Key Strategic Updates

2014 BCG Strategic Evaluation + 2019/2023 BCG Strategic Plan
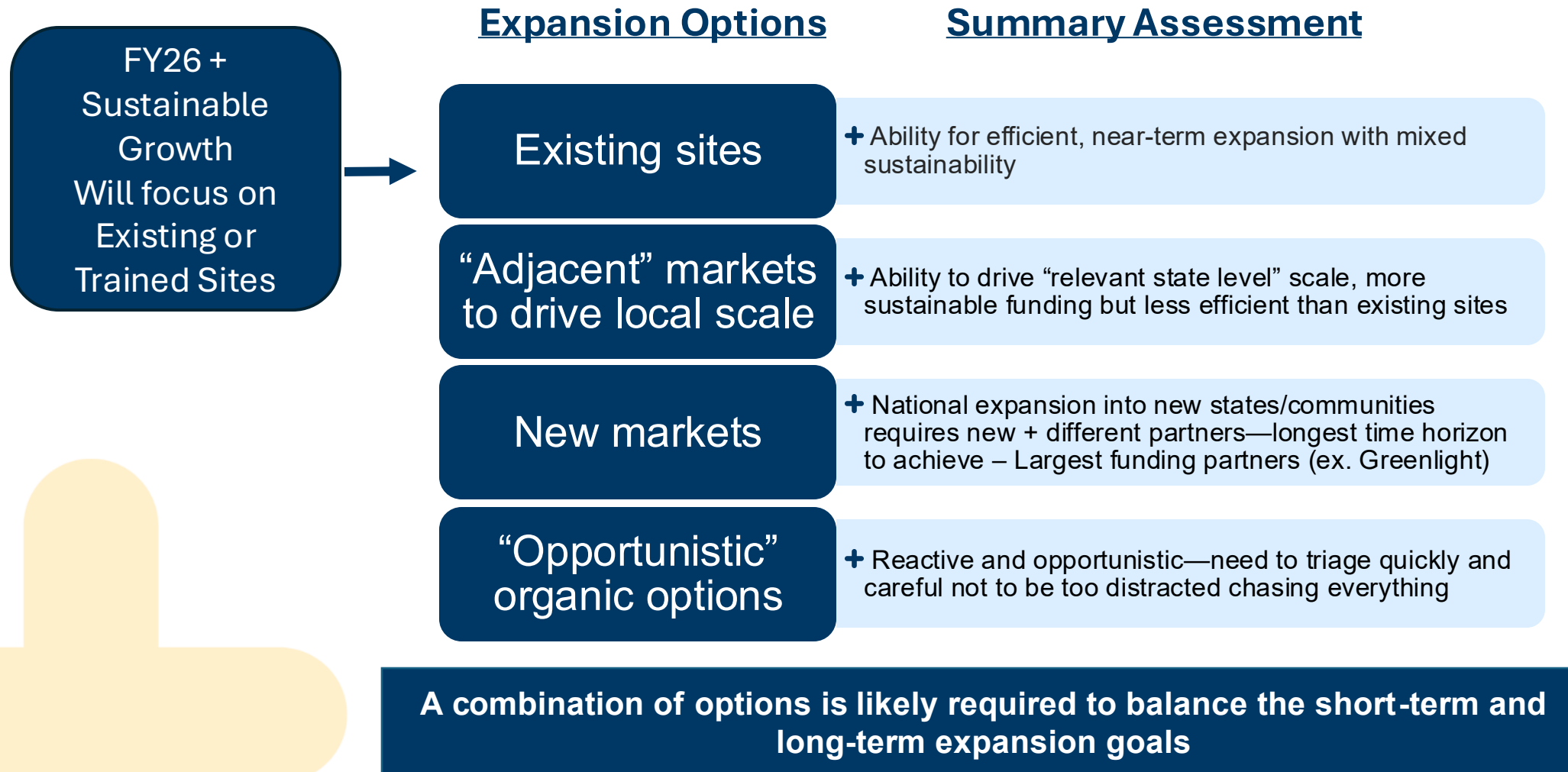
April 2025

PC+ historical information on the characteristics of successful sites and partners demonstrates a mixed success rate

