Sherman. The proposed coverage population covers a rural population this is widely geographically dispersed over eight rural, agricultural counties. Community assessments have identified the largest racial/ ethnic and underserved groups within our area are Native American and Hispanic. The Native American population is centered in the Pendleton area located on the Confederated Tribes of the Umatilla Indian Reservation. The Hispanic population is concentrated on the West and East ends of Umatilla County and North Morrow County.

Programs administered by UMCHS, Inc. include Head Start, Early Head Start, Oregon Pre-Kindergarten Program, State Early Head Start, Women, Infants, & Children Program (WIC), Child Care Resource & Referral, Healthy Families of Oregon, Maternal, Infant & Early Childhood Home Visiting (MIECHV), Court Appointed Special Advocates (CASA), Family Support & Connections, Department of Human Services Intensive Home Visiting Program, Oregon Parent Education Collaborative, and co lead of the Blue Mountain Early Learning Hub.

Umatilla-Morrow Head Start is a caring, innovative network of quality individuals working in partnership with others to strengthen families and communities.

We are committed to providing a quality comprehensive educational program to all families and children through the communities we serve.

- We believe the educational process begins at home and we will assist parents in working with their children to understand developmentally appropriate practices.
- We are neighbors working together to strengthen families free of drug and alcohol abuse, promoting communities in which children are Free to Grow.
- We will empower staff and families to identify needs and develop strengths, values and dreams by building confidence and respect.

Umatilla-Morrow Head Start, Inc. has identified the following Goals:

- Effective Management Systems & Leadership
- School Readiness
- Parent, Family and Community Engagement
- Healthy Life Styles

Our vision is that all agencies, service providers and community organizations will work toward a common goal of assuring that all our children arrive at kindergarten healthy, happy and ready to learn. All services for children and families are aligned to create one coordinated, seamless support system that assures that all receive the culturally and linguistically appropriate support and services that enables them to be successful. Through this we will build **Stronger Families – Better Communities – Brighter Futures.**

Five Year Plan June 1, 2014- May 31, 2019

Goal #1: Effective Management Systems & Leadership

The partnership of the Governing Board and Staff of UMCHS will provide leadership and guidance to the organization in a visionary, ethical and committed manner.

Measurable Five-Year Objectives

Objective 1.1 By 2019, the Board will conduct efficient and effective meetings and make quality decisions, using the optimum amount of information and education, as measured by Board self-evaluation and self-assessment results.

Objective 1.2 By 2019, the Board, staff, parents and partners of UMCHS will achieve a 10% improvement in effectiveness of communication as measured by a data matrix.

Objective 1.3 By 2019, graduate seven (7) qualified staff from "Grow Your Own" program.

Objective 1.4 By January 1, 2015, create a CASA Advisory Board comprised of 5 members.

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year One: 2014-2015 1.1 By 2019 the Board will conduct efficient and effective meetings and make quality decisions, using the optimum amount of information and education, as measured by Board self-evaluation and self-assessment results	Participate in Strategic Planning and review plan on a regular basis.	Twice per year	Board minutes	Board self-evaluation results Self- Assessment	Executive Assistant		\$3,600 in match

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Devote 50% of each Board meeting to discussing and planning for the future	6/23/14 8/25/14 11/3/14 12/15/14 2/23/15 4/20/14	Board minutes	Board evaluation results Self-assessment results	Executive Director Executive Assistant		\$2,400 in match
	Schedule program manager presentations at each meeting including program benchmarks	6/23/14 8/25/14 11/3/14 12/15/14 2/23/15 4/20/14	Board minutes	Board evaluation results Self-assessment results	Executive Director Executive Assistant		\$120
	Schedule annual training regarding federal and state activities and grant processes	9/1/14	Board minutes	Program review results Audit results	Fiscal Director		\$150
	Develop a Board orientation plan and revise Board Orientation Manual	12/1/14	Plan Manual	Board self-evaluation Self-assessment results	Executive Director Executive Assistant Human Resources Director		\$900
	Review the Board Bylaws on an annual basis.	Every 12 months	Agenda Minutes	Board self-evaluation Federal Requirement updates	Executive Director Executive Assistant		\$250
	Schedule a Board Training for the Policy Council representative within 60 days of their election.	12/1/14	Agenda Minutes	Evaluations	Head Start Director Executive Assistant		\$250
	Board members will complete an audit webinar	12/1/14	Completion of certifications	Webinar from OHS	Board members Head Start Director Executive Director		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Board will review and approve a Business Plan for UMCHS, Inc.	6/1/15	Business Plan	Other agencies plans Research internet for examples	Fiscal Services Director		\$1,500
	Board will complete a self-evaluation annually	6/1/15	Evaluation results	Examples of Board self-evaluations	Board Executive Assistant		\$250
Year Two 2015-2016	Improve Board attendance by researching and evaluating technology that will provide improved participation by telephone, webcam, or v-tel	12/1/15	Board minutes and handout	Board attendance	Technology Director		\$500
	Recruit additional Board members from service areas and expertise not currently represented.	6/1/16	Board member roster	Current roster List of expertise needed and counties not represented	Board of Directors Executive Assistant		\$250
	Implement a consent agenda that will approve items not needing discussion.	12/1/15	Board minutes	Examples of other nonprofits and public entities	Executive Assistant		\$250
	Prepare Board members to participate in federal review, with each to prepare answers to a section of questions.	6/1/16	Question and Answer sheets	Performance standards Head Start Act	Executive Assistant Head Start Director		\$500
Year Three 2016-2017	Improve financial literacy of the Board through education on sources of funding and	6/1/17	Financial Literacy Training agenda	Grant Application Contracts Funding Award letters	Fiscal Director		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	their source.		Attendance Roster				
	Monitor and review data and results of implementation of Year 1 and Year 2 strategies.	6/1/17	Board minutes Strategic Planning documentation	Data Results from self –assessment, Board self-evaluation, attendance roster, membership roster	Strategic Planning Committee Executive Assistant Executive Director Board of Directors		\$3,600
Year Four 2017-2018	Develop new strategies to achieve objectives	6/1/18	Board minutes Policies & Procedures Manuals	Data Analysis done during Year Three	Strategic Planning Committee Executive Assistant Executive Director Human Resources Director		\$3,600
	Plan an off-site Strategic Planning Retreat for the Board and ensure that all members participate	6/1/18	Board minutes Strategic Planning Retreat Notes	Examples of Board of Directors strategic planning issues	Executive Director Executive Assistant		\$2,000
Year Five 2018-2019	Implement new strategies to achieve objectives as necessary	6/1/19	Board minutes Policies & Procedures Orientation plan and manual	Updates and completion of Plan	Board and Staff		\$5,000
	Review and evaluate completed 5-year plan; update for next 5-year grant cycle	6/1/19	Agenda Minutes	Accomplishments of the plan	Board and Staff		\$750

