




# Providence Center

## SWOT Analysis & Recommendations

July 25, 2023





# AGENDA

|                      |   |
|----------------------|---|
| <b>2:30 - 2:35PM</b> | <b>Project Timeline</b>                               |
| <b>2:35 - 2:40PM</b> | <b>Discovery &amp; Assessment Methodology</b>         |
| <b>2:40 - 3:15PM</b> | <b>SWOT Analysis</b>                                  |
| <b>3:15 - 3:25PM</b> | <b>Key Planning Issues &amp; Strategic Priorities</b> |
| <b>3:25 - 3:45PM</b> | <b>S&amp;W Recommendations</b>                        |
| <b>3:45 - 4:00PM</b> | <b>Board Succession Planning Discussions</b>          |



# Providence Center Project Timeline

| Project Phase                              | JAN   | FEB  | MAR | APR | MAY | JUN/JUL  |
|--|---|--|-----|-----|-----|--|
| Phase 1:<br>Preparation & Launch           | <ul style="list-style-type: none"><li>Materials Review</li><li>Launch Meeting</li></ul> |  |     |     |     |  |
| Phase 2:<br>Discovery & SWOT               |   | <ul style="list-style-type: none"><li>Surveys &amp; Interviews</li><li>SWOT Assessment</li></ul> |     |     |     |  |
| Phase 3:<br>Presentation & Recommendations |   |  |     |     |     | <ul style="list-style-type: none"><li>Presentation on Assessment</li></ul> |



