

# Arkansas Head Start State Collaboration Office



**Strategic Plan**

**March 2011-February 2014**

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# Introduction

## Arkansas Head Start State Collaboration Office

The Arkansas Head Start State Collaboration Office plays an important role in helping our state make progress in improving the lives of young children and families. The Collaboration Office assists with relevant state initiatives and brings the support and perspective of Head Start to the development of a comprehensive early childhood system in Arkansas.

### These partnerships:

- Help build early childhood systems and access to comprehensive services for all low-income children;
- Encourage widespread collaboration between Head Start and other appropriate programs, services, initiatives, and augment Head Start's capacity to be a partner in state initiatives on behalf of children and families; and
- Facilitate the involvement of Head Start in the development of state policies, plans, processes and decisions affecting the Head Start target population and other low-income families.

### The following purposes of the Head Start State Collaboration Office are defined in Public Law 110-134 "Improving Head Start for School Readiness Act of 2007":

- Assist Head Start agencies to collaborate with entities involved in State and local planning processes to better meet the needs of low-income children from birth to school entry, and their families;
- Assist Head Start agencies to coordinate activities with the State agency responsible for administering the State program carried out under the Child Care and Development Block Grant Act of 1990 (42 U.S.C. 9858 et seq.) and entities providing resource and referral services in the State, to make full-working-day and full calendar year services available to children;
- Promote alignment of curricula used in Head Start programs and continuity of services with the Head Start Child Outcomes Framework and, as appropriate, State early learning standards;
- Promote better linkages between Head Start agencies and other child and family agencies, including agencies that provide health, mental health, or family services, or other child or family supportive services, such as services provided under section 619 or part C of the Individuals with Disabilities Education Act (20 U.S.C. 1419, 1431 et seq.); and
- Carry out the activities of the State Director of Head Start Collaboration authorized by law.

## Head Start, Early Head Start, and Migrant/Seasonal Head Start

Arkansas Head Start, Early Head Start, and Migrant and Seasonal Head Start programs serve almost 11,000 children and families and employ almost 2,400 staff in Arkansas. The 22 programs are operated by a variety of grantees: eleven community action programs, one public school, nine single or multi-purpose non-profits, and one state university system.



**Arkansas Head Start** programs provide comprehensive services to low-income children three to five years of age and their families in all 75 Arkansas counties. One of the most important missions is to teach young children and their parents the benefits of early literacy and family reading as well as meeting the needs of the children and families through a wide array of services. There are 19 Head Start grantees in Arkansas serving 9,950 children and families. Services are provided through 250 centers and 15 home based program options. Of the 250 Head Start centers in Arkansas, 91 offer full day-full year services, 124 offer full day-part year services, and 35 offer part day (less than 6 hours) programs. These centers house 547 Head Start classrooms.

**Arkansas Early Head Start** programs serve pregnant women and children birth to three years of age. The program helps our youngest children by helping them develop a strong sense of self and begin to learn necessary skills for later school success. There are 10 Early Head Start grantees serving 688 children and families. Seven of the Early Head Start programs are administered by Head Start grantees and three are stand-alone Early Head Start grantees. Services are provided through 44 Early Head Start centers with 124 classrooms as well as two home base programs.



**Arkansas Migrant and Seasonal Head Start** programs serve children birth to five years of age and their families. The migrant program serves families who move from one geographic location to another to engage in agricultural work. The seasonal program serves families engaged primarily in seasonal agriculture labor who have not changed their residence in the last two years. Community Action Program for Central Arkansas serves as the lead grantee with two delegate grantees in Arkansas. They serve 400 children and families. Services are provided through six Migrant and Seasonal Head Start centers and 34 classrooms.



**Data Source:**

The state totals are calculated from data provided from local programs annually to the Arkansas Head Start Office. The data for this section was obtained from the 2007-2008 Arkansas Head Start Totals at

<http://www.arheadstart.org/start/ARKANSAS%20HEAD%20START%20TOTALS0708.pdf>.

