



Strategic Plan 2021 – 2026

Note: PCCY Staff is working with a designer to develop graphics for the plan. This version has the final text for approval for the November 9th meeting. Final graphics version will be finalized afterwards.

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PCCY Mission Statement

PCCY works to improve the lives of our region’s children by developing initiatives and advocating for quality health care, childcare, public education and family stability.

2020 Context

- The COVID-19 pandemic has far-reaching implications. It has exposed and worsened existing racial and income inequality in health, education, employment, and digital access. Children and youth have been challenged with virtual learning, in addition to loss and trauma in their communities. Mental and behavioral health needs are on the increase. Childcare centers, critical support infrastructure for children, are struggling to stay financially viable.
- The pandemic has resulted in greater public support for proactive investments in health, social safety net, and early learning. However, city and state budgets will be in a resource scarce environment in the next few years.
- Growing public support for the Black Lives Matter movement, and continuing shifts in the nonprofit sector assert the importance of race equity and engagement of people who are directly impacted by PCCY's advocacy.
- Pennsylvania's political landscape is becoming more blue, with more Democrats in local and state elected positions. Republicans will nevertheless remain strong and influential in House and Senate.

PCCY's Position

- We have a strong reputation and history as a unique organization advocating for a breadth of issues that affect kids.
- We are a trusted and credible voice.
- We are a well-connected coalition builder, and a bridge between moderate and liberal policy agendas.
- We have increased our state-level influence through an active geographic footprint in southeastern Pennsylvania and state-wide partnerships.
- We have grown dramatically over the last five years and are positioned to make a greater difference in the region and in the state.

What are the strategic decisions that will guide our next five years?



1. We will be “race-forward” to effectively give voice to parents and youth of color, and to advance policies that improve the lives of children of color and low-income children.
2. We will engage parents and youth, community, business, and civic leaders .
3. We will be a fact-based “go to” organization with strong relationships with lawmakers at the federal, state and county level.
4. We will represent southeastern PA and strengthen our state-wide geographic influence through partnerships.
5. We will provide direct service activities in support of our policy advocacy goals.
6. We will ensure sufficient staffing, administrative tools and infrastructure to support an effective and sustainable organization.

What do we hope to accomplish for children and youth in the region in the next five years?

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
Early Childhood Education	<p>Increase access to high quality early childhood education for children 0-5.</p> <p>Increase access to high quality early learning for children of color.</p> <p>Increase access to high quality ECE for Dual Language Learners.</p>	<p>Improved payment system for STAR 3 and STAR 4.</p> <p>Improved childcare and PreK technical assistance systems with a focus on increasing quality in communities of color.</p> <p>More teachers of color credentialled.</p>	<p>6,500 additional children are enrolled in high quality early childhood education programs.</p> <p>Children of color share in programs increased by at least 10%.</p> <p>10% increase in share of teachers of color in these programs.</p> <p>10% more children who are Dual Language Learners have access to high quality ECE.</p>
	<p>Increase access to developmental supports for children under five.</p>	<p>Policy reforms to improve Early Intervention, Medicaid and other funding support for behavioral health.</p>	<p>Increased share of children of color accessing Early Intervention services.¹</p> <p>Decreased rate of expulsions and suspensions in ECE.²</p>
	<p>Sustain and improve PA's Commitment to Quality ECE.</p>	<p>State adopts new processes and tracks impact of quality assurance systems associated with licensure and QRIS.</p>	<p>More providers and lawmakers, especially those in low-income and communities of color, have greater confidence in the licensure and QRIS systems.</p>

¹ Data point will be clarified once specific advocacy agenda established.

² Data system must be created in order to track progress

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
K-12 Education	<p>Increase resources to boost low-income, and Black and Hispanic student outcomes.</p> <p>Ensure greater racial equity in access to educational resources.</p>	<p>State develops new methods to direct funds to low wealth districts with resources comparable to those used to support the state’s Hold Harmless policy.</p> <p>School funding increases linked to focusing resources on math and reading outcomes of Black and Hispanic students.</p> <p>Equity reviews implemented.</p>	<p>Classroom funding gap is closed by \$70,000 (in state money) in low wealth districts; at least 100,000 Black and Hispanic students receive higher quality education.</p> <p>All PA public school students have reliable access to the internet, sufficient bandwidth, and basic technological devices.</p> <p>Reduce number of students performing below proficiency by 33%, with a focus on students of color (142,000 fewer students doing math below level and 96,700 fewer students reading below grade level).</p> <p>Increase the share of Black and Hispanic students proficient by 5% in low wealth districts.</p> <p>Increase share of school district expenditures that benefit 230,000+ Black and Hispanic students.</p>