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year One: 2014-2015 1.2 By 2019 the Board, staff, parents and partners of UMCHS will achieve a 10% improvement in effectiveness of communication as measured by a data matrix.	Identify current communication data already available	9/1/14	Data Analysis	Questions to Executive Director Focus Group Issues Parent Survey	Fiscal Department, IT Director HR Department Executive Assistant		\$100
	Categorize data by issue area, i.e.: HR, Operations, Fiscal, Facilities, Transportation	10/1/14	Data Analysis	Questions to Executive Director Focus Group Issues Parent Surveys	Fiscal Director IT Director HR Department Executive Assistant		\$1,000
	Report and analyze data at Nov. 4 Management Meeting	11/1/14	Management Meeting minutes	Data Report	Fiscal Office Technology Director Executive Assistant Human Resources Manager		\$100
	Use report on data to develop a staff survey on improving communication	1/1/15	Survey document	Data Report	Associate Director – Administrative Services Human Resource Manager		\$1,500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	Develop a community partner survey, with draft to be reviewed for input and feedback at Nov. 4 Management Meeting	6/1/15	Survey document	Community Assessment Parent Survey	Associate Director of Operations		\$500
	Conduct Community Partner survey concurrently with Parent Survey and report and analyze at Feb. 20 Extended Management Meeting	3/1/15	Survey results	Community Assessment PC minutes Parent Committee Meetings Minutes	Head Start Director		\$500
	Report on all data collection and analysis completed by end of program year; review at July 2015 Strategic Planning session	6/1/15	Survey results	Strategic Planning notes	Head Start Director Associate Director of Operations		\$500
Year Two 2015-2016	Develop a communication data metric	6/1/16	Survey results	Data Metric	Head Start Director Fiscal Director		\$500
	Develop and administer the staff survey and analyze results	12/1/15	Survey results and analysis	Data Metric	Leadership Team		\$500
	Determine how best to administer a General Community Survey to get input from community and learn how to promote our agency	6/1/16	Survey results	Data Metric	Operation Director Fiscal Clerk Technology Director		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	Continue to collect and analyze communication data sources	6/1/16	Survey results	Data Metric	Associate Director of Operations		\$200
Year Three 2016-2017	Develop a Community Outreach plan for review and approval at July 2016 Strategic Planning session	8/1/16	Outreach Plan	Results of Surveys	Associate Director of Operations		\$250
Year Four 2017-2018	Develop a marketing/promotion plan based on input from the General Community Survey; craft the image that we want	6/1/18	Marketing Plan	Community Survey Results	Leadership Team		\$1,000
Year Five 2018-2019	Review results of all data collection and analysis to determine if 10% increase in communication improvement was achieved, and publish the results	6/1/19	Analysis of data from 2014-2015 to see if issues and problems have decreased	Staff, Parent, and Community Survey analysis	Leadership Team		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year One 2014-2015 1.3 By 2019 graduate 7 qualified staff from a "Grow Your Own" program	Identify staff with the potential for career advancement and a passion for early childhood and health education	12/1/14	List of potential candidates for "Grow Your Own"	Professional Development Plan Evaluations Staff Development Records	Human Resource Manager Head Start Director Nutrition Director		\$250
	Budget for training expenses	6/1/15	Training Budget	Financial Reports Tuition Costs	Head Start Director Training Committee		
	Continue Summer Institute and multi-day teacher orientation; add a health education tract; add a mid-year teacher orientation	6/1/15	Training Plan	Budget Committee minutes Budget	Budget Committee Training Committee		\$60,000
	Collect data on turnover rate and reasons	6/1/15	Data Report	Employment payroll forms Exit interviews	Associate Director – Administrative Services Human Resource Manager		\$1,500
	Promote benefits of early childhood and health education careers through community events and high school student volunteerism	6/1/15	Newspaper Articles Community Events flyers	Attendance at Booths Number of High School volunteers	Volunteer Manager Associate Director – Administrative Services Human Resource Manager		\$1,000
	Develop policies and procedures, application process and selection	6/1/15	"Grow Your Own" Policies and	Collection of information from other public and	Head Start Director Nutrition Director Associate Director		\$5,000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	criteria for entry into "Grow Your Own" program		Procedures in PDM Work plan	private agencies	- Administrative Services Human Resource Manager		
	Expand partnerships with BMCC, EOU, PSU and others by establishing a liaison from each.	3/1/15	Signed MOUs	Information collected from colleges and universities with ECE and Health Education programs	Child & Family Services Director		\$2,500
	Review Leadership Training curriculum from DHS	12/1/14	DHS curriculum	DHS curriculum Conversation notes from DHS staff who have completed the course	Training Committee		\$500
	Re-assess how SSCBT and other training are delivered.	12/1/14	Training Plan	Feedback from SSCBT graduates	Training Committee		\$500
Year Two 2015-2016	Recruit and enroll 7 staff in the "Grow Your Own" program that are on a teacher or health career path.	12/1/15	Recruitment Announcement Application Selection Sheet	Number of Applications Quality of Candidates based on selection criteria	Training Committee		\$500
	Explore coaching/mentoring within existing staff	6/1/16	Data collected on coaching and mentoring Policy and Procedure in PDM work plan	Data collection of examples of existing programs having coaches and mentors	Training Committee		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year Three 2016-2017	Assess and revise process, evaluate progress, recruit to fill open slots, evaluate outcomes.	6/1/17	Minutes Evaluation	Applications Evaluations	Training Committee Strategic Planning Committee		\$1,000
	Review policies and procedures for expansion into other fields	6/1/17	Other Fields selected Meeting Notes	Evaluations Data collection on Issues and Successes	Training Committee		\$1,000
Year Four 2017-2018	Work on expanding program to all career paths within UMCHS, Inc.	6/1/18	Career Ladders Staff Development Policies and Procedures	Evaluations Number of applications Data collection	Training Committee Strategic Planning Committee		\$2,000
	Assess, review, evaluate	6/1/18	Meeting notes	Data Collection	Training Committee Strategic Planning Committee		\$500
	Identify partners who can provide leadership training	6/1/18	Partnership list	Data on community people in leadership roles Evaluation of training	Training Committee		\$500
	Draft a train the trainer curriculum for the "Grow Your Own" program.	6/1/18	"Grow Your Own" manual	Collection of Materials developed through process	Human Resources Department		\$1,500
Year Five 2018-2019	Graduate 7 qualified staff from the program	6/1/19	Certificate of Completion	Professional Development Plans Education transcripts	Human Resources Department		\$50,000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
				Degree certificates			
	Continue recruitment of new cohorts	6/1/19	Selection into program	Applications Recruitment Flyers	Human Resources Department		\$100
	Publicize and celebrate success of program	6/1/19	Newspaper Articles Annual Report Staff Newsletter Website	Data collection on length of time in program, issues, successes, number of graduates	Executive Assistant Administrative Assistant IT Director		\$500
	Complete Train the Trainer curriculum and market to other agencies.	6/1/19	Manual	Materials developed	Training Committee Executive Assistant		\$2,500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year One: 2014-2015 1.4 By 2015, create a CASA advisory board comprised of 5 members	Create a CASA advisory board comprised of 5 members, one governing Board member will be appointed as liaison with additional members representing diverse perspectives	1/1/15	Advisory Board	Input from other CASA programs	Associate Director of Administrative Services CASA Program Manager		\$800
	All CASA Advisory Board members, staff and volunteers will have clear background checks from state and federal sources	1/1/15	Documentation of background checks	National CASA/GAL regulations	Human Resources Department		\$1,120
	Develop By Laws, social media policy, succession plan and risk management plan.	1/1/15	Written policies and procedures	National CASA/GAL regulations CASA program in State of Oregon	CASA Program Manager Associate Director of Administrative Services Information Systems Director		\$1,500
	Create a reserve endowment fund to support future expansion of CASA program	1/1/15	Endowment Fund	State of Oregon CASA programs	Fiscal Director		\$5,000