**Head Start/Early Head Start/Migrant-Seasonal Head Start Map Key**

	Agency	Headquarters	Counties Served
	Arkansas Human Development Corporation Early Head Start	Hot Springs	Garland
	Black River Area Development Corporation Head Start /Early Head Start	Pocahontas	Clay, Lawrence, Randolph
	Central Arkansas Development Council Head Start	Malvern	Clark, Hot Spring, Pike, Montgomery, Saline
	Child Development, Inc. Head Start/Early Head Start/Migrant-Seasonal Head Start	Russellville	Arkansas, Conway, Desha (Migrant Head Start Only) Franklin, Johnson, Lincoln, Logan, Lonoke, Perry, Polk, Pope, Scott, Yell
	Cleveland County School/Cleveland County Head Start	Rison	Cleveland
	Community Action Program of Central Arkansas Head Start/Migrant-Seasonal Head Start	Conway	Cleburne, Faulkner, White
	Community Services Office, Inc. Head Start	Hot Springs	Garland
	Community Development Institute Serving Northeast Arkansas Head Start	Jonesboro	Craighead, Crittenden, Cross, Greene, Jackson, Lee, Poinsett, St. Francis, Woodruff
	Community Development Institute Early Head Start	Little Rock	Pulaski
	EOA of Washington County Head Start/Early Head Start	Fayetteville	Washington
	Families and Children Together, Inc. Head Start/Early Head Start	El Dorado	Calhoun, Columbia, Dallas, Ouachita, Union
	Head Start Child and Family Services, Inc. Head Start/Early Head Start	Van Buren	Crawford, Sebastian
	Jefferson Comprehensive Care Services Head Start	Pine Bluff	Grant, Jefferson
	Mid Delta Community Services Head Start	Helena	Monroe, Phillips, Prairie
	Mississippi County Arkansas EOC Head Start/Early Head Start/Migrant-Seasonal Head Start	Blytheville	Mississippi
	Newton County Special Services Corporation Early Head Start	Jasper	Newton
	Northcentral Arkansas Development Council Head Start	Batesville	Fulton, Independence, Izard, Sharp, Stone
	Northwest Arkansas Head Start Human Services Head Start	Rogers	Benton, Carroll, Madison
	Ozark Opportunities, Inc. Head Start	Harrison	Baxter, Boone, Marion, Newton, Searcy, Van Buren
	Southeast Arkansas Community Action Corporation Head Start	Warren	Ashley, Bradley, Chicot, Desha, Drew
	Southwest Arkansas Development Council Head Start	Texarkana	Hempstead, Howard, Lafayette, Little River, Miller, Nevada, Sevier
	UAMS Head Start/Early Head Start	Little Rock	Pulaski

# Arkansas Head Start State Collaboration Office March 2011-February 2014 Strategic Plan

This strategic plan will be used as a management tool to direct the activities of the Arkansas Head Start State Collaboration Office in its efforts to enhance collaboration efforts. The plan will focus on objectives and activities for improving collaboration with state and local community partners for the 2011-2014 program years.

The Arkansas Head Start State Collaboration worked with the Arkansas State Based TA System and state-level partners as well as the Head Start community in the development of the strategic plan. The Arkansas Head Start Association reviewed the plan and provided recommendations for approval. This strategic plan has been updated to include new objectives and activities to address issues that were identified in the 2008-2009 Arkansas Head Start State Collaboration Office Needs Assessment.

**The strategic plan focuses on enhancing collaboration and coordination within ten key activity areas:**

- 1) Health Care
- 2) Services for Children Experiencing Homelessness
- 3) Welfare/Child Welfare
- 4) Child Care
- 5) Family Literacy Services
- 6) Services for Children with Disabilities
- 7) Community Services
- 8) Education (Publicly Funded Pre-K and Public School)
- 9) Professional Development
- 10) Outreach and Public Awareness

**Strategic Plan Legend:**

Original Ongoing Objectives/Activities	Continued Objectives/Activities	New Objectives/Activities	Completed Objectives/Activities
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**Goal One: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs with local providers for access to comprehensive health services.**

