



**The Parent-Infant Center
Strategic Plan
2012—2017**

BACKGROUND & CURRENT CONDITIONS

The Parent-Infant Center (PIC) is a leading provider of early childhood education and after school programs in the University City community of West Philadelphia. Founded in 1978, PIC has long been recognized for excellence and its programs are accredited by the National Association for the Education of Young Children (NAEYC) and the Council on Accreditation. The organization has also achieved 4-star status through Pennsylvania's Keystone STARS quality assurance system.

PIC is known for nurturing partnerships between families and teachers, and for commitment to supporting racial, cultural, and economic diversity. Actively involving families in the life of the center is a hallmark of PIC and this focus on creating a sense of community distinguishes it from other child care providers. PIC continually maintains a waiting list of families seeking to enroll their children. We believe that high-quality child care should be affordable and accessible to all families who need it, and we advocate for policies to make that a reality.

PIC is housed on the grounds of the former Episcopal Divinity School. The property, owned by the University of Pennsylvania, also houses the School District of Philadelphia's Penn-Alexander Partnership Elementary School, serving grades K-8. PIC completed an expansion in 2010 that required total renovation of an adjacent building and resulted in increasing enrollment capacity by 30 percent. Now with 33,000 square feet of space, the organization serves about 175 children in early learning (6 weeks to 5 years) and another 90 children in the school age program (grades K-6).

PIC's longtime executive director Marni Sweet died in 2007, just as the organization began the planning for its expansion. The Board of Directors and staff leadership managed this difficult change well, ensuring that operations at the center continued seamlessly. Cindy Roberts was appointed executive director later that year after having served the center as Assistant Director since 2004. PIC leadership honored Marni Sweet through the "Sweet Dreams Campaign," a capital campaign that raised \$1 million to realize Marni's dreams of expanding the center to serve more families and create opportunities for additional programs and services. .

Financial Summary

PIC has a strong financial position. The organization shows increasing assets year-over-year and consistently achieves operating surpluses. PIC's services are tuition based; approximately 90% of the organization's income comes from tuition and fees. PIC leadership recognizes the need to raise contributed income both for regular operations and special projects. The organization raised over \$1 million for its capital expansion between 2007 and 2010. Additionally, the organization holds special events and conducts an annual appeal to raise the general operating funds and scholarship support for working families whose income is too high to qualify for state subsidy. Operating revenues in excess of operating expense that have been achieved in the last several years are designated by the Board as reserves for planned maintenance, capital improvements, or program enhancement. Future reserves will be budgeted within the operating budget.

	FY 2009	FY 2010	FY 2011
Balance Sheet			
Cash and equivalents	760,637	253,733	420,362
Tuition receivable	13,494	11,139	3,578
CCIS receivable	17,772	20,524	17,957
Contributions receivable, net of discount	212,200	138,000	67,000
Prepaid expenses	15,766	19,264	5,564
Investments at fair value	244,894	278,570	319,475
Property and equipment, net of dep.	223,875	919,875	866,372
Beneficial Interest in Assets held by TPF	24,423	26,191	30,272
Total Assets	\$ 1,513,061	\$ 1,667,296	\$ 1,730,580
Accounts payable and accrued expenses	24,600	46,819	45,248
Parent fees held in escrow	86,910	119,660	112,734
Deferred revenue	39,728	44,889	37,007
Total Liabilities	\$ 151,238	\$ 211,368	\$ 194,989
Total Net Assets	\$ 1,361,823	\$ 1,455,928	\$ 1,535,591
Growth/Decline		7%	5%
Total Net Assets and Liabilities	\$ 1,513,061	\$ 1,667,296	\$ 1,730,580
Income Statement			
Tuition and service income	1,910,701	2,014,999	2,483,974
CCIS	308,498	215,600	245,730
Contributions and special events	418,980	450,601	224,318
Investment income	(18,601)	35,616	46,357
Other income	7,036	2,792	4,436
Net assets released from restrictions	-	-	-
Total Support and Revenue	\$ 2,626,614	\$ 2,719,608	\$ 3,004,815
Growth/Decline		4%	10%
Direct instructional costs	1,677,234	1,725,777	1,959,279
Occupancy	371,951	405,794	456,906
Scholarship	35,673	28,996	40,949
General and administrative	372,517	370,658	363,146
Fundraising	81,979	94,278	104,872
Total Expenses	\$ 2,539,354	\$ 2,625,503	\$ 2,925,152
Growth/Decline		3%	11%
Surplus/Deficit	\$ 87,260	\$ 94,105	\$ 79,663