Characterization of Current and Potential Partners

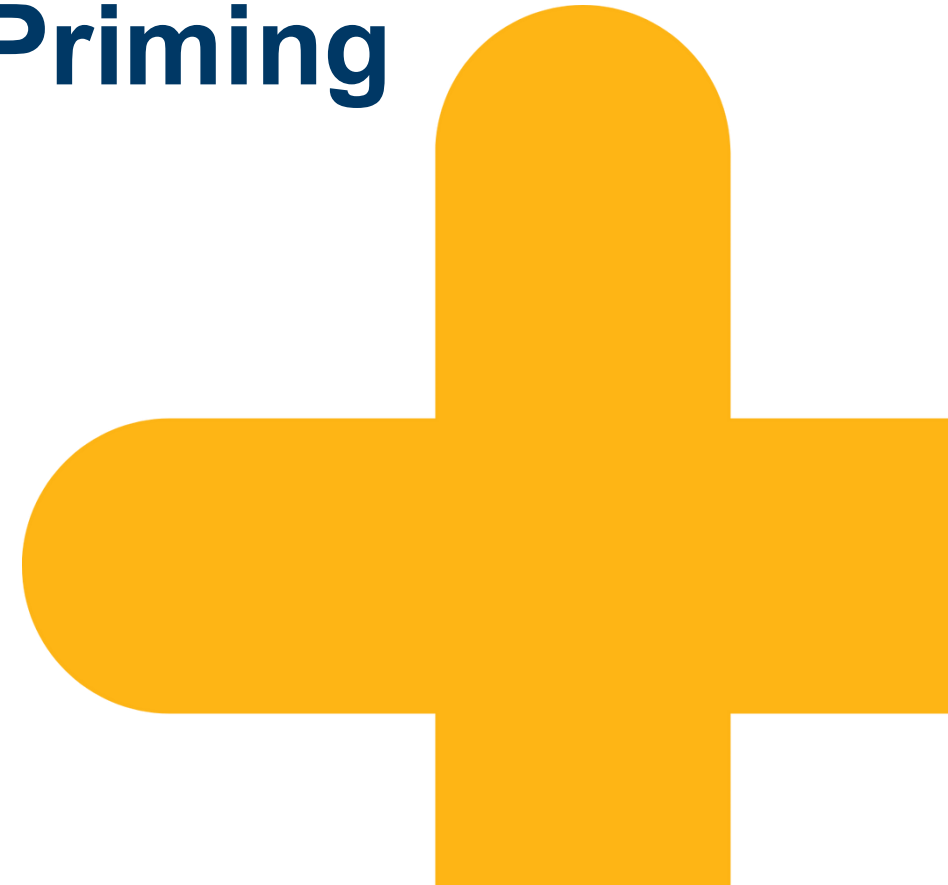| Local or Multi-Site Community Partners		Regional/Multi-State Partners		National Partners	
Local – Single Site	Multi-Site in a Local Area	Multi-Community within a State	Regional Multi-State	De-centralized National Network	Centralized National Network
+ Single site individual locations that have established roots in the community **+** Limited reach but PC+ could still be under-penetrated at local level as to the total number of families the partner is serving	**+** Multi-site partner with footprint across a broader community **+** PC+ can be in some or all of the partner's locations **+** Might have strong local community champion, e.g. local school district, county agency, or multi-site social service agency	**+** Larger, more sophisticated partner that has established network across several communities or a State **+** Big city or county-wide school district or educational agency or state-wide program	**+** Regional partner with a multi-state footprint **+** Could be regionally focused (like Tri-state or mid-west based) **+** Looking for partners that have scale and relevance in region	**+** National organization with de-centralized decision making and strong local autonomy **+** Example might be United Way, nationally organized but decision making and partner choices made locally	**+** National organization with centralized decision making **+** Looking for national or regional partners who can scale in different markets **+** Typically has a lot of resources and may require "dedicated counterpart"; could be a government program

