

**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.	<ul style="list-style-type: none"> <li>- Have no center services for EHS in Quincy</li> <li>- Staff recruitment &amp; retention - Potential for reduced funding due to enrollment</li> </ul>	Contact community partner, JWCC, for interest, need, and space available	Fall 2023	Winter 2024
		Work w/partner on remodel to meet DCFS & HS regulations.	Spring 2025	Spring 2025
Develop a plan for addressing issues.	<ul style="list-style-type: none"> <li>- Some facilities and equipment are old and worn</li> </ul>	Review current checklists/screeners used to assess safety of facilities & equipment.	Winter 2025	
		Assess health and safety of the physical structure.	Fall 2025	Ongoing
		Assess health and safety of playgrounds.	Fall 2025	Ongoing
		Replacement of classroom materials.	Spring 2025	Ongoing
Explore funding opportunities to address one-time start-up costs and ongoing, maintenance costs.	<ul style="list-style-type: none"> <li>- Inflation &amp; rising costs of operations</li> </ul>	Continue applying for ACF Early Head Start Expansion funding when available.	Ongoing	
		Determine possibility of partnering with other area organizations.	Ongoing	
		Explore additional funding sources: foundation funding, local grant opportunities, state and/or federal grant opportunities.	Ongoing	Ongoing

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**Rev. December 2025**

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

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 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	Ongoing
		Evaluate cost and make a priority to give staff additional money for longevity with additional funds, if available	Summer 2025	Summer 2025
		Agency is currently exploring the addition of health and vision benefits, at employee cost.	10/1/2022	9/30/2022
		Determine feasibility and affordability to adding dental costs to the benefit plan, at employer cost.	10/1/2022	9/30/2022
		Explore the possibility of adding additional PTO for things such as maternity/paternity leave, leave for family crisis, etc.	Fall 2024	Fall 2025
		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.	Fall 2024	Spring 2024
		Explore possible initiation of additional incentive bonuses. (ex: director designees)		Fall 2024
		Explore wage increases for staff based on longevity/years of service to the agency.	Summer 2025	Summer 2025

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Objectives	Gaps	Action Steps	Target Date	Completion Date
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.	Fall 2024	Summer 2024
		Explore follow-up knowledge checks for training knowledge retention.	Spring 2025	
		Convert New Staff Training to on-line, independent, interactive platform to be more effective for entry level workforce.	Summer 2025	
Review staff recruitment efforts and make recommendations for changes.	<ul style="list-style-type: none"> <li>- Staff vacancies have been an ongoing struggle.</li> </ul>	Review recruitment efforts for staff & make recommendations for improvements, changes, etc.	Fall 2024	Fall 2024
		Implement identified new recruitment strategies.	Winter 2025	Summer 2025
Explore and expand opportunities to obtain needed credentials and degrees that align with program staff requirements.	<ul style="list-style-type: none"> <li>- Competition for staff with other ECE programs; all competing for a limited pool of qualified staff.</li> </ul>	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/JWCC. Possible cohort of learners to obtain AA/BA in ECE.		
Implement plan for parents to become qualified as PACT employees.	<ul style="list-style-type: none"> <li>- Current applicants for jobs do not meet the necessary qualifications.</li> </ul>	Develop a pathway for parents to earn credentials to meet entry level staff requirements.		Fall 2024
		Develop a step-by-step plan (with costs) for CDA		Fall 2024
		Explore what other programs have done and options they may be implementing.		Fall 2024
		Recruit interested participants.		Fall 2024
		Determine how to tie tuition assistance to commitment for work		
		Explore grant/funding opportunities		Fall 2024

**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 2024	Spring 2024
		Survey board & PC regarding current communication and recommendations.	Summer 2025	Fall 2024
		Develop additional needed action steps based on identified gaps/recommendations.	Summer 2025	Spring 2025
Update the agency's current Communication Plan. Share with staff.	<ul style="list-style-type: none"> <li>- Communication</li> </ul>	Review current communication plan & chain of command, making recommendations for changes.	Winter 2025	
		Share updated communication plan & chain of command with the management team.	Winter 2025	
		Share updated communication plan & chain of command with program staff.	Winter 2025	
		Provide timely notification of upcoming programmatic or operational changes.	Ongoing	
Provide Crucial Conversations/ Difficult Conversations training to all staff.	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Staff struggle to have difficult conversations with each other and parents.</li> </ul>	Schedule and host training for all staff during staff meeting/Preservice.	Winter 2024	August 2024

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<p>Provide staff training regarding electronic communication (Email, Teams, etc.)</p>	<ul style="list-style-type: none"> <li>- Electronic communication is being used more frequently and ongoing.</li> </ul>	<p>Schedule and host training for all staff during staff meeting/Preservice.</p>	<p>Fall 2025</p>	<p>Fall 2025 &amp; Ongoing</p>
<p>Provide intentional opportunities for communication with staff that are not around monitoring and supervision. (Management check-ins; “Rounding”; reflective listening.)</p>	<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>	<p>Determine needs of managers for training.</p>	<p>Winter 2025</p>	
		<p>Explore trainings/tools to introduce to managers.</p>	<p>Winter 2025</p>	

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***GOAL 4: PACT HEAD START STAFF ARE WELL TRAINED ON CREATIVE CURRICULUM AND PARENTS AS TEACHERS (PAT) WITH AN OVERALL CURRICULUM 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.	Winter 2024	Winter 2023
		Explore the possibility of making coaches staff as opposed to contractors as a potential method for retention.	Spring 2025	Summer 2024
		Improve staff perception of coaching; benefit vs. punishment. Tie into the benefits for children.	Fall 2025	Fall 2025
		Review intensive coaching recommendation process & needs assessment process.	Fall 2025	Fall 2024
		Provide intensive training to newly hired coaches and annually thereafter.	Spring 2026	Spring 2026
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.	Ongoing	Ongoing
		Provide intensive Creative Curriculum and PAT training to newly hired staff as a part of your onboarding program.	Fall 2025	Fall 2024
		Provide refresher training to all teaching staff annually.	Ongoing	Ongoing
		Provide professional development curriculum related activities training to teaching staff.	Ongoing	