



Parent/Child Incorporated of San Antonio & Bexar County

"Growing San Antonio's Tomorrow...Today!"

FIVE - YEAR STRATEGIC PLAN

FEBRUARY 1, 2025 – JANUARY 31, 2030

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Goals Overview and Implementation Plan



Table of Contents

- Overview of Strategic Plan
- Goal 1: Enhance Program Quality and Child Outcomes
- Goal 2: Strengthen Family Engagement and Support
- Goal 3: Build Workforce Excellence and Stability
- Goal 4: Improve Organizational Efficiency and Compliance
- Goal 5: Expand Community Partnerships and Financial Sustainability
- Goal 6: Strengthen Internal and External Communication
- Goal 7: Foster Leadership Alignment and Strategic Vision
- Goal 8: Promote Health, Safety, and Wellness
- Goal 9: Enhance Technology Integration and Infrastructure
- Goal 10: Ensure Program Excellence and Compliance

PROGRAM GOALS

- Provide maximum high-quality comprehensive service to our stakeholders (children, families, community)
- Promote school readiness by providing a well-managed, comprehensive family development program
- Provide an efficient and accurate, objective measure of service delivery
- Develop a customer focus and a proactive relationship with our families, community, and service-delivery partners
- Produce a timely reporting system
- Prepare children to be ready for prekindergarten and beyond
- Develop an excellent staff
- Respond to internal users' needs
- Broaden our partnership base
- Maximize the use of data systems (technology)
- Continue to integrate technology into the classroom curriculum and business environment to enhance the educational process
- Obtain the funding necessary to achieve program goals

CEO'S STRATEGIC PLAN SUMMARY

Introduction

Parent/Child Incorporated's Strategic Planning Committee—comprised of representatives from the Board of Directors, community members, the executive leadership team, and the Policy Council—has collaboratively updated the organization's Strategic Plan to guide development over the next five years (2025–2030).

This comprehensive plan reflects a deep commitment to PCI's mission and vision, reinforcing our dedication to serving children and families with excellence. Through this process, the committee sought to build upon PCI's strengths and strategically leverage organizational resources to support effective, efficient, and sustainable growth.

STRATEGIC PLAN

The priorities of the strategic plan focus on promoting parent/family/community engagement; high-quality early childhood education; hiring, developing, and retaining quality staff; and fostering a healthy and safe environment for students and staff.

These are areas that are instrumental to having a strong agency that is growing and thriving for our children, families, staff, and community. Activities addressing these priorities will receive major focus under the leadership of Executive and Cabinet members and will be reviewed quarterly. The planning process is very important at Parent/Child Incorporated, but more important is ensuring that the focus of the plans is addressed and implemented in order to lead to a better agency.

Core Values

- **Integrity:** Acting with honesty, fairness, and transparency.
- **Respect:** Valuing each child, family, staff member, and partner.
- **Excellence:** Striving for the highest standards in service and outcomes.
- **Equity:** Promoting inclusion and access for all families.
- **Collaboration:** Working together with families, staff, and the community.

Mission Statement

The mission of Parent/Child Incorporated is to provide high-quality early childhood developmental and educational services in order to empower our children and their families to become responsible citizens who value education and community.

Meaning: *To provide high-quality early childhood education, comprehensive family services, and community partnerships that empower children and families to thrive.*

Vision

Our vision is to provide the best quality child development program for all eligible children using the Head Start / Early Head Start Model which enables families, children, and staff to be empowered by creating a caring, safe and healthy environment that encourages learning and wellness.

Meaning: *A community where every child and family has the opportunity, resources, and support to achieve lifelong success.*

Monitoring

Progress toward these strategic goals will be monitored quarterly and reported to the Board of Directors and Policy Council. Adjustments will be made based on data outcomes, stakeholder feedback, and program needs.

Evaluation and Accountability

- Annual review of strategic goals with measurable performance indicators.
- Stakeholder input from families, staff, and community partners.
- Mid-point strategic review in 2027 to assess progress and adjust objectives.

Conclusion

This Strategic Plan positions Parent/Child Incorporated to continue as a leader in early childhood education and family support services. Through intentional planning, collaboration, and accountability, PCI will deliver meaningful, lasting impact in the lives of children, families, and communities we serve.

- **Goals**

- Goal 1: Enhance Program Quality and Child Outcomes
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- Goal 5: Expand Community Partnerships and Financial Sustainability
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Goal 1: Enhance Program Quality and Child Outcomes

- **Responsible Party:** Education Coordinator
Support Team: Trainers, Disabilities/Mental Health Specialists, Teaching Staff

Objectives:

- Implement evidence-based curricula and assessments across all classrooms
 - Standardize curriculum use; train educators on fidelity
 - Initiate Q1 2025; ongoing
 - 100% classrooms using approved curricula; 95% staff training completion
- Increase school readiness outcomes by 10% over five years
 - Monitor child progress quarterly; provide intervention supports
 - Baseline Q2 2025; track annually
 - 2% annual increase in readiness scores
- Integrate individualized support plans for children with developmental needs
 - Conduct developmental screenings; collaborate with specialists
 - Ongoing each program year
 - 100% children screened; 100% eligible with support plans

Goal 2: Strengthen Family Engagement and Support

- **Responsible Party:** Operations Coordinator, ERSEA/Community Engagement Specialist
Support Team: Family Service Workers

Objectives:

- Expand family engagement opportunities by 20% by 2027
 - Flexible meetings; host monthly family events
 - Q1 2025–Q4 2027
 - 5% annual increase in participation
- Provide training/resources for parents on child development, health, and advocacy
 - Deliver workshops; bilingual handouts/online resources
 - Begin Q2 2025; refresh quarterly
 - 90% of families attend at least one training annually
- Increase family satisfaction scores via annual surveys
 - Conduct/analyze surveys each spring
 - Annually from 2025
 - 90% response rate; satisfaction ≥85%

Goal 3: Build Workforce Excellence and Stability

- **Responsible Party:** HR Coordinator
Support Team: HR Specialists, Trainers, Executives

Objectives:

- Continuous professional development & career pathways
 - Develop training calendar; establish coaching cohorts
 - Q1 2025 rollout; updated annually
 - 100% staff complete 15 hrs training per year
- Reduce staff turnover by 15% over five years
 - Conduct exit interviews; implement retention initiatives
 - Begin Q2 2025; track annually
 - 3% turnover reduction each year
- Enhance wellness & mental health resources
 - Launch EAP; monthly wellness activities
 - Launch Q3 2025
 - 75% staff awareness; 50% participation

Goal 4: Improve Organizational Efficiency and Compliance

- **Responsible Party:** CEO
Support Team: IT, Fiscal, Compliance Officer, Data Assessor

Objectives:

- Strengthen data systems for decision-making
 - Integrated software; staff training on data entry
 - Rollout Q3 2026; full adoption Q1 2027
 - 100% staff trained; 90% data entry accuracy; monthly dashboards
- Ensure compliance with Head Start Program Performance Standards
 - Quarterly compliance checks; update policies annually
 - Ongoing from Q1 2025
 - Zero findings; annual policy update
- Conduct annual internal audits & quality improvement reviews
 - Internal audit calendar; corrective action plans
 - Begin Q4 2025; continue annually
 - 100% audits completed; 100% corrective actions implemented

Goal 5: Expand Community Partnerships and Financial Sustainability

- **Responsible Party:**
ERSEA/Community Engagement Specialist
Support Team: Communications Director, CFO, CEO

Objectives:

- Increase partnerships with health, education, social services
 - Map gaps; develop MOUs
 - Complete Q4 2025
 - 10 new MOUs by 2026
- Diversify funding sources
 - Identify foundations; 2 non-federal grants annually
 - Begin Q1 2026
 - 15% of budget from non-federal sources by 2030
- Launch annual giving campaigns & private grants
 - Design materials; host donor recognition events
 - Launch Q3 2025
 - Increase donor base by 10% annually

Goal 6: Strengthen Internal and External Communication

- **Responsible Party:** Communications Director
Support Team: IT Consultant, Operations, Family Engagement, Safety Officer-Data Assessor

Objectives:

- Develop comprehensive communication plan
 - Audit; branding/content guidelines
 - Plan finalized Q4 2025
 - 100% departments using plan; annual review
- Increase transparency/internal updates
 - Monthly newsletters; quarterly all-staff meetings
 - Begin Q1 2026
 - 90% staff report improved communication
- Enhance outreach & engagement
 - Update website/social media; translated materials
 - Begin Q2 2025
 - 25% increase digital engagement by 2027

Goal 7: Foster Leadership Alignment and Strategic Vision

- **Responsible Party:** CEO
Support Team: Executive Leadership Team, Governance, Administrative Staff

Objectives:

- Align leadership development with goals & expectations
 - Leadership evaluation tools; quarterly training
 - Begin Q1 2026
 - 100% leaders complete annual training
- Promote shared vision
 - Annual retreats; vision alignment surveys
 - First retreat Q4 2025
 - 85% positive feedback
- Leadership succession & mentoring
 - Identify key roles; mentoring program
 - Launch Q3 2026
 - Succession plans for 100% key roles

Goal 8: Promote Health, Safety, and Wellness

- **Responsible Party:**
Communications Director
- **Support Team:** Health Staff, Nutrition, Mental Health Consultants, Safety Officer, HR Coordinator, Compliance Officer

Objectives:

- Maintain health & safety culture
 - Quarterly drills; update emergency plans annually
 - Ongoing Q1 2025
 - 100% staff trained; 100% sites pass inspections
- Expand access to physical & mental health services
 - Referral network; onsite screenings
 - Network complete Q3 2025
 - 90% service utilization
- Promote wellness initiatives
 - Launch wellness campaigns; integrate into curriculum
 - Begin Q2 2025
 - Participation $\geq 70\%$

Goal 9: Ensure Program Excellence and Compliance

- **Responsible Party:** IT Department
Support Team: Operations, Education, Fiscal

Objectives:

- Technology for efficiency & data-driven decisions
 - Needs assessment
 - Begin Q1 2025
 - Report completed & prioritized plan
- Implement centralized data system
 - Timeline: By Q3
 - 90% staff trained & using platform
- Staff training on technology tools
 - Quarterly
 - 90% staff completion; post-training competency surveys
- Upgrade & maintain classroom/office tech
 - Ongoing
 - Inventory logs; 100% upgrades completed within 90 days
- Strengthen cybersecurity & data privacy
 - Q2
 - Policies updated; staff training completed

Goal 10: Ensure Program Excellence and Compliance

- **Responsible Party:** Compliance Officer
Support Team: Monitors, Data Assessor, Executives

Objectives:

- Strengthen continuous quality improvement
 - Standardized QI framework; annual staff training
- Monitor & evaluate program performance
 - Semi-annual self-assessments; external pre-monitoring
- Foster accountability & excellence
 - Performance dashboard; integrate goal tracking into supervision/coaching

Evaluation and Accountability

- Annual review of strategic goals and performance metrics
- Mid-point review in 2027
- Stakeholder engagement through surveys and forums
- Reports to Board and Policy Council



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