60+ Years of Possibilites

Existing site expansion would provide the fastest near-term opportunity, while adjacent market expansion is likely to provide more sustainability

FY26 +
Sustainable
Growth
Will focus on
Existing or
Trained Sites

Expansion Options

Summary Assessment

Existing sites

+ Ability for efficient, near-term expansion with mixed sustainability

"Adjacent" markets to drive local scale

+ Ability to drive "relevant state level" scale, more sustainable funding but less efficient than existing sites

New markets

+ National expansion into new states/communities requires new + different partners—longest time horizon to achieve – Largest funding partners (ex. Greenlight)

"Opportunistic" organic options

+ Reactive and opportunistic—need to triage quickly and careful not to be too distracted chasing everything

A combination of options is likely required to balance the short-term and long-term expansion goals

60+
Years
of Possibilites

Goal

Creation of an evergreen process for market + organizational evaluation for continuous AND sustainable growth. This is not about a change in direction for the org – this about clarifying and creating a framework for execution and accountability.

This work will happen in collaboration with the Program + Innovation Committee of the Board of Directors as well as internal staff and external stakeholders. We are currently working on the FY26 strategy, and this document/plan will remain evergreen while we work through the next 3 years.

Assumptions
Definitions of Growth

✚ **Volume:** Numbers of Families Served + Providers Supported, Models (HBCC + Family)

✚ **Impact:** Deepening Impact = outcome metrics growth
  • What impact metrics matter for various stakeholders (board, funders, government, meeting funding requirements)

✚ **Sustainability:** Funding
  • Growth in public funding
  • Growth in GOS funding
  • Resourced vs Organic Growth

✚ **Infrastructure:** Staff growth and development + Technology

✚ **Location:** National Center vs Sites

60+ Years of Possibilites

Program Expansion Initiatives
Near Term Expansion Options

+ Expand via existing program partners and new program partners in existing markets maybe adjacent (new) markets.

+ Identify markets where need exists, and program partnership and delivery model is strong.

+ Work with existing/new program partners to increase the number of participants at each site and/or increase the number of individual sites.

+ Work with funding partners in existing/new markets and identify new program partners, as needed.

+ Identify various stakeholders to prepare for the growth
  - Communications
  - Board Members
  - Funders
  - Program Partners
  - Mission Aligned Organizations
  - State + Local Government Officials

60+ Years of Possibilites

Program Expansion Growth Plan – The Tactics

✚ With modest, targeted growth, we can stabilize the organization from National Center through sustainable funding and proper infrastructure at NC

✚ Develop a growth and expansion workplan to be revisited each year with State Directors and Executive Team

- **FY26—Work has commenced**

- **FY27—Begin work in July 2025**

- **FY28—Begin work in July 2026**

State Director Led Market Evaluation – Annual Tactical Exercise

✚ Framework for State Directors - how to evaluate the opportunity for growth
- What is the demand/need?
- What type of growth?
- Which model is the best fit for that growth type(s)?
- Programs/Sites Evaluation
  - Maintenance
  - Growth Opps
- Identifications of Stakeholder needs

✚ State Director recommendations on expansion
- More sites
- More families
- Different model
- Maintenance
- Cost analysis (family vs provider; current vs new sites)
- Where we continue to sale vs hubs vs totally new

60+ Years of Possibilites

State Director Led Market Evaluation – Annual Tactical Exercise

Outputs

I. Markets
+ Identify high potential markets for growth:
  - FY26 – Philly + Bay Area (resourced) & NY + MA (organic)
  - FY27 –TBD
  - FY28 – TBD

II. Infrastructure
+ Identify Staffing Needs
  - Marketing/Visibility
  - Public Funding
    o Public funding plan
    o Maintain current funding
    o What does support to SDs from Gov't Relations look like?
  - State Directors – Roles
    o Internally facing
    o Externally facing
    o Decide what constitutes need for additional FTE to support State Director(s)
  - Program Cohesion + Support
    o Chief Program Officer
    o Director of State Directors
  - New Board Members
    o Geography
    o Org Need/Expertise