STRATEGIC PLAN 2012 – 2017

PIC leadership and its consulting partners used the following methodology in developing the strategic plan:

Phase 1: Discovery

In developing a comprehensive assessment of the organization, relevant data were gathered from both external and internal sources. A scan of the regional and national climate in which PIC operates was performed, which helped outline opportunities and threats facing the organization. A full list of participants in the Discovery Phase is included in Appendix A.

Phase 2: Strategic Direction and Planning

The Strategic Planning Committee met to identify the priorities PIC will focus on over the next five years. This allows practical tools to be built in order to enable PIC leadership to measure and communicate success to both internal and external stakeholders.

Phase 3: Implementation

Senior management and select staff members developed Action Plans designed to enable the organization to meet the goals and objectives approved by the Strategic Planning Committee. Action Plans include a projected timeframe and data on financial impact. The plan was approved by the PIC Board of Directors on 3/27/2012.

SWOT Analysis

In developing PIC's Strategic Plan for 2012 to 2017, a SWOT Analysis was conducted in order to identify the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats the organization's leadership needs to consider over the next five-year period. Input for this phase was gathered through the review of historical data and background documents, and directly from the following sources:

- 59 staff members participated in an electronic survey
- 3 senior staff members were interviewed individually
- 17 board members participated in an electronic survey
- 35 parents participated in focus groups
- 15 after school students participated in a focus group
- 6 key stakeholders knowledgeable about PIC and its community were interviewed individually

The following is a summary of the input that was gathered through these sources. Appendix B contains a detailed list of findings from the SWOT analysis.

Strengths

PIC fosters a strong sense of community through its welcoming atmosphere and encouragement of parent involvement. This atmosphere, along with the organization's commitment to high-quality programming, distinguish PIC from other programs in the area and help to build the organization's stature as a leader in the early childhood sector. PIC has strong relationships with the major institutions in the community and its leaders are respected. PIC staff members are highly trained and follow best practices in the field.

Weaknesses

As PIC has expanded its program space and capacity, it has been more difficult to maintain the organization's traditional intimate atmosphere. Internal communications (administrators and classroom staff) and communication with families are more difficult in a larger program. There is a particular need to improve communication between PIC staff and families regarding classroom transitions (children moving from one age group to another). With the expansion of space, it is crucial that leadership track the maintenance needs of the full physical site.

PIC's after school program is viewed as a valuable resource, but some areas for improvement were identified. This is an optimal time to reevaluate the After School Center to ensure the program meets the needs of children and families and fulfills the mission and values of PIC.

Opportunities

PIC now has the opportunity to deepen its community partnerships to ensure that it remains relevant to its constituents, and is recognized as a leader both locally and regionally. The organization can use these community partnerships not only to enhance its direct programming, but also to build momentum for its advocacy efforts. PIC is also faced with several program expansion opportunities, including the provision of a licensed kindergarten program.

Threats

While PIC is viewed as a premier provider of early childhood and after school programs, the organization needs to be sure that it works to maintain its culture and atmosphere. Families are seeking more opportunities for input regarding program design and operations, and management needs to respond positively to maintain the trust and relationships that are key to maintaining PIC's position as an inclusive learning community. Tuition costs at PIC are high and some families don't fully understand the need for fundraising. There are few foundations that support child care centers and state subsidy does not cover the full cost of care for children from low-income families, further increasing pressure to raise tuition rates to unsustainable levels. Further investigation reduced perceived threats about competition from new centers; Children's Hospital of Philadelphia has dropped plans to open a child care center and Drexel University has not moved forward with plans for a center.