Objective One	Activities/Strategies	Timeline	Person(s) Responsible
To improve and promote children's social and emotional health in early childhood programs and to access appropriate community-based mental health services for Head Start eligible and other low-income children, families, teachers, and caregivers	Active involvement in Services and Supports Workgroup of the of the Arkansas Children's Behavioral Health Commission in developing recommendations for state policies and procedures focusing on community based children's mental health services	2011-2014	Head Start State Collaboration Office (HSSCO), Arkansas Children's Behavioral Health Commission
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased number of child care and early childhood educators trained in social-emotional health</li> </ul>		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports, Evaluation Report from the Arkansas Early Childhood Mental Health Initiative, PIR Data, and Data from Division of Child Care and Early Childhood Education		

Objective Two	Activities/Strategies	Timeline	Person(s) Responsible
To continue active participation in the Oral Health Coalition focusing on preventive oral health strategies, public awareness, and education efforts	Continue involvement in the Arkansas Oral Health Coalition and work with Coalition members on emerging oral health issues, including fluoridation	2011-2014	HSSCO, Arkansas Oral Health Coalition (OHC)
	Continue involvement in the areas of health and oral health in identified initiatives and efforts regarding comprehensive services targeting child care and other early childhood providers, including Cavity Free Kids Initiative	2011-2014	AHSSCO, Arkansas Head Start Association (AHSA), Delta Dental of Arkansas, DCCECE
	Work with Arkansas State Dental Association (ASDA) and Oral Health Coalition to promote dental homes for children and families	2011-2014	ASDA, OHC, Arkansas Advocates for Children and Families (AACF), Arkansas Children's Hospital (ACH)
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased number of communities with fluoridated water</li> <li>Increased focus on oral health in Head Start programs</li> <li>Increased number of children with identified dental homes</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report, HSSCO Semi-Annual Reports, Data from Office of Oral Health, Data on number of programs participating in Cavity Free Kids, and PIR Data		

**Goal One: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs with local providers for access to comprehensive health services. (Continued)**

<b>Objective Three</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To strengthen collaboration with medical home providers	Work with the Arkansas Early Childhood Comprehensive Systems Initiative to strengthen collaboration with medical home providers	2011-2014	HSSCO, DCCECE
	Work with the Arkansas Chapter of the American Academy of Pediatrics (AAP) on health care partnerships	2011-2014	HSSCO, AR Chapter AAP
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased number of children with identified medical homes</li> <li>• Increased public awareness about Head Start</li> </ul>		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports, HSSCO Needs Assessment Report, and PIR Data		

<b>Objective Four</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To support educational activities that promote nutritional and physical health	Continue involvement in Arkansas Coalition for Obesity Prevention	2011-2014	HSSCO, AR State-Based Head Start TA System, Coalition for Obesity Prevention
	Strengthen partnerships with WIC and other nutrition initiatives	2011-2014	HSSCO, AR Dept of Health (ADH)
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased number of programs participating in IMIL and other nutritional/physical health initiatives</li> </ul>		
<b>Outcome Measures</b>	Data on number of programs using IMIL or other initiatives and HSSCO Semi-Annual Reports		

**Goal Two: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs in accessing and identifying needed services for children experiencing homelessness.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To support efforts for improving linkages to services for homeless children and families	Continue to work with Arkansas Homeless Coalition and Homeless Coordinator at Department of Education in data collection and addressing the needs of homeless children and families	2011-2014	HSSCO, Arkansas Department of Education (ADE), Arkansas Homeless Coalition
	Continue to serve on Policy Academy for Services to Homeless Families with Children through increased efforts for public awareness and acquisition of data on homeless children, youth & families	2011-2014	HSSCO, OCS, AHSA
	Work with Arkansas Department of Education Homeless Coordinator and the Arkansas Homeless Coalition to help build linkages with local LEA Homeless Coordinators and other community resources	2011-2014	HSSCO, ADE, Arkansas Homeless Coalition
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased identification of homeless children</li> <li>• Increased referrals for services</li> <li>• Increased linkages with LEA Homeless Coordinators</li> </ul>		
<b>Outcome Measures</b>	PIR Data, HSSCO Needs Assessment Report, and HSSCO Semi-Annual Reports		