# **Assessment Methodology**

# S&W conducted a top-line assessment of Providence Center through the following efforts:

## Surveys (completed)

- Staff: 7
- Board: 16

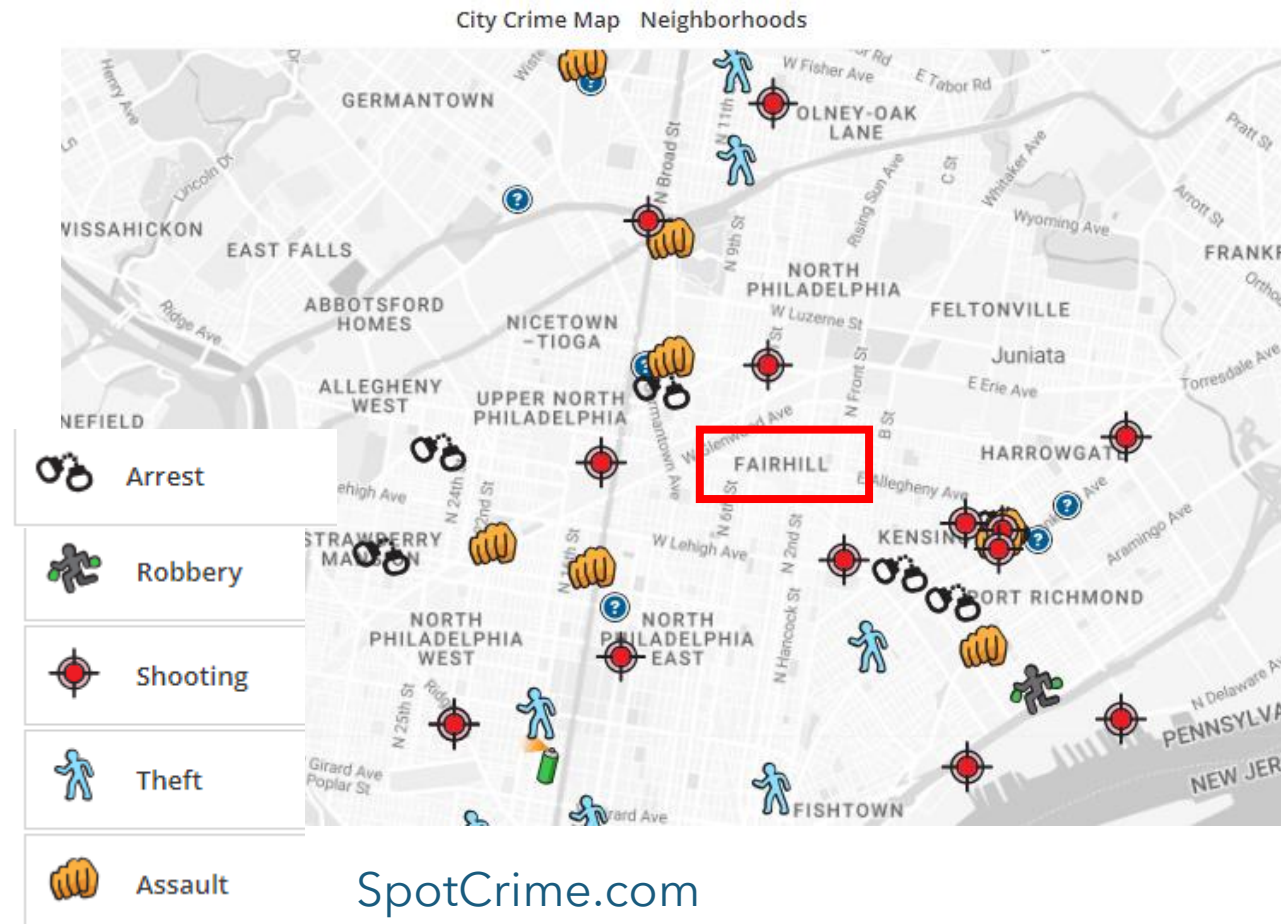
## 14 Individual Interviews

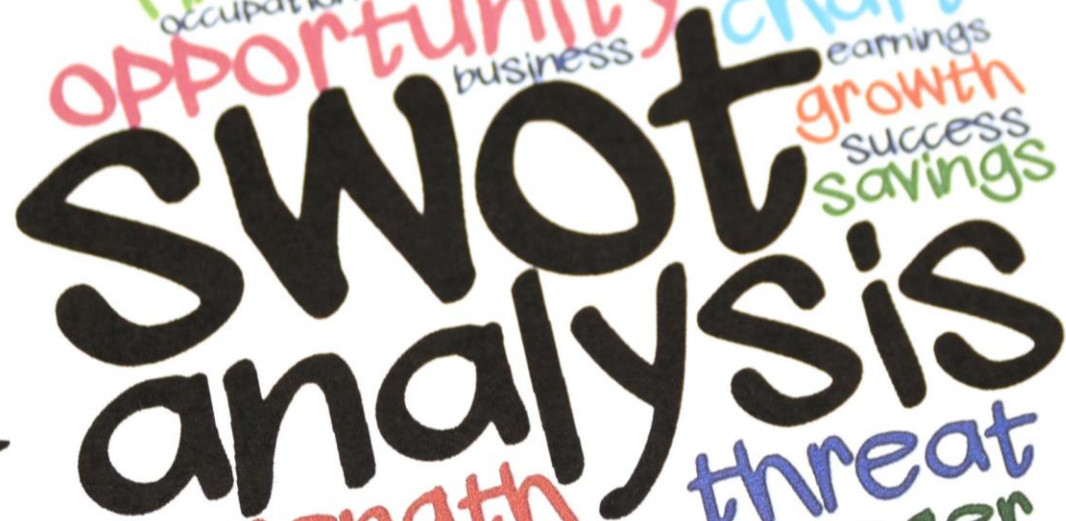
- Staff: 4
- Board: 2
- Teen Leader: 1
- ESL Student: 1
- Parent: 1
- Funder: 1
- Partners: 2

# Fairhill Demographics and Crime

- According to the Census from 2010, the racial makeup of Fairhill was 80.2% Hispanic of any race, 15.1% non-Hispanic Black, 2.3% non-Hispanic white, 1.4% Asian, and 1% all other.
- Fairhill has the highest concentration of Hispanics in Philadelphia; over 10 times larger than the overall percentage of Hispanics living in Philadelphia.
- The poverty rate is 61%; five times the national average.
- Median household income: \$27,811.
- According to more recent data, Fairhill is now at 90% Hispanic of any race, 7% African American, and 3% white.

