

# South Dakota Head Start Association 3 year Strategic Plan

*For the period  
January 2011 – January 2014*

## Executive Summary

The South Dakota Head Start Association's (SDHSA) most recent strategic plan had gone outdated. Given the number of families in South Dakota who could benefit from our services, a new strategic plan is essential to meeting their needs and expanding the efforts of the association. It will allow us to recognize and document strengths, opportunities, weaknesses and challenges while developing goals and objectives to reach identified priority areas.

This document, entitled South Dakota Head Start Association Three Year Strategic Plan, will outline goals and objectives of the association for the period January 2011 to December 2013. The South Dakota Head Start Association Strategic Plan is the product of efforts by the association executive director, volunteer Board of Directors and personnel who reviewed the data from a survey of staff and directors representing South Dakota Head Start Grantees and programs in South Dakota.

In addition to the aforementioned survey, information obtained from the South Dakota Head Start State Collaboration Office Statewide Needs Assessment was used when determining the areas of focus for the next three years. Six priority areas were selected and are as follows:

**Priority Area 1: Build Awareness of Head Start:**

Generating greater state-wide interest in Head Start and Head Start services.

**Priority Area 2: SDHSA funding:**

Secure funding for future projects, service expansion, training opportunities and capacity building to benefit our members and staff.

**Priority Area 3: Partnership /Collaboration:**

Advocating for low-income families requires conviction and collaboration. One group can make a difference, 10 groups can make a change.

**Priority Area 4: Training/Professional Development:**

We plan to incorporate more training opportunities for Head Start families and prospective parents to help them take steps toward sustainability. Training opportunities for Head Start staff are important to the continued success and improvement of Head Start programs and services in our state.

**Priority Area 5: Membership/Member benefits:**

Developing membership benefits and a member database will be very important to the SDHSA while moving forward. Funding and advocacy efforts will be greatly improved with a dedicated system in place.

**Priority Area 6: Advocacy:**






Advocacy efforts are ongoing and a very important part of the SDHSA mission. South Dakota is one of few states with no state Early Learning Council. Because of this, our association is one of few that have the capacity to advocate for the needs of young children and families in our state. We partner

with the South Dakota Voices for Children on many advocacy efforts, and hope to expand efforts while moving forward.

## Methodology

The South Dakota Head Start State Association strategic plan was developed over a five month period. A one-day planning session was held in Chamberlain, S.D. to formulate goals and objectives that would populate the plan. Initial planning began in August 2010 when the SDHSA Board approved the six priority areas that would be the focus for the upcoming three years.

Funding for this project was acquired through a capacity building grant from the South Dakota Community Foundation. The South Dakota Head Start Association submitted a grant application and was awarded \$4,000 to use in planning, organizing and completion of the plan. These funds were used to:

-  Provide a room and meals for two (2) days of strategic planning
-  Travel reimbursement for participating programs
-  Purchase strategic planning books and materials
-  Printing and distribution of plan
-  Conducting necessary follow-up meetings and retreats

An initial review of the previous strategic plan was completed at the SDHSA Board Meeting in September 2010. Individual committee teams met to review their respective roles in the previous strategic plan, while documenting where progress was made, where improvement was needed and where additional goals were necessary. An initial needs assessment survey was created in Google Docs and was distributed to the SDHSA Board of Directors and partners throughout the state. Comments from both were compiled and organized into a SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis (Appendix C, Page 16) that was included into a presentation given during the strategic planning session. Additional comments were taken from participants throughout the planning process. Participants included the following:

Rayne Dosch	Director	South Dakota Head Start State Collaboration Office
Tim Henderson	Parent	Oahe Child Development Center
Doug Jacobson	Director	Badlands Head Start/Early Head Start
Bernie Peterson	Director	Youth and Family Services
Jane Leite	Director	Sioux Falls Head Start
Bev Whitney	Staff	Youth and Family Services
Cami Thompson	Staff	Interlakes Community Action
Chance Alberts	Staff	Badlands Head Start/Early Head Start
Carmen Stewart	Director	USD Head Start
Paula Albers	Staff	Sioux Falls Head Start
Buddy Seiner	Executive Director	South Dakota Head Start Association
Tom Hopper	Director	Northeast South Dakota Head Start
Suzanne Semmler	Staff	Northeast South Dakota Head Start
Renee Olsen	Parent	Northeast South Dakota Head Start

One year plans will be developed outlining the individual goals and objectives for the given year. Individual committee assignments will be developed for SDHSA Committee's to review at each board meeting. Updates will be made to the plan based on the updates and recommendations of each

committee. A strategic planning retreat will occur in the fall of each year to review the year at hand and ensure the association is on schedule for the year ahead. Changes may be made to this plan at any time to ensure goals and objectives are timely, measurable, specific, the right size for our association and actionable.

