

Quality/Accessible Child Care

Goal 1: Cultivate and maintain a cadre of proficient, reliable and professional child care providers serving children and their families in Prince George's County.

Objective 1.1 Increase the number of new child care providers who actively use and participate in PGCRC programs and services.

Objective 1.2 Provide a deeper, more individualized level of coaching and professional development to child care providers in Prince George's County.

Objective 1.3 Design and implement creative professional development opportunities on an annual basis.

PGCRC has made progress on this goal across all three objectives.

First, in 2015, there were 1,788 child care providers coming through our doors each year. Each year has brought increases, and overall, we are serving 8% more than we were in 2015. This is in spite of decreasing numbers of child care providers in the County.

Second, we have been able to provide deeper and more individualized coaching through partnerships and additional funding streams; through Prince George's County Public Schools, we are able to provide SEFEL training and coaching together, which has reached about 60 providers thus far across both family and center-based programs. Lessons learned are information on other ways we can deliver more meaningful coaching services.

Strong Families

Goal 2: Facilitate an improved connection among and between PGCRC families to ultimately increase their ability to provide mutually beneficial support to one another.

Objective 2.1 Increase of the number of trainings per year targeted to child care providers which focus on building an evidence-based practice for building a mutually beneficial support mechanism for families in Prince George's County.

Objective 2.2 Create more opportunities for families to participate in the parent café and other similar programs in an effort to strengthen the connection among families.

PGCRC has focused on Objective 2.2. We promote and participate with parent cafés; currently we have a proposal pending to bring Learning Parties to all parts of the county as part of our leadership on the Early Childhood Advisory Council.

Goal 3: Coordinate a collaborative, seamless set of services provided to families in Prince George's County.

Objective 3.1 Develop a comprehensive annual collaboration agenda through the identification of relevant external trends, gaps in partnerships and missing pieces to the services continuum.

Objective 3.2 Increase the number of mental health service providers working in collaboration with and providing services to children and families in PGC.

PGCRC has successfully increased collaboration among service providers. Currently, PGCRC is providing leadership to preparing for the Census, as a way to address inequity in Prince George's County. We are partnering with the Meyer Foundation, and using our advisory boards as mechanisms for coordinated activities.

We have successfully accessed more funding by securing a \$100,000 through the Weinberg Foundation for early childhood mental health; have a pending proposal with Carefirst; and are hiring a staff member with clinical expertise to better serve program participants. Through the Prince George's County Council, we secured funding for two consecutive years to fund mental health services at the Family Support Center. We are currently collaborating with the Mary's Center to submit a proposal to the Stulman Foundation to provide increased mental health services.

Connected and Informed Community

Goal 4: Enrich the lives of staff, board members, families and child care providers by introducing them to diverse ways of living meaningful, productive lives.

Objective 4.1 Cultivate an environment in which staff, board members, PGCRC families and child care providers have a multitude of opportunities to

appreciate differences and experience the diversity within the community.

- Objective 4.2** Establish accountability practices for public or private community based organizations that promote culturally competent/respectful delivery of programs.

PGCRC is recognized, internally and externally, as an organization that celebrates difference. Through the Healthy Families accreditation process, PGCRC was praised for its commitment to serving diverse populations with extreme cultural competence and humility. Specifically cited was our diverse staff – 11 countries represented; our partnership with the International Rescue Committee that has led to increased services provided to refugees from Africa and the Middle East; and this increase lead to our hiring of a staff member from Afghanistan who speaks Pashto and Farsi.

PGCRC leadership has moved beyond the goals of this plan to focus on equity. Staff have attended equity trainings and are working to look at our programs with an equity lens. Leadership staff have attended professional development opportunities led by our funders that help nonprofits to not just be culturally competent, but to take an active role in undoing racism.

We have had opportunities to hold other agencies accountable for reported disrespectful treatment of community members. This includes CPS workers who do not speak the language of families they are investigating; early intervention workers visiting our programs who are unsympathetic and judgmental with families.

