

**State of Nevada**  
**Head Start State Collaboration Strategic**  
**Plan**

**2011 through 2015**



**Department of Health & Human Services**  
**Director's Office**  
**Head Start Collaboration and Early Childhood**  
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## **Introduction to the Nevada State Collaboration Office Strategic Plan**

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

In March 2008, the Nevada Head Start Collaboration and Early Childhood Systems (HSC&ECS) Office assumed responsibility for development of a State Early Childhood Advisory Council to the Governor to meet the needs in the reauthorized Head Start Act. In December of 2008, the HSC&ECS Office was assigned responsibility for the State Early Childhood Comprehensive Systems project as well. Many stakeholders have engaged in planning strategies and determining key priorities. The Nevada HSC&ECS Office solicited input from the Nevada Head Start agencies and key partners in developing this strategic plan as required by the Head Start Act of 2007 in Section 642B. The HSC&ECS Office continues to involve Nevada Head Start agencies as key informants and participants in the merging of the various early childhood services and statewide entities. The strategic plan included in this document was reviewed and adopted by the Nevada Head Start Association and HSC&ECS Partnership Committee prior to submission to the national office for their input and consideration as to how this strategic plan reflects their interests.

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

### **Head Start Act initiative areas for Strategic Planning for Head Start Agencies (based on Revised Head Start Act, pg. 71-72):**

- Enhance collaboration and coordination of Head Start services by Head Start agencies with other entities as defined in the Head Start Act providing early childhood education and development (such as child care and museums), health care, mental health care, welfare, child protective services, education and community service activities, family literacy services (including such programs offered by public and school libraries), reading and readiness programs, services relating to children with disabilities, other early childhood education and development for LEP children and homeless children, and services provided for children in foster care and children referred to Head Start programs by child welfare agencies and State officials responsible for services.
- Assist Head Start agencies to develop a plan for the provision of full working-day, full calendar year services for children enrolled in Head Start programs who need such services.
- Assist Head Start agencies to align curricula and assessments used in Head Start programs with the Head Start Child Outcomes Framework and, as appropriate, State early learning standards.

- Enable Head Start agencies to better access professional development opportunities for Head Start staff, to meet the degree requirements, including providing distance learning opportunities for Head Start staff, where needed to make higher education more accessible.
- Enable the Head Start agencies to better conduct outreach to eligible families.

