

PACT Strategic Planning

Revised Goals, Objectives, Gaps, and Action Steps

Created 10/17/2011

Updated 1/7/2013

Updated 10/21/2013

Updated 2/16/2015

Updated 1/11/2016

Goal: PACT will expand CB services in all counties.				
Objective	Gaps	Action Steps	Shanna and Mary - Leaders	
			Target Date	Progress Completion Date
Investigate possible partnerships with child care centers.		Identify all licensed child care centers and child care homes in our service area, noting the number of 0-3 slots for each.	Winter 2013	Complete
		From the above list, note the number of slots per center/home that have 0-3 children whose families are 200% of poverty guideline or below.	Winter 2013	
		Recommend possible partnerships.	Winter 2013	In Process
Updated 1/11/2016		Make recommendations for future expansion for serving pregnant women to 3 year old children.	Winter 2013	In Process
Expand EHS services where indicated.	Adequate EHS services not offered in all counties	Review community assessment, updated as needed.	Winter 2013	In Process
		Review waiting list data for past three years.	Summer 2012	Complete
		Conduct family surveys as needed.	Summer 2014	In Process
		Make recommendations for future expansion for both EHS HB and/or CB.	Spring 2014	In Process
Based upon community assessment, expand CB services in other counties.	Is there a need for CB services in all counties?	Review community assessment, update as needed.	Spring 2012	In Process

	Large waiting list for EHS in B'town.	Review waiting list data for past three years.	Summer 2012	Complete
	Inadequate facility space for expanded services.	Review current program options including enrollment, attendance, and family surveys to assess needs vs. service compatability, by county.	Summer 2014	In Process
		Make recommendations for expansion and/or changes in program options.	Spring 2013	In Process
		Determine costs of conversions.	Fall 2013	
		Determine facility and space needs and possible options/costs.	Winter 2013	
Determine possible changes to current program options based on environmental/political changes.		Review waiting list and enrollment records for the past 3 years to determine the number of 3 year olds we served and had on the waiting list.	Winter 2013	Complete
Progress Report for December 2015				
Committee reviewed all wait list data currently; surveying Cass County families for 0-3 Early Head Start needs first. The surveys will be revised to include all counties in service area, focusing on children under 3 only.				

Goal: PACT staff represent the mission, philosophy, and goals of the program.				
Objective	Gaps	Action Steps	April and Lynn- Target Date	Leaders Progress Completion Date
More effective hiring and staff orientation.	Front end staff orientation process.	Hiring process will be examined to determine how to include mission based questions.	Spring 2012	Completed 2014
	Not enough support.	Staff orientation/training process will be reviewed and recommendations made for timing of training.	Fall 2012	Completed 2014
		Timelines for support "visits" from supervisor/coordinators will be set for each new staff position.	Winter 2013	Completed 2014
Updated 1/11/2016				
Increase educational levels of staff.	Not enough funding for reimbursement of education.	Identify barriers that prevent staff from increasing education levels.	Spring 2012	Completed 2014
	Staff feel they are not paid fairly for their degrees (settling for Head Start).	Develop any additional needed action steps based on identified barriers.	Summer 2012	Completed 2014
Staff monitoring tools are used to develop staff skills.	Don't focus on what was done wrong or other issues on observation, record monitoring, and evaluations.	Identify and contact high performing HS agencies and review their monitoring forms and evaluations.	Fall 2012	Completed 2014
		Compare their tools and evaluations with PACT's tools and make recommendations for changes.	Winter 2013	Completed 2014
Managers use strength-based coaching.	Get all management on same page of strength based coaching.	Review strength-based coaching model and reflective supervision model to compare/contrast (in chart format) to identify pros and cons of each model. (include time and costs).	Spring 2013	Completed 2014
		Identify training needs of managers for recommended model.	Fall 2013	In Process

