



PACT

Parent & Child Together
for West Central Illinois

STRATEGIC PLAN

Developed July 2022-July 2023

Planning Group

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Our Program Philosophy.....

PACT BELIEVES....

Parents are their children's first and most important teacher.

Parents care about their children and will put forth strong efforts to improve their child's well being.

Parents can and do learn new and better ways of interacting with their children given sufficient information and encouragement.

Resources for health and human services in West Central Illinois are limited and must be delivered without duplication to produce the most effective results.

Involvement of parents and the community in decision-making increases the commitment to the program while enhancing the quality of decision-making.

Our Mission.....

The mission of Parent and Child Together (PACT) for West Central Illinois is to provide a high quality comprehensive program of education, health, and social services to children and their families, developing life-long learners.

We believe that by working together we can further the vision and the intent of the agency's mission by:

Affirming program parents in their parenting role, working with them to improve their parenting skills.

Providing program parents with information and encouragement to increase their knowledge of their rights and responsibilities as parents.

Providing a program that will allow enrolled children and families to maximize their potential.

Providing opportunities for parents to become involved in the program decision-making process.

Providing opportunities for socialization for all enrolled children and their families.

Providing opportunities for children with disabilities to be enrolled in the program and to participate in all aspects of the program in order to meet their individual needs.

Providing a means of coordinating existing services for enrolled families to meet their individual needs.

Providing screening assessments designed to enhance early identification and treatment of potential problem areas for enrolled children.

Providing a cost-effective program that benefits all families involved.

Providing employment opportunities to enrolled families.

PACT CORE VALUE STATEMENTS

- Integrity through transparency and accountability
- Strong, proactive, fair and ethical leadership that ensures policies and regulations are followed.
- Respecting parents and providing them with opportunities to enhance their confidence and skills.
- Partnering with parents to enhance each child's ability to succeed.
- Hard-working, motivated, involved and flexible staff that positively impact children and families.
- On-going, high-quality and relevant professional development opportunities for all staff that is innovative and supports best practices.
- Relationship-based community partnerships that promote intentional collaboration to support the needs of each child and his/her entire family.
- Creating an environment of trust and respect that fosters accountability and promotes/supports the growth of children, parents and staff.
- Providing opportunities for staff, parents and community members to participate in the decision-making process.
- Strong, positive and supportive internal team development; team members support one another.
- Respect and support of cultural diversity.
- Dedicated, excellent and professional daily work that drives the agency mission.

PACT 2022-2027 TARGETED GOALS

GOAL 1:

ALL PACT CENTERS ARE SAFE, HEALTHY AND ATTRACTIVE AND LOCATED IN THE COMMUNITIES OF GREATEST NEED.

GOAL 2:

PACT WILL BE FULLY STAFFED WITH QUALIFIED AND MOTIVATED STAFF.

GOAL 3:

PACT WILL HAVE AN AND INCLUSIVE TWO-WAY COMMUNICATION PLAN ENSURES ALL STAFF HAVE THE INFORMATION THEY NEED.

❖ Possible Objectives and/or Activities:

- Update the agency's current Communication Plan. Share with staff.
- Survey staff to determine their perception of what the issues are within the area of communication. Solicit possible solutions.
- Provide timely notification of upcoming programmatic or operational changes.
- Provide intentional opportunities for communication with staff that are not around monitoring and supervision. Management check-ins; "Rounding"; reflective listening, reflective supervision

GOAL 4:

PACT HEAD START STAFF ARE WELL TRAINED ON CREATIVE CURRICULUM AND PARENTS AS TEACHERS (PAT) WITH AN OVERALL CURRICULUM FIDELITY RATING OF 70% HS and 90% EHS.

The following goal is a requirement of the Head Start Program Performance Standards; monitored by OHS monthly for enrollment; it will not be a part of Program Goals, but a Performance Indicator that was discussed at the planning group meetings.