Five Year Plan June 1, 2014- May 31, 2019

Goal #2: School Readiness

UMCHS will develop and implement an agency-wide school readiness program that integrates and aligns curriculum and assessment, state standards, parent, family, community engagement framework, and child development and early learning framework.

Measurable Five-Year Objectives

Objective 2.1 By 2019, UMCHS will provide education and family services staff with initial and ongoing training in recordkeeping, curriculum and assessment practices, and family engagement practices.

Objective 2.2 By 2019, UMCHS will develop and implement a systematic approach to school readiness that aligns policies and procedures, PFCE framework, and child outcomes.

Objective 2.3 By 2019, UMCHS will develop and implement a systematic approach to coaching, mentoring, and monitoring of direct service staff to improve child and family school readiness

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year One: 2014-2015 2.1 By 2019 education and family services staff will be provided initial and ongoing training in recordkeeping, curriculum and assessment, and family engagement	Utilize Teacher Toolbox to make resources available to staff, as well as to provide a community of sharing	10/1/14	Web link	Teacher Toolbox	CFS Director, CFS Managers		\$1000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Align School Readiness Goals with program goals and PFCE Framework	12/1/14	Alignment document, policy	Policy, Child Development & Early Learning Framework, PFCE Framework, School Readiness Goals	CFS Director, CFS Managers, Family Development Staff, Education Staff		\$5000
	Create and archive five recorded webinar trainings on various topics across content areas (outcomes, transitions, home visits, attendance, family services)	6/1/15	Library of webinars	Number of webinars available/number of views	CFS Director, CFS Managers, ERSEA Manager		\$1000
	Collect data on classroom attendance, attendance plans, and parent education	6/1/15	Child files, classroom attendance, month end tracking, home visit forms	Attendance, Attendance Plans, Parent education	CFS Director, CFS Managers, ERSEA manager		\$2000
	Collect data on child outcomes and staff observations	6/1/15	Child outcomes, ITERS, CLASS	Child Outcomes, ITERS, CLASS	CFS Director, CFS Managers		\$2000
	Collect data on family needs and risk assessment and family goal areas	6/1/15	Child Files, Childplus	Family Goals, Assessments	CFS Director, CFS Managers		\$2000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year Two: 2015-2016	Analyze data collected and develop staff trainings and resources regarding attendance	6/1/16	Attendance data, training plan, teacher toolbox	Number of trainings conducted and resources available, attendance data	CFS Director, CFS Managers, ERSEA Manager		\$750
	Analyze data collected and develop staff trainings and resources regarding child outcomes	6/1/16	Training plan, Teacher Toolbox	Child outcomes data	CFS Director, CFS Managers		\$750
	Analyze data collected and develop staff trainings and resources that address family needs	6/1/16	Training Plan, Teacher Toolbox	Family Goals, Family outcomes data	CFS Director, CFS Managers		\$750
Year Three: 2016-2017	Conduct training, implement strategies and collect impact data on attendance	6/1/17	Training plan, classroom attendance, and parent education	Attendance, implementation of resources	CFS Director, CFS Managers, ERSEA Manager		\$3000
	Conduct training, implement strategies and collect impact data on child outcomes	6/1/17	Training plan, Teacher Toolbox	Child Outcomes, ITERS, CLASS	CFS Director, CFS Managers		\$3000
	Conduct training, implement strategies and collect impact data on family goals and family outcomes	6/1/17	Training plan, Teacher Toolbox, resources	Family Goals, Family outcomes	CFS Director, CFS Managers		\$3000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year Four: 2017-2018	Evaluate attendance and refine training practices	6/1/18	Attendance, training plan	Attendance	CFS Director, CFS Managers, ERSEA Manager		\$750
	Evaluate child outcomes and refine training practices	6/1/18	Child Outcomes, ITERS, CLASS	Child Outcomes, ITERS, CLASS	CFS Director, CFS Managers		\$750
	Evaluate family goals and family outcomes and refine training practices	6/1/18	Family Goals, Family Outcomes	Family Goals, Family Outcomes	CFS Director, CFS Managers		\$750
Year Five: 2018-2019	Retrain staff based on updated data, research, and resources available regarding attendance	6/1/19	Attendance, training plan, teacher toolbox	Attendance	CFS Director, CFS Managers, ERSEA Manager		\$2500
	Retrain staff based on updated child outcomes data, current research, and current resources regarding child outcomes and development	6/1/19	Outcomes, ITERS, CLASS	Outcomes, ITERS, CLASS	CFS Director, CFS Managers		\$2500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year One: 2014-2015 2.2 Develop and implement a systematic approach to school readiness that aligns policies and procedures, PFCE framework, and Child Outcomes	Utilize School Readiness magnets with families to promote parent awareness and skills in regards to UMCHS School Readiness goals	11/1/14	Child files	Home Visit forms, School Readiness magnets	CFS Director, CFS Manager		\$1000
	Align UMCHS School Readiness Goals, Child Outcomes, PFCE Framework, and Common Core Standards	6/1/15	UMCHS Workplan	Policy	CFS Director, CFS Manager		\$3000
	Develop systematic approaches to Professional Learning Communities (PLCs)	6/1/15	UMCHS Workplan	Policy	CFS Director		\$500
Year Two: 2015-2016	Conduct 3 pilot opportunities for PLCs	6/1/16	Meeting Minutes	PLC Attendance	CFS Director, CFS Managers, CFAs/Teachers		\$2000
	Evaluate effectiveness of PLCs	6/1/16	Survey	Survey, PLC Attendance	CFS Director, CFS Managers, CFAs/Teachers		\$300
Year Three:	Implement 50% PLC	6/1/17	Meeting Minutes	Attendance	CFS Director, CFS		\$10,000