***Goal Three: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs with welfare and child welfare services providers.***

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To support and maintain collaboration with state welfare and child welfare partners	Improved services and supports for children and families	2011-2014	HSSCO, DHS, and other partners
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Continued strong collaborative linkages with child welfare service providers</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

**Goal Four: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs with Child Care to provide full-day, full-year comprehensive and quality services for children and families.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To support and maintain collaborative efforts between Child Care and Head Start to provide full day/full year service delivery models, shared training, and other partnerships	Continue to lead, facilitate and be actively involved with emerging issues relating to Head Start and child care collaborative efforts	2011-2014	HSSCO, DCCECE, AHSA, Child Care Resource and Referral, and Arkansas Early Childhood Association (AECA)
<b>Outcomes</b>	• Increased number of children receiving extended and summer care		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report, HSSCO Semi-Annual Reports, and Data from DCCECE on number of children served		

<b>Objective Two</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To promote and support local Head Start programs in their effort to participate in the new Quality Rating and Improvement System	Continue to work with the DCCECE in preparation for the new Quality Rating Improvement System	2011-2014	HSSCO, AHSA, DCCECE
<b>Outcomes</b>	• Increased number of state quality approved centers		
<b>Outcome Measures</b>	Data from DCCECE on the number of state quality approved centers and HSSCO Semi-Annual Reports		

<b>Objective Three</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To promote local linkages between Head Start programs and the Child Care Resource and Referral Network	Work with Child Care Resource and Referral Network to promote full-day, full year comprehensive and quality services for children and families	2011-2014	HSSCO, AHSA, DCCECE, Child Care Resource and Referral Network
<b>Outcomes</b>	• Increased number of Head Start programs working with Child Care Resource and Referral Network		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

<b>Objective Four</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To promote expansion of quality services for infant/toddler care	Promote awareness about the importance of quality infant/toddler care	2011-2014	HSSCO, AHSA, DCCECE, Invest Early, AECA
<b>Outcomes</b>	• Increased number of children receiving quality infant and toddler care		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports, PIR Data, and Data from DCCECE		

**Goal Five: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start to support state and local efforts in the area of family literacy.**

Objective One	Activities/Strategies	Timeline	Person(s) Responsible
To support and enhance state-level efforts in the area of family literacy	Serve on state-level committees for promoting researched-based practices in parent-child interactive literacy activities	2011-2014	HSSCO, ADE, other partners
	Continue to support and enhance family literacy efforts through partnerships and other educational initiatives	2011-2014	HSSCO, ADE, AHSA
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased number of programs with strong linkages with family literacy service providers</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

Objective Two	Activities/Strategies	Timeline	Person(s) Responsible
To increase awareness at local level about access to family literacy services	To link local programs with family literacy resources in their community	2011-2014	HSSCO, ADE, DCCECE, Arkansas Literacy Councils
	To increase the awareness of local programs about national family literacy initiatives	2011-2014	HSSCO, Reading is Fundamental, Dollywood Imagination Library, Bookcase for Every Child
	To foster partnership opportunities with school libraries and museums	2011-2014	HSSCO, ADE, AHSA, local communities
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased number of programs with strong linkages with family literacy service providers</li> <li>Increased number of programs with strong linkages with school libraries and museums</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

Objective Three	Activities/Strategies	Timeline	Person(s) Responsible
To link programs with linking literacy services for dual language learners	Work in addressing issues for dual or second language learners	2011-2014	HSSCO, Partners for Inclusive Communities, Welcome the Children
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased linkages for literacy services for dual language families</li> </ul>		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports, HSSCO Needs Assessment Report and Data from Welcome the Children		