Objective	Gaps	Action Steps	April and Lynn- Leaders	
			Target Date	Progress Completion Date
Develop peer mentor process for staff.	Staff attitude toward their role in whole agency.	Review peer mentoring processes used in other HS agencies and identify pros and cons.	Spring 2014	Not Yet
	Skills and knowledge	Identify a peer mentoring process/system for the agency and evaluate personnel time and budgetary costs.	Fall 2014	Not Yet
	Staff input into agency processes/changes.			
Progress Report for December 2015				
<p>The committee established a staff refresher process: new staff receive refresher training after 3-6 months in the field. Positive feedback was received from participants of the first group. The CB Education staff have been receiving a summary of their performance at the Record Monitoring/Observation Conference, rather than a line-by-line review; and it has been going well. A new reflective page has been added to monitors/observations that allow staff to record their own thoughts about strengths and struggles. The committee also began work on the coaching process by evaluating different models and charting pros/cons. The latest meeting focused on needs, requirements and future questions to consider as we go forward with the coaching process. The agency has applied to receive Practice Based Coaching training and is seeking to hire an independent contractual coach.</p>				

Goal: PACT will create a cultural climate of appreciation and positive staff morale.				
Objective	Gaps	Action Steps	Sara Mixer - Leader	Progress Completion Date
			Target Date	Progress Completion Date
Management team, including site supervisors will have an environment of appreciation for co-workers and staff in their everyday routine.		By reviewing survey materials that previous committee worked on, determine gaps (if any) between managers and staff perceptions of work environment, morale, etc.	Spring 2016	Not Yet
		Identify training needs of managers for morale building and positive work environment.	Summer 2014	In Process
		Have working committee complete some activities of Spirit in the WorkPlace to assist them in their team and to see if items can be used at the center team level.	Fall 2016	Not Yet
	Staying committed	Review information from December 2010 staff training and current staff commitment; then with staff input, develop PACT staff "creed".	Spring 2017	Not Yet
	Burnout	Develop system/plan for staff friendly environment at each work place.	Winter 2016	In Process
		Develop staff wellness/fun committee process (ongoing) as well as ongoing budget commitment.	Winter 2016	Not Yet
Progress Report December 2015				
This committee has a new leader and new members from all across the eight county area, chosen at Pre-Service. The management staff are in the process of working through "Creating Spirt in the Workplace" training and self reflection activiites. Some action steps have been revised/added.				

Goal: PACT staff will embrace naturalized playgrounds and utilize the outdoors as learning environments.				
Objective	Gaps	Action Steps	Millie and Denise- Leaders Progress Completion Target Date	Leaders Progress Completion Date
Increase naturalized playground environments.	Currently, the CB playgrounds contain primarily commercial equipment and do not provide naturalized explorations.	Visit current naturalized playground environments for ideas.	Spring 2012	Complete
This objective will be put on hold for present time, to focus on staff training and awareness.	There are no individualized plans for improvements for each playground.	Develop a long term improvement plan for each playground with step by step improvements with costs associated with each step.	Spring 2013	Complete
		Develop a list of resources in each community to assist with playground improvements.	Summer 2013	Not Yet
	Budgeting needs to allow for playground improvements/additions.	Identify maintenance needed for each playground as well as associated costs.	Summer 2013	Not Yet
	Wood chips require constant maintenance.	Research and identify funding resources.	Fall 2013/ Winter 2014	Not Yet
	Naturalized playgrounds require more maintenance especially during summer.	Include playground improvement line items in annual budget.	Winter 2016	Not Yet
All staff will buy into naturalized playgrounds and utilize the outdoors as learning environments.	Staff need more training in using the outdoor environments as classrooms.	Assess staff training needs.	Winter 2012	Complete
	Management staff need to buy in to the concept of naturalized playgrounds.	Identify resources and costs for staff training.	Spring 2012	In Process 12/2015
		Develop a list of safe natural elements appropriate for use indoors and outdoors.	Summer 2012	Complete
		Develop a photo presentation of staff who effectively use the natural environment as learning opportunities.	Spring 2016	In Process 12/2015

Objective	Gaps	Action Steps	Millie and Denise- Target Date	Leaders Progress Completion Date
		Change program terminology as indicated to aid in change of staff perspective.	Spring 2013	Completed May 2014
Increase opportunities for children to safely explore	Our safety rules are so extreme that they do not allow for exploration.	Review safety rules (both written and unwritten) and determine what is necessary and what can be changed or deleted.	Winter 2012	Complete
		Determine any needed equipment or materials to aid in safe exploration.	Spring 2012	Complete
		Provide staff training on reviewed rules.	Fall 2012	Complete
		Identify areas in each community where children can be taken to explore.	Fall & Winter 2012-13	Completed 2014
		Develop field trip packs for each center/homebased area.	Fall & Winter 2012-13	In Progress 2014
Progress Report for December 2015				
This committee is working on staff and management buy-in. Plan is to have all CB teachers track their outdoor time for a month. Site Supervisors will help explain and monitor. To motivate staff, the committee plans to find funding resources to purchase an item for the outdoor classroom that is requested by the teacher.				