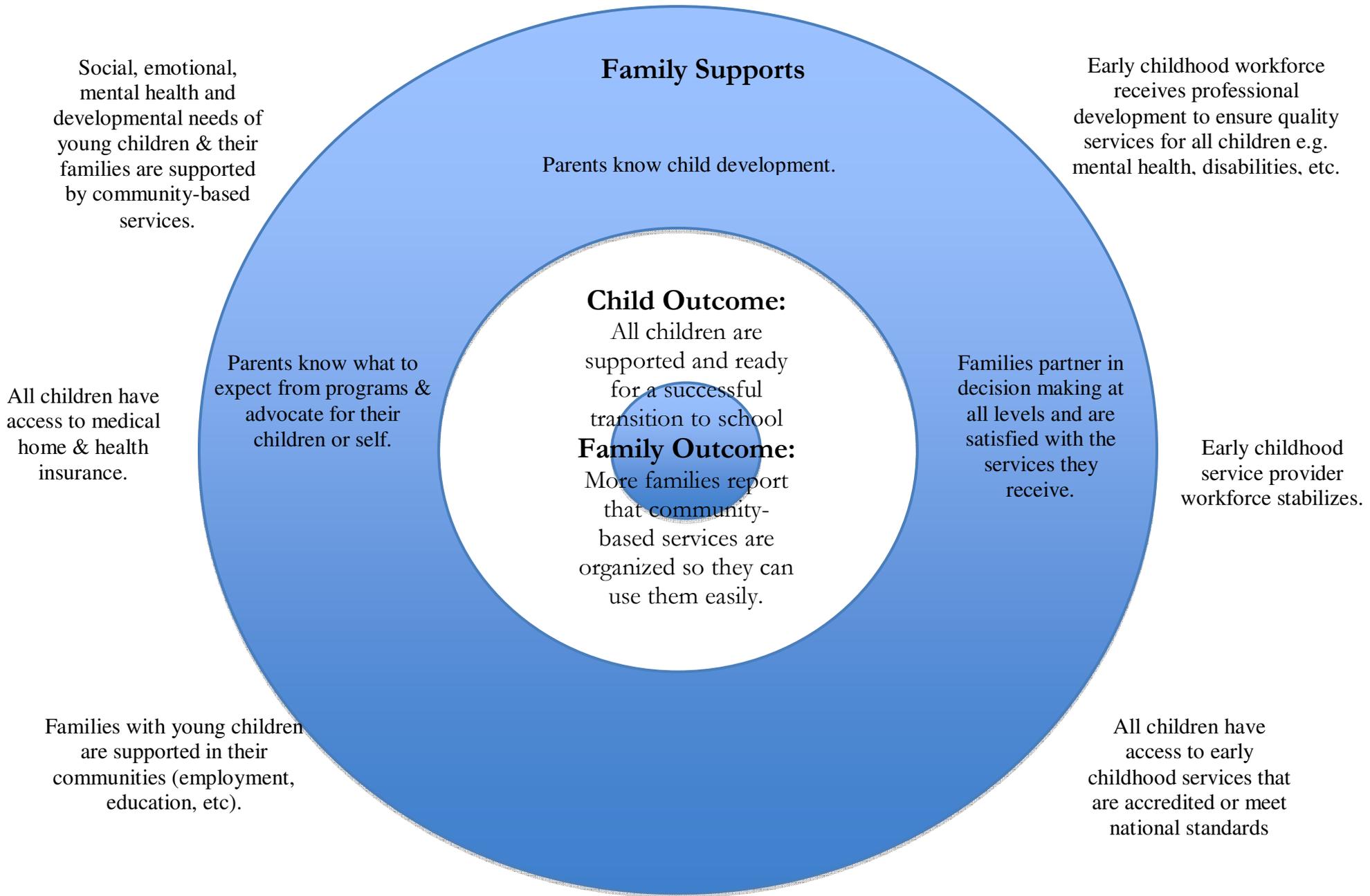
The vision that guided this work, and was endorsed by the Head Start agencies, is:

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

Four (actually five) new initiative areas, defined by the Office of Head Start are included in this updated strategic plan for years 2011 through 2015. They include:

1. Develop collaborations with Institutions of Higher Education (IHEs) to promote professional development and acquisition of higher education credentials for Head Start and Early Head Start teachers through traditional and non-traditional programs to educate and credential the ECE workforce in States. Programs will include career lattices that take into account a culturally and linguistically diverse workforce.
2. Improve Head Start's coordination with state and local school entities to foster the seamless transition of children and continuity of services between Head Start and elementary schools in order to better integrate Head Start into a continuum of services that will positively impact the school readiness and long term success of Head Start children.
3. Promote interoperability between the Head Start data system(s) and those of state preschool and k-12 systems that includes the assignment of unique State Assigned Student Identifiers (SASIDs) that remain with students throughout their prek-12 public education, so that Head Start participants can be included in state data collection efforts, longitudinal studies, and tracking systems that demonstrate sustainable educational outcomes.
4. Ensure the Head Start program performance standards are included in individual state's Quality Rating and Improvement System's (QRIS) standards to support state system building efforts and eliminate duplicative and burdensome requirements. OHS will provide documentation that local programs can use to participate in a state's QRIS.
5. Another important priority for the HSSCOs during this project period is the promotion of outreach for children in military families who do not have access to quality early childhood services when located away from military installations.

# Community Supports



Head Start Collaboration and Early Childhood Systems Goals and Strategies *Updated October 2013*

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

Desired Outcomes:

- Short-term Outcome:** Nevada Head Start Association (HSA) has representation on appropriate and various child-serving committees and task forces.
- Intermediate Outcome:** Reciprocal relationships are strong between Head Start agencies and their partners.
- Intermediate Outcome:** Relationships between Local Education Agencies (LEAs) and Head Start agencies are strengthened.
- Intermediate Outcome:** Head Start grantees report increased collaboration with other child serving organizations during the annual needs assessment process.

