

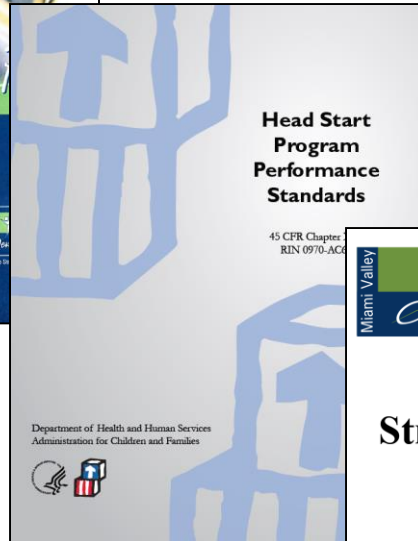
Pieces of the Puzzle

2017

Community Assessment



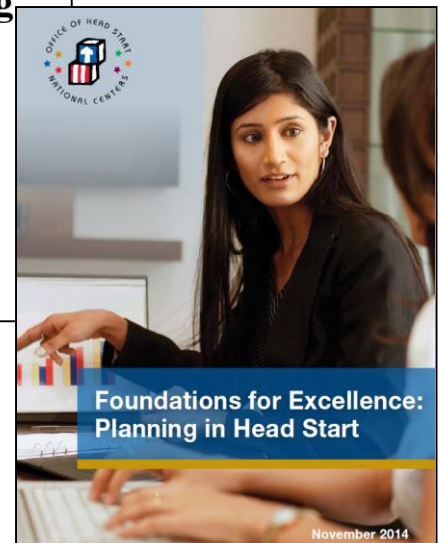
Miami Valley
10/1/2017



Strategic Planning Document

2016-2020

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Foundations for Excellence:
Planning in Head Start

November 2014



Community
Assessment

Community Assessment



Application Instructions

1. Service and Recruitment Area
2. Needs of Children and Families
3. Chosen Program Options(s) and Funded Enrollment Slots
4. Centers and Facilities
5. Eligibility, Recruitment, Selection, Enrollment and Attendance