Strategic Direction

The Parent-Infant Center will use the information gathered through this planning process to continue to strengthen its core services. The organization's leadership will focus on several key areas in order to ensure that it can continue to provide high-quality programming consistent with its mission and core philosophy.

PIC is recognized as a leader in its sector and the organization's leadership will use the next five years to reinforce that position. Leadership will regularly review and adjust its early childhood programs to ensure that they operate at the highest possible level. During the first two years of the plan, staff will conduct a comprehensive review of PIC's after school program to ensure that it is responsive to the needs of children and families and consistent with PIC's mission.

PIC leadership will also work to ensure that the organization continues its commitment to supporting families and offering a unique, welcoming community. This inclusive and supportive community distinguishes PIC from other service providers and leadership recognizes that it must be cultivated in order to ensure that PIC is a top choice for families in the region.

In addition to these overarching themes, PIC leadership will also commit to ensuring that its governance and infrastructure are strong and focused on supporting the organization. Staff will be encouraged to pursue professional development and to proactively manage their own career advancement. Board and staff leadership will review the organization's core functions and systems and will implement enhancements where needed. The Board will focus on identifying and implementing strategies that will contribute to the organization's long-term sustainability.

PIC MISSION STATEMENT

The Parent-Infant Center supports parenting by enabling children to grow and learn in a safe, stimulating, loving environment.

PIC CORE PHILOSOPHY

PIC believes that good day care is a learning experience for parents and children alike. PIC works closely with families by exchanging information, sharing decision-making, and by providing mutual support for parenting.

PIC encourages children to develop at their own pace and is committed to making each child feel valued and special. PIC hopes that its children will grow to believe that they can make the world a better place.

PIC GOALS FOR 2012 – 2017

1. Sustain the Parent-Infant Center's status as a premier provider of child-centered, family oriented early learning and school age programs.
2. Attract and retain experienced, well-trained and caring staff.
3. Maintain and enhance the strong sense of community that is a hallmark of PIC.
4. Cultivate new and existing resources to ensure sustainability and high-quality programming.
5. Proactively manage infrastructure to support program excellence and meet the needs of the broader PIC community.
6. Implement strategies to ensure organizational sustainability.
7. Explore and pursue opportunities to best meet the needs of PIC's community.

GOALS & OBJECTIVES

Goal 1 Sustain the Parent-Infant Center’s status as a premier provider of child-centered, family oriented early learning and school age programs.
Goal 1-a Reinforce and communicate PIC’s commitment to learning through play.
Goal 1-b Improve classroom/age group transitions.
Goal 1-c Maintain accreditation of core programs.
Goal 1-d Develop a center-wide approach to children’s use of technology in classrooms consistent with PIC core values.
Goal 1-e Demonstrate classroom quality through measurable, objective practices.
Goal 1-f Ensure that school age programs fulfill the mission and values of PIC.

<p>Goal 2 Attract and retain experienced, well-trained and caring staff.</p>
<p>Goal 2-a Require staff to proactively manage their own professional development and encourage teachers to pursue career advancement.</p>
<p>Goal 2-b Use state and accreditation requirements to guide center-wide staff professional development.</p>
<p>Goal 2-c Foster a supportive and professional environment to encourage commitment to PIC's mission and goals.</p>
<p>Goal 2-d Offer the best possible compensation and benefits package.</p>

<p>Goal 3 Maintain and enhance the strong sense of community that is a hallmark of PIC.</p>
<p>Goal 3-a Strengthen the Parent Participation Program (PPP) and regularly recognize the volunteer contributions of families.</p>
<p>Goal 3-b Ensure that PIC families have regular opportunities to interact with administrators.</p>
<p>Goal 3-c Continue to plan activities that support families and promote a sense of community.</p>
<p>Goal 3-d Engage families and staff in program plans and elicit feedback to guide continuous quality improvement.</p>
<p>Goal 3-e Ensure effective communication throughout the organization so that all staff are recognized and engaged systematically.</p>
<p>Goal 3-f Maintain PIC's commitment to diversity throughout the organization.</p>
<p>Goal 3-g Involve staff and families in advocating for high-quality, affordable child care.</p>