**Goal Six: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs with providers of services for children with disabilities.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To support and maintain a collaborative system for services to children with disabilities and their families	Continue to participate in partnerships and other state initiatives working to improve services for children with disabilities and their families	2011-2014	HSSCO, Head Start, Early Head Start, Migrant-Seasonal Head Start, ADE –Special Education (Part B), DHS-Div of Developmental Disabilities Svcs (DDS) (Part C)
	Continue work with Part B and Part C in networking opportunities for Head Start, Early Head Start, Migrant & Seasonal Head Start, Educational Cooperatives, and Early Intervention	2011-2014	HSSCO, Head Start, Early Head Start, Migrant-Seasonal Head Start, ADE –Special Education (Part B), DDS (Part C)
	Enhance partnership opportunities with federally funded programs for families of children with disabilities	2011-2014	HSSCO, ADH, Disability Rights Center
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Strengthened linkages with disability services providers</li> <li>• Increased quality of child care services for children with disabilities</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report, HSSCO Semi-Annual Report, PIR Data, and data from DCCECE on number of child care programs participating in Special Quest Initiative		

**Goal Seven: To enhance collaboration and coordination by Head Start, Early Head Start, and Migrant-Seasonal Head Start programs in building early childhood systems and access to comprehensive community services and supports for children and families.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To maintain and enhance collaborative relationships with national, state and local community services organizations that work with children and families	Continue involvement with current partners (ACAAA, AACF, Arkansas Crisis Response Team, ACCARDV) and develop relationships with newly identified initiatives and efforts regarding early childhood services, policies, plans, and processes	2011-2014	HSSCO
	Continue to work with Arkansas Coalition for Economic Security in addressing priority issues for low-income population	2011-2014	HSSCO, AHSA, ACES, ACAA
	Continue to be actively involved in partnership efforts identified by MOU workgroup through efforts of Community Action Agencies, Community Services, Child Care and Head Start	2011-2014	HSSCO, AHSA, ACAA, DCCECE, OCS, Child Care Resource and Referral Network
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Strengthened collaboration partnerships with a diverse group of community service providers</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

<b>Objective Two</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To support and enhance collaborative initiatives focusing on special populations	Work with Coalition for Children of Incarcerated Parents in enhancing opportunities for working with Head Start community	2011-2014	HSSCO, CCIP, AHSA
	Continue to work with ACCARDV for education and awareness on family violence, child abuse, and other child endangerment issues	2011-2014	HSSCO, ACCARDV, AR Child Abuse Prevention and Neglect Board (Children's Trust Fund)
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Strengthened collaboration partnerships with a diverse group of community service providers</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

**Goal Eight: To support collaboration, coordination, and alignment of services and curriculum by Head Start programs with state funded Pre-K programs and public schools.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To improve collaboration and coordination between Arkansas Head Start programs and Arkansas Better Chance for School Success programs (State Funded Pre-K)	Facilitate collaborative efforts to promote quality early care and education options for children, with increased emphasis and focus on comprehensive approaches	2011-2014	HSSCO, AHSA, DCCECE, ADE, Arkansas Community Action Agencies Association (ACAAA), and other early childhood partners
	Educating and promoting the importance of local collaboration for making available an array of quality early childhood education options for low-income children, including extended day services and enhanced partnerships	2011-2014	HSSCO, AHSA, DCCECE, ADE, Invest Early Coalition
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Strengthened collaborative partnerships between Head Start and state funded Pre-K programs</li> </ul>		
<b>Outcome Measures</b>	Number of MOU's between Head Start and state funded Pre-K programs, HSSCO Needs Assessment Report, and HSSCO Semi-Annual Reports		

<b>Objective Two</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To maintain and enhance collaborative efforts with Education at the state and local levels (Transition and Alignment with Kindergarten)	Continue to be actively involved with emerging issues relating to education and Head Start partnerships	2011-2014	HSSCO, ADE, AHSA
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Maintained strong partnerships with local school districts</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report, HSSCO Semi-Annual Reports, and Number of MOU's between Head Start and public school districts		

<b>Objective Three</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To assist Head Start programs with the alignment of curricula/assessments	Assist with updates to the Relationship of Arkansas Early Childhood Education (AECE) Framework and Benchmarks of Other Measurements (Association of Measurements or AOM)	2011-2014	HSSC, DCCECE, ADE, University of Arkansas, AR State-Based Head Start TA System
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Updated alignment of curriculum and assessments</li> </ul>		
<b>Outcome Measures</b>	Relationship of Arkansas Early Childhood Education (AECE) Framework and Benchmarks of Other Measurements (Association of Measurements or AOM) Report and HSSCO Semi-Annual Reports		