Distressed Community Index

<https://eig.org/dci>

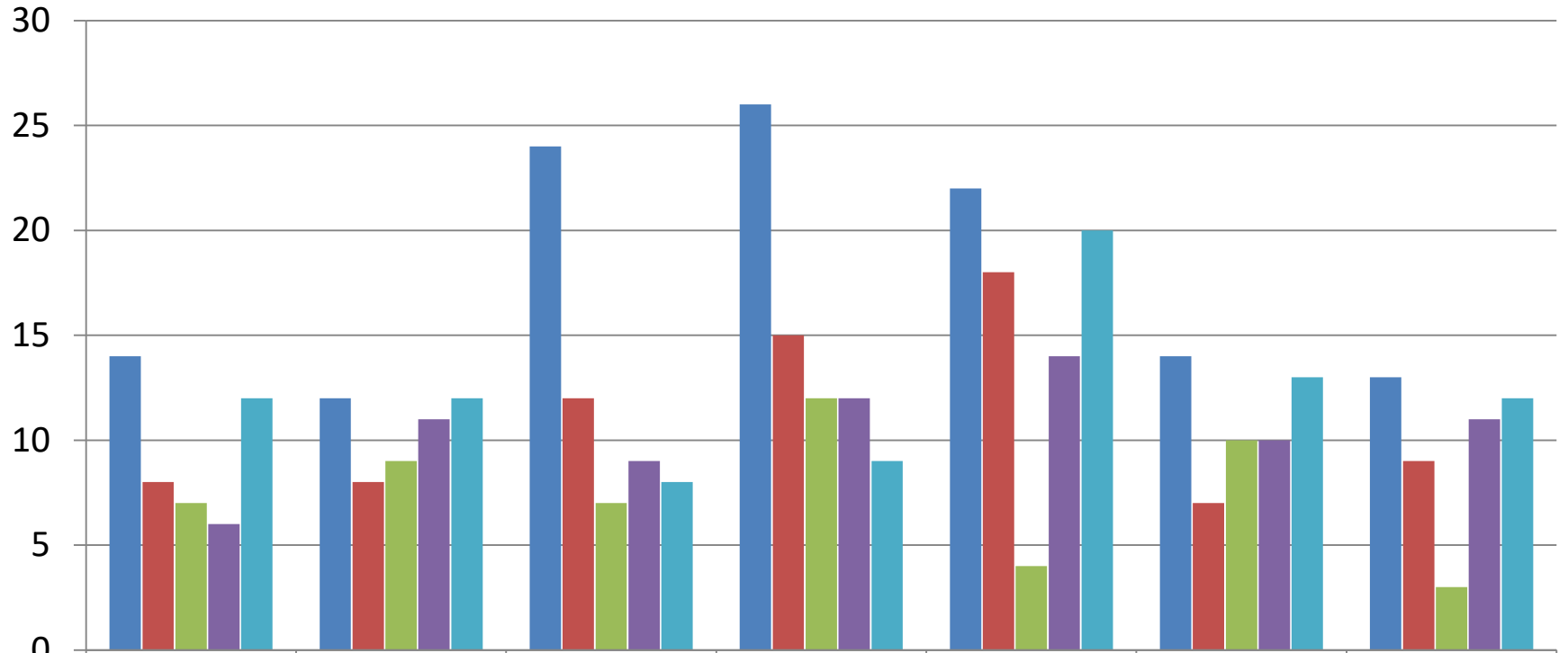
Methodology

The Distressed Communities Index (DCI) combines seven complementary economic indicators into a single holistic and comparative measure of community well-being. The index is constructed from the U.S. Census Bureau's American Community Survey 5-Year Estimates and Business Patterns datasets.

The seven component metrics of the DCI are:

1. **No high school diploma:** Percent of the 25+ population without a high school diploma or equivalent
2. **Housing vacancy rate:** Percent of habitable housing that is unoccupied, excluding properties that are for seasonal, recreational, or occasional use
3. **Adults not working:** Percent of the prime-age population (25-64) not currently in work
4. **Poverty rate:** Percent of the population living under the poverty line
5. **Median income ratio:** Median household income as a percent of the state's median household income (to account for cost of living differences across states)
6. **Change in employment:** Percent change in the number of jobs
7. **Change in establishments:** Percent change in the number of business establishments

