

Attachment Q: Action Plan and Performance Measures JED's RFP Response March 2011

JED's Action Plan is organized around the four "Category or core objectives," set "goals" for each objective, and proposes "measurements" for each objective.

I. Program and services: JED's mission is to provide a safe, orderly environment for students to grow and interact through self-guided play, structured activities, and social and academic sports, consistent with JED's mission. JED achieves this primarily through its recreational activities and homework help, and the strategy is more fully described in Attachment G.

Goal I.A. Availability of structured, age-appropriate, and varying recreational activities:

Measuring results:

1. Monthly inventory of toys and games available for use that are in good condition, categorized by age group and including materials available for special needs students.
2. Daily log of the supervised and structured activities shows at least one indoor activity, one outdoor activity, and one indoor arts/craft activity offered per age group (of 2-3 years).
3. Monthly log demonstrates that one new indoor, outdoor, and arts/crafts activity introduced per "age band" per month.

Goal I.B. Satisfaction with structured activities, among children and parents.

Measuring results:

1. Daily log will note the number of children participating in supervised and structured activities, as well as the general weather conditions in order to reflect the competing attractiveness of the outdoor options.
2. Daily log will reflect notable comments and reactions from children about satisfaction with structured/supervised activities.
3. Twice monthly, JED leadership will review the logs regarding availability and satisfaction with supervised/structured activities, look for trends that merit attention, and document plans for changes. This review will also note progress on prior plans.
4. Long-term, survey will solicit input from parents.

Goal I.C. Homework help is available every day during JED (except before care), at a, pre-announced time and place, quiet and physically separate from other aftercare activities, and staffed by an appropriate number of certified elementary teachers. This reflects JED's fourth core value of coordinating its mission with the educational mission of Janney.

Measuring results:

1. Daily log will reflect number of children, per age band, as well as location and teachers present.
2. Daily log will reflect any notable disturbances, problems, or complaints.

II. Culture and climate. JED students thrive in a supportive, respectful, safe environment, consistent with JED's first and second core values. See Attachment H & K.

Goal II.A. JED reliably accounts for all children present at JED each day, fulfilling its core mission of providing safe and reliable child care. Revision of JED's procedures in accounting

for children present at JED (including check-in/out) will be one of the two primary responsibilities of the Assistant Director.

Measuring results:

1. JED sign-in and sign-out procedures are mandatory and designed to result in accurate and accessible accounting of who is present in JED each day.
2. JED publicizes changes to its check-in and check-out procedures in several channels to JED parents, repeating and explaining changes appropriately and consistently.
3. JED staff documents any complaints or inquiries about JED's accounting for present children, as well as appropriate responses.
4. JED staff, children and parents evince understanding of JED's procedures as reflected in few or no complaints about changes in procedures, or inadequacies in JED's ability to account for children present.
5. Long-term, JED will survey Janney Elementary community regarding parent confidence in JED's ability to account for children present.

Goal II.B. JED staff are trained to manage safety and security concerns and emergencies.

Measuring results:

1. JED staff are current in their required training, e.g., CPR, first aid, and this is reflected in JED's training file and individual staff personnel files. (See also Attachment A.)
2. JED will conduct emergency drills at least twice a school year.
3. JED leadership will check monthly that emergency response guides are available in designated locations, spot check that staff knows where the guides are, and document the results.
4. JED leadership will conduct twice yearly training of staff on emergency procedures.
5. JED staff will document all incidents of injuries to JED children and breaches of security, and any notable complaints, along with appropriate responses.

Goal II.C. JED staff exemplify JED's core value of respect and warmth.

Measuring results:

1. JED staff are trained in the PBIS techniques and the training is documented in JED's operational files as well as the personnel files for the individual staff members.
2. Complaints or inquiries regarding JED staff's behavior, disciplinary techniques, or attitudes are logged, and JED leadership documents appropriate responses, e.g., discussion with affected child and parents, additional training of staff member, etc.
3. Staff members' performance measures include evaluation of conduct, and conduct is discussed at personnel evaluations.