## Crime in Fairhill - Philadelphia, PA Crime Map





A hand-drawn word cloud centered around the text 'SWOT analysis'. The words are written in various colors (red, blue, green, orange, black) and sizes, radiating outwards from the center. Some words are repeated, such as 'strength' and 'surveillance'. The background is white with several black lines radiating from the center, suggesting a sunburst or starburst effect. A black marker is visible on the left side, and a hand holding a black marker is visible on the right side.

# SWOT analysis

graph  
analyzing  
data  
scrutiny  
organization  
market  
chart  
earnings  
growth  
success  
savings  
business  
opportunity  
finance  
occupation  
strength  
weakness  
surveillance  
development  
planning  
research  
goal  
leadership  
threat  
manager  
balance  
marketing  
strength  
leadership

# Strengths

## Organization as a whole:

- Providence has a **great mission and clear impact** on the community.
- Providence has **dedicated and empathetic staff**.
- Providence has a **positive and strong work culture**.
- There is a **deep commitment** to the community through **personal relationships**.
- Providence has the **ability to pivot** to address new community needs quickly.
- The organization has **many resources** available that help the community with needs, such as unemployment.
- **Providence owns its own building, which is located in close proximity** to schools and community centers, catalyzing partnerships.





# Strengths

## Staff:

- The staff are **committed, talented and hardworking**.
- Providence staff are **self-reflective** and **open to suggestions**.
- **The Executive Director** is recognized as a strong, dynamic leader by staff, Board, and stakeholders.
- **Staff leaders are approachable** and easy to talk to.
- There are **open conversations** around **staff development and retention**.
- All staff are **trained on trauma-informed** practices.
- Current staff are thoughtful on how new staff are trained and are **supportive of new staff members**.
- There is **great communication among staff** and a strong sense of **teamwork**.
- Community members and clients **feel comfortable interacting with staff**.
- **Teen Leaders bond** with the kids, teachers, and staff easily. They also learn a lot on the job by taking on different responsibilities, such as front desk tasks.



# Strengths



## Board:

- Board members are **strong believers in the organization's work** and are eager to support its success.
- Recently **onboarded Board members** brought **fresh perspectives** and **diverse backgrounds** to the table.
- The Board has helped **create connections** for sponsorships.
- Board meetings are **mission-oriented and inclusive**.
- The **bylaws** were recently **updated**.

## Funding:

- Providence Center is very **fiscally responsible** and **maximizes its resources** effectively.
- Focuses on just **a fundraising few events**, which has generated **strong results**.
- **Virtual fundraising events** during Covid were **successful**.
- **Funders think highly of Providence Center** and its leadership model.
- Board members have **strong fundraising experience** and are helping with this work through **mentorship of new Board members**.

# Strengths



## Image & Reputation:

- Providence has a **strong position of trust** in the community.
- Providence has a **high client referral rate** from community members and other organizations.
- Providence is known as a **“boutique”** organization that **offers specific and high-touch services**.
- The organization **only seeks opportunities that align with its mission**.
- Funders appreciate Providence’s **transparency** and **regular updates**.
- Its **location** helps with **visibility** and it’s in **the heart of the Latino community**, which makes it easy for community members to get to.
- It **hosts great events** and has a **welcoming environment**.
- It offers a sense of **home and dependability**.

# Strengths



## Programs:

- Providence has **impactful** and **important programs** that **address different points in life** for children, teens, and adults.
- The organization provides a **safe place for children** who are often exposed to drugs and violence.
- There is **intensive coaching** for teachers and staff ensures high quality program delivery.
- Teachers provide **individualized attention** to the students, and there is high staff to child ratio in classes, also aided by Teen Leaders.
- Providence **supports teens** to prepare them for **future jobs**.
- The programming is **trauma-informed** to best support children and families who have experienced trauma or great hardship.



# Strengths



## Programs (cont'd):

- The afterschool program provides **homework help and behavior management** support.
- The afterschool program has **creative and attractive programming** such as bingo games for kids when learning how to read, and a voter engagement program involving kids in mock trials.
- Providence provides **free books for ESL students**.
- The organization has **strong communication** between staff and parents/caregivers.
- There is a **quick intake process** for children/families to participant in the **afterschool program and ease of transportation** for the kids.
- Recently received a **new (big) grant** for **Overdose Prevention Case Management** program.