Head Start Collaboration and Early Childhood Systems Goals and Strategies *Updated October 2013*

Activities/Strategies		By When	Who	Progress Measure
1.1	Head Start will be utilized as a key informant and participant in the continued planning of Early Childhood Statewide systems.	Ongoing	Head Start Collaboration and Early Childhood Systems (HSC&ECS) Office Director and HS Association members	At least one Head Start Director is appointed to the Nevada Early Childhood Advisory Council. Two HS grantees are appointed to the Leadership Team, the decision-making body for planning use of HSSCO funds and priorities. Lead Team is a formal workgroup of the ECAC to represent Head Start needs.
1.2	Support finalization and adoption of the Nevada Early Learning Guidelines.	December 2013	HSC&ECS Office Director and HS Association Members	School board adopts Early Learning Guidelines for 0-3 year olds.
1.3	Continue assisting with building strong relationships between Head Start agencies and Early Childhood (EC) professional organizations ( e.g., Nevada Association for the Education of Young Children, Division of Early Childhood) to share professional development.	Ongoing	HSC&ECS Office Director and HS Association members	HS representatives report strong relationships with EC professional organizations during annual needs assessment process. Head Start has representative on NevAEYC Board.

Head Start Collaboration and Early Childhood Systems Goals and Strategies *Updated October 2013*

1.4	Promote relationships and linkages between Head Start agencies and other agencies who can provide services or resources that would support grantees.	Ongoing	HSC&ECS Office Director and HS Association members	HS representatives report strong relationships with EC professional organizations during annual needs assessment process. Support better communication with Child Care Licensing, Child Care Advisory Council, and other professional organizations on meeting schedules and other updates that are pertinent to Head Start programs.
1.5	Support the work of the Developmental Assessment and Health workgroup of the Nevada ECAC. The workgroup is focused on increasing access to developmental assessment for high need children and developing recommendations to improve the health status of Nevada’s young children.	Ongoing	HSC&ECS Office Director, workgroup members, Lead Team, ECAC	Recommendations are developed for the Superintendent of Public Schools to take to the Governor (per executive order 2013-16.)

Head Start Collaboration and Early Childhood Systems Goals and Strategies *Updated October 2013*

1.6	<p>HSC&amp;ECS Office Director is available and accessible to Head Start programs for individual consultation on partnership issues including:</p> <ul style="list-style-type: none"> <li>• development of MOUs</li> <li>• access to affordable health and oral health care for children and their families</li> <li>• lead and hemoglobin testing</li> <li>• family literacy programs</li> <li>• welfare service providers</li> <li>• school readiness goals</li> <li>• serving military families, and</li> <li>• supporting Child Development Associate (CDA) and/or other teacher certification processes.</li> </ul>	Ongoing	HSC&ECS Office Director	<p>HS programs request assistance from HSC&amp;ECS Office Director. Local meetings are reported in semi-annual and annual reports.</p> <p>Note: Re: Welfare service providers – request to connect with best contact person in department and at local level. Need information on new process and how to reach this population. – Online process temporarily offline. Need state level support. How to better link to families. Re: School readiness – connections in the communities.</p>
1.7	<p>Support Health Care workgroup of the Maternal Child Health Statewide and local coalitions to address increasing lead and hemoglobin testing in Early Periodic Screening Diagnosis and Treatment (EPSDT) exams and access to affordable health and oral health care for children and their families.</p>	Ongoing	HSC&ECS Office Director, ECAC, NHSA rep, EPSDT Coordinator	<p>Workgroup meets to discuss and develop strategies for increasing availability of lead and hemoglobin testing. HS programs report increased ease accessing these services during annual needs assessment process. This workgroup will be reporting on progress at the October MCH meeting.</p>

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1.8	Maintain and update flow chart outlining how Head Start fits or ties in with other elements of the early childhood system in Nevada.	Ongoing	HSC&ECS Office Director	Flow chart is maintained and posted to the HSC&ECS website.
1.9	Support Technical Assistance Technical Assistance Center on Social Emotional Intervention (TACSEI) statewide project	Ongoing	HSC&ECS Office Director	TACSEI social-emotional curriculum is integrated into HS curriculum as reported by grantees during their annual needs assessment.
1.10	Support Expanding Opportunities (EO) statewide project	Ongoing	HSC&ECS Office Director	Inclusion training is available statewide.