III. Program management: JED's programs will follow written policies and procedures, consistent with a transparent org chart and coordinated job descriptions of its leadership and staff. This realizes JED's commitment to transparency, responsiveness to criticism, and sound operational practices. Developing and implementing these policies will be one of two primary responsibilities of the new Assistant Director position.

Goal III.A. JED’s organizational policies will be transparent, logical, written, and updated to reflect its commitments herein.

Measuring results:

1. JED develops or updates a written org chart and job descriptions for staff, Assistant Director, and Director.
2. JED staff are provided copies of their current job descriptions, and this is documented.
3. JED develops and implements daily log to record information referenced in other performance measures herein.
4. JED develops and implements twice-monthly, monthly, yearly and other periodic reviews referenced in other performance measures herein.
5. JED develops and implements twice yearly review of personnel files to ensure completeness, e.g., documentation of training and any action taken in response to staff-specific complaints or inquiries.

Goal III.B. JED’s staff individual performance and training is accurately documented.

Measuring results:

1. JED staff’s individual personnel files reflect twice yearly discussions regarding performance and yearly written evaluations.
2. JED staff’s individual personnel files include current contact information, reasonably current resume, training certifications, and any notable staff-specific complaints and responses thereto.

Goal III.C. JED leadership and staff work effectively together as a team.

Measuring results:

1. JED leadership and staff hold full staff meetings at least once every to review current issues, complaint & inquiries, and reinforce procedures.
2. Director or Assistant Director talk with Activities Director daily regarding any substantial issues, planned follow-up, and implementation of past follow-up items.
3. JED leadership will document substantial concerns raised by the Principal, Vice-Principal, or Activities Director, and appropriate responses thereto, and share with the JED Board as appropriate.

Goal III.D. JED Board provides sound strategic and fiscal leadership.

Measuring results:

1. JED Board contains at least 8 elected members representative of the Janney Elementary community, identified on the JED website with contact information.
2. Board meets at least monthly, including with Director and Assistant Director. Meeting minutes are distributed – detailed version to Board members and summary version publicly.
3. JED budget and financial statements conform to reasonable accounting practices, are updated at least monthly, and are posted on the JED website.

IV. Family and community outreach: JED fosters and maintains effective, open and two-way communication with the Janney Elementary community, consistent with its core value of responsiveness to that community's needs for aftercare and before care and its mission of providing that care.

Goal IV.A. JED leadership and Board are accessible to the Janney Elementary community, and current on communities' issues, concerns, and opinions about JED.

Measuring results:

1. JED conducts the meetings detailed in Attachment L, e.g., quarterly open board meetings, are announced at least two weeks in advance through the JED website, JED newsletter, and Janney newsletter.
2. At least one JED representative attends key school events (see Attachment L) to answer questions about JED and promote its services.
3. See also JED's measures in I. above, regarding documentation, review and analysis of substantial parent feedback and appropriate responses to it.

Goal IV.B. JED uses a variety of electronic communication techniques effectively to communicate with families.

Measuring results:

1. JED newsletter is distributed monthly. Mailing list is reviewed and updated twice yearly for currency.
2. JED website reflects current information about JED.
3. JED leadership monitors usage of the JED website, and documents trends or areas of improvement in monthly log.

Goal IV.D. JED operations are transparent and accountable.

Measuring results:

1. See JED's measures, above in ???, regarding the posting on JED's website of its budget and financial reports, Board minutes, and contact information for JED leadership and Board members.

Goal IV.E. Overall community satisfaction with JED operations.

Measuring results:

1. JED determines how many JED families with returning children re-enroll in the program in the fall, to see if the proportion is level or increasing relative to past years.
2. JED compares twice annually its enrollment to the Janney student population, to determine if the proportion is level or increasing.
3. Long-term, JED conducts survey of Janney Elementary community regarding JED's performance and priorities.

Deadlines: unless otherwise noted, JED aims to meet the goals by May 15, including collection of data. "Long-term" means after both the Janney expansion is fully complete and JED has had a few months thereafter to adapt its procedures to the new space, which should provide enough time to measure the impact of all of JED's changes proposed herein.

Resources: JED expects to implement the goals with existing staff and budget.