

Health/Disabilities/Nutrition staff. The Center Manager also supervises center support staff including Cooks, Custodians and administrative staff. A comprehensive system of monitoring exists at all levels to ensure compliance with Head Start Performance Standards and the Head Start act 2007. A staffing plan/budget is included.

### **Attracting and Maintaining Qualified Staff**

Although there are many organizations that compete for high-quality teaching staff, ensuring that we maintain and attract qualified staff is essential. In accordance with the Head Start of 2007, the agency supports a system of strong continuing education to ensure that qualified staff is available. Partnerships with local colleges and universities systematically provide the agency with qualified staff. Institutions designs specialized classes to address the educational needs of staff. Staff is supported and encouraged to participate in educational trainings and are provided time and funding. CAFI Head Start/Early Head Start provides training that will encourage professional development, strengthen staff skills, enhancing staff morale that will ultimately lead to lifelong learning and job retention.

The personnel committee of the governing board, policy council along with staff yearly review each job description to ensure that staff have what they need to be effective in their job performance and to ensure that the job description accurately defines the role of the position. CAFI Head Start/Early Head Start staff along with supervisors work together to develop individualized professional development plans for all children within the program.

Evaluations are completed yearly and are utilized to define agency and individual training. Evaluations are also used in the development and support of each staff's individual professional development plan. Supervisors monitor the progress and needs of staff through monthly monitoring processes and give feedback, both positive and negative, along with

developing corrective measure, if needed, to staff and management monthly. These processes enable us to attract, retain and develop qualified staff.

### **Qualifications for Early Head Start Staff**

An extremely well qualified staff speaks to the success of our professional development system. Of the Early Head Start teachers 47 percent have Bachelors, 38 percent have Associates and 13 percent have CDA's. All Caregivers must have a CDA or a State Diploma from a technical college or higher-level degree.

### **Qualifications for Preschool Classroom Head Start Staff**

Of the Head Start teachers, 68 percent have Bachelor's and 32 percent have Associate's Degrees. Of the Head Start assistant teachers, 2 percent have Associate's and 97 percent have CDAs. All Teachers must have a minimum of an Associate's degree in Early Childhood Education or higher. Fifty percent of center-based teachers must have a Bachelor's degree in Early Childhood Education. All staff qualifications for both Early Head Start and Head Start exceed the Head Start reauthorization staff qualification requirements.

### **Maintaining Child-to-Teacher Ratios**

The child-to-teacher ratios will be maintained at all times. In addition to the teacher and teacher aide assigned to each preschool classroom and infant and toddler caregiver assigned for Early Head Start, each center manager will work with coordinators and center teams to make sure that there are sufficient number of staff to maintain coverage at all times. In addition to paid staff, each center manager will work with center teams to establish a pool of substitutes and volunteers to support the smooth operation of each center. CAFI will assign a family service worker to support each family.

Large caseloads and excessive workloads in many jurisdictions make it difficult for family workers to serve families effectively. The average caseload for family workers in many

specialist monitors or area managers follow up to ensure correction and that documentation is in place verifying the correction.

Coordinators are responsible for monitoring and managing the information in their area to ensure high-quality services to children and families are provided and that all local, state and federal requirements are met. The program utilizes ChildPlus as our child tracking software. All information pertaining to children and families is maintained in a confidential manner in accordance with the agency's confidentiality policy.

Organizational capacity, in many respects, looks to the fiscal function when judging capacity. CAFI views the fiscal function as critical to its overall capacity. CAFI's fiscal operations are headed by Tammy Plant, a Certified Public Accountant (CPA) with experience in nonprofits, the for-profit sector, and auditing. The agency's accounting and financial reporting system is Grants Management System (GMS), a total integrated software package designed for public and nonprofit programs, activities, and services. The account code structure has been developed to provide a means of accurately reporting expenditures for each program. It serves as a basic guide for budgeting grant funds, classifying expenses, and monitoring operations results in relation to the overall budget. Financial reports are generated on a monthly basis and presented to the board of trustees and policy council during their regular scheduled meetings.

The fiscal department produces and submits all financial reports as required by Federal, State and local funding sources. An independent auditor completes the single agency-wide audit annually and reviews it with the board of trustees.

CAFI has in place a wide variety of strategies for reciprocal communications with parents, staff, and the community at large. Communication with families is accomplished through home visits, staff/parent conferences, parent meetings, policy council meetings, center newsletters, parent training, parent orientation, the Parent Handbook, formal and informal

telephone contact, emails, letters sent home to families, open houses, IEP staffing, IFSP meeting, advisory committee meetings, posting on parent boards, family partnership agreement/goal setting process, and the agency's Facebook and web pages.

Communication with non-English speaking individuals and families is accomplished through bilingual staff. In the absence of bilingual staff, the agency utilizes interpreters, volunteers, or parents. Program materials are translated into Spanish and other languages, as needed.

CAFI provides for communication among staff via the employee handbook, memos, emails, fax, telephone contact, mail, site observations/monitoring, one-on-one conversations, policies and procedures, team meetings, agency-wide staff meeting/trainings, pre-service, in-service training, center-level staff meeting, center manager meetings, management meetings, and meetings between teachers and family service workers to ensure children and families are receiving the necessary services. Management team meetings occur at least quarterly and serve as the focal point for the sharing of opportunities and challenges, ongoing monitoring reports, and responding to inquiries from center staff.

The agency has an open door policy where staff members are free to approach superiors to discuss suggestions for program and agency improvement, as well as issues and concerns. Staff members follow an established chain of command to address concerns or complaints. The whistle blower policy encourages staff members to follow the chain of command when reporting concerns or complaints without fear of retaliation.

Communication with the policy council and board is facilitated through email, formal and informal telephone contact, and monthly meetings. Both bodies receive copies of correspondence received and transmitted to/from the Office of Head Start and other funding sources. Policies and procedures are submitted to both groups for approval as needed. It is the goal of the agency to