60+ Years of Possibilites

Outputs (cont)

III. Financials

+ **Flat Budgets - Creating state budgets at flat growth**
  - Including National Center program costs
  - National Center overhead costs
  - Site costs (pass-through funds)
+ **Growth Budgets - Growth state budgets (identified growth markets only)**
  - Per family/provider cost x addition
  - Additional staffing needs
+ **Build Aspirational Org Budget based on infrastructure needs**
  - FY26
  - FY27
  - FY28
+ **Identifying Funders**
  - Private
  - Public
  - Current

IV. Partnerships

+ **Leverage: Existing (within or not within the growth state)**
  - Communications
  - Funders
  - Replication Partners
  - Gov't Officials
+ **Build: Aspirational**
  - Communications
  - Funders
  - Replication Partners
  - Gov't Officials

60+ Years of Possibilites

Appendix

Updated 2014 BCG Strategic Evaluation for Reference

April 2025

+ <u>Program + Innovation Committee Provides</u>:
  - Guidance on expansion, strategic initiatives, implementation, quality assurance, and proposed new projects;
  - The link between the Board and the staff on program implementation, adaptation, and expansion (both in new communities and partnerships, and into new service areas); and
  - Support goal setting for sustainable and hockey stick growth plans.

+ <u>Program + Innovation Committee Supports National Center By</u>:
  - Facilitating discussion about program expansion priorities for the organization and with the full Board; and
  - Making budget recommendations about staffing and other organizational resources needed to achieve program expansion priorities.

+ <u>Board of Directors</u>:
  - Provides input and guidance on development of short and long-term expansion strategy; and
  - Approves budget to support strategy.

The primary scope of this effort is to determine where and how to expand ParentChild+ reach

What is in scope

+ National branding/visibility and Board Expansion that parallels program expansion
+ Expansion of current PC+ model to reach more families/more communities
+ Strategic Initiatives – New partnerships with private funders and national, state, regional, local government funding
+ Defining the criteria and characteristics of new partnerships and new locations – what has worked, what should be explored?

What is not in scope (right now)

+ Redefining the PC+ vision
+ Redefining the PC+ mission – target population, outcomes
+ Redefining the PC+ goals and objectives
+ PC+ is a national organization ready and able to expand in any state or region that would like to implement the Program
+ Exploring/entering new markets/expanding the network of regional staff

What are our visions + goals?	Where should we focus?	How will we achieve?	How should we configure?	How will we achieve?
✚ Purpose ✚ Program objectives ✚ Financial options/decisions	✚ What kinds of partners should we be looking to expand with? ✚ Regions, states, cities, + communities ✚ Existing vs. new communities	✚ ParentChild+ Value Add ✚ Partner strategy ✚ Funding ✚ Drivers of success	✚ Operating model ✚ Capabilities required ✚ Partnerships required (funders, comms, gov't relationships, mission aligned orgs, replication partners, geographically located Board members) ✚ Staff/Resources— How many and where (national/regional)?	✚ Tactical plan ✚ Prioritized initiatives ✚ Lenses for reviewing ongoing opportunities