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<b>Goal 2.0</b> Assist Head Start Agencies to develop a plan for the provision of full working-day, full calendar year services for children enrolled in Head Start programs who need such services.				
Desired Outcomes:				
<b>Intermediate Outcome:</b>		Increased numbers of Head Start agencies provide full day/full year services.		
<b>Intermediate Outcome:</b>		Partnerships exist to insure Children and families have seamless experiences for full day/full year services.		
Activities/Strategies		By When	Who	Progress Measure
2.1	Ensure Head Start Agencies are represented to the Child Care Advisory Council. Advocate for maintaining and increasing wrap around funding.	Ongoing	HSC&ECS Office Director and HS Association members	Activities of committee are communicated to HS grantees.
2.2	Assist Head Start Agencies in advocating for funding to support and expand full day/full year programming.	Ongoing	HSC&ECS Office Director and HS Association members	Annual fact sheet promotes awareness that HS is a quality program and good investment for closing the achievement gap. Grantees report having contracts for child care subsidies allowing them to provide full day, full year services to families that need it.

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2.3	Support and promote membership of a Head Start grantee on the Child Care Licensing Advisory Committee to the Division of Public and Behavioral Health.	Ongoing	HSC&ECS Office Director and HS Association members	Head Start grantee reports serving on the committee and is able to provide updates during state association meetings. Communicate information on meeting schedules and committee activities.
2.4	Advocate for alignment of funding sources to support children and families to have full day, full year services in one location.	Ongoing	HSC&ECS Office Director	Grantees report seamless services enabled by multiple funding streams and accompanying agreements.

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<b>Goal 3.0</b>		<p>Enable Head Start agencies to better access professional development opportunities for Head Start staff, to meet the degree requirements, including providing distance learning opportunities for Head Start staff, where needed to make higher education more accessible.</p> <p>Includes activities supporting the new OHS priority for state collaboration offices to: <i>Develop collaborations with Institutions of Higher Education to promote professional development and acquisition of higher education credentials for Head Start and Early Head Start teachers through traditional and non-traditional programs to educate and credential the ECE workforce in States. Programs will include career lattices that take into account a culturally and linguistically diverse workforce.</i></p>		
Desired Outcomes:				
<b>Short-term Outcome:</b>		Courses are available and schedules compatible with a M-F work week.		
<b>Intermediate Outcome:</b>		Head Start staff meet degree requirements.		
Activities/Strategies		By When	Who	Progress Measure
3.1	Maintain relationships with local universities and colleges through statewide and local partnerships.	Ongoing	HSC&ECS Office Director and NV HS Association	HS representatives report good collaboration with local higher education institutions during annual needs assessment process.

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3.2	<ul style="list-style-type: none"> <li>▪ Facilitate higher education working collaboratively with Head Start Agencies to provide multiple venues (on-line, interactive, weekend institutes, public broadcasting stations, etc.) for completing coursework,</li> <li>▪ Incorporate Relationship Based Competencies developed by OHS into coursework;</li> <li>▪ and develop approved credentialing for Family Service Managers and Home Visitors.</li> </ul>	Ongoing	HSC&ECS Office Director and NV HS Association	Grantees report good relationships with local higher education institutions including flexibility of coursework venues and schedules to accommodate full time staff and referrals of students graduating for employment at HS programs. Approved credentialing for FSM and HV is developed.
3.3	Continue support for Child Care Development funds and other financial help to assist Head Start agencies in meeting mandates for degreed staff.	Ongoing	HSC&ECS Office Director	All HS programs report good relationships with and access of T.E.A.C.H. Nevada Early Childhood scholarships for eligible staff working toward degrees.
3.4	Facilitate agreements between HS Agencies and Institutions of Higher Education which would allow HS staff to complete practicum and or internship requirements at the HS agencies	Ongoing	HSC&ECS Office Director	HS programs report ability of staff working toward degrees to complete practicum onsite during annual needs assessment process.
3.5	Support and track use of Head Start agencies as internship and practicum sites for college students.	Ongoing	HSC&ECS Office Director	HS programs report higher ed institutions allow use of their sites as practicum alternatives during annual needs assessment.