2016-2017	opportunities across communities served				Managers		
	Evaluate effectiveness of PLC participation	6/1/17	Survey	Survey, PLC Attendance	CFS Director, CFS Managers		\$300
Year Four: 2017-2018	Implement 60% PLC opportunities across communities served	6/1/18	Meeting Minutes	Attendance	CFS Director, CFS Managers, CFAs/Teachers		\$12,000
Year Five: 2018-2019	Implement 75% PLC opportunities across communities served	6/1/19	Meeting Minutes	Attendance	CFS Director, CFS Managers, CFAs/Teachers		\$15,000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year One: 2014-2015 2.3 UMCHS will develop and implement a systemic approach to coaching, mentoring, and monitoring of direct service staff to improve child and family school readiness	Collect data on child outcomes, classroom observations, and parent satisfaction ratings	6/1/15	Child outcomes, classroom observations, How Are We Doing survey	Outcomes data, observation scores, survey results	CFS Director, CFS Managers, HS/EHS Director		\$15,000
Year Two: 2015-2016	Analyze outcomes, classroom, and family satisfaction data	6/1/16	Child outcomes, classroom observations, How Are We Doing survey	Outcomes data, observation scores, survey results	CFS Director, CFS Managers		\$750
Year Three: 2016-2017	Pilot a coach/mentor model in 3 instances to focus on improving child and family outcomes and family engagement	6/1/17	Supervision logs, Responsive observation form	Coaching logs	CFS Director, CFS Managers, CFAs/Teachers		\$2000
Year Four: 2017-2018	Implement a coach/mentor model in 10 instances to focus on improving child and family outcomes and family engagement	6/1/18	Supervision logs, Responsive observation form	Coaching logs	CFS Director, CFS Managers, CFAs/Teachers		\$6500

Year Five: 2018-2019	Evaluate coach/mentor model regarding child and family outcomes and family engagement	6/1/19	Surveys, Coaching logs, child outcomes, family outcomes	Coaching logs, child outcomes, family outcomes	CFS Director, CFS Managers		\$1000
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Five Year Plan June 1, 2014- May 31, 2019

Goal #3: Parent, Family & Community Engagement/Parent Education

UMCHS and partners will build a collaborative system to increase access to and the variety of options for parent, family and community engagement throughout the programs of UMCHS in Union, Umatilla and Morrow Counties.

Measurable Five-Year Objectives

Objective 3.1 By 2019, UMCHS and partners will increase access to and the variety of options for parent education opportunities throughout Union, Umatilla and Morrow Counties.

Objective 3.2 By 2019, UMCHS WIC will consistently serve at least 100% of their assigned caseload as determined by grant funding and measured by funding reports.

Objective 3.3 By 2019, UMCHS will effectively utilize trained volunteers in programs as measured by self-assessment results.

Objective 3.4 By 2019, UMCHS CCR&R will meet state targets for participation in the QRIS Program in the two county area.