<p>Goal 4 Cultivate new and existing resources to ensure sustainability and high-quality programming.</p>
<p>Goal 4-a Create and implement a comprehensive fundraising plan.</p>
<p>Goal 4-b Proactively engage all Board members in fundraising activities.</p>
<p>Goal 4-c Understand and track true cost of care to maximize commitment to serving families at all income levels.</p>
<p>Goal 4-d Use PIC's 35th anniversary in 2013 as a fundraising, friend-raising, and community building opportunity.</p>

<p>Goal 5 Proactively manage infrastructure to support program excellence and meet the needs of the broader PIC community.</p>
<p>Goal 5-a Pursue opportunities to implement greening strategies throughout PIC's physical plant.</p>
<p>Goal 5-b Use the Systems Replacement Plan (SRP) to guide physical site improvements.</p>
<p>Goal 5-c Optimize use of common spaces for program and PIC community needs.</p>
<p>Goal 5-d Renovate PIC's main playground to connect children to nature through play.</p>
<p>Goal 5-e Expand technology capacity to meet staff and organizational needs.</p>
<p>Goal 5-f Continue assessment of risk management and emergency planning.</p>

<p>Goal 6 Implement strategies to ensure organizational sustainability.</p>
<p>Goal 6-a The board conducts a comprehensive search and selects a new executive director.</p>
<p>Goal 6-b The organization develops and affirms a succession plan for key management positions.</p>
<p>Goal 6-c Directors review and affirm policies regarding Board-designated reserves.</p>

<p>Goal 7 Explore and pursue opportunities to best meet the needs of PIC's community.</p>
<p>Goal 7-a Explore the feasibility of providing a licensed kindergarten program.</p>
<p>Goal 7-b Explore the feasibility of providing before-school care for Penn Alexander students.</p>
<p>Goal 7-c Explore the feasibility of expanding summer half-day options for ages 3-4.</p>
<p>Goal 7-d Create a contingency plan to prepare for the potential reduction or elimination of Pre-K Counts.</p>

APPENDIX A: KEY CONSTITUENCY INTERVIEW LIST

Senior Staff	Cynthia Roberts, Executive Director Kharma Hicks, Director of Early Learning Programs Anjali Gallup-Diaz, Director of School Age Programs
Staff	59 staff members responded to the electronic survey
Board of Directors	17 Board members responded to the electronic survey
Parents	35 parents participated in focus groups
Program Participants	15 children from the after school program participated in a focus group
Key Stakeholders	<p>Matthew Bergheiser Executive Director University City District</p> <p>Ed Datz Executive Director of Real Estate University of Pennsylvania</p> <p>Stephen Elwell End/Start Consulting</p> <p>Meg Jones Executive Vice President & Chief Administrative Officer Children's Hospital of Philadelphia</p> <p>Marilyn Kraut Human Resources Director for Work-Life Programs University of Pennsylvania</p> <p>Peg Szczurek Associate Director Delaware Valley Association for the Education of Young Children</p>

APPENDIX B: SWOT ANALYSIS

In order to help set PIC's direction for the next five years, a SWOT analysis was conducted in order to identify the Strengths, Weaknesses, Opportunities, and Threats that leadership needed to consider. The details outlined below represent the findings gathered in the review of historical data and background documents, as well as through input and perceptions provided by the key constituents who participated in the discovery phase.

STRENGTHS

- Family involvement
- Community
- Collaborative, loving culture
- Penn support/relations
- Quality staff
- Professional development – training staff
- Best practices
- Physical campus
- Diversity
- PIC brand
- Demand for PIC services is consistent
- Kids are happy
- PIC board is effective
- Fiscally sound
- Accreditation
- Scholarships
- Reputation
- Parent involvement
- PIC reflects the demographics of the neighborhood
- PIC is sought out by families
- Kids like coming to PIC because the teachers take their jobs seriously
- Kids like to have the opportunity for quiet time and activity choice
- PIC is distinctive from other providers in the area
- Relationship with Penn
- Strong leadership

