

Strategic Plan Goals, Objectives & Action Steps 2017-2022

Rev. 1/26/2018

1. Increase staff retention/reduce staff turnover

Objectives	Gaps	Action Steps	Target Date	Completion Date
Determine priorities/plan to increase staff pay & benefits	-State funding crisis -Minimum wage increase -Sequestration/funding reduction -Change in administration./government -Not enough money to fund priorities -Hard to compete with other employers (benefits/wages)	Evaluate costs and priorities to increase HS Bachelor Degree education supplement		
		Evaluate costs yearly to increase all staff (%).		
		Evaluate cost and make a priority to give staff additional money for longevity with additional funds if available		
		Evaluate costs to work towards a 5% match for 401k.		
		Evaluate costs to work towards PACT paying all of employee portion of health insurance.		
		Evaluate costs to roll all leave into a PTO status (annual, vacation, sick)		
		Determine PACT staff interest in obtaining vision/dental insurance.		
		Evaluate costs to provide dental or vision benefits under current health plan.		
		Spell out employee options for AFLAC in benefit explanation (what is covered, cost, etc.)		
		Review exit interview results to look for trends, possible changes		
		Investigate a deferred compensation plan for maternity/family leave and develop a plan, if possible.		
		Create staff satisfaction survey and a plan to implement		

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Objectives	Gaps	Action Steps	Target Date	Completion Date
Implement plan for parents to become qualified as PACT employees	-Lack of funds -Other places of employment may have better pay for equal or less education	Develop a step by step plan (with costs) for CDA, etc.		
		Explore what other programs have done (TCOC)		
		Recruit interested participants		
Determine needed changes to plan for tuition assistance in return for work commitment	-Other employers pay more for equal or less education -Not enough money to fund priorities	Identify barriers that prevent staff from increasing education levels.		
		Develop any additional needed action steps based on identified barriers.		
		Explore grant/funding opportunities		
		Determine how to tie tuition assistance to commitment for work		
Continue to enhance and promote the practice based coaching process	-Staff don't understand the benefit/ feel it may be more work -Still a new process and needs details worked out.	Explore professional development pyramid presented by Verlinda		
		Evaluate effectiveness of coaching for the 17/18 program year. Determine if additional coaches or resources are needed.		
		Develop a plan/process for all staff professional development		

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2. Increase and maintain CLASS scores in head start classrooms

Objectives	Gaps	Action Steps	Target Date	Completion Date
Determine how to identify problem areas	-Federal review results do not match coordinator/STG scores for same classrooms -Teachers already receive so much training, guidance, things to work on-may get overwhelming to add more on them.	Review current and past years CLASS data		
		Evaluate data to identify problem areas.		
Use consultants and T/TA resources to provide training in the areas of Instructional Support domain and Regard for Student Perspectives dimension.	-May cost additional money -Hard for teachers to find time for additional professional development -Every teacher has a different set of skills	Develop a plan		
Add a second CLASS reviewer to the agency	-PACT team already have a heavy workload -CLASS reviewer requires a specific set of skills	Discuss CLASS with staff to see if anyone would be interested.		
		Train the person in CLASS		
Review and analyze CLASS data in different formats and share with stakeholders (compare with staff education, staff experience, child outcomes, etc.)	-Already look at a lot of data that can be overwhelming	Decide what data needs to be gathered		
		Assign person responsible and timelines		

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3. Increase access to mental health services for children, families and staff.

Objectives	Gaps	Action Steps	Target Date	Completion Date
Continue to increase the access to the needed mental health services for children, families and staff	<ul style="list-style-type: none"> -Multi stressed families, children and staff -Very low # of families with MH referrals 	Provide training for staff on MH wellness (stigma)		
		Determine the needed services and the cost for these services		
		Explore how other agencies (comparable to ours) implement MH		
Consistently utilize established plans for addressing challenging behavior in classrooms.	<ul style="list-style-type: none"> -High staff turnover -Consistency of how things are done 	Outline a procedure for 1 on 1 aide training.		
		Retrain staff on PBS procedures (establish a continuous training cycle)		
Research social emotional curriculum/frameworks (CSEFEL/Conscious Discipline/trauma informed practices, etc.)	<ul style="list-style-type: none"> -Many curriculum available -Can be overwhelming for staff, don't know which initiative to focus on 	Research curriculum/frameworks and discuss pros and cons of using		
		Provide trauma training to staff (Paper Towns)		
		Plan for consistent training/monitoring of chosen method		
Review the current process for Mental Health Consultation to consider revision or changes	<ul style="list-style-type: none"> -Turnover of MH Consultants -Use different consultants that may have different ways of doing things. 	Strengthen the MH Consultation/Referral process		

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4. Raise the awareness of staff and families around the importance of healthy choices for children (i.e. active lifestyles, nutritious food choices, etc.)