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year 1: 2014-2015 3.1 By 2019, UMCHS and partners will build a collaborative system to increase access to and the variety of options for parent education opportunities throughout Union, Umatilla and Morrow Counties.	Participate in Strategic Planning and review plan on a regular basis.	Four times per year	OPEC Advisory Committee minutes	OPEC Quarterly Report	Training Coordinator		\$1,500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Develop strategies to build capacity for parent education opportunities in Union County	1/1/15	OPEC Advisory Committee Minutes	OPEC Quarterly report	Training Committee		\$1,000 in match
	Train 5 Union County facilitators in Evidence based curricula	6/1/15	OPEC Advisory Minutes		Training and Development Manager		\$4,000
	Train 3-5 additional Umatilla or Morrow County facilitators in evidence based curricula	6/1/15	OPEC Advisory Minutes		Training and Development Manager		\$1,500
	Coordinate up to 2 facilitator support workshops	6/1/15	OPEC Advisory Minutes		Training and Development Manager		\$500
	Research options to improve current web based training calendar	6/1/15	Month End Report		Training and Development Manager		\$250
	Develop and implement a school readiness- parent child component to be offered during at least one evidence based curriculum series in each county.	6/1/15	Month end report OPEC Quarterly Report	Parent Skill Ladders	Training and Development Manager		\$250
	Utilize Parent Skills Ladders data to assess effectiveness of parent child activities	6/1/15	OPEC Quarterly Reports OPEC Advisory minutes	Parent Skills Ladder Data	Training and Development Manager		\$500
	Conduct a facilitator training in Union	6/1/15	OPEC Advisory minutes		Child Care Director		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	County for Abriendo Puertas						
	Develop a schedule to hold evidence based curricula series in each community utilizing facilitators from all partners	1/1/14	OPEC Advisory minutes		Training and Development Manager		\$1,500
	Update Parent Tool Kit to include resources for Union County	9/1/14	OPEC Advisory minutes		Union County OPEC Advisory members Child Care Director		\$250
	Update Parent Tool Kit with a "Literacy Resource" booklet	1/1/15	OPEC Advisory Committee minutes		Training and Development Manager Child Care Director		\$500
	Design and implement an OPEC web page available at UMCHS.org	6/1/15	OPEC Advisory Committee minutes		Training and Development Manager Information Systems Director		\$1,000
Year 2 2015-2016	Participate in Strategic Planning to assess number of parent education opportunities needed in the 3 county area	8/1/15	OPEC Advisory Committee minutes	OPEC Data reports	Training and Development Manager		\$1,000 in match
	Delivery of evidence based parent education series: Union County 3 series; Umatilla County 6	6/1/16	Month end reports OPEC reports		Training and Development Manager Family Advocates		\$2,500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	series; Morrow County 2 series				Community Partners		
	Monitor activity on the web based training calendar	6/1/16	OPEC Advisory Committee minutes	Analytic data	Training and Development Manager		
Year 3 2016-2017	Monitor and review data and results of implementation of Year 1 and Year 2 strategies..	6/1/17	OPEC Advisory Committee minutes	Data results from OPEC Quarterly reports	OPEC Advisory committee		\$500
Year 4 2017-2018	Develop new strategies to achieve objectives	6/1/18	OPEC Advisory Committee minutes	Data Analysis done during Year Three	Strategic Planning Committee		\$3,600
Year 5 2018-2019	Implement new strategies to achieve objectives as necessary	6/1/19	Strategic Plan	Updates and completion of Plan	OPEC Advisory Committee		\$5,000
	Review and evaluate completed 5-year plan; update for next 5-year grant cycle	6/1/19	Agenda Minutes	Accomplishments of the plan	Board and Staff		\$750

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year 1: 2014-2015 3.2 By 2019, UMCHS WIC will consistently serve at least 100% of their assigned caseload as determined by grant funding and measured by funding reports.	Develop and implement outreach plan for all counties served by WIC program to meet 97% of state assigned caseload by June 2015	6/1/15	Caseload improvement planning documentation Outreach Log Month end reports	TWIST month end participating case load report	WIC Staff WIC Operations Manager Nutrition Services Director		\$500
	WIC clients will be called 1 day prior to scheduled appointment to increase show rates	8/1/15	TWIST daily appointment schedule	TWIST Daily schedule	WIC Clerks		\$500
	Two times per month, WIC staff will use the "No appointment" and "No Food Instruments" report to call clients and schedule appointments.	Bi-monthly beginning August 2014	Appointment schedule report	TWIST month end participating case load report	WIC staff WIC Operations Manager		\$600
	Meet monthly with the key partners in WIC service area to assure that WIC outreach materials are available.	8/1/14	Month end reports, outreach log	Month end reports Outreach logs	WIC Operations Manager		\$600
	Prior to Head Start/ Early Head Start recruitment, meet with	4/1/15	Month end report Outreach Log	Month end report Outreach logs	WIC Operations Manager		\$600

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Family Advocates to train and provide recruitment resources to increase WIC participation.						
Year 2 2015-2016	Develop marketing strategies for the new space at Pendleton Early Learning Center to meet 98% of state assigned caseload.	10/1/15	Month end report Local newspaper	Month end report	WIC Operations manager Pendleton WIC staff		\$300
	Work with community partners to develop strategies in providing Nutrition Education for clients	12/1/15	Training calendar	Attendance record Month end reports	WIC staff WIC operations Manager		\$500
	Develop strategies to deliver 2 nd Nutrition education opportunities that will meet USDA Standards and assist clients in receiving quality 2 nd Nutrition Education.	11/1/15	WIC In-service notes	TWIST nutrition education client documentation	WIC Operations Manager		\$200
	Provide required Training to staff on delivering 2 nd Nutrition Education experiences.	1/1/16	WIC in-service notes Training records	Training files	WIC Operations Manager UMCHS Nutrition Service Director		\$600
Year 3 2016-2017	Develop new strategies to maintain state assigned caseload at 97-103%	8/1/16	Outreach log, TWIST participating monthly report	TWIST participating monthly report	WIC Staff WIC Operations manager		\$300

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Monitor and review data of participation rates of WIC clients	Every other month beginning July 2016	TWIST attendance logs	TWIST	WIC Operations Manager		\$120
Year 4 2017-2018	Participate in Strategic Planning to determine if WIC is serving 80% of the eligible population in WIC's service areas.	8/1/17	Strategic Plan	TWIST Data Analysis done during Year 3	WIC Operations Manager		\$500
Year 5 2018-2019	Revise and develop new strategies to maintain state assigned caseload.	8/1/18	Strategic Plan	Strategic Plan	WIC Operations Manager		\$400

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year 1: 2014-2015 3.3 By 2019, UMCHS will effectively utilize trained volunteers in programs as measured by self-assessment results.	Participate in Strategic Planning and review plan on a regular basis.	Four times per year	Strategic Planning minutes		Volunteer Manager		\$500
	Distribute revised Volunteer Manual.	12/1/14	Month End report		Volunteer Manager		\$500
	Provide on-site technical assistance as needed or requested	1/1/15	Month End Report		Volunteer Manager		\$500
	Analyze in-kind data reports to determine number of volunteers	2 times per year	In-kind reports		Volunteer Manager		\$500
	Recruit and train 5 volunteers for Morrow County CASA	6/1/15	Month end report State Quarterly and National CASA reports		Volunteer Manager		\$1,000
	Finalize requirements outlined in the 2013-2014 CASA Self -Assessment	1/1/15	National CASA Report		Associate Director-Administrative Services		\$500
	Plan and implement up to 2 “fund raising” projects to benefit CASA	6/1/15	Month End report		Volunteer Manager		\$500
	Seek out and apply grants, foundations, local service clubs, local	6/1/15	Month end reports		Associate Director-Administrative Services		

