Holy Family Child Care & Development Center was established on September 4, 1984 under the sponsorship of the Catholic Diocese of Wheeling-Charleston. The Sisters of St. Joseph of Wheeling assumed sponsorship on February 21, 1996. The Sisters, now called the Congregation of St. Joseph, are generous benefactors and lend their name and their influence to Holy Family and its mission.

Holy Family Child Care & Development Center provides children with a high quality, early childhood education that prepares them for school and for a lifetime of learning. Open from 6 a.m. to 6 p.m. Monday through Friday, Holy Family ministers to approximately 76 children a month, ages six weeks to five years old. The programs offered at Holy Family focus on major areas of early child development that include: social/emotional skills, language skills, cognitive skills, large and fine motor skills and healthy living/self-help skills.

Planning Team
The Holy Family Strategic Planning Team was composed of the following staff, board members, and stakeholders (listed alphabetically):

- Carol Austin
- Barbara Bonenberger
- Landers Bonenberger
- Kathy Dietrich
- Sr. Janet Fleischhacker
- Michele Forsythe
- Aimee Freeland
- Sr. Mary Alice Girrens
- Paula McIntire
- Seth McIntyre
- Jean-Anne Renshaw
- James Sayre
- Joshua Vaughn

Acknowledgements
Holy Family wants to acknowledge the Congregation of St. Joseph for supporting the strategic planning process necessary to move the organization forward into the future. Many thanks also go to the Planning Team members for their time and commitment to developing the strategic plan.
The planning process was a continuation of the work from the organizational assessment project conducted by Holy Family in fall of 2013. Two (2) face-to-face planning sessions were held with the Planning Team in May of 2014 and August of 2014 to discuss the components of the strategic plan, identify a vision for Holy Family and develop goals and strategies to be implemented over the next few years. Planning sessions were facilitated by Collective Impact, LLC. The consulting team provided a framework for the Planning Team discussions and plan development.

At the planning sessions, the Planning Team identified a vision for Holy Family for the future, revised the Holy Family mission statement and identified core values to serve as guiding principles for the organization. Using the findings and recommendations from the organizational assessment, the consulting team developed a list of suggested goals and strategies for consideration by the Planning Team. Team members reviewed and further developed these goals and strategies, identified timeframes for completion of each strategy and selected goal champions to provide oversight for each goal area and assure that the goal and its related strategies are addressed. Team members also engaged in action planning to outline the steps necessary to implement the strategies as well as target dates for completing those steps and persons responsible for completing the steps.

Context for Strategic Planning
The following strengths and challenges/needs of Holy Family were identified from the organizational assessment.

Strengths
- Support from the Congregation of St. Joseph and CSJ Ministries.
- Committed Board of Directors with good leadership.
- Qualified and dedicated staff.
- Good records and financial accountability.
- Excellent reputation in community.
- Communication with parents.
- High quality developmentally appropriate programming.
- Nutritious food program.
- Proven success over time.

Challenges/Needs:
- More involvement of Board in fundraising.
- Need additional strategies for fundraising beyond basic fees and subsidies.
- Continued Board education and orientation toward excellence.
- Staff salaries and benefits need to be improved.
- Continued exploration of training opportunities for staff onsite at the Holy Family facility.
- Need new facility designed to optimize delivery of programs.
- Need to explore summer and before and after school programming for all ages.
- Update technology equipment and management software.
- Need an intra-facility communication system.
- Need to improve marketing of services and programs.
- Develop partnerships with business and higher education.
Vision
Holy Family Child Care & Development Center sets the standard for excellence in child care and early education.

Mission
Holy Family Child Care & Development Center provides high quality early care and education in a nurturing environment that enables each child to grow in body, mind and spirit. Holy Family is sponsored by the Congregation of St. Joseph.

Core Values
• Quality care and excellence in service.
• Developmentally appropriate programming.
• Safe, healthy, nurturing environment.
• Christian values to prepare children for future challenges.
• Partnership with employees and families.
• Serving children and families regardless of income, education level, religion, race, or gender.

