

# The Ecumenical Church of Pueblo West

Dbas: Kinderkirk Preschool and  
Childcare Center

## Strategic Plan

Revised June 27, 2017

# Contents

- Letter from the Board Chairperson..... 3
- Executive summary ..... 4
- Mission Statement, Vision Statement and Values..... 5
- Organization Description and History..... 7
- External and Internal Analyses ..... 9
- Goals and Strategies ..... 13
- Critical Needs ..... 13
- Qualified Staff Needs to Hire ..... 13
- Analysis of Critical Needs/Timelines need to be place for Critical Items ..... 14
- Action Plans..... 14

# Letter from the Board Chairperson

Open letter to The Ecumenical Church of Pueblo West, The Pueblo West Community, and the various agencies supporting Early Childhood Education.

It is with great pleasure that The Ecumenical Church of Pueblo West presents this Strategic Plan for Kinderkirk Preschool and Childcare Center. As this great ministry of our church works to meet the early preschool and childcare needs of our community it is essential that a plan of action be in place to ensure the success of Kinderkirk.

For a ministry to be in place for over 40 years says that we have been working to be an outreach to our community. What started out as a mothers-day out program in 1976 has grown into a ministry that reaches out to our community to assist parents with raising and caring for their children in a warm compassionate Christian environment. While at the same constantly striving for a safe, nurturing, and educational setting.

The reputation of Kinderkirk in the Pueblo West community stands alone as one of if not the best childcare center to send your child to in our community. This ministry has such a strong name in the community. Parents trust us for the education, safety and the love of their children.

The Ecumenical Church of Pueblo West is pleased to endorse this Strategic Plan for Kinderkirk as we look to the future to reach out to our community and meet their needs for a quality Christian center to support them in the development of their child.

Respectfully,

Randy Schade

Director of Educational Ministries

# Executive summary

## Top 6 priorities and core strategies

1. Hire or get qualified staff
2. Seek Colorado Shines Level 4 Designation
3. Summer of 2017 open a new Toddler II room (non ELV) and a new Preschool room in the west modular.
4. Support and Development Professional Development; through engaging the staff in their own management of professional development documentation.
5. Improve communication with parents in students transitioning from class to the next one up.
6. Demonstrate strong documentation and recording of trainings, meetings, and events.
7. Begin using a “Coordinators” program in Kinderkirk to improve the oversight of valuable programs.
8. Integrate interaction with parents through:
  - a. Cultural dinners
  - b. Parents seminars
9. Professional Development for Kinderkirk (June 2017)
  - a. Combining assessments results and integrate with curriculum planning to meet the needs of both the class and individual students with needs through weekly lesson plans
  - b. Teachers ERS self-assessment annually on their classroom.
  - c. Training on Creative Curriculum, ASQ and TS Gold

# Mission Statement, Vision Statement and Values

## Mission of Kinderkirk

To provide a quality, safe, nurturing, Christian Educational experience for all parents, children and staff while we serve the community of Pueblo West and surrounding areas.

### **Kinderkirk Strives to be A+ for our students, families, and staff**

**Assessment:** Kinderkirk staff through high quality training assesses children to find out their developmental levels and communicates this with our parents.

**Activities:** Through age appropriate physical activities, our children learn the use of both fine and gross motor skills.

**Academics:** Age appropriate instruction has always been at the forefront of Kinderkirk's reputation as a leading childcare center.

## Vision of Kinderkirk

- Provide guidance towards spiritual growth in Jesus Christ
- Provide a warm and nurturing atmosphere for young children to grow and develop
- Provide age-appropriate activities for learning and development
- Understand the children we serve by administering age appropriate assessments.
- Provide opportunities for children to begin their academic path to success

### **Philosophy of Christian Education Statement & Belief Statements:**

The Christian school is an arm of the Christian home in the total education of children. Kinderkirk Preschool and Childcare Center is an extension of the home to afford the parents the opportunity to instruct their children in God's way and to fulfill the promise of Proverbs 22:6, "train up a child in the way he should go, and even when he is old he will not depart from it", and 2 Timothy 3:16, "every scripture inspired of God is also profitable for teaching, for reproof, for correction, for instruction which is in righteousness".

### **Statement of Faith:**

**We believe** that God is the creator of all things. We believe that Jesus is the Son of God. We believe God inspires and guides us through His Spirit and His holy word, the Bible. We believe God created man in His own image to fulfill His purpose, which is to glorify Him. *"So God created mankind in his own image, in the image of God he created them; male and female he created them."* Genesis 1:27.

