



PACT

Parent & Child Together
for West Central Illinois

STRATEGIC PLAN

Developed May 2011 – October 2011

Steering Committee Members

Sharon Lash
Sandra Lux
Iris Seckman
Cathy Gilley
Katie Kerr
Teresa McGrew
Denise Conkright
Jennifer Noble
April Darringer
Shanna Edison

Updated 10/21/13

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.

Revised Vision Statements and Strategic Goals

PACT will expand to meet the changing early childhood environment.

PACT will expand CB services in all counties.

One PACT home based teacher will be assigned per family for both EHS and HS services.

Enrollment of pregnant mothers increases, including increased partnerships with the schools and pregnant teen programs.

Create an agency environment that leads the community and all staff to share, believe in, and support the mission and philosophy resulting in PACT setting the community standard for quality school readiness and life-long learning.

PACT staff will represent the mission, philosophy, and goals of the program.

PACT will create a cultural climate of appreciation and positive staff morale.

Create outdoor environments that are attractive and inviting spaces where children explore, take risks, connect with and learn from nature. Children will be provided with challenging, creative activities that engage all their senses and encompass all learning domains. Staff will use the outdoor environment as an extension of PACT classrooms, utilizing such concepts as green learning, gardening, promoting respect for and curiosity about nature.

PACT staff will embrace naturalized playgrounds and utilize the outdoors as learning environments.

Revised 10/10/13

Vision Statements and Strategic Goals

Create an agency environment that leads the community and all staff to share, believe in, and support the mission and philosophy resulting in PACT setting the community standard for quality school readiness and life-long learning.

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Create outdoor environments that are attractive and inviting spaces where children explore, take risks, connect with and learn from nature. Children will be provided with challenging, creative activities that engage all their senses and encompass all learning domains. Staff will use the outdoor environment as an extension of PACT classrooms, utilizing such concepts as green learning, gardening, promoting respect for and curiosity about nature.

PACT outdoor environments will be attractive and inviting spaces where children explore, take risks, connect with, and learn from nature.

Create a range of services to meet family, community, and staff needs.

PACT will expand CB services to all counties.

Mental Health Services will be provided to staff and families through PACT.

One PACT home based teacher will be assigned per family for both EHS and HS services.

Enrollment of pregnant mothers increases, including increased partnerships with the schools and pregnant teen programs.

Create an environment in which parents are actively engaged in meaningful contributions to their children's education.

Parents will be more actively engaged in their child's education.

Developed 8/4/11

EXECUTIVE OVERVIEW

The Strategic Planning process for PACT for West Central Illinois was completed for the third time under the direction of Denise Konkright, Executive Director. Two members of the previous strategic planning steering committee were retained. Additional members were recruited to ensure that various program options and staff positions were represented. Committee Members are as follow:

Denise Konkright	Executive Director
April Darringer	Center Based Education Operations Coordinator
Shanna Edison	Assistant Director
Cathy Gilley	Child Care Teacher
Katie Kerr	Home Based Education Coordinator
Sharon Lash	Policy Council member
Sandra Lux	Family Advocate
Teresa McGrew	Site Supervisor
Jennifer Noble	Early Head Start Center Based Teacher
Iris Seckman	Head Start Home Based Teacher

Board Members are also participating in the process: reviewing surveys and committee work, as well as giving input and approval, via their regular meetings.

The Committee identified the year 2016 as the target year for the Strategic Plan, with the assistance of an outside facilitator, Lauri Morrison-Frichtl, Illinois Head Start Association Executive Director. The committee revisited the vision and mission and identified the strengths, weaknesses, opportunities, and threats for the agency. The committee utilized the results of an Administrative Assessment Report completed in December 2011 by the board to help determine needed areas of improvement and identify goals, gaps, and objectives. All staff completed the Administrative Assessment Survey and results were compiled by the Board Chair for this report.

Results of the agency's last federal review, self-assessment, PIR data, and a community partner survey were also reviewed and pertinent information considered and identified to be addressed in the strategic plan. The committee continued work through the Fall 2011, identifying critical success indicators for the agency, and developing strategic goals, gaps, objectives and action steps. The mission statement was presented to the Board and Policy Council in the summer of 2011. The goals, objectives, gaps, and action steps were approved by the board on November 9, 2011, and by the Policy Council on November 17, 2011.