### Strategic Planning Process

Upon arrival to the strategic planning session in November, participants were prompted to register under one of the six priority areas for group discussion. Groups were reviewed by facilitator prior to discussion to ensure representation from varied participant backgrounds allowing for diverse perspective and voice during deliberations.

After a brief overview of the strategic planning process and the day's agenda, the strategic planning session had begun. The group collaborated together through discussions related to mission and vision before breaking into aforementioned groups to develop goals for the individual priority areas. Each priority area group consisted of two participants with the exception of the Training/Professional Development Priority Area which had three (3) participants, and the Funding Priority Area which had none. Additional time would be taken by the Executive Director and Association President to later develop goals and objectives for the Funding Priority Area. Participants were asked to refer to the SWOC analysis for inspiration during the goal development process. The goals for each priority area were written on large post-it notes and reviewed by the group.






Once all goals had been approved, the objectives portion of the planning process was to begin. The entire group was utilized when reviewing each goal and developing specific objectives that would need to take place in order to reach that goal. These objectives, along with their parent goals are outlined in Appendix A (Page 5). A more detailed record of goals, objectives and timelines may be found in Appendix B (Page 9).

## Mission, Vision and Values

**Our Mission:** *The South Dakota Head Start Association is a leading voice supporting the work of Head Start programs and their partners through education, advocacy, training and networking for quality early childhood education and services to families.*

**Our Vision:** *To be a positive voice, a powerful advocate and promoter of quality programs for children, families and communities.*

### **We are Committed To:**

-  *Expressing empathy and compassion by seeing the world through the eyes of Head Start children and their families*
-  *Display an open and honest communication to build the trust of those we serve*
-  *Showing appreciation for diversity and individuality*
-  *Treat all families with respect, trust and dignity*
-  *Working side-by-side with families to provide assistance, education and development needed to accomplish their goal*

## Organizational Description

The South Dakota Head Start Association was incorporated in 1989 to coordinate and conduct activities designed to build awareness of Head Start and Head Start services in South Dakota. As the primary support link between local, regional and National Head Start programs, we advocate for low-income families in South Dakota with pre-birth to age five children.

The association is governed by a volunteer Board of Directors comprised of program directors and elected parent, staff and community representatives from each Grantee. New executive leadership at the board level has a combined 75 years of experience in Head Start and over 70 years of managerial and leadership experience. The South Dakota Head Start Association office is managed by executive director, Buddy Seiner.

## Appendix A: Goals and Objectives

### Priority Area 1: Build Awareness of Head Start

#### **Goal 1.1 – Complete development and implementation of SDHSA marketing plan by 2013**

- Strategy 1.1.1 – *Complete Environmental Analysis*
- Strategy 1.1.2 – *Determine Target markets for SDHSA*
- Strategy 1.1.3 – *Develop marketing messages/determine vehicles*
- Strategy 1.1.4 – *Complete Google Analytics Grant program information*
- Strategy 1.1.5 – *Finalize Plan*
- Strategy 1.1.6 – *Implementation*

#### **Goal 1.2 – Develop Universal waiting list reporting form**

- Strategy 1.2.1 – *Determine availability of information/Intended use*
- Strategy 1.2.2 – *Develop form (specific as possible)/Set reporting cycle*
- Strategy 1.2.3 – *Develop spreadsheet for simplified analysis*
- Strategy 1.2.4 – *Strengthen communication and participation with tribal programs in regards to waiting list numbers*

#### **Goal 1.3 – Double exposure to SDHSA website (1,000 hits/month) through South Dakota Media Outlets**

- Strategy 1.3.1 – *Research and acquire funding for promotional items*
- Strategy 1.3.2 – *Research and acquire free marketing opportunities (PSA's)*
- Strategy 1.3.3 – *Debut of monthly Press Release Series*
- Strategy 1.3.4 – *Streamline social media efforts (twitter, Facebook, blog)*
- Strategy 1.3.5 – *Print and Distribute 1,500 Profile Booklets annually*
- Strategy 1.3.6 – *Research potential partnership with University media departments*

#### **Goal 1.4 – Identify and evaluate statistical outcomes affecting Head Start children**

- Strategy 1.4.1 – *Identify data to be evaluated*
- Strategy 1.4.2 – *Incorporate data into annual report*