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3.6	Collaborate with Expanding Opportunities team to increase the number of high quality slots available to children with disabilities.	Ongoing	HSC & ECS Office Director and HS Association	Increase in high quality slots available to children with disabilities as identified by agencies charged with tracking this data (e.g., Child Care Resource and Referral, Silver State Stars, NDE, NEIS, Private Providers, United Way or other entities tracking data) Head Start comprehensive program practices are shared with community providers, Expanding Opportunities and TACSEI workgroups.
3.7	Promote, support and advocate for compensation initiative for early childhood education and care providers including Head Start and Early Head Start teachers.	Ongoing	HSC & ECS Office Director and HS Association	A compensation initiative launches and grantee employees participate.

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<b>Goal: 4.0</b> Enable the Head Start Agencies to better conduct outreach to eligible families.				
Desired Outcomes:				
<b>Short-term Outcome:</b>		Specific outreach strategies for more vulnerable populations are developed: homeless, special needs, substance-abusing/mental health challenged families, children in foster care, etc.		
<b>Short-term Outcome:</b>		Statewide/local entities serving vulnerable populations are aware of Head Start services.		
<b>Intermediate Outcome:</b>		Vulnerable populations will be eligible to receive wrap-around services and Head Start agencies will be compensated for serving them.		
Activities/Strategies		By When	Who	Progress Measure
4.1	Advocate among related networks and organizations for Head Start referrals and present Head Start as a high quality option for ECE.	Ongoing	HSSCO Director and HS Association members	EHS is the primary model for Nevada's Home Visiting program.
4.2	Support the development of MOUs with LEAs and Head Start Agencies that address vulnerable populations schools already are compelled to serve and support.	Ongoing	HSC&ECS Office Director and NV T/TA Office	Local MOUs include all elements of LEA/HS partnerships defined in HS Act.
4.3	Assist in developing strategies for Head Start Agencies about how to approach and communicate with partners regarding MOUs (why, what, how?) so that they can be effective in developing successful, ongoing partnerships.	Ongoing	HSC&ECS Office Director	HS representatives report increased ease of MOU development and maintenance of relationships.

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4.4	Advocate for Child Care Development funds and other funding streams to loosen criteria for vulnerable populations so that Head Start can more flexibly serve these children and families and be compensated for services. (Create some slots specific to this population and/or develop alternative funding sources to insure this population receives wrap-around services.)	Ongoing	HSC&ECS Office Director and NV HS Association	Nevada Early Head Start programs receive funding from multiple sources to support children in full day fully year services.
4.5	Support and promote activities to foster partnerships between Head Start programs and other agencies to serve homeless children and their families.	Ongoing	HSC&ECS Office Director	MOU between HSC&ECS Office and Continua of Care (CoC) groups to promote services for families with young children experiencing homelessness if signed. HS representatives participate in local CoC groups.
4.6	Prepare a fact sheet containing compelling outcomes to increase awareness of Head Start and Early Head Start programs and their successes using Program Information Report data, significant outcomes and achievements.	December 2014	HSC&ECS Office Director and HS Association members	The 2014 fact sheet is completed, posted on the HSC & ECS website, and hard copies are available to grantees at their request.

**Goal: 5.0** Improve Head Start’s coordination with state and local school entities to foster the seamless transition of children and continuity of services between Head Start and elementary schools in order to better integrate Head Start into a continuum of services that will positively impact the school readiness and long term success of Head Start children.

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Desired Outcomes:				
<b>Intermediate Outcome:</b>		HS and EHS programs report improvement in seamless transitions for children and continuity of services for enrolled children when they transition to kindergarten or Part B		
Activities/Strategies		By When	Who	Progress Measure
5.1	Support P-3 efforts by serving on the state team established by the Nevada Department of Education (NDE).	Ongoing	HSC&ECS Office Director	The HSC&ECS Office Director continues serving on the state P-3 committee and advocates for inclusion of HS representatives on the committee.
5.2	Assist Head Start agencies in meeting with NDE staff, elementary school principals and superintendents as requested to develop collaborative early transition strategies and facilitate local Prenatal to 3 <sup>rd</sup> grade (P-3) plans.	Ongoing	HSC&ECS Office Director	HS programs report development of transition strategies with LEAs during annual needs assessment process.

