

STRATEGIC PLAN  
2021-2025



## INTRODUCTION

The Pennsylvania Head Start Association (PHSA) is pleased to share our strategic plan for 2021-2025. The plan represents over a year of engagement and a concerted planning effort by our board and staff to improve the future for Pennsylvania children, families, and communities. Within this narrative, we share our newly-revised organizational mission and vision as well as our strategic priorities through 2025. Also included are highlights of yearly activities to advance our mission and drive forward progress on our newly formed strategic plan goals.

In April of 2020, PHSA board and staff began in the development of a strategic planning process. Strategic planning is a process through which an organization builds commitment to a set of goals and activities essential to fulfilling its mission. These priorities then guide actions that will make progress on the mission over a defined period of time.

The PHSA strategic planning process launched with a stakeholder survey. The survey, shared with partners, families, and key stakeholders in the PHSA community, provided initial input to inform the planning process. Following the stakeholder survey, board and staff members participated in a strategic planning process to refine the mission and vision of PHSA and to identify and prioritize strategic goals and activities to guide the organization from 2021-2025.

The PHSA Board and staff will update our membership at our Annual Membership Meeting of the progress made toward meeting the goals and any activities associated with achieving those goals.

The PHSA Board and staff are a dedicated group of individuals who have made a commitment to meet the needs of their membership through responsive action, support, advocacy, and representation on Regional and National Head Start Boards. We thank you for your support and welcome need ideas and interest on committees or Board involvement.

Wendy King  
PHSA Board President

Blair Hyatt  
PHSA Executive Director

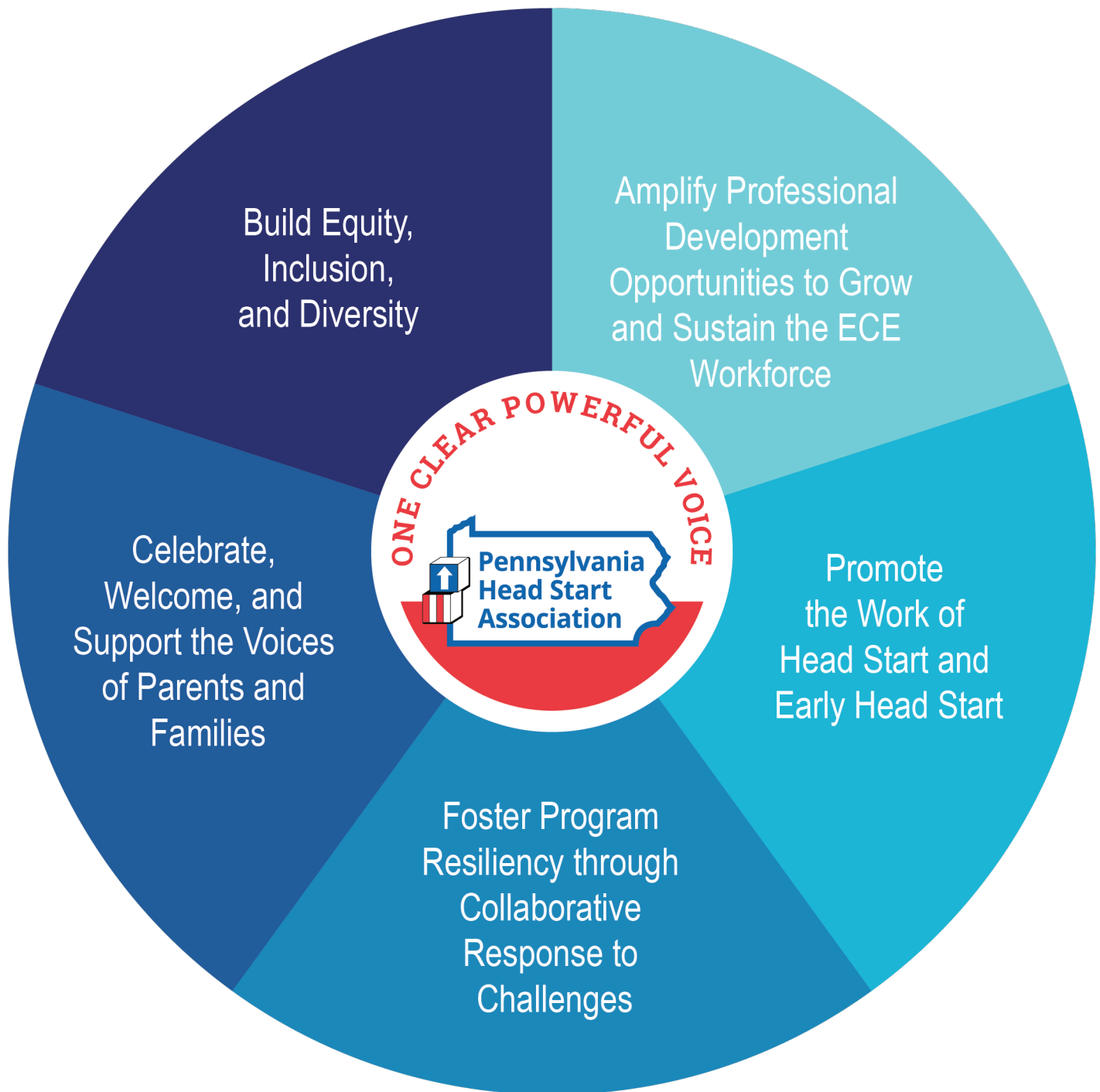
### OUR MISSION

Pennsylvania Head Start Association improves the future for children, families, and communities who are economically challenged.