### Priority Area 2: SDHSA funding

#### **Goal 2.1 – Increase revenues from SDAEYC/SDHSA Conference by 10% / Year**

- Strategy 2.1.1 – *Promote it as the ONLY early childhood conference in South Dakota*
- Strategy 2.1.2 – *Add two (2) new donors/sponsors per year*
- Strategy 2.1.3 – *Attend three (3) Early Childhood Education Conferences*

**Goal 2.2 – Increase Value of SDHSA Endowment by \$10,000 by December 2013**

Strategy 2.2.1 – *Re-visit the purpose for the Endowment (why have it?)*

Strategy 2.2.2 – *Research other endowment opportunities and why they are effective*

Strategy 2.2.3 – *Attend three (3) webinars/trainings on managing endowments*

Strategy 2.2.4 – *Develop/Implement Plan for the Endowment*

**Goal 2.3 – Increase SDHSA Budget to \$100,000 by December 2013**

Strategy 2.3.1 – *Each member of Executive Committee will submit two (2) funding opportunities to Executive Director per year*

Strategy 2.3.2 – *Executive Director will spend 1 hr/week researching grants on Foundation Center Database*

Strategy 2.3.3 – *Complete Full Board fundraising orientation by March 2012*

Strategy 2.3.4 – *Develop funding database to track grant applications and their status*

Strategy 2.3.5 – *Acquire at least one (1) new funding stream per year*

**Priority Area 3: Partnership /Collaboration**

**Goal 3.1 – Increase SDHSA’s collaborative efforts by joining the unified voice for SD’s young children and those families through active partnerships with at least two (2) statewide organizations by 2013.**

Strategy 3.1.1 – *Develop list of current SDHSA partners.*

Strategy 3.1.2 – *Review/update information on partners from individual programs*

Strategy 3.1.3 – *Develop list of target partners*

**Goal 3.2 – Develop Partnership/Collaboration guidelines/policy**

Strategy 3.2.1 – *Review recommendations from University of Maryland*

Strategy 3.2.2 – *Develop/Finalize SDHSA Policy*

Strategy 3.2.3 – *Develop page on website dedicated to partnerships*

**Goal 3.3 – Utilize technology to increase meeting frequency and effectiveness**

Strategy 3.3.1 – *Review recommendations from University of Maryland*

Strategy 3.3.2 – *Determine options available to Board and respective programs*

Strategy 3.3.3 – *Develop new meeting guidelines*

Strategy 3.3.4 – *Begin with new meeting guidelines*

Strategy 3.3.5 – *Develop Board Orientation to inform new members*

## **Priority Area 4: Professional Development/Training**

### **Goal 4.1 – Expanding professional development, training and outreach to parents and staff by 2013.**

- Strategy 4.1.1 – *Develop Training needs assessment template for both staff and parents*
- Strategy 4.1.2 – *Research potential for parent conference in SD*
- Strategy 4.1.3 – *Collaborate with HSSCO and State T/TA reps regarding trainings*
- Strategy 4.1.4 – *Professional Development committee will submit two (2) training ideas per year.*

### **Goal 4.2 – Enhance networking session**

- Strategy 4.2.1 – *Acquire information from networking session*
- Strategy 4.2.2 – *Finalize ECS/TA system to explore support options*

### **Goal 4.3 – Support local Head Start programs to assist their staff in meeting required credentials by required dates.**

- Strategy 4.3.1 – *Determine training options based on development training needs assessment*
- Strategy 4.3.2 – *Provide current updates to SDHSA training/events calendar*
- Strategy 4.3.3 – *Develop a list of trainers from other programs to distribute to SDHSA Grantees*
- Strategy 4.3.4 – *Collaborate with Universities to bring ECE major to staff (online)*

## **Priority Area 5: Membership/Member benefits**

### **Goal 5.1 – To increase active participation of 3 tribal programs by 2013**

- Strategy 5.1.1 – *Making initial contact to build relationships with Tribal leaders*
- Strategy 5.1.2 – *Determine Barriers to tribal participation*
- Strategy 5.1.3 – *Develop alternative membership options*

### **Goal 5.2 – To enhance and promote the membership benefits of the association by 2013.**

- Strategy 5.2.1 – *Development of a membership database*
- Strategy 5.2.2 – *Development and dissemination of membership survey*
- Strategy 5.2.3 – *Finalize list of vehicles to promote Membership opportunities*
- Strategy 5.2.4 – *Finalize group membership benefits*
- Strategy 5.2.5 – *Determine tiered membership opportunities*

## **Priority Area 6: Advocacy**

**Goal 6.1 – Increase legislative awareness through year-round awareness building program for quality early childhood education legislation that supports needed systems and programs.**