Goals and Strategies

Goal Area: GOVERNANCE AND LEADERSHIP

Anything related to the development and functioning of the board of directors or decision making body, the governance of and accountability for the organization, and leadership development

GOAL CHAMPIONS
Jean-Anne Renshaw, Sr. Janet Fleischhacker and Joshua Vaughn

The Holy Family Board of Directors will continue to provide positive leadership and effective governance and assure that high quality child care and development services are available in the Wheeling area.

STRATEGIES
• Further develop the governance and leadership skills of all members of the Board of Directors to continue movement of the organization toward excellence.
• Recruit additional community leaders as ad hoc “Friends of the Board” to assist with fundraising and strengthen program quality.
• Continue to provide informal opportunities for board members to interact with one another and with Center staff in order to further develop a shared vision of excellence.
Goal Area: HUMAN RESOURCES AND CULTURE

Anything related to staffing, including hiring, retention, training, etc., and the cultural dynamics of the organization

GOAL CHAMPIONS
Michele Forsythe, Paula McIntire, and Kathy Dietrich

Holy Family will continue to recruit and retain high quality staff and provide staff with ongoing training opportunities in order to assure all children are provided with developmentally appropriate services.

STRATEGIES
• Work with local colleges and universities to establish the Center as a field placement site for students pursuing degrees in early childhood education, psychology, social work or other related fields.
• Provide additional incentives and recognition for service to the Center.
• Evaluate feasibility of building in-service training days into the Center calendar.

Goal Area: PROGRAMS, SERVICES AND FACILITIES

Anything related to the programs and services offered, assessing the impact of programs and services, as well as the organization’s physical resources such as its buildings, equipment, etc.

GOAL CHAMPIONS
Aimee Freeland, Sr. Mary Alice Girrens and Michele Forsythe

Holy Family will provide high quality programming in a modern, new facility.

STRATEGIES
• Pursue construction of a new “state of the art” facility designed to enhance program delivery and developmental opportunities for young children.
• Focus on continuous quality improvement in order to assure current programming, age groups served and hours of operation best serve the needs of families with young children residing in the Wheeling area.
Goal Area: COMMUNICATION AND INFORMATION SYSTEMS

Anything related to sharing information within the organization and systems for storing, sharing, and using data

GOAL CHAMPION
Jean-Anne Renshaw

Holy Family will manage information efficiently using modern technology.

STRATEGIES
• Identify additional options for maintaining and upgrading computer systems, such as connecting with local technical schools or universities that may be willing to provide interns and/or contracting out for these services.
• Assure technology equipment and software is available to enhance programming and efficiently maintain all required records.

Goal Area: MARKETING, BRANDING AND RELATIONSHIPS

Anything related to communication outside of the organization, brand identity, advocacy, and relationships with the broader community and collaborative partners

GOAL CHAMPIONS
Jean-Anne Renshaw and James Sayre

Holy Family will build on its history of community involvement through effective marketing of services and programs and engagement of local employers.

STRATEGIES
• Develop a comprehensive marketing plan with a focus on increasing brand identity through the use of regular and social media.
• Assure program outcomes and assessment results are effectively communicated to all persons residing in the market area.
• Enhance partnerships with local companies and increase sponsorship programs for Center events.
Goal Area: FINANCIAL AND LEGAL

Anything related to financial reporting, accountability, and sustainability of the organization, and legal matters related to the organization

GOAL CHAMPIONS
Jean-Anne Renshaw and Michele Forsythe

Holy Family will continue to maintain a strong financial position.

STRATEGIES
• Establish an ad-hoc committee composed of community and business leaders who would be willing to coordinate one or more annual fundraising events.
• Continue to focus on effective systems for financial recordkeeping, reporting and accountability.
• Continue to access a diversity of funding streams to support Holy Family’s operations including fees for service, grants to support special projects or supplemental programs, state reimbursements, and community fundraising events.
• Monitor opportunities for accessing additional revenue streams including the need for additional Pre-K classrooms and potential for corporate sponsorships.

Information Reviewed to Inform the Plan
• Organizational Assessment, Summary of Findings and Recommendations - December, 2013.
• Planning Session Summary - May 17, 2014.
• Planning Session Summary - August 2, 2014.

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The catalyst for great results
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