WEAKNESSES

- PIC's building is unique but this causes accessibility challenges
- Economic diversity
- School-age program
- Parking – staff/families
- High cost of care
- Spruce/stucco building conditions
- Program quality measures
- QA-Quality Assurance-do we have objective measure of quality? How it is communicated?
- Process and follow-up process on parent feedback
- Development plan
- Board member engagement
- Internal communication: administration to front-line staff
- Building maintenance
- Meals in school age program
- School age program club structure can be rigid, could rotate more frequently
- Poor communication with families around age group/room transitions
- Families feel disconnected from administrators (partly due to location of administrative offices)
- Disorganized pick-up process in after school
- Parents feel that administrators are not responsive to suggestions
- PPP can be difficult for some parents, especially those with very young children
- Limited understanding of why fundraising is needed
- School-age kids are looking for more activity choices

OPPORTUNITIES

- Expansion of school-age programs: before-school hours; care for grades 7-8
- Community partnerships and neighborhood growth
- Partnerships with Penn-Alexander (share building space to enhance student experience programmatically)
- Other collaborations
- Raising diversity awareness
- Greening our program
- Teacher education with surrounding centers
- Transition in leadership
- Value of play in learning
- Create a licensed kindergarten program
- After School Center – what parents want

- Longer hours
- Build better connection with parents through more pot-luck meetings or focus groups
- Parenting classes, especially related to child development
- Maintain relationships with major donors to the Sweet Dreams Campaign
- Share expertise by supporting smaller programs in the community (especially family day care)
- Engage local business leaders in advocacy efforts
- Empower staff to take responsibility for internal communications and professional development

THREATS

- Cost of care
- Staff turnover
- Affect of growth on community feeling, especially with separate buildings
- Economy and political climate – demand (e.g. birth rate dropping)
- Funding
- Competition
- Plant sale: could lose supporters if ordering is not brought on-line
- Consequences for not addressing parent input

APPENDIX C: PIC STRATEGIC PLANNING COMMITTEE

Committee Chair

Lori Basher
Board Member

Committee Members

Leah Finnegan
Board Member

Anjali Gallup-Diaz
Director of School Age Programs

Kharma Hicks
Director of Early Learning Programs

Mimi Iijima
Board President

Cynthia Roberts
Executive Director

Karen Wolfe
Board Member and Former Board President

APPENDIX D: BOARD OF DIRECTORS

Parent-Infant Center Board of Directors

Mimi Iijima – President

Carol Lerner – Treasurer/Vice President

Lisa Hoke – Secretary

Margaret Balamuth

Lori Basher

Julie Bush

John Cacciamani

Robert Chaney

Karen Detlefsen

Mary Beth Fedirko

Jennifer Feldman

Leah Finnegan

Chris Gradel

Laura Line

Tara Trimarchi

Monica Calkins Wagner

Karen Wolfe

ABOUT DUNLEAVY AND ASSOCIATES

Dunleavy and Associates is a full-service firm that collectively brings over 100 years of practical experience to 'build bottom lines' for charitable organizations, helping them to maximize their effectiveness. The company specializes in strategic planning and implementation, margin-focused initiatives including development and fundraising strategy, public relations, signature events, marketing, and relationship cultivation.

Launched by Nancy Dunleavy in 2001, the firm collaborates with a diverse mix of clients ranging from small, grassroots start-up agencies to large, complex organizations with multi-million dollar budgets. The client list of Dunleavy and Associates includes health and human service agencies, arts and culture organizations, colleges and schools, trade and membership organizations, and professional organizations.

Dunleavy and Associates provides professional contract-staff services, and delivers the best team of experts to work with each client. The company's role is to use its expertise to help client teams to identify, obtain and manage processes in a mission-consistent manner. It does this by understanding client goals, clearly defining its role and collaborating with client staff and stakeholders to achieve results.

CONTRIBUTING STAFF

Nancy Alba Dunleavy, President
Joanne Bursich

CONTACT INFORMATION

Dunleavy and Associates
P.O. Box 613
Blue Bell, PA 19422
(267) 992-6419
ndunleavy@matchingmissions.com
www.matchingmissions.com