***“A really good thing about Providence Center is that instead of just being an employee it feels like you are part of the family.”***

***“Providence Center has stood out from other partners because they’re committed to their work and the staff are just stellar.”***

***“Providence Center has a very familiar, embracing and inclusive environment. That’s what makes them so unique and special.”***

# Challenges



## Staff & Operations:

- There are **concerns around staff capacity** and **retention** due to **burnout**.
- There are **not enough lead teachers** for the afterschool program **due to low interest**.
- Some staff **do not feel fully equipped** to carry out responsibilities and **need more guidance**, support or a system in place to perform at their best.
- **Teen Leaders need more training** on how to answer questions about the organization at the front desk.
- Staff express needing more time for **regular check-ins** with each other to **collaborate** more.

## Partnerships:

- Communication with partners is **not always consistent**.

# Challenges



## Board:

- There is a need for **more engagement** from the Board overall.
- **Succession planning** is being discussed to be prepared for leadership transitions but there is a **lack of movement**.
- There needs to be **term limits** and specification around Committee Chair rotations, open Board positions, etc.
- There is a need for **open mindedness** to organizational growth.
- There is uneven **personal giving**.
- The Board often **defers to the Executive Director** instead of actively engaging in decision-making and providing independent oversight.
- **Board meetings are infrequent.** Some express that the Board needs to meet every two months instead of quarterly.
- There is a need for **greater diversity across age, expertise, and ethnicity**, and **more representation from the community** on the Board.
- There is a need for training around **cultural awareness**.
- There is a need for more social **interactions** to get to know each other better.



# Challenges



## Programming:

- There has been a **reduced focus on the Teen program due to decreased capacity** since the pandemic.
- **Bi-weekly payment** for Teen Leaders is **difficult** for teens who have weekly financial responsibilities.
- It has been **harder for kids to focus academically** coming out of the pandemic, which can be challenging for staff when it comes to managing kids' emotions.
- **The DHS clearance system** for teachers has become more complicated, **slowing the hiring process**.

## Awareness:

- Although well-known in the immediate community, Providence Center is **still not strongly present in the wider community**.
- Need to continue growing **online presence** and **external messaging** to the wider community.

# Challenges



## Funding:

- There is an **over-reliance** on a **small donor base**, which is aging.
  - There is a need to build the donor base beyond the Holy Child community and increase the **diversity of funding streams**.
- There is a need to **build a strong Development team** to strengthen fundraising and allow the Board Development Committee to focus on assisting with networking and donor prospect development.
  - Includes additional **development expertise and capacity needed**, especially for grant writing.

## Infrastructure & Technology:

- Has an **older building** that needs **upkeep and constant repairs**.
- There is a **lack of digital/technology** presence (i.e., computers) within the building for clients to utilize.

# Opportunities

## Increase Staff Capacity:

- **Succession planning** is necessary to prepare for any change in leadership and to ensure that the support is tied to the organization and not to a singular leader.
- Provide **professional development opportunities** for all staff to allow for growth in their roles.
- Potential positions to add (upon funding):
  - **Community Relations & Resource** person who can help make connections with others and effectively provide resources outside of current service line to build further relationships. (Role will be fulfilled within new full-time position with Overdose Prevention grant.)
  - **Office Admin to offload administrative responsibilities** from leadership.
  - **Full-time ESL coordinator** to ensure growth and investment in the organization.
- Implement a **case management database** that has an all-encompassing system with client access to services.
- Bring back and **grow internship** programs, for example:
  - Bring back **social work interns** for **emotional support** for children and staff.



# Opportunities



## Grow Board Engagement:

- The Board needs to **take more initiative to interact with staff** and be onsite for better understanding of their day-to-day work.
- More involvement from the full Board in **days leading up to the annual fundraiser** to support staff.