Objectives	Gaps	Action Steps	Target Date	Completion Date
Increase the use of Health curriculum (IMIL, Go Slow Whoa, etc) in EHS and HS classrooms.	-Too many initiatives, staff don't know what to focus on -Staff Turnover -Most gross motor activities are unstructured, teachers not planning structured activities	Refresher training for management.		
		Plan continuing trainings for staff		
		Provide additional resources		
Add health/BMI awareness to the topics of parenting classes	-Parenting classes still a new process	Develop content		
		Share with trainer to add to classes		
Staff training related to strategies for sharing information on BMI and good nutrition.	-Staff struggle sharing difficult information with families	Training for staff on effects of obesity		
		Training for staff on difficult conversations		
Continue to enhance outdoor spaces to make them inviting for children and staff (natural playgrounds).	-Funding -Staff not using playground consistently -Upkeep and repairs	Create a "model" EHS and HS playground		
		Create a priority list for upgrades		
		Have staff share their innovative ideas, practices.		

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5. Increase the number of pregnant women applications

Objectives	Gaps	Action Steps	Target Date	Completion Date
Design recruitment strategies that focus on pregnant women	-Have focused on pregnant teens in past, need to focus on all pregnant women. -Community assessment has data that pregnant unmarried women rates are higher than pregnant married women in Schuyler, McDonough, Adams and Cass counties.	Decide on a target number of pregnant women applications to reach each year		
		Implement plan to partner with school districts to provide services		
		Ensure materials are relevant to client (teen mom, family of teen mom, etc.)		
		Review the possibility of increasing the number of points for pregnant women in the selection criteria.		
Implement public relations and marketing plans to reach out to pregnant women or their providers of service	-only agencies we get pregnant women referrals from is Pike Health Dept.	Review marketing plan from previous strategic plan		
		Create a written plan for implementation of marketing to follow each year		
Train the staff to understand how recruit and serve pregnant women	-all staff do not understand how this service works	-Train all staff on recruiting pregnant women and the services offered.		

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6. Create and implement facility/playground improvement plan

Objectives	Gaps	Action Steps	Target Date	Completion Date
Assess each facility and create a prioritized improvement plan	<ul style="list-style-type: none"> -Space is limited in most centers. -Inadequate meeting rooms. - Some centers have become run down - Some equipment may pose safety concerns - Carthage playground (3-5) not being used. Carthage EHS playground is a long walk from center. 	Assess each playground by age of children using it, age of equipment, and condition of equipment.		
		Prioritize improvement/replacement.		
		Continue to enhance playgrounds with natural features and plan for upkeep/maintenance		
		Inform EHS (2/3) to use older spaces for transitioning children.		
Create an agency-wide priority plan	<ul style="list-style-type: none"> - will need additional funds - Early Childhood landscape (state funding, federal funding) is changing - Many other agency priorities to compete with. 	Review facilities for needed upgrades, repairs, additions		
		Review the leases to get a bigger picture of obligations		
		Look towards the future for any possible changes (options for expansion, duration changes, conversion, etc.)		

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7. Update & Implement Technology/Going Green Plan

Objectives	Gaps	Action Steps	Target Date	Completion Date
Fully implement Child Plus	<ul style="list-style-type: none"> - Processes & services for families are documented in several different systems. - Documentation is cumbersome and complicated with paper - Reluctance to Change Tool or Method of Documentation - May bog down staff with additional data entry - Some staff lack the technology skills needed 	Explore our current monitoring methods and whether it could be in Child Plus		
		Look at the data we run for outcomes, and whether it be worded to match how it is run from child plus		
		Explore Child Plus administrative training for key users		
		Explore how other programs (comparable to us) are using Child Plus		
		Train Staff		
Implement technology plan	Some staff lack the technology skills needed	Review old going green plan and create new technology plan		
	May cost additional money	Train staff		
Track children through public school and use to inform our work (SIS)	<ul style="list-style-type: none"> -Not all schools are using this system -May add duties to an already burdened staff -ROE must fully develop the system before it can be implemented 	Attend meetings on the SIS systems		
		Determine how SIS works with our agency and with our school districts		
		Train Staff		

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8. Continue to improve teamwork environment among managers, staff & families

Objectives	Gaps	Action Steps	Target Date	Completion Date
Increase engagement of parents in long term goal plans	<ul style="list-style-type: none"> -Family engagement is low in most areas. - Staff may lack skills to promote family engagement - # of families interested in engagement often fall off throughout the year. 	Revise/update family outcomes		
		Brainstorm methods to increase engagement		
		Train FA's, HBT and others (?)		
Increase training opportunities for parents in leadership skills	<ul style="list-style-type: none"> - Family engagement is low in most areas. - Working parents often don't have much time to volunteer 	Evaluate parent leadership opportunities (Parents in Action, Parent Ambassador, policy Council)		
		Share opportunities with families.		
Increase social media parent notification of activities/reminders/motivational tips	<ul style="list-style-type: none"> - Staff may lack the technology skills necessary - Staff may be reluctant to use new social media. - May be extra work for someone 	Explore social media/other options for delivery		
		Assign a person to be responsible		
		Determine content/outline		
Managers use strength based coaching	<ul style="list-style-type: none"> - The long term staff have worked during the periods of compliance based practices - stress levels of managers and staff are high. 	Explore trainings/tools to introduce to managers		
		Determine needs of managers for training		
Implement plan for publicity for staff accomplishments	<ul style="list-style-type: none"> -No one is currently responsible for this -staff sometimes feel no one notices the good they do, only the negative 	Create a process for publicity announcements and assign person responsible		