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
	Improve low-income, and Black and Hispanic student performance by reforming the oversight and payments in the charter sector.	State charter school legislation that supports accountability and tuition reform.	Fewer educational resources spent on low performing charter schools ensuring that all low-income and Black and Hispanic students attend higher quality schools.
	Build a youth-led advocacy arm of PCCY.	Youth Advocacy Council of PCCY is designing and implementing strategies to boost state funding for schools & promote intra-district equity.	At least 60 youth, at least one third (20) Black and Hispanic engage in PCCY Youth Council, promoting education equity across region.

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
Health	Decrease the risk of childhood lead poisoning and improve services to find and treat poisoned children.	<p>Lead protections in place in Philadelphia and 14 suburban counties.</p> <p>State-level incentives for effective testing and follow-up services, and state-level process to distribute remediation funds to high need areas.</p>	<p>7,500 fewer babies exposed to lead in their homes; approximately two thirds (5,000) children of color.</p> <p>5,000 more babies receive blood lead test; approximately one third (1,500) children of color.</p> <p>2,250+ fewer babies across the state are poisoned by lead and do not require Early Intervention or Special Education; approximately one third (675) children of color.</p>
	Decrease the share of uninsured children with a focus on expanding coverage to undocumented children.	Policy enacted to allow enrollment of currently ineligible children into CHIP and Medicaid.	12,000 unauthorized immigrant children are enrolled in CHIP/Medicaid.

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
	<p>Improve mental wellness of low-income children.</p>	<p>Philadelphia adopts universal therapeutical health access system for children for children in foster care.</p> <p>One county adopts ACEs based qualification for behavioral health services.</p>	<p>1,000 children in pilot receive behavioral health care to address mental health problems and related consequences (e.g. not graduating from high school, substance abuse, mental illness, victim/perpetrator of violence); 750 children of color.</p> <p>3,000 more children in foster care receive high quality behavioral health care and experience positive life outcomes (e.g. healthy relationships with peers and adults, healthy coping skills); two thirds (2,000) children of color. (Health and Vulnerable Youth Impact)</p>
	<p>Advance policies that promote family wellness.</p>	<p>State-level Paid Family Leave passed.</p>	<p>Provide family leave for 47% of Black parents and 55% of Hispanic parents who are currently ineligible.</p> <p>Resolve utilization issues for 70% of Black and 80% of Hispanic parents who are currently eligible but cannot afford to use it because it is unpaid.</p>

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
Vulnerable Youth	Improve the outcomes of youth in institutional/congregate care settings.	Quality and proactive Ombudsperson office and regular assessments of institutional on-grounds schools established.	Reduce risk of harm to Black and Hispanic youth by 25% (472). ³
	Decrease the disproportionate rate of institutional placements of Black and Hispanic youth.	Key decisionmakers establish training and processes to reduce disproportionality, including a functional public data system and reform of technical parole violations.	Percentage of Black and Hispanic youth in institutionalized care reduced by 35% (660). ⁴ Fewer youth are securely detained as a result of technical parole violations (currently 1,223) resulting in a reduction in disproportionality.
	Increase the share of youth in foster care achieving key wellness indicators.	DHS increases alternatives to congregate care and revises Community Umbrella Agency contracts with expectations for wellness indicators.	5% (1,138) more foster care youth graduate high school; avoid contact with criminal justice system. 20% (414) fewer children in institutional congregate care. 10% (152) fewer youth are detained pre-adjudication, and 10% (229) more who are adjudicated are diverted to alternatives to detention.

³ Black and Hispanic youth account for 91% (1,887) of children in institutionalized settings

⁴ This 35% reduction would represent Black and Hispanic youth having proportional placements in institutional settings.

	5-Year Policy Goals	5-Year PCCY Metric for Success	Cumulative Potential Impact of this Policy Work on Racial Equity and/or Upward Mobility
		<p>Court systems and stakeholders adapt more evidence-based diversion, treatment programs, and support services for youth.</p>	<p>3,000 more children in foster care receive high quality behavioral health care and experience positive life outcomes (e.g. healthy relationships with peers and adults, healthy coping skills); one third (2,000) are children of color. (Health and Vulnerable Youth Impact)</p>

APPENDIX A: How will we assess new opportunities?