Much of the work on the action steps will be completed through committees, which will be comprised of staff members and parents as identified by the steering committee. During December 2011 the strategic plan will be presented to all staff and they will be asked to volunteer for committees. 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.

CRITICAL SUCCESS INDICATORS

Area to be measured	Desired Level in 2016	Where We Are Today	What will we do to close this gap?	Target for MIDPOINT (2013-14)	Target for NEXT YEAR (2012)
Early Head Start/Head Start					
Dental/Health Screenings & Follow-up (4)	100% meet screenings & follow-up TX	HS - 86% dental; 90% medical & EHS 90% medical	Educate parents & staff ; Extend work days for FAs; Follow-up with family	HS- Dental over 90% Medical 97% & EHS 97% Medical	HS- Dental over 90% Medical 95% & EHS 95% Medical
CLASS scores meet requirements (avoid re-competition) (4)	Mid-Range or higher	Emot. Support - 5.5 Class org. – 4.7 Instruct. Support – 2.4	Increase staff training & evaluation	Mid-Range or higher	Mid-Range or higher
Fiscal Operations are sound with no audit findings (4)	No findings	No findings	Not needed	No findings	No findings
Meet/Exceed staff education requirements (3)	100% of staff meet/or exceed requirement	100% - AAS & 33% for BA	Concrete follow-up with staff	50% BA	40% BA
Full enrollment in All Options w/ waiting lists in all areas. (3)	100% enrollment & increase WL by 20%	100% enrollment & varied wait list	Emphasize recruitment & train staff on follow-up to potentially eligible families	100% enrollment & increase WL by 10%	100% enrollment & increase WL by 5%
Inkind Requirements (exceed/ meet, etc., how we meet requirements)	100% met	100% met	Not needed	100% met	100% met
Find all sources of Inkind	100% known inkind is obtained	No system currently to identify gaps.	Develop a system	Make system operational	Start the system.
Attendance on Home Visits & Center- Based Classrooms	85% or higher	85% HS; 81% EHS; 78%EXP	Educate staff to inform/ review policy with parents	Increase by 5%	Increase by 3%
Child Outcomes (compiled program-wide)	90%	81%	Teachers set reasonable goals; provide opportunities	87%	84%
Special Needs Enrollment meets requirement	10% of enrollment are children w/spec. needs	16% (2010-11) of enrollment are children w/special needs	Maintain enrollment & continue ref./ recruitment	10% of enrollment are children w/spec. needs	10% of enrollment are children w/spec. needs
CHILD CARE					
Maintain full enrollment year-round.	100%	80%	Develop marketing strategy	Increase by 15%	Increase by 10%
All Staff positions Filled	100%	95%	Implement Strategic Goal	Increase by 3%	Increase by 2%

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
Rev. 10-10-13

STRENGTHS

Time off and leave for staff
Good support of staff, including peer to peer More managers are/or have obtained degrees.
Professional Development opportunities
PACT is building a good reputation state-wide.
PACT obtained five year grant cycle from OHS
Majority of staff meet/ exceed procedures Good mgmt. and attitudes in response to change.
Good rapport with families.
Excellent fiscal management (2)
Good long-term community partnerships
Make worthwhile contributions to community (2)
Core of long-term dedicated staff in agency (2)
Agency evolves in response to needs (2)
Having some past employees on agency board
Good documentation of services
Self-critical, good self-assessment process
Search for outside funding opportunities
Good data systems in place (2)
Home-Based supervisor supportive/open
Linking literacy to home
Supervisors treat with respect
Support in personal development (2)
Staff feel sense of personal satisfaction
Most consider themselves to have safe working conditions
Staff supports agency mission
Strong management
Full enrollment (many years)
Internal monitoring (overall) (2)
Good center teamwork
Good support from supervisor

WEAKNESSES

No competitive wages or benefits to assist w/ retention of staff.
Lack of corporate/unrestrictive funds.
Consistency in communication needs to improve.
Too many call-ins from staff.
Staff feel they don't have "enough" to serve non-English speaking families
Some facilities too small and not top quality
Do not have Center-Based option in all areas
Staff turnover
Parent attendance/participation in activities
Some staff hang onto "what is"
Tend toward a critical culture in staff monitoring
Extreme difference in Dietary & HA aide satisfaction
Information available to serve ESL families
Evaluation system CB teachers
Not enough recognition for staff
Climate of trust
Volunteers not trained
Improve knowledge in public about PACT services
Employee monitoring is still overwhelming
Parents not getting involved
Mgmt. staff aging/ maxed out- succession plan needed

OPPORTUNITIES

Race To The Top- national and state initiative for EC
Excelerate Illinois- the new Quality Rating System
for preschools and child care entities.