## Fortify Programming:

- **Grow the Overdose Prevention Case Management program** and leverage its successes for future grants to sustain it.
- Institute more **structure** around **programming and curriculum development**.
- **Gather information** to inform programmatic priorities and **best approaches**:
  - Learn more about **clients' needs** through focus groups, surveys, etc.
  - Examine organizations with **entrepreneurial focus on youth programs** to expose youth to different career pathways.
- **Consider programming or general information on specific issues, such as health and nutrition**, providing **supplies for newborns** to help single working mothers and **helping people find jobs** and connecting them to opportunities.



# Opportunities

## ***Expand the ESL Program:***

- **Expand services** for ESL students **beyond graduation** (I.e., Transitioning into the workforce.)  
Provide **Zoom options** for classes with instructors that have **proper training on online facilitation**.
- Utilize the ESL program to **become a “hub”** for **getting to know the students** and **understanding their needs** (I.e., Legal or health resources.)
- **Add higher levels** to help increase skillset and to help people write, listen, and read better.
- Provide assistance with **citizenship exams**.

## ***Maintain the Afterschool Program:***

- Utilize the classrooms as **a safe space** for students to **discuss and reveal more needs**.
- Continue to **sustain the literacy program** through Board support, even after funding runs out.

## ***Re-establish the Teen Program:***

- **Assess** what **local teens** need to be successful through surveys and research.
- Grow the work and expertise in trauma-informed programs **to help teens become trauma-informed ambassadors**.



# Opportunities



## Leverage & Grow Partnerships:

- Rebuild partnerships from **pre-pandemic times** to **expand capacity** and fulfill programming needs.
- Partner with organizations that do **more than adult education** to find ways that Providence can **better support adults**.
- **Recruit more parents for the ESL program** through partnerships with **schools that already have active ESL classes** (I.e., Julio de Burgos school.)
- Utilize partnerships to **expand reach and populations** served.
- **Strengthen ties** with more **local Hispanic organizations**.
- Re-establish and **grow relationships with local high schools** and universities in the diverse North Philadelphia region.
- Partner with organizations to **connect with young professionals** (i.e., Urban League or affinity groups).
- Continue to build and further **prioritize relationships with political leaders**.
- Serve as a **mentor organization** for other organizations **receiving NIOST coaching** to build literacy-rich environments when funding runs out for that partnership.

# Opportunities



## Strengthen Financial/Fundraising:

- Expand the concept of **philanthropy** to include **volunteer time**.
- Develop a **compelling story** of the work and the incredible impact on the local community.
- Pursue corporate sponsorships **using the story** to draw them in.
- Provide **training for Board members** on **fundraising strategies** and how to **build donor relations**.
- Grow **internal fundraising expertise**, especially with grant writing, donor base development and paid sponsorships
  - Have **staff attend conferences** like Philanthropy Network where funders are present to make important and useful connections.
- Make a plan of approach for the **next tier of funders** to build relationships with more **mid-sized foundations** (i.e., Patricia Kind, Claneil Foundation, Barra Foundation, etc.).
- **Monetize services** that can highlight the **creative spirit of youth** (i.e., youth making t-shirts or creating art to sell).

# Opportunities

## Outreach & Image:

- Use **social media** to spread awareness of Providence's existence.
- **Expand** communication and outreach to other nearby **neighborhoods** (i.e., Fishtown, Allegheny).
- Brand the organization as a small **"boutique"** nonprofit with select and quality services.
- **Host community events** in the park to engage the community and get the organization's name out.
- Begin **outreach for events earlier** to build the foundation for the event and to be prepared.
- **Write and publish articles** on the leadership's perspective on social issues in the region (i.e., gun violence, housing, racial discrimination, etc.).
- **Advertise ESL classes heavily** to showcase that Providence offers more than just the children's program.
- Create **short video clips with partnered local schools** to advertise Providence Center's services and programs.
- Feature **Teen Leaders as ambassadors** for the organization.
- Make the **building more noticeable**/visible to attract people (i.e., use lights and signs).



# Opportunities



## Additional Opportunities:

- Become a **go-to resource** for other organizations when it comes to **long-standing expertise in trauma-informed** work.
- Invest in **new technologies** for the community to use at the center and for effective programming/classes.
- **Utilize all space available** (including downstairs storage space) in the building for programming and activity center.
- Become **more inclusive and supportive of neurodiversity**.



