

## **STRATEGIC PLAN FOR IACC DAY CARE CENTER**

IACC has served the Ithaca community for 40 years as a not-for-profit, secular day care provider for children one to five years old, and as an after-school provider for children up to 12 years old. It operates in facilities provided and owned by three community churches, and has a commitment in its mission to provide service for low-income families and special-needs students. The staff and parents at the center are proud of the highly personal level of attention they are able to provide to each child and family in a "homey" learning environment.

### **PROJECT OBJECTIVE:**

We sought to assist the IACC board to develop a five-year strategic plan by facilitating a series of discussion about long-term priorities, strategies, and challenges the center is facing. We achieved this through several meetings with the Co-Presidents of the center's board, interviews with the executive director and some teachers, a retreat and SWOT exercise with the board, and continued follow-up and observation of board meetings.

### **COMMUNITY PARTNERS:**

IACC was our sole community partner. We were encouraged by the openness of the board and their readiness to try new approaches and ideas to make their organization more strategic.

### **PROJECT OUTCOMES:**

We expect to have a final strategic plan ready for the Board to approve at its June meeting. Along the way, we have assisted in several changes including:

- \* leadership development for the board members
- \* strategies to increase productivity and enhance communications around board meetings
- \* strategies for managing the center's cash flow and assisting the board to better understand the organization's finances
- \* strategies to recruit current parents to serve on the board and grow board talent
- \* plan for long-term security of center's main facility, balancing considerations related to costs and accreditation