These selection criteria are adapted from the last strategic plan. New criteria added are: *Race Equity, Builds relationships/Accountability with community, Expertise, Resources*. Former criteria *Clear Solutions, Issue Positioning* and *Short and Long-term Wins* has been combined into one criteria *Feasibility and Potential for Success*.

Selection Criteria	Definitions
Impact	The policy focus will significantly improve the lives of many children or a subset of at-risk children by supporting their upward mobility and readiness for the next stage of life.
Race Equity	This policy focus will contribute towards improving racial equity
Feasibility and Potential for Success	Clear policy solutions and wins are possible For long-term issues, short-term wins such as forming coalitions, recruiting endorsers, gaining attention, are possible
Balance	This issue works complementarily with other policy work and issues
Builds relationships/ Accountability with community	Does an important partner or community want us to take on the issue?
Expertise	Are we the best group to take this on?
Resources	Can we secure resources to do this work?

APPENDIX B: Strategic Planning Committee

Board members:

- Kathleen Noonan (Co-Chair)
- LaTi Spence (Co-Chair)
- Ann Rosewater
- Casandra Dominguez
- Estelle Richman
- Harriet Dichter
- John Summers
- Lindsay Albright (from Jan-May 2020)
- Kurt Kolakauskas
- Shelly Kessler

Staff:

- Donna Cooper
- Shirlee Howe
- Tomea Sippio-Smith

APPENDIX C: Strategic Planning Process

To develop this plan, PCCY convened a strategic planning committee (“SPC”) comprised of board and staff. The SPC met regularly to plan the data collection and research and develop recommendations for the strategic plan. The board and staff provided input at three retreats through July 2020 (July 14th, 15th, 20th, 2020), and through their involvement in staff meetings, content area meetings, and other meetings dedicated to specific strategic questions. Additional input was provided by the board on Sept 17th, 2020. Praxis Consulting Group facilitated the planning process.

For the planning process, interviews were conducted with PCCY’s stakeholders and with other advocacy organizations.

General

- Kari King, PA Partnerships for Children
- Suzanne O'Connor, United Way GPSNJ
- Stacey Woodland, YWCA Tri-County Area
- Trish McFarland, Delaware County Chamber of Commerce
- Barbara Beck, SAGE Communications
- Mark Tyler, POWER/Clergy Caucus/ Mother Bethel AMC Church
- Dave Davies, WHYY
- Bernard Dagenais, Mainline Chamber
- Loree Jones, Philabundance
- Tawanna Jones Morrison, We Reign, Inc
- Ronnie Bloom, Stoneleigh Foundation

Early Childhood Education

- Jen Debell, Penn AEYC
- Ann O'Brien, Wonderspring (former Executive Director)
- Elliot Weinbaum, William Penn Foundation
- Leslie Spina, Kinder Academy
- Rashanda Perryman, Vanguard Foundation

Education

- Steven Bradley, African-American Chamber of Commerce
- Steven Rodriguez, Pottstown School District
- Diane Castelbuono, Philadelphia School District
- Daniel McGarry, Upper Darby School District
- Kelli Thompson, Pennsylvania State Education Association
- Tina Viletto, Montgomery County Intermediate Unit
- Dawn Lynne Kacer, Philadelphia School District
- Scott Gordon, Mastery
- Bill Harner, Quakertown Community School District
- William Hite, Philadelphia School District
- Beth Brandt, Bartol Foundation
- Sharif El-Mekki, Center for Black Educator Development

Government – Elected Office

- Monica Taylor, Delaware County Council
- Shanee Garner, Philadelphia City Council
- Gail Fuoti, PA Legislature
- State Rep. Leanne Krueger, House Member

Health

- Natalie Levkovich, Health Federation of Philadelphia
- Janet Panning, Montgomery County Maternal Child Health
- Suzanne Yunghans, PA – AAP (former Executive Director)
- Antoinette Kraus, PA Health Access Network
- Alex Levin, Wills Eye
- Ann Marie Healey, Phila Health Partnership
- Joan Erney, Community Behavioral Health
- Don Schwarz, Robert Wood Johnson Foundation