Strategy 6.1.1 – *Add legislators to general mailing lists. Include key governor’s staff members*

Strategy 6.1.2 – *Research their inclusion in NHSA*

Strategy 6.1.3 – *Assist local programs with outreach. Finalize documents for their use*

Strategy 6.1.4 – *Organize Head Start Open House week for Legislators during Head Start Awareness Month*

**Goal 6.2 – Increase efforts as a state organization to support a national voice to counter negativity seen around the nation to support head start.**

Strategy 6.2.1 – *Obtain and host Head Start success/impact stories.*

Strategy 6.2.2 – *Link to public officials on website*

Strategy 6.2.3 – *Make Contact with NHSA to see how we can contribute to their efforts/provide direction to SD Reps.*

**Goal 6.3 – Increase efforts to compose and distribute a quality SDHSA newsletter that includes the voice of both tribal and non-tribal programs in educating and advocating for children.**

Strategy 6.3.1 – *Finalize a Newsletter Production timeline*

Strategy 6.3.2 – *Finalize an Ed Calendar*

Strategy 6.3.3 – *Produce the newsletter template*

## Appendix B: Goals and Objectives Timeline

### Priority Area 1 – Build Awareness of Head Start

#### Goal 1.1 – Complete development and implementation of SDHSA marketing plan by 2013

Strategies for Goal 1.2	Date of Completion	Responsibility	Status Report/Notes
<i>1.1.1 – Conduct Environmental analysis</i>	Dec 2011	SDHSA ED	
<i>1.1.2 – Determine target markets</i>	July 2011	SDHSA ED Comm/Pub	
<i>1.1.3 – Development/Research Marketing Messages and Vehicles</i>	Feb 2012	SDHSA ED Comm/Pub	
<i>1.1.4 – Complete Google Analytics Grant program information</i>	Aug 2011	SDHSA ED	
<i>1.1.5 – Finalize/Approve Plan</i>	Nov 2012	SDHSA ED SDHSA Board	
<i>1.1.6 – Implement Plan</i>	Jan 2013	SDHSA ED	

#### Goal 1.2 – Develop Universal waiting list reporting form

Strategies for Goal 1.2	Date of Completion	Responsibility	Status Report/Notes
<i>1.2.1 – Develop Form/Set reporting cycle</i>	Feb 2011	SDHSA ED	
<i>1.2.2 – Determine Availability of information and plan for use</i>	Jan 2011	SDHSA Directors SDHSA ED	
<i>1.2.3 – Develop spreadsheet for analysis</i>	May 2011	SDHSA ED	
<i>1.2.3 – Strengthen communication and participation with tribal programs in regards to waiting list numbers</i>	Invite by Jan 2011 Follow up by March 2011	HSSCO SDHSA ED Outreach	

**Goal 1.3 – Double exposure to website through South Dakota Media Outlets**

<b>Strategies for Goal 1.3</b>	<b>Date of Completion</b>	<b>Responsibility</b>	<b>Status Report/Notes</b>
<i>1.3.1 – Research and acquire funding for promotional items</i>	Nov 2011	SDHSA SDHSA Board Outreach	
<i>1.3.2 – Research and acquire free marketing opportunities (PSA’s)</i>	March 2012	SDHSA ED Comm/Pub	
<i>1.3.3 – Debut of monthly Press Release Series</i>	Oct 2011	Comm/Pub SDHSA ED	
<i>1.3.4 – Streamline social media efforts (twitter, Facebook, blog)</i>	May 2011	SDHSA ED Comm/Pub	
<i>1.3.5 – Print and Distribute 1,500 Profile Booklets annually</i>	Ongoing	HSSCO Comm/Pub SDHSA ED	
<i>1.3.6 – Research potential partnership with University media departments</i>	Dec 2013	SDHSA ED Outreach Comm/Pub	

**Goal 1.4 – Identify and evaluate statistical outcomes affecting Head Start children**

<b>Strategies for Goal 1.4</b>	<b>Date of Completion</b>	<b>Responsibility</b>	<b>Status Report/Notes</b>
<i>1.4.1 – Identify data to be evaluated</i>	Jan 2012	Directors SDHSA ED Comm/Pub	
<i>1.4.2 – Incorporate data into annual report</i>	June 2012	SDHSA ED Comm/Pub	