***“I really like how Providence is youth-centered, driven by the interest and perspective of the participating youth.”***

***“Providence Center does a good job in the community in offering the select services they have.”***

***“You can just knock on their door and they’re ready to help. That’s how they are portrayed to the community.”***

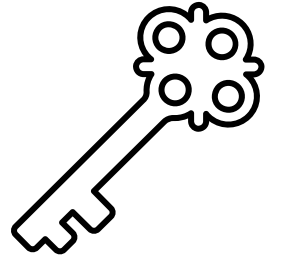
# Threats

- **Fairhill is one of the poorest neighborhoods in Philadelphia** and the needs are deep. Without consistent investment and support, the area could get worse in terms of poverty, violence, and more.
- **Hiring and retraining staff is a major challenge throughout social service organizations.** Finding those willing to work part-time with lower pay is very difficult.
- There may be **competition with larger local nonprofits for visibility, fundraising sources and volunteers** that serve the same population.
- **Teens** are **volunteering/working elsewhere** instead of for Providence (may need to re-assess pay rate).
- Students who are **falling behind in the fourth grade are not likely to graduate.**
- **Environmental cleanliness** of the streets outside of the center's building can affect image and reputation and currently, there are little to no efforts from the community to help with that issue.





# KEY PLANNING ISSUES & STRATEGIC PRIORITIES

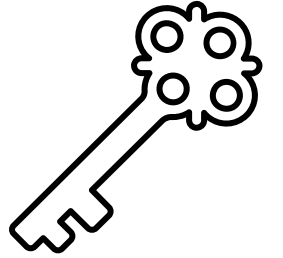


## Definition of Key Planning Issues

**Key Planning Issues** refer to those strategic issues that influence the overall direction, impact, and success of the Providence Center.

**Key Planning Issues** require the collective focus of leaders, staff, Board, and additional stakeholders to prioritize and develop adaptation responses in the Planning stage of the project.

# Key Planning Issues



## Internal

- Internal operations (increase capacity & staff retention/recruitment)
- Board governance (focus on diversity, new philanthropy mindset, and clarify roles)
- Programming direction (go wider or deeper, more focus on the ESL program, teen program, and literacy program)
- Fundraising (grow expertise, donor base)
- Improve physical infrastructure & technology upgrades (utilize the space better and building upkeep, have technology available to community members and upgrade for effective programming)

## External

- Outreach & awareness (increase social media efforts by featuring teen ambassadors, reach more neighborhoods)
- Explore more partnerships (re-establish pre-pandemic partnerships and build more with local schools and other Latino-focused organizations)
- Strategic stakeholder relationships (connect with political/local government figures)





## Definition of Strategic Priorities

**Strategic priorities** answer how Providence Center would address the Key Planning Issues.

**Strategic priorities** are the foundation to the strategic goal statements that Providence Center hopes to achieve over a designated time period.

# Providence Center's 3-5 Year Strategic Priorities



- Maintain Great Leadership
- Strengthen Fundraising
- Increase Awareness
- Build Strategic Partnerships
- Solidify Programs & Grow Capacity

# **S&W**

# **Recommendations**

# Opportunities to Pursue in Year One (By Strategic Priority)

**\*\*Confirm and flesh out the Strategic Priorities, develop goal statements for each one and create annual workplans to advance the goals.**

## **Maintain Great Leadership**

- **Succession Planning** is important to ensure mission continuity, organizational stability, effective knowledge transfer, strategic adaptation, and stakeholder confidence. Planning will help build resilience, cultivate strong leadership, and navigate leadership transitions successfully.
  - Board training around governance and fundraising goals would be helpful during this process as well.
  - Reassess the Board leadership among Committee Chairs and provide opportunities for others to step up.
- **Activate and engage the Board** through interactions with staff and clients, and active participation in preparing and attending events.
  - **Provide training** for Board members on fundraising strategies and how to build donor relations.