Legal

- Debby Freedman, Community Legal Services
- Deborah Gordon Klehr, Education Law Center
- Karen Lindell, Juvenile Law Center
- Frank Cervone, Support Center for Child Advocates

Other Advocacy Organizations

- Georgia Budget and Policy Institute
- Child & Family Policy Center (Iowa)
- North Carolina Child
- Citizens Committee for Children in New York
- NY Education Trust

- Children's Institute (Oregon)
- Housing Alliance of PA (Interview with the Former ED)
- ACLU - PA
- Buck's County Women's Action Coalition
- Planned Parenthood Action Fund (PA)
- Penn Environment
- Women's Law Project
- Stand for Children
- Shriver Center (Illinois)

APPENDIX D: Infrastructure Development Strategy

The PCCY 2021-2026 Strategic Plan requires a gradual expansion of PCCY’s annual budget and a larger staffing compliment. Specifically:

- The annual budget will increase by 50% (\$1.1 M) from \$2.2.M to \$3.3m by 2026, requiring PCCY to raise that incremental increase, annually.
- The core staffing compliment is projected to grow from 14 staff to 25 over the five-year period.

Over the five years, the growth will be incremental with an expectation that new program work will not commence until requisite funds are in place. While it is likely that funds will be attracted for project specific work, we will proactively undertake efforts to expand general operating support grants. New hires related to increase PCCY’s capacities will be prioritized in Year 1, even if funds are not yet secured.

In the first two years, the groundwork to attract new funds will commence, as follows:

Year 1 – Expand Administrative Structure and Lay the Groundwork for Equity-Oriented and Specialized Policy Work and Lived Experience Engagement Projects.

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|-----------|---|
| Quarter 1 | Hire Deputy for Operations, and if possible, the Legislative Liaison and develop a stronger pitch for funders interested and willing to make general operating grants. |
| Quarter 2 | Research potential funders and complete detailed concept papers for Equity Leads for K-12 and ECE and begin discussions with funders and advance efforts to attract funds for Montco lead poisoning work. |
| Quarter 3 | Research funders and complete detailed concept paper for parent engagement work, and begin discussions with funders. |
| Quarter 4 | Research funders and complete detailed concept paper to support the work of an additional health policy staff person focused on behavioral health, and begin discussions with funders. |

Year 2 – Raise the Funds for Equity and Lived Experience, Lay the Groundwork to Deepen the Footprint and Expand Communications Work.

Quarter 1 Continue to engage funders on equity and lived experience work and complete detailed concept paper for one more suburban Field Director based on funder research and engagement.

Quarter 2 Research funders and detailed concept paper to attract funds for Communications work and reach out to potential funders.

Quarter 3 Continue work above and complete detailed concept paper for Philadelphia Field Director.

Quarter 3-4 Reach out and engage potential funders.

The goal of this approach is to both raise the programmatic expansion funds and generate enough new overhead funds to support the Director of Operations and the additional overhead costs of office space, technology, etc. We will need to evaluate the need to expand the Development Team as the budget grows.

APPENDIX E: Tracking the Progress of the Strategic Plan

All board members and staff have a role in tracking the progress of and helping to ensure the goals of the plan are achieved. The chief responsibility for monitoring PCCY's progress rests with the Executive Director. However, to enable the board and staff to fully engage in this work, the following tracking processes will commence in 2021.

Staff

- Quarterly meetings will review progress toward annual and five-year milestones.
- Where major obstacles or other critical opportunities require a significant modification to the annual goals, the PCCY Executive Committee and/or full board will be apprised, as appropriate.

Staff and Board

- Staff will propose a dashboard for tracking progress on the strategic plan and share the dashboard at least quarterly with the full board.
- Board members will be invited to join topic-specific committees that will review Plan goals, at least two times per year. (Topic specific means Early Childhood, K-12, Health and Vulnerable Youth.)
- In addition, at least one board meeting annually will allow for an in-depth review of progress.

Board Only

- Board members will be expected to integrate the six principles of the Strategic Plan into their committee work (i.e., to be “race-forward”).
- The Nominating and Governance Committee will be asked to recruit board members that operationalize the principles, including ensuring the board is diverse across a number of factors (e.g., political affiliation; geography; demographics including age and race/ethnicity).
- The Finance Committee will be asked to recommend approaches to responsibly use our assets to achieve the goals of the plan.
- The Development and Events Committees will also be asked to focus on ways to increase the organization's visibility and engagement in ways that accentuate the six principles.