Staff Turnover



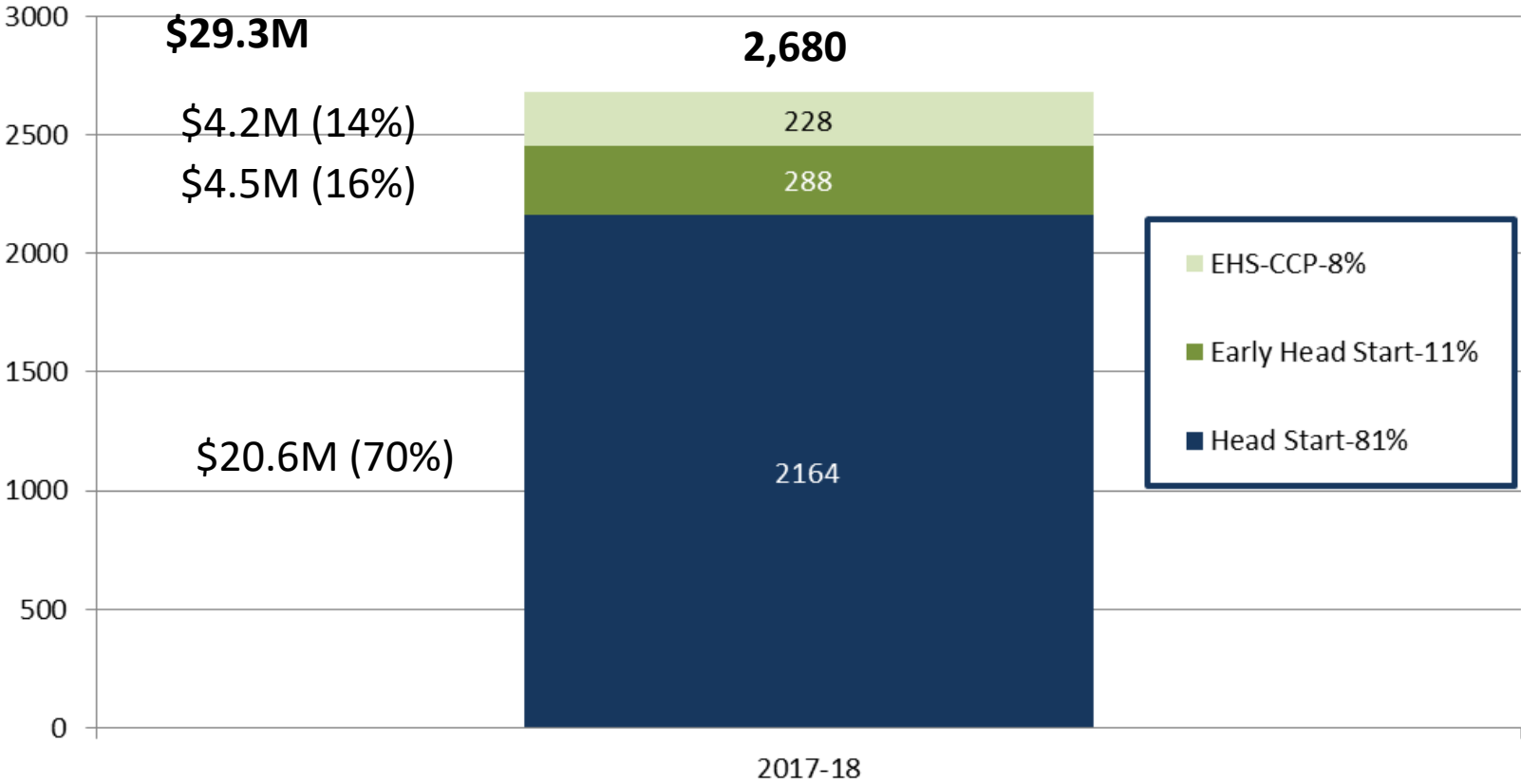
	2011-12	2012-13	2013-14	2014-15	2015-16	16-17	17-18
LT/HV	14	12	24	26	22	14	13
AT	8	8	12	15	18	7	9
EHS	7	9	7	12	4	10	3
TA	6	11	9	12	14	10	11
FSS	12	12	8	9	20	13	12