**We believe** in the God ordained nuclear family; husband, wife, and children *“That is why a man leaves his father and mother and is united to his wife, and they become one flesh.”* Genesis 2:24. We believe in the necessity of a strong bond between the Lord’s church, the family, and the School in the education of the child. The strength of that bond will allow us to help each child realize his or her greatest potential to develop a love of learning, to think and act creatively, and to interact compassionately with others.

**We believe** that all experiences children have during their first 5 years is a key to having a lasting impact on the child’s development and future success throughout their lifetime. We realize that the impact can be positive as well as negative in all areas of development including social/emotional, physical and cognitive.

**We believe** that as providers of early childhood education it is our responsibility to follow all current recommendations for the best practices to ensure that the child’s experiences have positive effects and foster optimal development in all areas.

**We consider** the opportunity to teach children to be a sacred trust that we accept with fervor and joy.

**Goal:**

Each child is welcomed as a special and individual person. Our goal is to encourage each child to develop his/her uniqueness in ways that will be acceptable to God, at school, at home and in our society.

**Educational Goals:**

Kinderkirk Preschool and Childcare program will provide structured learning activities as well as free play opportunities. All activities will be geared to the age and abilities of each child. We will use developmentally appropriate practices with all age groups; physical (gross and fine motor skills), social skills, emotional, and cognitive skills. We believe play is the natural mode of learning for young children. Children will be exposed to readiness skills that include colors, letters and number recognition. Kinderkirk utilizes Teaching Strategies On-Line Gold to measure benchmarks for each child. This allows them to tailor lessons appropriately and track development through the year. There will be a structured schedule of activities throughout the day because children feel safe knowing what to expect on a consistent basis. It is important for parents and staff to be a team working together for the benefit of the child’s academic success.

# Organization Description and History

## Short History

Kinderkirk Preschool and Childcare center is housed on an eleven acre campus located at 434 S Conquistador Ave, Pueblo West, CO 81007.

Kinderkirk is a ministry of the Ecumenical Church of Pueblo West, Inc. The church was established in 1972 by early residents of the Pueblo West community. The church has two denominations that sanctions the church. The American Baptist and The Presbyterian, USA both share in the governance of the church. While pastors of the church may come from either conference, it is the makeup of the “Ecumenical” congregation that makes the church unique. The Ecumenical Church of Pueblo West is a multi-denominational church; which means that anyone who believes in Christ is welcome to worship, attend, join, and become an active member of our church while maintain their identity as a Methodist, catholic, Lutheran, Baptist, etc.

Historically Kinderkirk was intended to be used as a mother’s day-out program in 1976. In the early years of Kinderkirk the program was run by volunteers while only watching children. The program took big steps in the late 70’s and early 80’s as it established itself as a strong preschool with a paid staff and paid teachers. Kinderkirk served approximately 20-30 per years during this time period.

With the advent of Y2K, Kinderkirk’s reputation continued to grow as did the needs of the program. In 2004, The church approved an aggressive building campaign with the approval of a new educational building and the addition of two modular capable of housing an additional four classrooms.

### **Kinderkirk expands**

Under the direction of a new Director, Kinderkirk became a Pre-K through Grade 5 program with a strong Christian School Education program. The staff of 15-18 employees served approximately 75-85 students through the years 2004 through 2010. As the school and church took on this ambitious program; the students began to reduce and in 2010 a new director was named to Kinderkirk and the program reverted back to only a Pre-school / Pre-Kindergarten program.

Kinderkirk became a licensed preschool and childcare center in 2012 under a new Director who had taken over the program in 2010. During this time the program grew rapidly as a quality childcare center. Kinderkirk is licensed for care of 6 weeks old through six years old. It now operates with 14 staff members and serves 70 students.