Integrated, Community-Focused Policies and Practices

- Goal 5: Be recognized as the primary expert in the field and act as an influential voice advocating on behalf of child care providers and families in Prince George's County.**

- Objective 5.1** Develop and implement a purposeful and targeted annual advocacy agenda based on external trends, gaps in services and critical needs for PGCRC families.

- Objective 5.2** Build new and strengthen existing relationships with key policy makers and community partners who are aligned with PGCRC's desired community outcomes.

- Objective 5.3** Increase the ability and skills of families to be self-directed advocates.

Objective 5.4 Increase the capacity of families to become a unified voice through the implementation of a variety of techniques aimed at cultivating, promoting and maintaining advocacy skills.

With funding from the Washington Area Women's Foundation, we have grown our advocacy expertise by utilizing a consultant. This year, we secured even more money and are lead partner on a project with Maryland Family Network. We have annual advocacy agendas that have allowed us to build relationships with stakeholders. PGCRC has had a presence during the legislative session, submitting written testimony on all bills that relate to children and families and in some cases, giving oral testimony.

We continued to build our grassroots advocacy. We took participants to Annapolis twice this year – a group of child care providers and a group of families to meet with legislators. We had the largest showing among comparable groups.

This year our advocacy helped pass three bills:

SB 1030 "The Blueprint for Maryland's Future": This legislation endorses the sweeping policy recommendations of the Commission on Innovation and Excellence in Education; **HB 810 / SB 870** "Income Tax – Child and Dependent Care Tax Credit; and **HB 248 / SB 181** "Education – Child Care Subsidies – Mandatory Funding Level"

The subsidy bill is the most significant for our work because it increases subsidy rates for working parents, helping children to be in quality early childhood environments.

Financial Stability

Goal 6: Diversify funding sources to increase unrestricted revenue and build the capacity of the PGCRC programs.

Objective 6.1 Design a comprehensive resource development plan intended to increase funding and diversify revenue sources for PGCRC and its programs within the community.

Objective 6.2 Increase the sustainability of the early childhood mental health programs through the identification and receipt of new funding sources to replace current federal funding streams.

Objective 6.3 Increase annual revenue through the receipt of new individual donations, major gifts, corporate and foundation funds.

Objective 6.4 Improve visibility and maintain the public profile of PGCRC to increase annual revenue.

PGCRC has been most successful in increasing foundation funders. In FY2019 (July 1, 2018, to June 30, 2019) to date, we have submitted grant requests that total \$815,500. Of this amount, we have been notified of the funding decision for requests that total \$452,513. This fiscal year, PGCRC has secured \$452,513 in grants. Omitting grant requests that are still pending, the rate of grant requests in dollars secured is 55%.

This number only relates to dollar amounts. When calculating PGCRC's grants "win rate" purely based on the number of grant requests that have been secured, PGCRC has won 61% of proposals submitted in FY2019, not including pending grants. The national win rate, of the number of grants awarded out of the number submitted, is 17%, according to the Foundation Center. PGCRC is proud to be well above this average.

We have added ten new foundation funders in recent years, and continue to have diverse government funders. Because of our visibility (Objective 6.4) we are in discussions to expand Healthy Families through additional County funds.

Human Capital

Goal 7: Build and maximize the skills, ability and capacity of the human capital of PGCRC.

Objective 7.1 Ensure board accountability and continuity to address board related recruitment, retention and evaluation issues by activating a board governance committee

Objective 7.2 Increase board engagement to create a strong, operative governing body and a financially sustainable organization.

Objective 7.3 Enhance the ability of staff to deliver effective services through the implementation of performance based measurement strategies.

Objective 7.4 Maximize volunteer recruitment strategies to achieve effective placement and management of volunteers on an annual basis.

PGCRC would like to especially focus on Goal 7 in FY2020. We have laid the foundation in the following ways:

- Conducted Employee Survey
- Improved staff performance evaluation procedures
- Identified board committee membership needs