KEY TAKEAWAYS

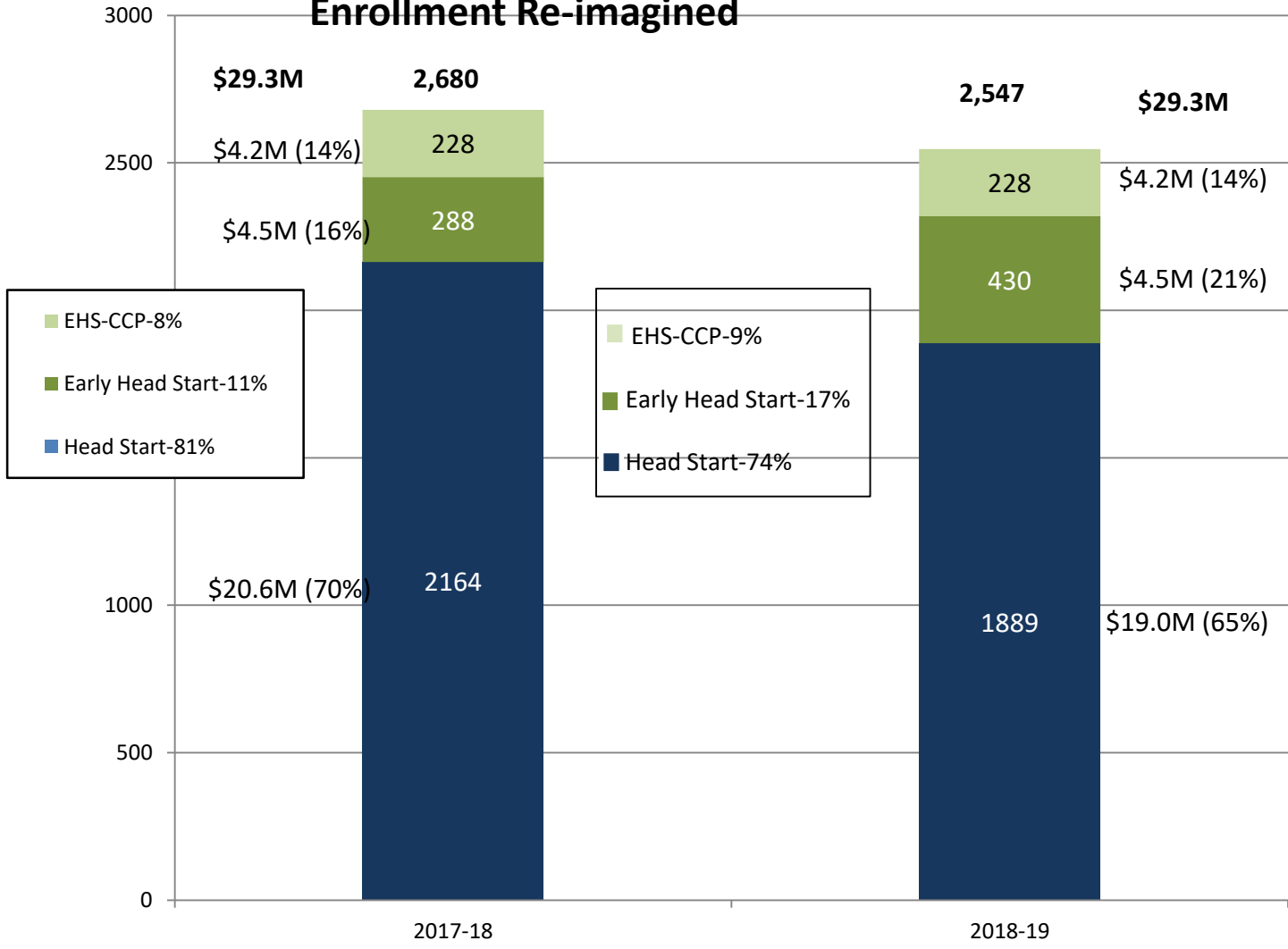
Once we converted our Recompetition thinking from a “Punitive Exercise” to an “Opportunity to Transform Our Agency” some key themes emerged:

1. Increased need for EHS services
2. HS under enrollment due to 4 year old funding changes
3. Duration
4. Cost per Child (both Fed & Other Funding)
5. Improving Quality (ratios, staff retention, etc.)