Goal: Enrollment of pregnant women increases, including increased partnerships with the schools and pregnant teen programs.

Objective	GAPS	Action Steps	Fran and Melissa-Leaders	
			Target Date	Progress Completion Date
PACT will fill 20% of our EHS HB enrollment slots with eligible pregnant women.	Currently very low enrollment of pregnant women.	Review current selection criteria and recommend any needed changes.	Winter 2012	Complete
PACT will have partnerships with at least 2 school districts to provide services to pregnant teens in their districts.	No current partnerships developed.	Review community assessment to determine areas of greatest need.	Winter 2012	Complete
		Develop plan of contact w/ targeted districts and gather information regarding districts' needs.	Winter 2014	Complete
		Identify and research program models possible to fill districts' needs.	Spring 2014	Complete
		Determine costs and feasibility of recommended program model.	Fall 2014	Complete
		Develop MOU w/ districts.	Spring 2015	Complete
Agency will develop and implement a marketing plan that targets pregnant women.	Not a targeted occurrence.	Research what is most effective ways of communicating with and reaching teens.	Winter 2013	Complete
	Do not have a targeted marketing approach to use with pregnant moms, agencies, and school districts in recruitment.	Identify potential partners and referring agencies to target with marketing plan.	Winter 2013	Complete

Objective	GAPS	Action Steps	Fran and Melissa-Leaders	
			Target Date	Progress
(continued from last page)	We do not always identify eligible pregnant women.	Develop systematic marketing plan to be implemented on an ongoing basis--with outreach to teens, school district personnel, community partners, and parents of pregnant teens.	Winter 2013	Complete
EHS HB staff will have sufficient curriculum and resources to provide quality prenatal visits.	We do not know if EHS HB staff have sufficient curriculum and resources to provide quality prenatal visits.	Gather information from other EHS programs to determine curriculum resources used.	Spring 2012	Complete
		Inventory and review current program resources.	Spring 2012	Complete
		Survey EHS teachers regarding any additional resources and/or training needed to serve pregnant parents.	Summer 2012	Complete
		Identify any gaps in resources and report to managers.	Summer 2012	Complete
		Develop procedures and protocols for staff to use with families who lose a child during pregnancy or after birth.	Fall Winter 2012	Completed September 2013
		Develop procedures and protocols for staff to use with families who choose adoption.	Fall 2014	Complete
Progress Report for December 2015				
This committee has finished its work this year. Based on surveys and current data on teen pregnancy, no partnerships will be developed with school districts to provide EHS in a specific district. They met this fall to finalize recommendations for working with families that choose adoption. They also drafted letters to health departments and school districts, outlining an MOU and a new flier to target pregnant teens. The committee has finished its recommendations, which will be assigned to Coordinators and put in work plans when they are revised.				