## Highlights of Accomplishments

- 2010 Kinderkirk is granted a Colorado State License as a Preschool
- 2011 First year awarded \$10,000 from the Temple Hoyne Buell Foundation to assist with the needy with tuition assistance.
- 2012 Licensed to be a 06 week to 6-year-old childcare center.
- 2014 Major playground renovation including new play center in the preschool and childcare play areas.
- 2015 Kinderkirk joins Early Learning Ventures in a partnership to aide lower income families through small pupil teacher ratio and family support.
- Spring 2017 determined to continue for the 2017-2018 Early Learning Ventures Contract.
- Spring 2017 through fundraising, contributions, and budget item Kinderkirk placed an electronic keypad on the main east door.
- Spring 2017 moved to year-round programing
- June 2017 opened a second Pre-School Classroom.
- June 2017 completed Colorado Shines Review

# External and Internal Analyses

## External Analyses

### Demographics

Pueblo West Community 29,637

- 73% White, 23% Hispanic, 1% African American ,3% total of Native American, Asian, and Pacific Island

### Economic Conditions

- Median income \$59,086, 8.7% below poverty level

### Government Regulation

Pueblo West is part of Pueblo County, Pueblo West is a Metropolitan District.

- Kinderkirk is under the licensing from the Colorado Department of Human Services. Health Department regulatory inspections are conducted by the Pueblo County Health Department.
- Kinderkirk joined in partnership with Pueblo County Department of Social Services to provided tuition assistance for “CCAP: families.

### Funding sources

- Kinderkirk is a non-profit ministry of The Ecumenical Church of Pueblo West. The church and Kinderkirk join in partnership as a ministry program; the following are financial considerations we agree to:
- Kinderkirk pays the \$2,256 monthly mortgage on the educational building for the church.
- Kinderkirk pays for the custodial supplies for the educational building.
- ECOPW pays for custodian support, major maintenance on the modular and educational building.
- ECOPW pays for the trash, sewer, and water bills for the educational building.
- ECOPW does the payroll, and related deductions, garnishments, and tax filing for Kinderkirk employees.
- Funding into Kinderkirk also comes from The Temple Hoyne Buell Foundation, Early Learning Ventures, The Colorado Department of Nutritional Services and Pueblo County CCAP Program.

## Competition

1. Pueblo West has approximately 14 Home Care providers which compete for clients with Kinderkirk.
2. Pueblo West is served by three major childcare centers who are in competition with Kinderkirk.
  - a. Pueblo West Head Start (schedule to open in fall 2017)
  - b. Children's Palace
  - c. Pueblo School District #70

## Internal Analyses

### Personnel / Human Resource Issues

1. Competing for staff with Pueblo County School District's Pre-School Program makes it difficult to recruit and maintain staff.

### Technology Changes

- The lack of security or classroom cameras in the modular are a concern both for classroom surveillance and security.
- The use of QuickBooks Financial Reporting must be review; consider going to an on-line usage.

### Physical and Safety Issues

1. Replace the shelter area in the preschool playground. Shelter was damaged in the windstorm of April 2017

### Building, Facility and Campus Issues

- The aging modular are difficult to maintain. The flooring in the east modular is in need to replacement.