2017-18 Enrollment



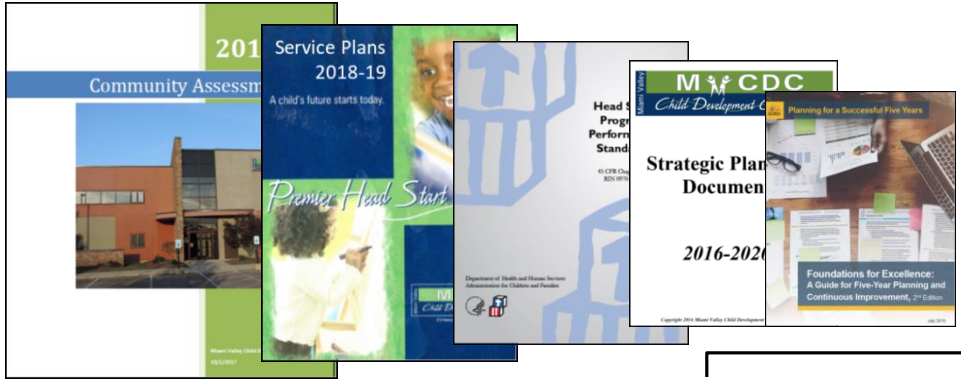
Enrollment Re-imagined



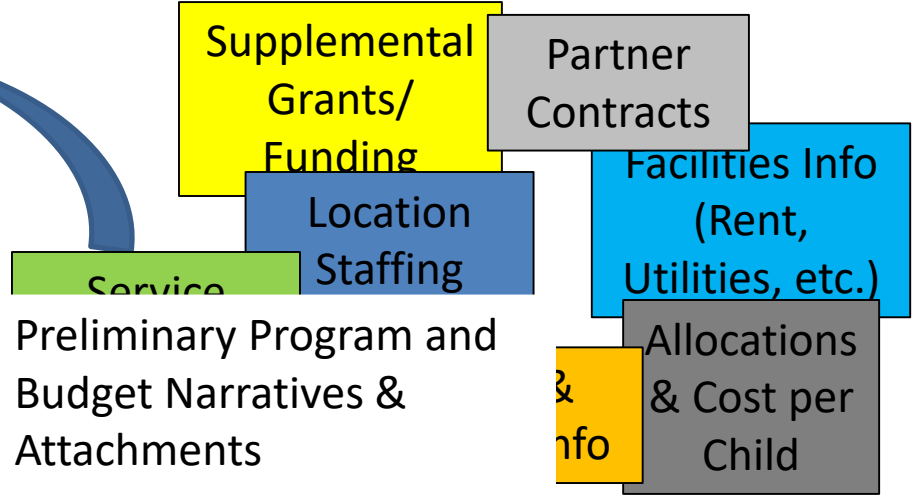
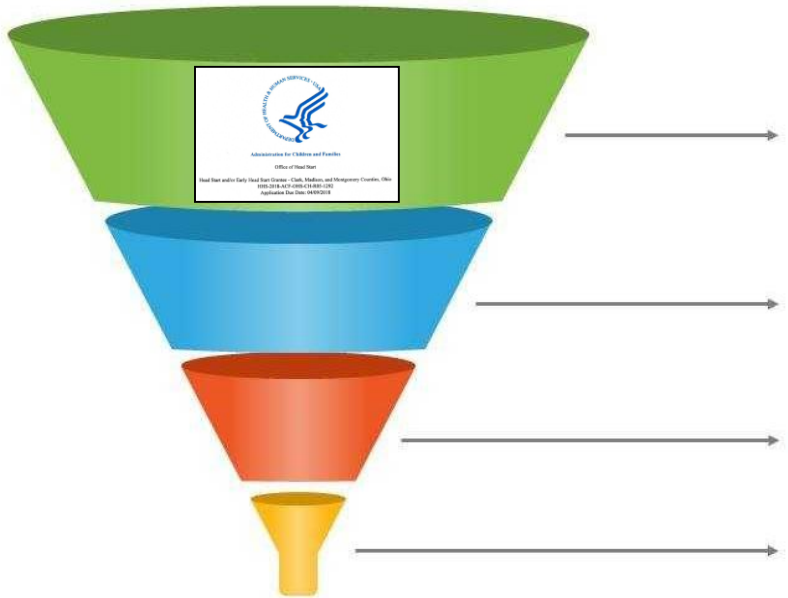
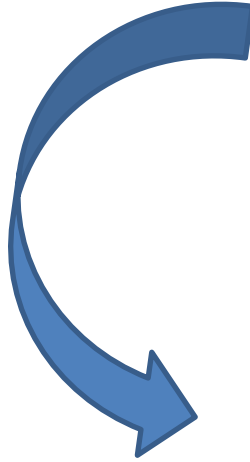
2018-19 Head Start Program Option	Option	Number of children
*Self-operated Center-based	Part-day, part-year	762
School Partnerships	Part-day, part-year	25
Self-operated Center-based	Part-day, part-year	395
Self-operated Center-based	Full-day, part-year	97
Self-operated Center-based	Full-day, full-year	306
Child Care Partnership	Full-day, full-year	189
Child Care Partnership	Full-day, part-year	15
Home-based	Part-year	88
Family Child Care (6)	Full-day, full-year	12

2018-19 Early Head Start Program	Option	Number of children
Self-operated classrooms	Center-based	224
Clark Co. Home-Based Partnership	Home-based	60
Madison Co. Home-Based Partnership	Home-based	38
Montg. Co. Home-Based Partnership	Home-based	108

Plan the Work



Program Intelligence
Fiscal Intelligence



Preliminary Program and Budget Narratives & Attachments

Amend, write, amend, write, amend, write...