## Priority Area 2 - Funding

### Goal 2.1 - Increase revenues from SDAEYC/SDHSA Early Childhood Conference by 10% / Year

Strategies for Goal 2.1	Date of Completion	Responsibility	Status Report/Notes
<i>2.1.1 - Promote as the Only Early childhood education conference in SD, alter branding.</i>	Ongoing	SDHSA ED Professional Dev.	
<i>2.1.2 – Add 2 new donors per year</i>	Ongoing	SDHSA ED Outreach	
<i>2.1.3 – Attend three (3) Early Childhood Education Conferences</i>	Dec 2013	SDHSA ED	

### Goal 2.2 - Increase Value of SDHSA Endowment to \$10,000 by December 2013

Strategies for Goal 2.2	Date of Completion	Responsibility	Status Report/Notes
<i>2.2.1 – Re-visit the purpose for the Endowment (why have it?)</i>	May 2011	SDHSA ED Professional Dev.	
<i>2.2.2 – Research other endowment opportunities and their effectiveness</i>	March 2012	SDHSA ED Professional Dev.	
<i>2.2.3 – Attend three (3) webinars/trainings on endowment management</i>	June 2012	SDHSA ED	
<i>2.2.4 – Finalize Plan for the Endowment</i>	Nov 2012	SDHSA ED	

### Goal 2.3 - Increase SDHSA Budget to \$100,000 by December 2013

Strategies for Goal 2.3	Date of Completion	Responsibility	Status Report/Notes
<i>2.3.1 - Each member of Executive Committee will submit two (2) funding opportunities to Executive Director per year</i>	Ongoing	Executive SDHSA ED	
<i>2.3.2 – Executive Director will spend 1 hr/week researching grants on Foundation Center Database</i>	Ongoing	SDHSA ED	
<i>2.3.3 – Complete Full Board Fundraising orientation</i>	March 2012	SDHSA ED Membership	
<i>2.3.4 - Develop Funding database to track grant applications and their status</i>	June 2012	SDHSA ED Outreach	
<i>2.3.5 – Acquire at least one (1) new funding stream per year</i>	Ongoing	SDHSA ED	

## Priority Area 3 – Partnerships/Collaboration

**Goal 3.1 – Develop SDHSA to be a part of a unified voice for SD’s young children and those families through active partnerships with at least two (2) statewide organizations by 2013.**

Strategies for Goal 3.1	Date of Completion	Responsibility	Status Report/Notes
<i>3.1.1 – Develop list of current partners for SDHSA</i>	July 2011	SDHSA ED Outreach	
<i>3.1.2 – Reviewing/updating information on partners from individual programs</i>	July 2011	SDHSA Directors	
<i>3.1.3 – Develop list of target partners</i>	Jan 2012	Outreach	
<i>3.1.4 – Make initial contact with target partners</i>	May 2012	Outreach Membership SDHSA ED	

**Goal 3.2 – Develop Partnership/Collaboration guidelines/policy.**

Strategies for Goal 3.2	Date of Completion	Responsibility	Status Report/Notes
<i>3.2.1 – Review recommendations from University of Maryland</i>	Sept 2011	SDHSA ED Outreach	
<i>3.2.2 – Finalize SDHSA Policy</i>	Jan 2012	SDHSA Outreach	
<i>3.2.3 – Develop page on website dedication to partnerships</i>	March 2012	SDHSA ED	

**Goal 3.3 – Utilize technology to increase meeting frequency and effectiveness**

Strategies for Goal 3.2	Date of Completion	Responsibility	Status Report/Notes
<i>3.3.1 – Review recommendations from University of Maryland</i>	Nov 2011	SDHSA ED	
<i>3.3.2 – Determine options available to Board and respective programs</i>	March 2012	SDHSA ED Directors	
<i>3.3.3 – Develop new meeting guidelines</i>	July 2012	SDHSA ED	
<i>3.3.4 – Begin with new meeting guidelines</i>	Jan 2013	SDHSA Board	
<i>3.3.5 – Develop Board Orientation to inform new members</i>	March 2012	SDHSA ED Professional Dev.	

## Priority Area 4 – Professional Development/Training

### Goal 4.1 – Expanding professional development, training and outreach to parents and staff by 2013.

Strategies for Goal 4.1	Date of Completion	Responsibility	Status Report/Notes
<i>4.1.1 – Develop Training needs assessment template for both staff and parents</i>	March 2012	Professional Dev. T/TA	
<i>4.1.2 – Research potential for parent conference in SD</i>	Jan 2013	Professional Dev.	
<i>4.1.3 – Collaborate with HSSCO and State T/TA reps regarding trainings</i>	Nov 2011	SDHSA ED HSSCO	
<i>4.1.4 – Submit two (2) training ideas per year.</i>	Ongoing	Professional Dev	

### Goal 4.2 – Enhance networking session experience

Strategies for Goal 4.2	Date of Completion	Responsibility	Status Report/Notes
<i>4.2.1 – Acquire information from networking session</i>	May 2011	SDHSA ED HSSCO	
<i>4.2.2 – Finalize ECS/TA system to explore support options</i>	Jan 2012	Professional Dev. T/TA	

### Goal 4.3 – Support local Head Start programs to assist their staff in meeting required credentials by required dates.