President's Early Learning Challenge and Plan
Reduction in enrollment_____

Opportunities/need for expansion

State funding issues may create opportunities

Collaborations

WIU Partnership

CCR&R / Star Net training network

Loan forgiveness

Perhaps find other sources for funding

Motivating parents and community

Pre-K MOU's

Expansion of 0-3

THREATS

President's Early Learning Plan--preks switching to 4
year olds.

Affordable Care Act for PACT-- the costs

New expectations (DCFS, Head Start, QRIS)

DRS- re competition

Recompetition of grants- CLASS (2)

Budget cuts/sequestration (2)

Prek/ Other programs

Staff leaving for higher pay and better benefits (2)

In-kind issues

WIU Partnership - WIU funding issues

Increased focus on school readiness as defined by others

Population of young families decreasing- elderly
increasing

Higher Education Requirements (2)

High cost of transportation

Economic downturn

Revised 10/10/13

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

INTERNAL

STRENGTHS

Good fiscal management (2)
Good long-term community partnerships (2)
Make worthwhile contributions to community (2)
Core of long-term dedicated staff in agency
Agency evolves in response to needs
Having some past employees on agency board
Good documentation of services
Self-critical, good self-assessment process
Search for outside funding opportunities
Good data systems in place
Home-Based supervisor supportive/open
Linking literacy to home
Supervisors treat with respect
Support in personal development
Staff feel sense of personal satisfaction
Most consider themselves to have safe working conditions
Staff supports agency mission
Strong management
Full enrollment (many years)
Internal monitoring (overall)
Good center teamwork
Good support from supervisor

WEAKNESSES

Staff feel they don't have "enough" to serve non-English speaking families (2)
Best people don't get promoted (2)
Aging bus fleet
Some facilities too small and not top quality
Do not have Center-Based option in all areas
Staff turnover
Parent attendance/participation in activities
Some staff hang onto "what is"
Tend toward a critical culture in staff monitoring
Extreme difference in Dietary & HA aide satisfaction
Information available to serve ESL families
Evaluation system CB teachers
Not enough recognition for staff
Climate of trust
Volunteers not trained
Improve knowledge in public about PACT services
Employee monitoring is still overwhelming
No computers at Home-Based offices

EXTERNAL

OPPORTUNITIES

Opportunities/need for expansion due to state funding issues (2)
Lack of funding may make Head Start more attractive as a job place
State funding issues may create opportunities for teen pregnant parent partnerships
Collaborations
WIU Partnership
CCR&R / Star Net
Loan forgiveness
CLASS
Perhaps find other sources for funding
Motivating parents and community
Enhancing our program
Pre-K MOU's
Expansion of 0-3

THREATS

Recompetition of grants- CLASS (3)
Budget cuts (2)
Prek/ Other programs (2)
Staff leaving for higher pay and better benefits(2)
In-kind issues
WIU Partnership - WIU funding issues
Increased focus on school readiness as defined by others
Decreased services for IL public health may impact HS health screenings and treatment %'s.
Mgmt. staff aging/ maxed out- succession plan needed
Population of young families decreasing- elderly increasing
Higher Education Requirements
Parents not getting involved
High cost of transportation
Economic downturn

OBJECTIVES AND ACTION STEPS

The Strategic Planning Steering Committee spent a large amount of time discussing the objectives. They developed action steps, which were reviewed and refined by management staff. The working committees will be assigned from the seven goals, 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 program year starting April 2012, July 2012, October 2012, and January 2013.

Each Working Committee will meet initially at least once between January – April 2, 2012, and more as needed. The chairperson of each Working Committee will report to the Steering Committee at those intervals, 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 April 10, 2012 to the Steering Committee, which in turn will meet in April 2012, and quarterly thereafter.