Submit and celebrate

Regional Review

Work the Plan

Version 3 Updates

Documents to Upload in HSES	Page Limit	Related Citation
Application and Budget Justification Narrative	60 Pages*	Instructions with Citations Begin on Page 5
Results of Self-assessment and Improvement Plan	N/A	45 CFR 1302.102(b)(2) and (c)(iv-v)
Governing Body and Policy Council Decisions		Head Start Act 642(c)(1)(E)(iv)(V) & 642(c)(2)(D)(iii)
Selection Criteria *NEW*		45 CFR 1302.14
Cost Allocation Plan *NEW*		45 CFR §75.415
Training and Technical Assistance Plan		Head Start Act 648(d)(1)
Annual Report to the Public *NEW*		45 CFR 1302.102(d)(2)
Program Goals, optional *NEW*		
Indirect Cost Rate Agreement, or records showing adoption of 10% <i>de minimis</i> indirect cost rate, if applicable		Uniform Fiscal Regulations 45 CFR 75.414
Other Supporting Documents, if applicable		
Sample Delegate and/or Partnership Contracts, if applicable		

*OHS understands some programs such as those with numerous delegates, complex models, significant changes, and very large grantees may exceed the page limit.

FISCAL CONSIDERATIONS

- Understanding Program Goals
- Service Options Are Critical
- Staffing to Support Service Options
- Cost Allocations
- Cost per Child
 - Average by grant
 - By Service Option (e.g. Home Based vs Center Based vs Partnerships, Full Day vs Part Day)
 - By Center

FISCAL CONSIDERATIONS (cont.)

- Top Down vs. Bottoms Up Approach
 - Must do both and make them converge
- DREAM BIG!!!! Then Rightsize
- Compensation Issues
- It's an Iterative and Time Consuming Process
So Start Early!!!!

CHANGE THE OBJECTIVE

- “It’s Just a Budget!!!”
- Top Down vs. Bottom Up Budget
- The “What” vs. the “Why”
- “What” is the Purpose of the Grant Application and the Budget Narrative?
 - Satisfy the Federal Requirement
 - Retain or Win the Grant
 - Meet the Minimum Requirements

CHANGE THE OBJECTIVE

- Broaden the view of what the objective is
 1. Satisfy the Federal Requirement
 2. Roadmap to meet agency goals
 3. Roadmap to address community needs and transform the agency
 4. Budget is:
 1. Strategic
 2. Mid Term Objectives
 3. Tactical
 5. Create Measurement Stick-What we said we were going to do vs. what we are actually doing

CHANGE THE OBJECTIVE

- We've Changed the "What" to the "Why"
 - This is much more difficult, requires significantly more commitment, significantly more effort, significantly more cooperation and significantly better vision.
 - However..... there is more collective and individual motivation, energy and investment.
 - And we now have a shared vision.
 - It's now "Our Work" not "Program's Work" and "Fiscal's Work"
 - It's now "Our Why" not "Program's What" and "Fiscal's What"

**MVDC
RECOMPETITION GRANT
BUDGET COMPARISON**

HEAD START	RECOMP GRANT	PRIOR GRANT	CHANGE
CHILDREN	1,889	2,164	-275
BUDGET	\$ 19,014,676	\$ 20,599,090	\$ (1,584,414)
COST/CHILD	\$ 10,066	\$ 9,519	\$ (547)
EARLY HEAD START	RECOMP GRANT	PRIOR GRANT	CHANGE
CHILDREN	430	288	142
BUDGET	\$ 6,112,479	\$ 4,528,065	\$ 1,584,414
COST/CHILD	\$ 14,215	\$ 15,722	\$ 1,507
TOTAL GRANT	RECOMP GRANT	PRIOR GRANT	CHANGE
CHILDREN	2,319	2,452	-133
BUDGET	\$ 25,127,155	\$ 25,127,155	\$ -
COST/CHILD	\$ 10,835	\$ 10,248	\$ (588)