Strategies for Goal 4.3	Date of Completion	Responsibility	Status Report/Notes
<i>4.3.1 – Determine training options based on development training needs assessment</i>	Jan 2013	Professional Dev. T/TA	
<i>4.3.2 – Provide current updates to SDHSA training/events calendar</i>	Monthly	SDHSA ED	
<i>4.3.3 – Develop a list of trainers from other programs to distribute to SDHSA Grantees</i>	July 2011	SDHSA ED Professional Dev.	
<i>4.3.4 – Collaborate with Universities to bring ECE major to staff (online)</i>	Jan 2013	SDHSA ED Professional Dev.	

## Priority Area 5 – Memberships/Member Benefits

### Goal 5.1 – To increase active participation of three (3) tribal programs by 2013

Strategies for Goal 5.1	Date of Completion	Responsibility	Status Report/Notes
<i>5.1.1 – Making initial contact to build relationships with Tribal leaders</i>	Jan 2011	Directors SDHSA ED	
<i>5.1.2 – Determine Barriers to tribal participation</i>	Jan 2012	Membership	
<i>5.1.3 – Develop alternative membership options</i>	May 2012	Membership SDHSA ED	

### Goal 5.2 – To enhance and promote the membership benefits of the association by 2013.

Strategies for Goal 5.2	Date of Completion	Responsibility	Status Report/Notes
<i>5.2.1 – Development of a membership database</i>	July 2011	SDHSA ED	
<i>5.2.2 – Development and dissemination of membership survey</i>	March 2012	Membership SDHSA ED	
<i>5.2.3 – Finalize list of vehicles to promote Membership opportunities</i>	Jan 2013	Membership SDHSA ED	
<i>5.2.4 – Finalize group membership benefits</i>	Sept 2012	SDHSA ED Membership	
<i>5.2.5 – Determine tiered membership opportunities</i>	Aug 2012	Membership	

## Priority Area 6 - Advocacy

**Goal 6.1 – Increase legislative awareness through year-round awareness building program for quality early childhood education legislation that supports needed systems and programs.**

Strategies for Goal 6.1	Date of Completion	Responsibility	Status Report/Notes
<i>6.1.1 – Add legislators to general mailing lists. Include key governor’s staff members</i>	Jan 2011	SDHSA ED	
<i>6.1.2 – Research their inclusion in NHSA</i>	Jan 2012	Membership SDHSA ED	
<i>6.1.3 – Assist local programs with outreach. Finalize documents for their use</i>	Aug 2011	Advocacy SDHSA ED	Provide letter templates and speaking points. Supply legislator information
<i>6.1.3 – Organize Head Start Open House week for Legislators</i>	Oct 2011	Advocacy SDHSA ED	Oct. Head Start awareness month

**Goal 6.2 – Increase efforts as a state organization to support a national voice to counter negativity seen around the nation to support head start.**

Strategies for Goal 6.2	Date of Completion	Responsibility	Status Report/Notes
<i>6.2.1 – Obtain and host Head Start success/impact stories. Start by:</i>	Aug 2011	SDHSA ED Advocacy	
<i>6.2.2 – Link to public officials on website</i>	June 2012	SDHSA ED	
<i>6.2.3 – Make Contact with NHSA to see how we can contribute to their efforts/provide direction to SD Reps.</i>	May 2011	President NHSA Reps SDHSA ED Advocacy	

**Goal 6.3 – Increase efforts to compose and distribute a quality SDHSA newsletter that includes the voice of both tribal and non-tribal programs in educating and advocating for children.**

Strategies for Goal 6.3	Date of Completion	Responsibility	Status Report/Notes
<i>6.3.1 – Finalize a Newsletter Production timeline</i>	Sept 2011	SDHSA ED Comm/pub	
<i>6.3.2 – Finalize an Ed Calendar</i>	Sept 2011	Comm/pub SDHSA ED	
<i>6.3.3 – Produce the newsletter template</i>	Nov 2011	SDHSA ED Comm/Pub	Constant Contact