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	businesses and donors that will champion and support the CASA program				Volunteer Manager		
	Research costs to hire a .5 FTE CASA Coordinator	2/1/15	Month End report		Associate Director-Administrative Services Volunteer Manager		
	Implement CASA Data Tracking Manager Program	2/1/15	Oregon CASA Network Quarterly and National CASA reports		Volunteer Manager		
Year 2 2015-2016	Provide training to new staff on how to effectively utilize volunteers in the classroom and in other venues	10/1/15	New Staff Orientation Booklet		Volunteer Manager		
	Implement a media campaign to promote volunteer opportunities in all programs of UMCHS	6/1/16	Month end report		Volunteer Manager		
	Implement Volunteer Coordinator position	2/1/16			Associate Director-Administrative Services Volunteer Manager		
	Analyze Data Tracking software program for use in all UMCHS programs	6/1/16	Month end report		Volunteer Manager		
Year 3 2016-2017	Develop new strategies to achieve objectives	10/1/16	Strategic Planning minutes		Volunteer Manager		
Year 4 2017-2018	Implement new strategies to achieve objectives as necessary	7/1/17	Strategic Planning minutes		Volunteer Manager Strategic Planning Committee		

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year 5 2018-2019	Review and evaluate completed 5-year plan; update for next 5-year grant cycle	7/1/18	Strategic Planning minutes		Volunteer Manager Strategic Planning Committee		

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year 1: 2014-2015 3.4 By 2019, UMCHS CCR&R will meet state targets for participation in the QRIS Program in the 2-county area.	Provide group IQT training sessions in Milton-Freewater, Pendleton and Hermiston.	4 times per year	CCR&R State Quarterly Report Month end report	Oregon Registry Online Training Calendar	CCR&R Director		\$1,500
	Individualize the technical assistance needed to assist providers in achieving the Commitment to Quality level.	Monthly	CCR&R State Quarterly Report Month end reports		QIS Specialists		\$2,000
	Individualize the technical assistance needed to assist providers in achieving a Star Rating	Monthly	CCR&R State Quarterly Report Month end reports		QI Specialists		\$1,500
	Increase the base line from 13-14 by 10% in each of the Star Levels	6/1/15	CCR&R State Quarterly Report Month end reports	Oregon Registry On Line	QI Specialists		\$1,000
Year 2 2015-2016	Provide group or individualized IQT training sessions communities as needed.	4 times per year	CCR&R State Quarterly Report Month end report	Oregon Registry Online Training Calendar	CCR&R Director		\$1,500
	Individualize the technical assistance needed to assist providers in achieving	Monthly	CCR&R State Quarterly Report Month end reports		QIS Specialists		\$2,000

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	the Commitment to Quality level as they become eligible.						
	Increase the base line from 14-15 by 10% in each of the Star Levels	6/1/16	CCR&R State Quarterly Report Month end reports	Oregon Registry On Line	QI Specialists		\$1,000
Year 3 2016-2017	Monitor and review data and results of implementation of year 1 and year 2 strategies.	6/1/17	Strategic plan CCR&R State Reports	NACCRR Aware	CCR&R Director		
	Develop new strategies in coordination with CCR&R Central Coordination and ELHub to achieve objectives	10/1/16	CCR&R Quarterly Report	State Report	CCR&R Director		\$500
Year 4 2017-2018	Develop new strategies in coordination with CCR&R Central Coordination and ELHub to achieve objectives	10/1/17	CCR&R Quarterly Report	State Report	CCR&R Director		\$500
Year 5 2018-2019	Develop new strategies in coordination with CCR&R Central Coordination and ELHub to achieve objectives	10/1/18	CCR&R Quarterly Report	State Report	CCR&R Director		\$500

Five Year Plan June 1, 2014- May 31, 2019

Goal #4: Healthy Lifestyles

UMCHS will promote healthy lifestyle choices through all its programs as a way to reduce obesity and chronic disease

Measurable Five-Year Objectives

Objective 4.1 By 2019, UMCHS will utilize produce from agency gardens for food service and nutrition education at least 4 months out of the year.

Objective 4.2 By 2019, the UMCHS health insurance experience rating will decrease to 15%.

Objective 4.3 By 2019, the % of overweight and obese children receiving Head Start and/or WIC services will decrease to less than 30% of participating children.

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
Year One: 2014-2015 4.1 By 2019, UMCHS will utilize produce from agency gardens for food service and nutrition education at least 4 months out of the year.	Communicate with center staff regarding availability of greenhouse for expanding gardening season.	11/1/14	Email/GroupWise calendar	Site garden plans	USDA Manager		\$30
	Add gardening as another choice along with Wellness Walks to spend 1/2 hour at per week	9/1/14	Employee Benefits booklet	Litt, J. S. et all. (2011). The Influence of Social Involvement, Neighborhood Aesthetics, and Community Garden	HR Manager, Nutrition Services Director	8/7/14	\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
				Participation on Fruit and Vegetable Consumption. <i>American Journal of Public Health</i> , Vol. 101, No. 8, pp. 1466-1473.)			
	Revise Health Monitor to include check for regular planning of Head Start classroom nutrition activities	9/1/14	Health Monitor Form	% of Nutrition Ed complete	Health Services Director		\$15
	Add reporting of Nutrition education/activities to teacher's month end report	9/1/14	Month End Report	Nutrition education data (% offering, # offered, etc.)	Health Services Director		\$200
	Explore feasibility of UMCHS participating in the USDA summer food program at Hermiston main office for which summer produce could be utilized	5/1/15	USDA Manager Month End Report	Proposed budget	USDA Manager Nutrition Services Director		\$100
	Each Head Start classroom will complete at least nine nutrition activities each school year	5/1/15	Month End Report	Month end data	Health Services Director		\$1000
Year Two 2015-2016	At least ten percent of center garden	11/1/15	Center Garden Plan	% of garden plans that include	USDA Manager		\$250