TAKEAWAYS:

- 1) No Change in Total Grant Budget of \$ 25.1 Million.
- 2) Head Start Slot Reduction of 275 and Early Head Start Expansion of 142. Just Under \$1.6 Million Transferred From the Head Start Budget to the Early Head Start Budget.
- 3) Head Start Cost Per Child Up by \$547 Due to Increased Duration, Reduction of Class Sizes, Reduction of Half Day Sessions and Improved Quality.
 - In the Prior Grant We Served 42% of Our Children at the 1,020 Hours Per Year Target Set By the New Performance Standards. In the Recompensation Grant, We Have Extended the Day for Many of Our Children to Bring That Up to 58%.
- 4) Early Head Start Cost Per Child Down by \$1,507 Due to Addition of 64 Home Based Slots and 78 Center Based Slots (Home Based Slots at \$9,536 Are Significantly Less Expensive Than Center Based Slots at \$18,518)
 - Center Based Slots Represented 56% of the 288 current EHS Slots. The Expansion slots of 142 are split 45% Center Based and 55% Home Based bringing the Recompensation Grant total to 430 in a Ratio of 52% Center Based and 48% Home Based.
- 5) Overall Cost Per Child Increased by \$588 Due To Net Reduction of 133 Slots and Increases in Duration, Class Size and Program Quality.