### OUR VISION

The Pennsylvania Head Start Association advocates for children and families who are economically challenged to ensure all children reach their full potential. As a responsive, collaborative, and thriving organization, we embrace diversity, promote comprehensive services, and unify the early childhood community by leading the charge for professional development, information sharing, and advocacy.

## GOALS OVERVIEW



## GOAL 1: Build Equity, Inclusion, and Diversity

PHSA values equity, inclusion, and diversity (EID) as an essential element of our mission. We are committed to advancing EID in all of its forms. Through our goal to build EID we commit to embrace individual uniqueness, foster a culture of inclusion, and engage all individuals.

### Year 1 Activities:

- Creation of an equity, inclusion, and diversity strategic work group
- Board and Staff EID education, training, and ongoing learning opportunities

### Year 2 and Beyond:

- Increase accessibility of PHSA materials and events to reflect our commitment to equity, inclusion, and diversity
- Create an equity, inclusion, and diversity framework for board
- Increase member resources to support programs
- Increase professional development opportunities to support equity, inclusion, and diversity

## GOAL 2: Celebrate, Welcome, and Support the Voices of Parents and Families

PHSA recognizes the critical role parents and families play in their child's development. We recognize that Pennsylvania families must have the right information and tools to empower choice and ensure equitable access to services. We envision that families will be equal partners in the planning, development, delivery, and evaluation of services that affect them.

### Year 1 Activities:

- Establish a parent strategic work group
- Explore the development of a parent network

### Year 2 and Beyond:

- Promote and communicate stories to highlight parent/family voices
- Training and support for parent leadership development (i.e., Policy Council, legislative visits, advocacy)
- Leverage technologies to break down the walls between home and PHSA board and committee participation
- Further explore the development of a parent network

## GOAL 3: Foster Program Resiliency through Collaborative Response to Challenges

PHSA is committed to our role as a resource and source of support for Head Start and Early Head Start providers. To promote continued high-quality programming for children and their families, PHSA will leverage and build upon strategies implemented during the COVID-19 pandemic to continue to foster program resiliency as new challenges and opportunities arise.

### Year 1 Activities:

- Continue regular leadership calls to share information and resources
- Build and leverage Learning Communities to create a network for collaboration, support, and sharing
- Annual survey of members to proactively assess program challenges and needs to inform resource development and gather feedback regarding PHSA supports

### Year 2 and Beyond:

- Continue regular leadership calls to share information and resource - adapting to our members' changing needs
- Build and leverage Learning Communities to create a network for collaboration, support, and sharing
- Evaluate and grow opportunities for program leaders (i.e., mentorships, peer groups)
- Annual survey of members to proactively assess program challenges and needs to inform resource development and gather feedback regarding PHSA supports

## GOAL 4: Promote the Work of Head Start and Early Head Start

PHSA has a front-row seat to the incredible, life trajectory changing work that occurs in Pennsylvania's Head Start and Early Head Start programs. We will deepen our commitment to creating **one clear, powerful voice** for the Head Start community to reach a broader audience, share, and celebrate the work of Head Start and Early Head Start.

### Year 1 Activities:

- Identify communication needs of key stakeholders and programs
- Produce and disseminate PHSA Annual Report
- Produce and disseminate a State of Early Head Start/Head Start across Pennsylvania publication

### Year 2 and Beyond:

- Implement tools to expand communication
- Share success stories to demonstrate the value of Head Start and Early Head Start with the broader community (i.e., businesses, universities)
- Continue to produce and disseminate PHSA Annual Report and State of Early Head Start/Head Start publication

## GOAL 5: Amplify PD Opportunities to Grow and Sustain the ECE Workforce

There is an urgent need for better compensation, benefits, and training for the early childhood workforce. PHSA envisions a cohesive system that recruits, retains, and advances a diverse workforce that is prepared and qualified to meet the needs of children and families. Professionals will feel respected and valued, and they will have the resources they need to deliver high-quality services to children and families.

### Year 1 Activities:

- Work with state partners to develop data and metrics
- Strengthen partnerships at local, state, and national levels to advocate for compensation, using the PHSA Wage and Benefit Report as a tool

### Year 2 and Beyond:

- Align preparedness of ECE workforce with higher education/CDA opportunities
- Partner with state initiatives aimed to build qualifications of ECE professionals
- Promote existing opportunities and provide training (aligned to gaps in current offerings)
- Advance work with state partners to develop data and metrics
- Implement strategies/professional development to sustain/support retention

#### OUR BOARD MEMBERS ARE:

Lauren Allen  
 Jamey Clark  
 Kate Dattilo  
 Jamie Deaven  
 Lynn Evans Biga  
 Brenda Fronzaglio  
 Jacqueline Hultquist  
 Wendy King  
 Angie Kritzer  
 Lillian McCuen  
 Vince McMullen  
 Matt Rogan  
 Michael Shipman  
 Kelly Showers  
 Desarae Smalls  
 Jessica Spradley  
 Deidra Vachier  
 Beth White  
 Koelle Williams  
 Adam Wolff