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5.3	Support goals of the State of Nevada Literacy Plan	Ongoing	HSC&ECS Office Director and HS Association members	Early Childhood tasks in the State literacy plan are supported and promoted (P-3, joint teacher training between early childhood and K-3 teachers in local districts.)
5.4	Support training for principals	Ongoing	HSC&ECS and local ECACs	Washoe ECAC – Principal Institute is replicated statewide. Principals in schools support birth to third grade approach.

<b>Goal 6.0</b>	Promote Interoperability between the Head Start data system(s) and those of state preschool and K-12 systems that includes the assignment of unique State Assigned Student Identifiers (SASIDs) that remain with students throughout their Pre-K through 12 <sup>th</sup> grade public education, so that Head Start participants can be included in state data collection efforts, longitudinal studies and tracking systems that demonstrate sustainable educational outcomes.
<p>Desired Outcomes:</p> <p><b>Short-term Outcome:</b> HS programs have agreements with LEAs to assign SASIDs upon transition to school, assuring those children are recorded as HS participants for longitudinal data tracking to demonstrate long term educational outcomes.</p> <p><b>Intermediate Outcome:</b> Longitudinal data on Head Start participants is available through NDE and LEAs.</p> <p><b>Long-term Outcome:</b> HS participant outcomes are included in long term studies of Nevada’s education system.</p>	

Head Start Collaboration and Early Childhood Systems Goals and Strategies *Updated October 2013*

Activities/Strategies		By When	Who	Progress Measure
6.1	Promote SASIDs for Early Head Start and Head Start participants as a component of the statewide and local MOUs.	December 2014 and Ongoing	HSC&ECS Office Director and NV HS T/TA Office	Statewide and local MOUs include assigning SASIDs for EHS and HS children.
6.2	Facilitate local relationship building with LEAs on behalf of HS programs at their request.	Ongoing	HSC&ECS Office Director	Meetings between HS Directors and LEAs are reported in HSC semi-annual and annual report.

Head Start Collaboration and Early Childhood Systems Goals and Strategies *Updated October 2013*

<p><b>Goal 7.0</b> Ensure the Head Start program performance standards are included in Nevada’s Quality Rating and Improvement System’s (QRIS) standards to support state system building efforts and eliminate duplicative and burdensome requirements.</p>				
<p>Desired Outcomes:</p> <p><b>Long-term Outcome:</b> HS program performance standards are included in the statewide QRIS if there is one.</p>				
Activities/Strategies		By When	Who	Progress Measure
7.1	Ensure Head Start directors have documentation from OHS they can use to participate in Nevada’s QRIS (when it becomes available) and if the QRIS expands statewide.	December 2014	HSC&ECS Office Director and NV HS T/TA Office	Statewide and local MOUs include assigning SASIDs for EHS and HS children.
7.2	Promote continued involvement of HS representatives on QRIS workgroup.	Ongoing	HSC&ECS Office Director	HS representatives serve on QRIS workgroup.

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<b>Goal 8.0</b>	Promote outreach for children in military families who do not have access to quality early childhood services when located away from military installations.			
Desired Outcomes:				
<b>Short-term Outcome:</b>		Military child development representative has membership on Partnership Committee.		
<b>Intermediate Outcome:</b>		Head Start grantees serve eligible military families in their communities when living off-base.		
<b>Long-term Outcome:</b>		Military families have access to high quality care when living off-base.		
Activities/Strategies		By When	Who	Progress Measure
8.1	Work with Child Care Resource and Referral agency to develop strategies to serve military families.	Ongoing	HSC&ECS Office Director	The Children’s Cabinet works with grantees to identify military families living off base who are eligible for Head Start or Early Head Start.
8.2	Support and promote development of HS partnerships with local military programs to support families living off base.	June 2014	HSC&ECS Office Director	HS programs report relationships with local military representatives to support families with young children living off base.
8.3	Assist grantees with identification of military families within the communities served.	Ongoing	HSC&ECS Office Director	Grantees report serving military families living off base within the communities.