**Goal Eight: To support collaboration, coordination, and alignment of services and curriculum by Head Start programs with state funded Pre-K programs and public schools. (Continued)**

<b>Objective Four</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To encourage linkages with home based and parent education service providers	Continue to support partnership initiatives focusing on home based and parent education services	2011-2014	HSSCO, Home Instruction for Parents of Preschool Youngsters, Arkansas Parenting Education Network, ADE
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved local partnerships with home based and parent education providers</li> </ul>		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports		

**Goal Nine: To enhance Head Start, Early Head Start, and Migrant-Seasonal programs ability to access professional development opportunities.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To promote the creation and development of a teaching credential or license for Infant/Toddler and Pre-K Teachers	Promote Birth through Pre-K Teaching Credential	2011-2014	HSSCO, DCCECE, AHSA
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased number of early childhood educators with a Birth through Pre-K Teaching Credential</li> </ul>		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports and report outlining policy guidelines and requirements for the Birth through Pre-K Teaching Credential		

<b>Objective Two</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To promote local linkages between Head Start programs and the Child Care Resource and Referral Network for professional development opportunities	Share information about professional development opportunities	2011-2014	HSSCO, Child Care Resource and Referral Network, AR State-Based Head Start TA System, DCCECE
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased access to professional development opportunities</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

<b>Objective Three</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To promote linkages between Head Start and Higher Education for increased access to appropriate degree opportunities	Identify higher education opportunities for Head Start staff	2011-2014	HSSCO, AHSA, AR State-Based Head Start TA System, DCCECE
	Identify online and distance learning program options for higher education degrees	2011-2014	HSSCO, Arkansas Early Childhood Commission (SAC), DCCECE, AHSA
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased access to professional development opportunities</li> <li>Increased access to higher education degree opportunities</li> </ul>		
<b>Outcome Measures</b>	HSSCO Needs Assessment Report and HSSCO Semi-Annual Reports		

**Goal Ten: To facilitate the involvement of Head Start, Early Head Start, and Migrant-Seasonal Head Start programs in outreach and public awareness at the state and local level.**

<b>Objective One</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To provide statistical data, program information, and answers to questions as requested to support low-income children and families	Work closely with Governor to educate and provide assistance on issues and concerns regarding Head Start, early childhood education, and services for low-income children and families	2011-2014	HSSCO, AHSA
	Serve as resource person for Governor's Office on Head Start - state pre-kindergarten/early childhood education systems development and collaboration	2011-2014	HSSCO
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Increased awareness about Head Start and early childhood programs</li> </ul>		
<b>Outcome Measures</b>	HSSCO Semi-Annual Reports		

<b>Objective Two</b>	<b>Activities/Strategies</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
To provide state statistical data and other resource information as requested to support Head Start participation in public awareness and education on state pre-kindergarten options, state policy issues and funding efforts	Continue to participate in bi-monthly meeting with the Arkansas Head Start Association and program directors and staff for Head Start, Early Head Start, and Migrant/Seasonal Head Start programs	2011-2014	HSSCO, AHSA
	Serve as contact and resource for dissemination of national and regional ACF Initiatives by providing regular updates through participation in various activities, meetings, training opportunities, and collaborative efforts	2011-2014	HSSCO
	Conduct an assessment that addresses the needs of Arkansas Head Start Agencies with respect of collaboration and coordination of services	2011-2014	HSSCO, Head Start programs, DCCECE, AHSA
	Work with the Governor in establishing the State Advisory Council on Early Childhood Education and Care	2011-2014	HSSCO, Governor, DCCECE
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Completed HSSCO Needs Assessment Report</li> <li>Increased awareness about Head Start and early childhood programs</li> <li>Increased coordination of early childhood programs</li> </ul>		
<b>Outcome Measures</b>	Minutes from meetings, HSSCO Needs Assessment Report, and HSSCO Semi-Annual Report		