## Appendix C: SWOC Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>● Keeping members informed of head start related news/activities</li> <li>● Partnerships (w/ AEYC for Conference)</li> <li>● Committed leadership</li> <li>● Public relations efforts improving</li> <li>● Grant Solicitation has improved</li> <li>● Collaboration with HSSCO has improved</li> <li>● New Website</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>● Lack of involvement in statewide issues/events</li> <li>● Lack of board development</li> <li>● No public policy platform</li> <li>● Involvement with legislators, informing them of HS effectiveness</li> <li>● Other advocacy efforts</li> <li>● No involvement with online survey tool</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>● Organization that has already occurred will provide a strong base to build future efforts</li> <li>● Potential resource for other organizations</li> <li>● Have the potential to be the leading voice for children and families across the state</li> <li>● Parent Training (advocacy/transition)</li> <li>● Association Newsletters/Photos on Website</li> </ul>	<p><u>Challenges</u></p> <ul style="list-style-type: none"> <li>● Improving relationship with tribal programs</li> <li>● Increasing negativity of Head Start on a national level</li> <li>● Sustainable Funding</li> <li>● Mindset of many legislators</li> <li>● Emergence of New languages/cultures in SD</li> <li>● Development and expansion of Home Visiting</li> </ul>

## Appendix D: Yearly Objectives

<b>2011 Objectives</b>	<b>Deadline</b>
<i>1.2.2 – Determine Availability of information and plan for use</i>	Jan-11
<i>3.1.2 – Reviewing/updating information on partners from individual programs</i>	Jan-11
<i>5.1.1 – Making initial contact to build relationships with Tribal leaders</i>	Jan-11
<i>6.1.1 – Add legislators to general mailing lists. Include key governor’s staff members</i>	Jan-11
<i>1.2.1 – Develop Form/Set reporting cycle</i>	Feb-11
<i>1.2.3 – Strengthen communication and participation with tribal programs in regards to waiting list numbers</i>	Mar-11
<i>1.2.3 – Develop spreadsheet for analysis</i>	May-11
<i>1.3.4 – Streamline social media efforts (twitter, Facebook, blog)</i>	May-11
<i>2.2.1 – Re-visit the purpose for the Endowment (why have it?)</i>	May-11
<i>4.2.1 – Acquire information from networking session</i>	May-11
<i>6.2.3 – Make Contact with NHSA to see how we can contribute to their efforts/provide direction to SD Reps.</i>	May-11
<i>1.1.2 – Determine target markets</i>	Jul-11
<i>3.1.1 – Develop list of current partners for SDHSA</i>	Jul-11
<i>4.3.3 – Develop a list of trainers from other programs to distribute to SDHSA Grantees</i>	Jul-11
<i>5.2.1 – Development of a membership database</i>	Jul-11
<i>1.1.4 – Complete Google Analytics Grant program information</i>	Aug-11
<i>6.1.3 – Assist local programs with outreach. Finalize documents for their use</i>	Aug-11
<i>6.2.1 – Obtain and host Head Start success/impact stories. Start by:</i>	Aug-11
<i>3.2.1 – Review recommendations from University of Maryland</i>	Sep-11
<i>6.3.1 – Finalize a Newsletter Production timeline</i>	Sep-11
<i>6.3.2 – Finalize an Ed Calendar</i>	Sep-11
<i>1.3.3 – Debut of monthly Press Release Series</i>	Oct-11
<i>6.1.3 – Organize Head Start Open House week for Legislators</i>	Oct-11
<i>1.3.1 – Research and acquire funding for promotional items</i>	Nov-11
<i>3.3.1 – Review recommendations from University of Maryland</i>	Nov-11
<i>4.1.3 – Collaborate with HSSCO and State T/TA reps regarding trainings</i>	Nov-11
<i>6.3.3 – Produce the newsletter template</i>	Nov-11
<i>1.1.1 – Conduct Environmental analysis</i>	Dec-11
<i>2.1.1 - Promote as the Only Early childhood education conference in SD, alter branding.</i>	Ongoing

<i>2.1.2 – Add 2 new donors per year</i>	Ongoing
<i>2.3.1 - Each member of Executive Committee will submit two (2) funding opportunities to Executive Director per year</i>	Ongoing
<i>2.3.2 – Executive Director will spend 1 hr/week researching grants on Foundation Center Database</i>	Ongoing
<i>2.3.5 – Acquire at least one (1) new funding stream per year</i>	Ongoing
<i>4.3.2 – Provide current updates to SDHSA training/events calendar</i>	Monthly
<i>4.1.4 – Professional Dev. committee will submit two (2) training ideas per year</i>	Ongoing