### Fiscal Issues

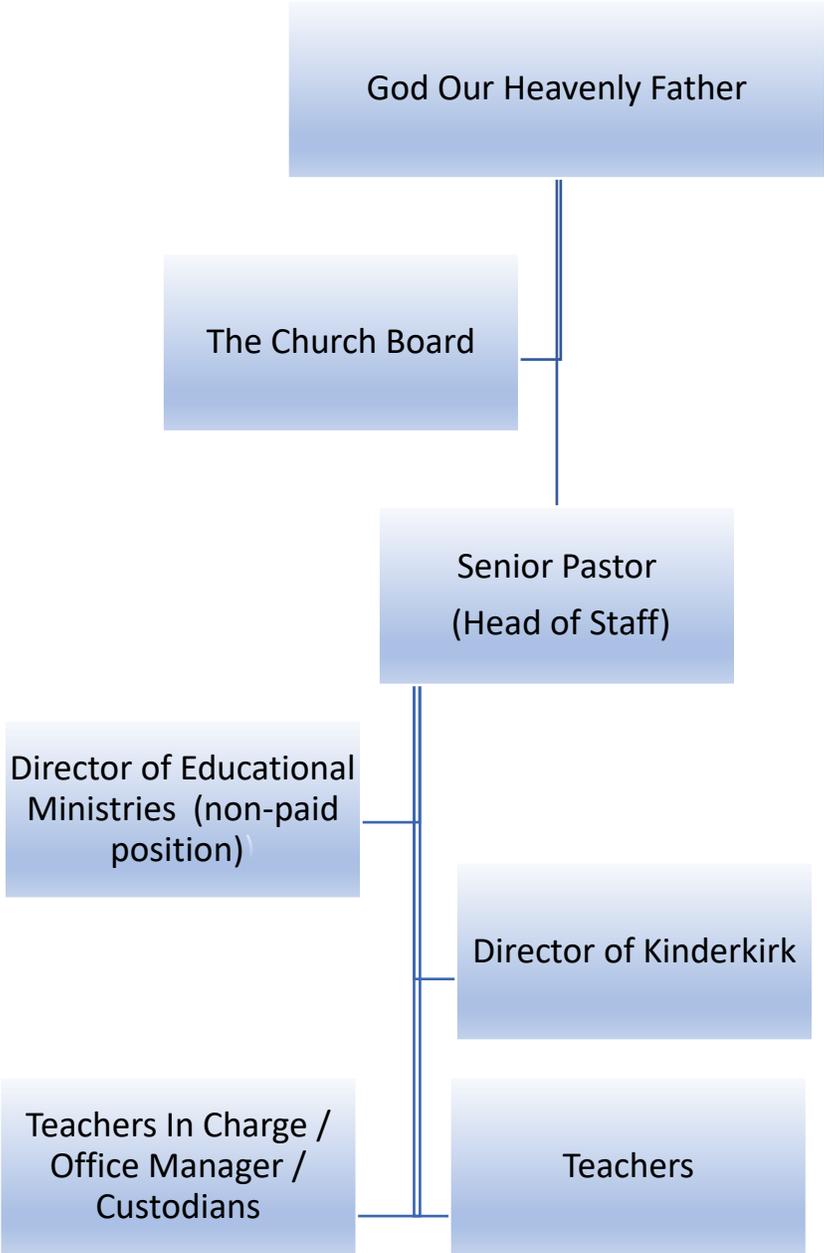
- Paying the monthly mortgage for the church causes a heavy burden on Kinderkirk.

- Limiting the class teacher to pupil ratio through Early Learning Venture to 4:1 limits the number of students we can have at Kinderkirk.

#### Professional Development Issues

- Additional growth for students and classroom is limited with the teacher shortage; this limit Kinderkirk's growth financially.
- Historically the Kinderkirk staff was not engaged in the tracking, recording, and development of their own professional growth.

#### Organizational Structure



# Goals and Strategies

What are we trying to achieve?

- **Demonstrate and model that Kinderkirk is the leading academic childcare center in Pueblo West.**
- Be a leading advocate for academic awareness by building relationship with District 70 in the area of academic content, child testing, and communication for preparing students for Kindergarten.
- Prepare Kinderkirk through strong professional development and the recording of such professional development to ensure quality ratings from the following agencies:
- Federal Lunch Program
- Colorado Shines Ratings
- ETERS & ECERS, ASQ, PDIS
- Early Learning Ventures with complete and accurate CORE documentation

What is the approach or methods?

- Kinderkirk needs a strong technology approach to the recording, scanning and document storing process.
- 

## Critical Needs

## Qualified Staff Needs to Hired

Review the 2016-2017 policy handbooks for parents and staff.

Flooring repairs / replacement on the East Modular.

Security access to both modular and the educational building need to be in place.

The concept that Kinderkirk is a year-round center.

Engage staff in the documentation of their professional growth.

# Analysis of Critical Needs Timelines need to be place for Critical Items

- Flooring replacement by August 2017
- Security issues by August 2017
- Colorado Shines documentation in place

## Action Plans

### Financial Data

- See Appendix A for 2016-2017 budget

### Staff Plans

- Hire qualified staff
- Develop Professional Development Plans for staff that are not CDA qualified
- Staff and fill with students, Toddler II room in the educational building and fill one Preschool room in the modular.
- Empower the staff to take control and governance of their own professional development

### Communications

- Increase communication through social media, internal email chains with staff and parents
- Develop strategies within the Kinderkirk Leadership to establish a Parent Advisor Group or get some parents involved in the leadership and support of Kinderkirk.

### Marketing Plans

- Increase the awareness that Kinderkirk is more than a childcare center and a school based calendar type of a Preschool.
- Change the narrative that Kinderkirk is a year round center for all ages.

### Development Plans

- Increase the academic and professional culture of Kinderkirk

### Operational Plans

- Finalize the 2016-2017 Crisis Plan for Emergency situations, fine tune the plans in place to ensure safety.