As we consider expansion, several trade-offs will need to be examined

Degree of need for early childhood services

+ Communities that could substantially benefit from assistance in beginning and developing educational programs for children aged 0-4
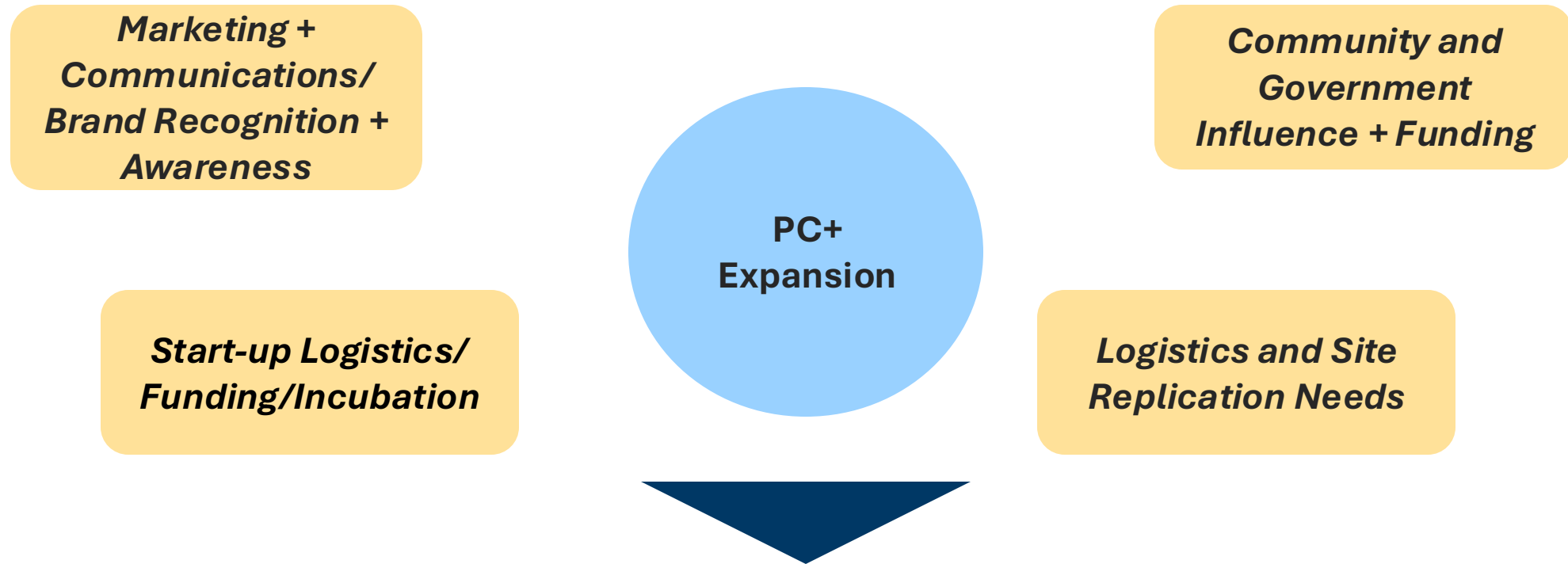

Level of sustainability for new program sites

+ Determine that, should a program site be started or expanded, it can be maintained while performing at levels considered satisfactory
+ Explore if new or expanded program sites would need additional support over time, and to what degree this support would be required
+ Impact of "scale" or relevance in a state or community in driving sustainable funding

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Partners and Champions Required (existing or potential)