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	plans utilize greenhouse			greenhouse			
	Send recipes and agency grown produce home with children which corresponds with classroom nutrition education for at least 2 classrooms	5/1/16	Classroom lesson plan	Month end reports	USDA Manager, Nutrition Services Director, Education Managers		\$200
	WIC Staff will plan nutrition education using agency grown produce at least 3 times per year	9/1/15	TWIST schedule Group education show rates/month end	(Devine, C. M. et al. (1999). Life-course events and experiences: Association with fruit and vegetable consumption in 3 ethnic groups. <i>Journal of the American Dietetic Association</i> . 99: 309-314)	WIC Operations Manager		\$300
	Assess health insurance experience rating and adjust strategies as appropriate	8/1/15	Health insurance experience rating	Health insurance experience rating data	Human Resources Director and Nutrition Services Director		\$100
Year Three 2016-2017	Implement USDA summer food program at one site at UMCHS if feasible	7/1/16	ODE grant award	Meal reimbursement claim	USDA Manager and Nutrition Services Director		\$400

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Explore feasibility of adding greenhouses in 1-2 more communities	8/1/16	Budget	(Heimendinger, J. & M. Van Duyn. (1995). Dietary behavior change: the challenge of recasting the role of fruit and vegetables in the American diet. <i>American Journal of Clinical Nutrition</i> , 61:1397S-1401.)	USDA Manager		\$12,000
	WIC Staff will plan nutrition education using agency grown produce at least four times per year	9/1/16	TWIST Schedule Group education show rates/month end	(Devine, C. M. et al. (1999). Life-course events and experiences: Association with fruit and vegetable consumption in 3 ethnic groups. <i>Journal of the American Dietetic Association</i> . 99: 309-314)	WIC Operations Manager		\$400

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Send recipes and agency grown produce home with children which corresponds with classroom nutrition education for at least 4 classrooms	5/1/17	Classroom lesson plan	Nicklas, T. A., Baranowski, T., Baranowski, J. C., Cullen, K., Rittenberry, L., & Olvera, N. (2001). Family and child-care provider influences on preschool children's fruit, juice, and vegetable consumption. <i>Nutrition reviews</i> , 59(7), 224-235.	USDA Manager and Nutrition Services Director		\$600
Year Four 2017-2018	Expand summer food program to at least two sites	7/1/17	ODE grant award	Meal reimbursement claim	USDA Manager and Nutrition Services Director		\$500
	WIC Staff will plan nutrition education using agency grown produce at least five times per year	9/1/17	TWIST Schedule Group education show rates/month end	(Devine, C. M. et al. (1999). Life-course events and experiences: Association with fruit and vegetable consumption in 3 ethnic groups. <i>Journal of the American Dietetic Association</i> . 99: 309-314)	WIC Operations Manager		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Utilize agency garden produce for food service at least 3 months of the year.	5/1/18	Cooks' month end paperwork	% of produce on menu supplied by garden	USDA Manager and Nutrition Services Director		\$120
	Expand take home food and recipe program to 6 classrooms utilizing produce grown in UMCHS gardens.	5/1/18	Classroom lesson plan	Nicklas, T. A., Baranowski, T., Baranowski, J. C., Cullen, K., Rittenberry, L., & Olvera, N. (2001). Family and child-care provider influences on preschool children's fruit, juice, and vegetable consumption. <i>Nutrition reviews</i> , 59(7), 224-235.	USDA Manager		\$900
Year Five 2018-2019	Utilize agency garden produce for food service at least 4 months of the year.	5/1/19	Cooks' month end paperwork	% of produce on menu supplied by garden	USDA Manager and Nutrition Services Director		\$160

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Person Responsible	Completion Date	Financial Impact
	Expand take home food and recipe program to at least 10 Head Start classrooms utilizing produce grown in UMCHS gardens.	5/1/19	Classroom lesson plan	Nicklas, T. A., Baranowski, T., Baranowski, J. C., Cullen, K., Rittenberry, L., & Olvera, N. (2001). Family and child-care provider influences on preschool children's fruit, juice, and vegetable consumption. <i>Nutrition reviews</i> , 59(7), 224-235.	USDA Manager		\$1500
	Expand summer food program to at least three sites	7/1/18	ODE grant award	Meal reimbursement claim	USDA Manager and Nutrition Services Director		\$600

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year One: 2014-2015 4.2 By 2019, the health insurance experience rating will decrease to 15%.	Change fruit and veggie log policy to incorporate incentive for recruiting new members	9/1/14	Policy	% increase in log submission	Nutrition Services Director	8/7/14	\$15
	Add gardening as another choice along with Wellness Walks to spend 1/2 hour at per week	9/1/14	Employee Benefits booklet	(Catanzaro, C. and Ekanem, E. (2004). Home Gardeners Value Stress Reduction and Interaction with Nature. <i>Acta Hort. (ISHS)</i> 639:269-275.)	HR Manager, Nutrition Services Director	8/7/14	Costs already included in objective 1.1
	Provide monthly health tip and Fruit and Veggie log reminder in staff newsletter	10/1/14	Staff Newsletter	Fruit and Veggie log completion data	Nutrition Services Director and Bilingual Receptionist	8/7/14	\$60
	Provide training to team leaders on how to utilize fruit and veggie log and ask them to train their staff on using it as well.	12/1/14	Team Leader Meeting	Fruit and Veggie log completion data	Transportation Manager and WIC Team Leader		\$100