PACT WILL HAVE 97% ENROLLMENT WITH AN AVERAGE DAILY ATTENDANCE RATE OF 90%.

❖ Possible Objectives and/or Activities:

- Review and update the Recruitment Plan. Expand opportunities for recruitment such as outside events, social media, etc.
- Intentional Outreach and PR in Adams County.
- Continue to work with Early Intervention providers to obtain referrals.

The following are topics that were discussed briefly by planning group; but not pursued as program goals at this time.

- Training staff in the area of technology(this is monitor through Training/Technical Assistance Plan).
- Mental Health Services.
- Going Green.
- Parent Education

EXECUTIVE OVERVIEW

The Strategic Planning process for PACT for West Central Illinois was started for the fifth time under the direction of Shanna Edison, Executive Director. Planning Group members for Strategic Planning were invited to attend session in May and July 2022. See listing on front cover.

Teri Lawrence	Planning Consultant/Facilitator
Shanna Edison	Executive Director
Diane Knight	Chief Financial Officer

Board Members participate in the process: reviewing surveys and will review committee work, as well as giving input and approval, via their regular meetings.

The Committee identified the year 2027 as the target year for the Strategic Plan, with the assistance of Ms. Lawrence, a past Illinois Head Start Association Board member and president, and a past Illinois Head Start Program Director. The management team along with the planning group reviewed the mission, with no changes, and identified the strengths, weaknesses, opportunities, and threats for the agency. An environmental scan, and results of the agency's last federal review, self-assessment, PIR data, were also reviewed and pertinent information considered and identified to be addressed in the strategic plan. The October 2023 staff meeting will be the initiation of committees to begin work on the objective and action steps toward meeting the goals

The goals, objectives, gaps, and action steps were approved by the Board and Policy Council in Spring 2023. The Board and Policy Council will review this final plan and the above document in Fall 2023.

Much of the work on the action steps will be through committees, which will be comprised of staff members and parents as identified by the steering committee. The chairperson will be responsible for tracking and documenting progress and asking the steering committee for input during action steps. The steering committee will meet on a quarterly basis, or more often if needed, to review progress, ensure committees are staying on track, and will compile information for progress reports for the Board and Policy Council.

Area to be measured	Desired Level in 2029	What will we do to close this gap?	Target for MIDPOINT 2026	Target for NEXT YEAR 2024	CURRENT
Dental Health Screenings & Follow-up	HS: Medical 95%, Dental 90%, Follow up 90% EHS: Medical 80%				20-21 Dental 66% up to date EHS medical 86%
CLASS scores meet requirements (4)	Emot. Support 6.04 Class org. 5.76 Instruct. Support 2.74				Spring 22 ES 5.98 CO 5.63 IS 3.08
Fiscal Operations are sound with no audit findgs	No findings				No findings July 2021
Meet/Exceed staff education requirements HS (1)	55% of staff meet/or exceed BA requirement				12% Bachelors 87% Associates
Inkind Requirements (exceed/meet, etc.)	100% met				Under spent funding because of staffing issues in 20-21.
Attendance on Home Visits & Center-Based Classrooms	90%				EHS CB74% HS CB 77%
Child Outcomes /Children Ready for Kindergarten (compiled program-wide)	Meet the targets that are set for that year				Spring 2021 EHS HS App to Learning 64% 57% S/E 58% 49% Physical dev 59% 81%

					L/Literacy 44% 57% Cog 47% 57%
Special Needs Enrollment meets requirement	10% of enrollment are children w/spec. needs				8% - 20-21 EHS 14.3% 20-21 HS Combined = over 11%