## **Solidify Programs & Grow Capacity**

- **Two specific positions** should be filled as soon as possible (upon funding) based on need:
  - Community Relations & Resource person who can help make connections with external organizations and effectively provide resources outside of current services offered at Providence Center. (Role will be fulfilled within the new full-time position for Overdose Prevention grant.)
  - Administrative Assistant to help offload tasks from leadership and manage the front desk.
- **Re-establish the Teen Program** and utilize Teen Leaders as ambassadors for Providence
- Conduct **comprehensive cost estimates** for programming, staffing, the building, etc.

## **Build Strategic Partnerships**

- **Reassess and rebuild the partnerships** from before the pandemic and develop deeper relationships.

# Opportunities to Pursue in Year Two (By Strategic Priority)

## Strengthen Fundraising

- Invest in a **solid development team** to develop clear fundraising plans.

## Solidify Programs & Grow Capacity

- Provide **professional development** opportunities for all staff.
- Implement a **case management database** that has an all-encompassing system with client access to services.
- **Grow volunteer programs:** Internships for high school students, **social work interns** for emotional support for staff and **children**, retired teachers/older adults.
- **Gather information** from clients and the community to inform programmatic priorities and best approaches via surveys, focus groups, etc.
- Invest in **new technologies** for the community to use at the center and for effective programming/classes.

## Increase Awareness

- **Expand communication** and reach to other nearby neighborhoods (Fishtown, Allegheny) to inform communities/parents of Providence Center's programs and services. Leverage Providence's unique strength in providing trauma-informed support.



# Best Practices for Board Governance

Board governance is vital for Providence Center to ensure mission alignment, fulfill fiduciary responsibilities, comply with legal requirements, provide strategic direction, exercise leadership and oversight, engage stakeholders, and achieve long-term sustainability. Some best practices revolve around the following:

- Bylaws & term limits (provide opportunities for other members to lead committees)
- Clarifying roles & responsibilities (currently, the Board sees fundraising as a second priority)
- Effective Board retreats and proper preparation for meetings
- Engagement and feedback for the Executive Director
- Making connections and being ambassadors with specific goals in mind
- Develop opportunities to better connect with each other, especially with newer Board members recruited during the pandemic
- Grow the Board strategically with diversity in mind

# Foundations:

The following is a list of foundations that have focus areas that align with those that Providence Center promotes. We recommend further research into each and building relationships with those that fit Providence's mission and needs.

| Grant  | Focus   | Website   |
|--|---|---|
| <b>Comcast Foundation</b>  | Digital equity  | <a href="https://corporate.comcast.com/impact/project-up">https://corporate.comcast.com/impact/project-up</a>   |
| <b>Wells Fargo Foundation: Steven and Ilene Berger Family Foundation</b> | Education, health, public/society benefit   | <a href="https://www.wellsfargo.com/private-foundations/berger-family-foundation/">https://www.wellsfargo.com/private-foundations/berger-family-foundation/</a>   |
| <b>Impact 13 Foundation</b>  | Women & youth in areas of community development, education, entrepreneurship, the arts, fashion, and sports | <a href="https://www.impact13foundation.com/">https://www.impact13foundation.com/</a>   |
| Patricia Kind Family Foundation  | Community development, education, health, human services, youth development                                 | <a href="https://pkindfamilyfoundation.org">https://pkindfamilyfoundation.org</a>   |
| Independence Blue Cross Foundation                                       | Care, healthcare workforce, national health issues (mental health)  | <a href="https://www.ibxfoundation.org/">https://www.ibxfoundation.org/</a>   |
| Connelly Foundation  | Education, human services, civic and culture  | <a href="https://connellyfdn.org/">https://connellyfdn.org/</a>   |
| The EFM Foundation   | K-8 educational programming   | <a href="https://www.causeiq.com/organizations/efm-foundation-me-dooner,206967970/">https://www.causeiq.com/organizations/efm-foundation-me-dooner,206967970/</a> |
| The Nelson Foundation  | Direct services to children and youth in Philadelphia region  | <a href="https://nelsonfoundationpa.org/">https://nelsonfoundationpa.org/</a>   |
| The Hamilton Family Foundation   | Literacy, social-emotional skills, education, career  | <a href="https://www.hfctrust.org/">https://www.hfctrust.org/</a>   |

# Thank you!