

**GOAL 1: ALL PACT CENTERS ARE SAFE, HEALTHY AND ATTRACTIVE AND LOCATED IN THE COMMUNITIES OF GREATEST NEED.**

**Leaders: Jennifer A & Jamie Peterman**

Objectives	Gaps	Action Steps	Target Date	Completion Date
Locate and license space in Quincy for at least two center-based Early Head Start classrooms.	- Have no center services for EHS in Quincy - Staff recruitment & retention - Potential for reduced funding due to enrollment	Contact community partner, Bella Ease, for interest, need, and space available		
		Work w/partner on remodel to meet DCFS & HS regulations.		
Review current checklists/screeners, prioritize needs and develop a plan for addressing issues.	- Some facilities and equipment are old and worn	Assess health and safety of the physical structure.		
		Assess health and safety of playgrounds.		
		Replacement of classroom materials.		
Explore funding opportunities to address one-time start-up costs and ongoing, maintenance costs.	- Inflation & rising costs of operations	Continue applying for ACF Early Head Start Expansion funding when available.		
		Determine possibility of partnering with other area organizations.		
		Explore additional funding sources: foundation funding, local grant opportunities, state and/or federal grant opportunities.		

**GOAL 2: PACT WILL BE AT LEAST 95% STAFFED WITH QUALIFIED AND MOTIVATED STAFF.**

## Strategic Plan Goals, Objectives & Action Steps 2023

Rev. Oct 2023

Leader: Diane Knight

Objectives	Gaps	Action Steps	Target Date	Completion Date
Increase staff pay & benefits	<ul style="list-style-type: none"> <li>- On-going staff vacancies.</li> <li>- Staff recruitment &amp; retention</li> <li>- Potential for reduced funding due to enrollment</li> <li>- Limited number of qualified applicants in the service area.</li> <li>- Current applicants for jobs do not meet the necessary qualifications.</li> <li>- Competition for staff with other ECE programs; all competing for a limited pool of qualified staff.</li> <li>- As a smaller, single-purpose agency, the low number of employees make it difficult to obtain bids/quotes for health insurance as they expect 75% enrollment.</li> </ul>	Evaluate costs yearly to increase all staff (%).	January 2025	
		Evaluate cost and make a priority to give staff additional money for longevity with additional funds, if available		
		Agency is currently exploring the addition of health and vision benefits, at employee cost.	10/1/2022	9/30/22
		Determine feasibility and affordability to adding dental costs to the benefit plan, at employer cost.		
		Explore the possibility of adding additional PTO for things such as maternity/paternity leave, leave for family crisis, etc.		
		Explore the possibility of increasing the agency match to the retirement plan.		
Revisit and explore opportunities to update the current pay scale/career ladder.	<ul style="list-style-type: none"> <li>- Staff recruitment &amp; retention</li> <li>- Potential for reduced funding due to enrollment</li> </ul>	Review pay scales and format from other similar Head Start and/or non-profit community programs.		
		Explore possible initiation of additional incentive bonuses. (ex: director designees)		
		Explore wage increases for staff based on longevity/years of service to the agency.		
Review, expand and/or revise and fully implement staff onboarding process.	<ul style="list-style-type: none"> <li>- Technology training for staff</li> <li>- Requires oversight of another system/database</li> </ul>	Add the IHSA Head Start 101 onboarding videos as they speak to the history, philosophy, culture and passion of and for Head Start.		

Strategic Plan Goals, Objectives & Action Steps 2023

Rev. Oct 2023

Objectives	Gaps	Action Steps	Target Date	Completion Date
	- Staff who don't embrace the philosophy; would rather be somewhere else			
		Explore follow-up knowledge checks for training knowledge retention.		
		Convert New Staff Training to on-line, independent, interactive platform to be more effective for entry level workforce.		
Explore and expand opportunities to obtain needed credentials and degrees that align with program staff requirements.	- Competition for staff with other ECE programs; all competing for a limited pool of qualified staff.	Identify barriers that prevent staff from increasing education levels.		
		Develop any additional needed action steps based on identified barriers.		
		Explore possibility of collaborative effort with WIU. Possible cohort of learners to obtain BA in ECE.		
Implement plan for parents to become qualified as PACT employees.	- Current applicants for jobs do not meet the necessary qualifications.	Develop a pathway for parents to earn credentials to meet entry level staff position requirements.		
		Develop a step by step plan (with costs) for CDA, etc.		
		Explore what other programs have done and options they may be implementing.		
		Recruit interested participants.		
		Determine how to tie tuition assistance to commitment for work		

**Strategic Plan Goals, Objectives & Action Steps 2023**

**Rev. Oct 2023**

Objectives	Gaps	Action Steps	Target Date	Completion Date
		Explore grant/funding opportunities		
Develop a comprehensive Succession Plan to provide education, skills development and support to employees with potential/interest to provide a pathway for upward mobility within the agency.				

**GOAL 3: PACT WILL HAVE AN INCLUSIVE TWO-WAY COMMUNICATION PLAN ENSURES ALL STAFF HAVE THE INFORMATION THEY NEED.**

**Leaders: Sara Mixer & Melissa Tschirgi**

Objectives	Gaps	Action Steps	Target Date	Completion Date
Survey staff to determine their perception of what the issues are within the area of communication. Solicit possible solutions.	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Parents on cell phones instead of interacting with children.</li> </ul>	Survey current staff regarding current communication within the agency, effectiveness, gaps, etc.	Summer 2023	
		Survey board & PC regarding current communication and recommendations.		
		Develop additional needed action steps based on identified gaps/recommendations.		
Update the agency’s current Communication Plan. Share with staff.	<ul style="list-style-type: none"> <li>- Communication</li> </ul>	Review current communication plan & make recommendations for changes.		
		Share updated communication plan with the management team.		
		Share updated communication plan with program staff.		
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.	<ul style="list-style-type: none"> <li>- The long-term staff have worked during the periods of compliance based practices</li> <li>- Stress levels of managers and staff are high.</li> <li>- Managers and supervisors are spread thin</li> </ul>	Explore trainings/tools to introduce to managers		
		Determine needs of managers for training.		

**GOAL 4: PACT HEAD START STAFF ARE WELL TRAINED ON CREATIVE CURRICULM AND PARENTS AS TEACHERS (PAT) WITH AN OVERALL CURRICULM FIDELITY RATING OF AT LEAST 70% for HS and 90% for EHS.**

**Leader: Elizabeth Adler**

Objectives	Gaps	Action Steps	Target Date	Completion Date
Coaching and Professional Development to increase the skills of teaching staff.	- Staff perceive coaching as punitive	Attend TLC training and offer as a group coaching option.		
		Explore the possibility of making coaches staff as opposed to contractors as a potential method for retention.		
		Improve staff perception of coaching; benefit vs. punishment. Tie into the benefits for children.		
		Review intensive coaching recommendation process & Needs assessment process....		
		Provide intensive training to newly hired coaches and annually thereafter.		
Improve child outcome scores in the areas of math, literacy and language to 80% or above by 2027.	- Staff who don't embrace the philosophy; would rather be somewhere else	Ongoing CLASS observation training.		
		Provide intensive Creative Curriculum and PAT training to newly hired staff as a part of your onboarding program.		
		Provide refresher training to all teaching staff annually.		
		Provide professional development curriculum related activities training to teaching staff.		