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths – Internal

- Ability and willingness to work with parents and families
- No out of compliance for reviews
- Educate the parents and families with issues they struggle with
- Making sure whole child is healthy, dental, medical, mental
- Promotion of comprehensive services is BIG
- Mental Health Consultant – Staff can contact her, and she contacts Staff routinely or when needed
- Caring FA's and HBT's with good rapport with families
- Parents become subs/staff members
- We have processes in place to meet policies/regulations
- Acceptance by other community programs
- Good at accommodating parents
- Lots of experience throughout Staff
- Most Staff are good, kind and caring
- Most Staff embrace PACT's philosophies
- Individual services provided to families
- No Fiscal audit findings
- Consistent volunteer Board of Directors
- Always seeking to improve
- Network of communication technology
- Before/After childcare reimbursement to parents
- Diverse options during COVID
- All the different cultures offer diversity
- Policy Council socialization
- Ages and Stages Screening
- Resources for social service
- Mental Health Consultant for Staff and family
- Resources for program
- Using Child Plus more
- Online tool for assessment of children

Weaknesses – Internal

- Low salary/pay
- Staff who don't embrace philosophy- would rather be somewhere else
- Backbiting/ Attitude of Staff
- Unable to get one-on one aides
- Staff wages are just keeping up with minimum wage, not increasing
- Not transparent
- Staff turnover
- Need classroom space in Quincy
- Lack of accountability
- In house training for families
- Lack of qualified Staff-Applicants with degrees & long staff vacancies
- Lack of passion/creativity
- Inefficient communication
- Parents who are on cell phones vs. attending to children
- Duplication of records and paper records
- Lack of incentive for senior Staff
- When parenting classes are offered, no parents show up
- Technology is great, but doesn't work if Staff aren't trained on how to use it
- Confidentiality amongst Staff and managers
- Health benefits - vision and dental insurance
- Supervisors/Managers spread thin
- Lack of support/follow thru from leaders
- Lack of resources for special needs
- Facility Improvements needed
- Over worked Staff-too much on Staff
- We are not growing, we are shrinking
- Recruiting new employees
- Site Supervisor changes and no applicants qualified
- No extra pay or compensation for longevity

Opportunities-External

- Snap income eligible
- United Way Funds
- Tracy Family Foundation provides opportunities for funding in many areas
- Other grant opportunities for funding
- SNAP eligibility for HS families will help
- JWCC has added education opportunities for potential teachers
- Free CDA class through JWCC
- State funded 0-5 programs
- Quincy can support a center (EHS)
- Seek out United Way funds again
- Creative Curriculum parent engagement resources
- CCR&R agencies have new Navigator position for teacher PD
- Partner with Bella Ease in Quincy for services/center or other comm. Partner.
- Our new 5-year grant-revamping of agency

Threats-External

- Home Base families not wanting you in the home, fear DCFS
- Reputation-Negative posts on FB by Staff; Negative comments by Staff to others in the community
- Other 0-3 programs
- Rising costs of operations
- DRS re-compete
- Baby formula shortage
- No applicants for open positions
- Newly established daycares
- Grant funds with reduced enrollment
- State funded Preschool or 0-5 programs

OBJECTIVES AND ACTION STEPS

The Planning Group and the management team worked on objectives and action steps. The working committees will be assigned from the four, with key managers and steering committee members on each committee. The remaining committee members will be decided by staff position and voluntary participation.

OBJECTIVES AND ACTION STEPS REPORTING

It is anticipated that the Steering Committee will meet on a quarterly basis during the year= January 2024, April 2024, July 2024, October 2024, and following.

Each Working Committee will meet initially at least once from January 2024 to May 2024. The chairperson of each Working Committee will report to the Steering Committee either personally or in writing, as determined by the Steering Committee.

ACTION STEPS COMMITTEE GUIDELINES

Each committee will operate under the guidance of the Steering Committee. The chairperson of each Working Committee will be responsible for seeing that minutes are kept of each committee meeting and that a summary report is typed before each quarterly Steering Committee meeting. Those reports should summarize meetings, on-going progress, anticipated barriers, participant input and plans for future progress. The initial reports should be submitted by May 2024 to the Executive Director for the Steering Committee, which in turn will meet in July 2024, and quarterly thereafter.