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	Develop staff survey to determine staff wellness needs	11/1/14	Survey	Survey data	Health Services Director, Nutrition Services Director, USDA Manager		\$250
	Administer staff survey to determine staff wellness needs	1/1/15	Survey results	Survey data	Health Services Director, Nutrition Services Director, USDA Manager		\$500
	Increase completion rate of fruit and veggie log to 20% of staff	5/1/14	# of logs turned in to HR Manager	Fruit and Veggie log completion data	HR Manager		\$500
	Record UMCHS cooks preparing healthy dishes.	4/1/14	Recording	Dietary Guidelines for Americans	USDA Manager		\$450
Year Two 2015-2016	At strategic planning retreat, develop strategies for addressing wellness needs based on staff survey	8/1/15	Strategic planning notes	Survey data	Health Services Director, Nutrition Services Director, USDA Manager		\$500
	Review wellness strategies with admin team to determine which can be implemented	10/1/15	Admin notes	Survey data	Health Services Director, Nutrition Services Director		\$200
	Edit recording of UMCHS cooks preparing healthy dishes and utilize for staff education and training	11/1/14	UMCHS Facebook page, UMCHS in-service agendas	# of times used for education and training	USDA Manager, Nutrition Services Director and Information Systems Director		\$100
	Implement at least one wellness strategy to address identified needs	5/1/15	Policy	Utilization data	Nutrition Services Director, Human Resources Director		\$400

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	Increase completion rate of fruit and veggie log to 25% of staff	5/1/15	# of logs turned in to HR Manager	Completion data	HR Manager		\$500
Year Three 2016-2017	Implement an additional wellness strategy to address identified needs	5/1/16	Policy	Utilization data	Nutrition Services Director, Human Resources Director		\$400
	Increase completion rate of fruit and veggie log to 30% of staff	5/1/16	# of logs turned in to HR Manager	Completion data	HR Manager		\$500
Year Four 2017-2018	Implement an additional wellness strategy to address identified needs	5/1/17			Nutrition Services Director, Human Resources Director		\$400
	Increase completion rate of fruit and veggie log to 35% of staff	5/1/17	# of logs turned in to HR Manager	Fruit and Veggie log completion data	HR Manager		\$500
	Develop an healthy recipe book utilizing staff submitted recipes	8/1/17	Recipe Book	Dietary Guidelines for Americans	Health Director, Nutrition Services Director, and USDA Manager		\$800
Year Five 2018-2019	Increase completion rate of fruit and veggie log to 40% of staff	5/1/18	# of logs turned in to HR Manager	Fruit and Veggie log completion data	HR Manager		\$500

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
Year One: 2014-2015 4.3 By 2019, the % of overweight and obese children receiving Head Start and/or WIC services will decrease to less than 30% of participating children.	Obtain weights, heights and BMIs on all Head Start children at the beginning and the end of the school year	11/1/14 and 5/1/15	Nutrition assessment record	BMI data	Health Services Director		\$2000
	Provide training to WIC, FAs and Health Staff on <i>Eat Healthy, Be Active</i> curriculum.	9/1/14	<i>Eat Healthy, Be Active</i> curriculum, training agenda	Dietary Guidelines for Americans and Physical Activity Guidelines for Americans	USDA Manager, WIC Operations Manager and Health Services Manager		\$500
	Meet with Head Start staff at Hawthorne, Milton-Freewater and Victory Square sites to review <i>Eat Healthy, Be Active</i> curriculum and schedule training	9/1/14	Agenda	Dietary Guidelines for Americans and Physical Activity Guidelines for Americans	USDA Manager and Health Services Director		\$500
	Schedule and promote <i>Eat Healthy, Be Active</i> training	10/1/14	Training Calendar	Attendance records	WIC staff, Education Staff and Family Advocates at selected sites		\$200

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	Provide <i>Eat Healthy, Be Active</i> training to parents at Hawthorne, Milton Freewater and Victory Square parent meetings.	10/1/14	Meeting agenda	Attendance records	WIC Operations Manager, WIC Certifiers, Family Advocates and Child and Family Advocates at those sites		\$1500
Year Two 2015-2016	Analyze BMI change over the previous school year for overweight children whose parents attend Eat Healthy, Be Active trainings versus those children whose parents did not attend the trainings	8/1/15	BMI study data, class attendance	BMI study data	Nutrition Services Director and Health Services Director		\$950
	Expand Eat Healthy, Be Active training to at least two more sites if data shows it to be an effective tool in reducing childhood obesity.	10/1/15	Training plan	BMI study data	WIC Operations Manager, Health Services Director and Nutrition Services Director		\$1000
	Review study data and adjust goals for years 3-5 based on results	8/1/15	BMI study data	BMI study data	Nutrition Services Director and Health Services Director		\$550
Year Three 2016-2017	Examine feasibility of a specific curriculum and increased requirement for daily physical activity in Head Start classrooms	5/1/16	Meeting notes, report to admin team (admin notes)	Mo-suwan L, Pongprapai S, Junjana C, Puetpaiboon A. Effects of a controlled trial	Nutrition Services Director, Health Services Director, Education Director		\$200

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
				of a school-based exercise program on the obesity indexes of preschool children. <i>Am J Clin Nutr</i> 1998;68:1006-11. Sallis JF, McKenzie TL, Alcaraz JE, Kolody B, Hovell MF, Nader PR. Project SPARK. Effects of physical education on adiposity in children. <i>Ann N Y Acad Sci</i> 1993;699:127-36.			
Year Four 2017-2018	If approved, implement specific curriculum and increased requirement for daily physical activity in Head Start classrooms	9/1/17	Curriculum and Policy	BMI change (over the school year) data	Nutrition Services Director, Health Services Director, Education Director		\$6000
	Explore feasibility of WIC staff offering weekly family physical	10/1/17	Meeting notes, report to admin team (admin	American Academy of Pediatrics.	Nutrition Services Director and WIC Operations		\$600

Year and Objective	Strategies	Timelines	Documentation	Data Source	Staff Position Responsible	Completion Date	Financial Impact
	activity classes as part of their regular group nutrition education		notes)	Active Healthy Living: Prevention of Childhood Obesity Through Increased Physical Activity <i>Pediatrics</i> Vol. 117 No. 5 May 1, 2006 pp. 1834 -1842 (doi: 10.1542/peds.2006-0472)	Manager		
Year Five 2018-2019	Review all obesity related programs and BMI data to plan goals for the next five years	8/1/18	Strategic planning goals	BMI data for WIC and Head Start children, class attendance records	Nutrition Services Director and Health Services Director		\$500

Revised 8/21/14