Goal: One PACT home based teacher will be assigned per family for both EHS and HS services.				
Objective	Gaps	Action Steps	Millie and Diane - Leaders	Progress Completion Date
			Target Date	
Retain families in HB services by streamlining delivery of EHS/HS services to families.	Services may be provided by two PACT teachers depending on the # of children in family and their ages.	Contact other EHS/HS agencies who use one home visitor and determine programmatic and budget issues.	Winter 2012	Completed 2014
	Families do not want two teachers; end up dropping one.	Gather program data regarding number of dual enrollment families and retention rate.	Winter 2012	Completed 2014
	When a family drops one program because of two teachers, the remaining teacher is still providing service to all children but PACT can't count that service.	Survey HBT and families if needed regarding pros/cons of both systems.	Spring 2012	Completed 2014
Updated 1/11/2016	Families dropping affects total enrollment.			
Increased training/knowledge of HB teachers.	Funding for any training needed.	Determine costs for dual PAT training.	Spring 2012	Completed 2014
Assess home visit model to adapt delivery of services to EHS/HS in one visit.		Identify and explore all alternatives to streamlined service delivery to dually enrolled families.	Winter 2013	Completed 2014
Provide continuity of care to children and families.		Develop a proposed program policy for homebased re-enrollment, taking into consideration family requests.	Spring 2013	Completed 2014
		Develop training process for professional boundaries (systemized and ongoing).	Fall 2012	Completed 2014
Progress Report for December 2014				
This committee completed its work this year and in June 2014, PACT selected children/pregnant women for 4 dual teachers serving HS/EHS children in the home-based program option, who joined 6 HS HB and 6 EHS HB teachers. Training is part of the T/TA plan.				

Goal: Parents will be more actively engaged in their child's education.				
Objective	Gaps	Action Steps	Mary and Melissa - Leaders	
			Target Date	Progress
Forty percent of enrolled families will volunteer and/or attend parent meetings.	Educate how important it is to take part in volunteering; need follow-through	Review data to determine current rate of participation for each program and program option.	Winter 2012	Complete
	Varied participation in parent meetings across agency and at different times of year.	Gather parent feedback regarding participation or lack of participation in program activities.	Spring 2012	Complete
	No transportation	Review the Parent Family Community Engagement (PFCE) Framework and self assessment tool.	Fall 2012	Complete
Updated 1/11/2016	Not knowing how parents really feel about the parent meetings--are they meaningful?	Make recommendations for program changes based on data.	Winter 2013	Complete
	Same parent/child activities from year to year.			
Create welcoming atmosphere for parents in classrooms and give opportunities for meaningful volunteer activities.	Child sized chairs and tables.	Review staff training process/plan and make recommendations for family engagement training and building relationships.	Winter 2013	Complete
	Parents don't know what they need to do; teachers don't tell them what they need done.	Develop a family engagement self assessment tool for staff to use as self reflection.	Winter 2013	Complete
	Parents get too many notes/papers at once that are sent home.	Develop help wanted process and bulletin board at each center for volunteer help.	Fall 2012	Complete
	Teachers need to be willing to let parents help with classroom materials and prepare ahead of time.			
Progress Report for October 2013				
Added DVDs to New Staff Training for all employees, that emphasize the importance of early childhood education and importance of good family engagement. Made self assessment tool for staff to use as a reflection on their practices. Showed DVDs and reviewed tool at pre-service 2013. Created a parent night feedback form for parents. This committee's work is completed and the tasks have become part of the operations of the agency.				

Goal: Mental Health services will be provided to staff and families through PACT.				
Objective	Gaps	Action Steps	Katie and Sheila - Leaders	
			Target Date	Progress
Staff will view MH services as positively affecting their confidence and effectiveness as ECE professionals.	Families and staff see the mental health services provided by our program as behavior issues only.	Research and provide MH provider list, including support groups.	Summer 2012	Complete
	Accessing mental health services are generally viewed by families and staff as a weakness and having a negative stigma.	Provide education/training to staff regarding MH services and processes (including MH wellness).	Fall 2012 & Winter 2013	Not Yet
Updated 1/11/2016	MH contractual consultant available on limited schedule; we refer most services out.	Explore how other HS agencies provide agency MH services to families and staff.	Winter 2013	Complete
	Services are too far for families to access services.	Determine need for service vs. what is currently provided.	Summer 2013	Not Yet
	Limited community resources that serve low income families.	Determine cost for needed services.	Winter 2014	Not Yet
	Wait time to receive services is too long and no services available in meantime.	Determine needed qualifications and duties/functions of mental health services provider.	Spring 2014	Not Yet
Progress Report for October 2013				
This committee's idea to include MH services in a combined group in the Community Resource Directories will be done in the next revision. This goal will not be carried over to the revised strategic plan. It was the consensus of the Steering Committee, that the next objectives and action steps will not be pursued at this time in light of other priorities that the agency needs to consider because of the changing EC environment.				