1302.101 Management System



5 Year Broad Goals

Service Plans

Agency Matrix

1302.102 Achieving Program Goals

Continuous Improvement

Data Correlations

Continued Monitoring /Reporting

PROMIS

Effective High-Quality Services

D-Discover
A-Analyze
T-Think
A-Apply

Excel/Access

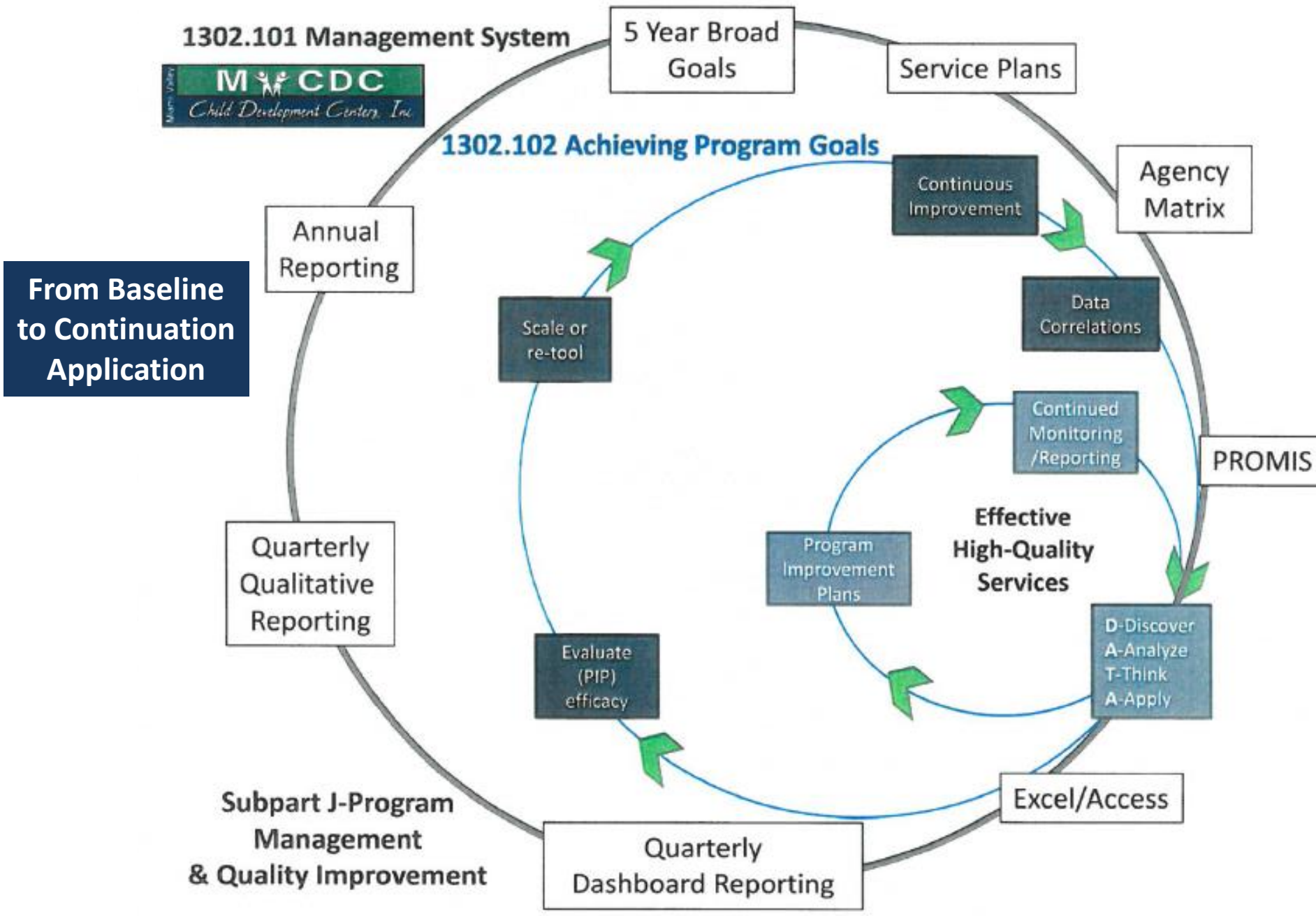
Quarterly Dashboard Reporting

Subpart J-Program Management & Quality Improvement

Quarterly Qualitative Reporting

Annual Reporting

From Baseline to Continuation Application





**5-year Goals & Objectives Quarterly Update
2018-2019 Year 1**

Goals & Objectives	Adjusted	Incomplete	Partially Met	Met
Enhancing Family & Community Partnerships				
1. Professional Development: <i>100% 1st year FSS receive 20 hrs PD</i>				
2. Family Transition Process: <i>90% Physicals, 70% Dentals</i>				
3. Family Trainings/Workshops: <i>90% participation in Family Assessment</i>				
4. Family Home Activities Participation: <i>25% participation in home activities</i>				
Hire and Retain Staff				
1. Staff Retention: <i>83% retention</i>				
2. Aligned PD System : <i>Integrate Program Goals into all job descriptions</i>				
3. Coordinated Succession Plan: <i>Add interest statement on IPDP, PD tracks</i>				
4. Vibrant Employee Wellness Program: <i>EWP w/integrated MMO benefits</i>				
Develop Respectful Relationships				
1. Demonstrate Core Values: <i>100% staff complete new employee orientation</i>				
2. Strengthen Relationship w/ Community Partners: <i>Staff participation in community</i>				
3. Promote Civility and Teamwork: <i>Create teamwork template</i>				
4. Strengthen Relationships with School Partners: <i>integrate work on OSU Transition Project</i>				
Teaching Practices & Safe Environments in Partnership Classrooms				
1. Professional Development: <i>25% staff receive required PD</i>				
2. Mentoring: <i>Teacher Needs Assessment</i>				
3. Intensive Coaching: <i>Process developed</i>				

KEYS TO MVDCDC'S SUCCESS

- Start Early
- Create a Shared Vision
 - Full Engagement of Program and Fiscal Staff
- Change the “What” to the “Why”
- Broaden the Objective
- Converge Top Down and Bottom Up Budget
- Pay Attention to Details-”DIRECTIONS MATTER”