+ Success with the types of partners that can provide the required capabilities, access, funding and/or infrastructure to be sustainable
+ Others could also include relative importance for funders (is expanding into particular region important to prospective national partners?)
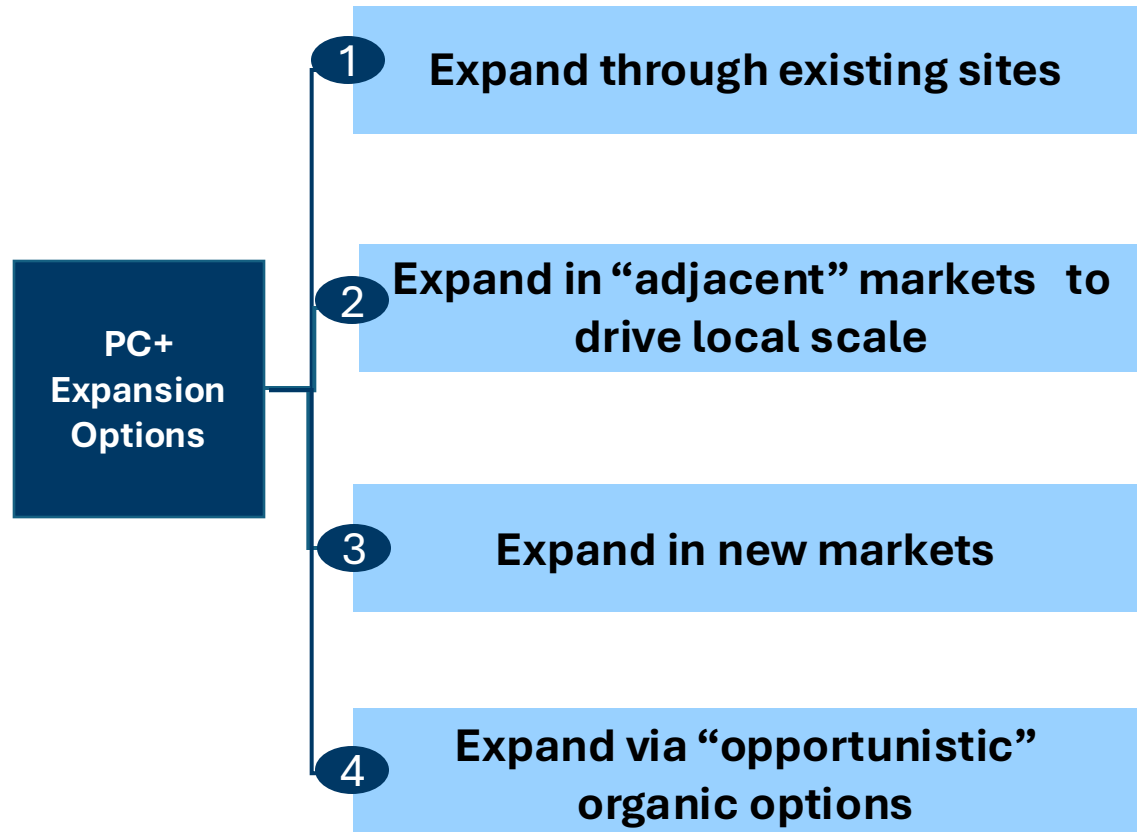

Speed and Efficiency in Expanding/Operating Sites

+ Compare target locations to identify where the organization could have the most significant impact with a set amount of resources
+ Expand to areas that maximize success of the initiatives while minimizing complications and distractions – leverage partners with broader reach/impact

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Marketing + Communications/ Brand Recognition + Awareness

Community and Government Influence + Funding

PC+ Expansion

Start-up Logistics/ Funding/Incubation

Logistics and Site Replication Needs

We have learned from experience that ParentChild+ expansion requires partnerships at many levels – implementation, diverse funding streams, community-based mission aligned orgs, media + more

PC+ Expansion can be characterized and pursued via 4 different potential approaches

Growth Options for Consideration

PC+ Expansion Options

1. **Expand through existing sites**

2. **Expand in "adjacent" markets to drive local scale**

3. **Expand in new markets**

4. **Expand via "opportunistic" organic options**

Selecting the path(s) forward should be predicated on several key factors:

- Degree of need and opportunity to reach families in need

- Sustainability of expansion
  - Relevance in a community/ state
  - Funding sources

- Characteristics and nature of partners

- Speed and efficiency in starting and operating program sites to fund the growth

- Ability to drive "National" exposure

Each option has trade-offs across various elements of reach, sustainability, speed, partners required and ability to drive PC+'s national footprint

	Reach to Families in Need	Sustainability + Relevance (Scale + Funding)	Relationship with Partners Required	Speed + Efficiency	Ability to drive "National" Footprint
Expand through existing sites	Limited to Existing Site Reach	Limited to local partner success	Existing Partner and Site relationships	Can deploy quickly if funding provided to partner sites	Does not help drive this objective
Expand in "adjacent" markets to drive local scale	Extended Reach into clusters of adjacent communities	Build relevant scale to achieve private and public funding	Have some but may require new potential partners with "broader" local reach	Leverage existing partners initially	Drives continued new community expansion but may not open "new states" quickly
Expand in new markets via (organization) market development	Can proactively target highest need communities	Potential to diffuse "local" scale across many sub-scale locations	Need to build relationships with strong national/regional partners	Longest to achieve relative to other options	Longer to achieve but could drive "big bang" expansion longer term
Expand via "opportunistic" organic options	TBD	TBD	TBD	TBD	TBD

Legend: ■ High   ■ Moderate   ■ Limited