<b>2012 Objectives</b>	<b>Deadline</b>
<i>1.4.1 – Identify data to be evaluated</i>	Jan-12
<i>3.1.3 – Develop list of target partners</i>	Jan-12
<i>3.2.2 – Finalize SDHSA Policy</i>	Jan-12
<i>4.2.2 – Finalize ECS/TA system to explore support options</i>	Jan-12
<i>5.1.2 – Determine Barriers to tribal participation</i>	Jan-12
<i>6.1.2 – Research their inclusion in NHTSA</i>	Jan-12
<i>1.1.3 – Development/Research Marketing Messages and Vehicles</i>	Feb-12
<i>1.3.2 – Research and acquire free marketing opportunities (PSA's)</i>	Mar-12
<i>2.2.2 – Research other endowment opportunities and their effectiveness</i>	Mar-12
<i>2.3.3 – Complete Full Board Fundraising orientation</i>	Mar-12
<i>3.2.3 – Develop page on website dedication to partnerships</i>	Mar-12
<i>3.3.2 – Determine options available to Board and respective programs</i>	Mar-12
<i>3.3.5 – Develop Board Orientation to inform new members</i>	Mar-12
<i>4.1.1 – Develop Training needs assessment template for both staff and parents</i>	Mar-12
<i>5.2.2 – Development and dissemination of membership survey</i>	Mar-12
<i>3.1.4 – Make initial contact with target partners</i>	May-12
<i>5.1.3 – Develop alternative membership options</i>	May-12
<i>1.4.2 – Incorporate data into annual report</i>	Jun-12
<i>2.2.3 – Attend three (3) webinars/trainings on endowment management</i>	Jun-12
<i>2.3.4 - Develop Funding database to track grant applications and their status</i>	Jun-12
<i>6.2.2 – Link to public officials on website</i>	Jun-12
<i>3.3.3 – Develop new meeting guidelines</i>	Jul-12
<i>5.2.5 – Determine tiered membership opportunities</i>	Aug-12
<i>5.2.4 – Finalize group membership benefits</i>	Sep-12
<i>1.1.5 – Finalize/Approve Plan</i>	Nov-12

<i>2.2.4 – Finalize Plan for the Endowment</i>	Nov-12
<i>2.1.1 - Promote as the Only Early childhood education conference in SD, alter branding.</i>	Ongoing
<i>2.1.2 – Add 2 new donors per year</i>	Ongoing
<i>2.3.1 - Each member of Executive Committee will submit two (2) funding opportunities to Executive Director per year</i>	Ongoing
<i>2.3.2 – Executive Director will spend 1 hr/week researching grants on Foundation Center Database</i>	Ongoing
<i>4.3.2 – Provide current updates to SDHSA training/events calendar</i>	Monthly
<i>2.3.5 – Acquire at least one (1) new funding stream per year</i>	Ongoing
<i>4.1.4 – Professional Development committee will submit two (2) training ideas per year.</i>	Ongoing

<b>2013 Objectives</b>	<b>Deadline</b>
<i>1.1.6 – Implement Plan</i>	Jan-13
<i>3.3.4 – Begin with new meeting guidelines</i>	Jan-13
<i>4.1.2 – Research potential for parent conference in SD</i>	Jan-13
<i>4.3.1 – Determine training options based on development training needs assessment</i>	Jan-13
<i>4.3.4 – Collaborate with Universities to bring ECE major to staff (online)</i>	Jan-13
<i>5.2.3 – Finalize list of vehicles to promote Membership opportunities</i>	Jan-13
<i>1.3.6 – Research potential partnership with University media departments</i>	Dec-13
<i>2.1.3 – Attend three (3) Early Childhood Education Conferences</i>	Dec-13
<i>4.3.2 – Provide current updates to SDHSA training/events calendar</i>	Monthly
<i>1.3.5 – Print and Distribute 1,500 Profile Booklets annually</i>	Ongoing
<i>2.1.1 - Promote as the Only Early childhood education conference in SD, alter branding.</i>	Ongoing
<i>2.1.2 – Add 2 new donors per year</i>	Ongoing
<i>2.3.1 - Each member of Executive Committee will submit two (2) funding opportunities to Executive Director per year</i>	Ongoing
<i>2.3.2 – Executive Director will spend 1 hr/week researching grants on Foundation Center Database</i>	Ongoing
<i>2.3.5 – Acquire at least one (1) new funding stream per year</i>	Ongoing
<i>4.1.4 – Professional Development committee will submit two (2) training ideas per year.</i>	Ongoing