



Help Them Smile, Learn, Thrive

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FY 2021-2025 Strategic Plan

EXECUTIVE SUMMARY

Over the last year, Power of Two embarked on a strategic planning process led by a 12 person Strategic Planning Committee consisting of team and board members, and developed in partnership with Community Resource Exchange (CRE). This process was informed by extensive data collection efforts featuring interviews and focus groups with families, community leaders, city agencies, partners, and donors.

As a result of these efforts, the Strategic Planning Committee:

- Developed Power of Two's Theory of Change;
- Identified four overarching strategic priorities and specific goals that connect directly to these priorities;
- Created strategies that Power of Two will undertake or expand to meet these goals;
- Agreed on an approach to successfully implement and monitor the plan.

Detailed across the following pages are highlights of the strategic planning process itself as well as key decisions made that led to the creation of Power of Two's Five-Year Vision.

THE STRATEGIC PLANNING COMMITTEE



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About Power of Two

Power of Two was founded in 2015 in Brownsville, Brooklyn to address the reality that often, children born into poverty are also born into families that have themselves experienced trauma. These combined factors mean that these children are often exposed to prolonged toxic stress that places them at a significantly higher risk for negative effects on learning, on behavior and on health across their entire lifespan.

Since its inception, Power of Two has served over 3,500 children and their families. After comprehensive community assessment and extensive planning efforts, the organization now has a presence in Brownsville, Brooklyn; Highbridge/Concourse and Hunt's Point in the Bronx. Currently, Power of Two has grown to more than 50 employees and to an eleven-person Board of Directors.

2019–2020 Strategic Planning

In order to build upon the rapid programmatic growth since its founding, Power of Two has launched its first-ever strategic planning process with support from The Sirius Fund, a process that took place from November 2019–August 2020. In order to maintain its programmatic excellence during growth, leadership has embarked on an exploration of key strategies that will strengthen internal operations and its infrastructure, and provide the greater operational stability necessary to ensure that programmatic activities remain both stable and impactful.

Given the organization's stability around its programs and funding, no significant adjustments were made to the organization's strategic direction.

OUR MISSION AND VISION



Vision: An equitable society with strong communities where families thrive and children are healthy, safe and able to reach their full potential.

Mission: Nurture the inherent potential in every child and family—equipping them with the tools to transform their own lives and strengthen our communities.

THEORY OF CHANGE

If we provide

Power of Two programs and initiatives

KNOWLEDGE SHARE

Panels, presentations workshops

EXPLORE: Technical assistance

POLICY & ADVOCACY

Community Ambassador program

TO COME: policy analysis, community organizing & advocacy

COMMUNITY RESOURCES

Material Goods and Linkages to Other Services

Immediate material supports (diapers, formula, etc.)

Linkages to partner providers (SEEK; mental health, housing, child care, food, employment)

DIRECT SERVICES

Attachment & Biobehavioral Catch-Up (ABC)

Evidence-based in-home parent coaching

Fostering Relationships for ACS families

Then we expect

success metrics supported by data collection

Community members and Power of Two team effectively advocate for policies (city & state) that support trauma-informed and healing approaches in the Zero to Three Field.

Community Ambassadors develop the skills and language to amplify messaging of how responsive parenting can help families heal from systemic trauma, build resilience and promote healthy trajectories for themselves and their community.

Partner organizations have increased understanding of trauma-informed, healing and strengths-based approach that can help families thrive.

Families gain access to additional quality services that support their health and well-being.

Families experience improved sensitive parenting and parent-child relationship quality.

Fostering Relationships Model will improve visitations between children, foster parents, and birth parents.

Which will result in

measurable outcomes

Local elected officials and legislators take action to implement policies that support community healing from systemic racism and invest in programming focused on strengthening protective factors.

Communities served by Power of Two develop sound understanding of how to develop protective factors that will lead to improved long-term health outcomes for all residents.

Power of Two is seen as an authentic partner and model provider of ABC by the community and other stakeholders

Power of Two is seen as a thought leader in the Zero to Three field

Increase caregiver well-being and stability and reduce child maltreatment, abuse, neglect

Increase school readiness and achievement and develop healthier social and behavioral self-regulation skills (impulse control, cognitive flexibility)

Improve physical health and development

Increase foster and birth parent use of synchrony ("following the lead") and delight with their child

Our community will experience

GOAL 1:

Improved long-term child health and well-being



GOAL 2:

Increased parental confidence, self-sufficiency, and advocacy



GOAL 3:

Strengthened community empowered to advocate for health and social equity



Who we serve: Families with children age 0-3 in historically under-resourced communities



Brownsville



South Bronx



Future Communities



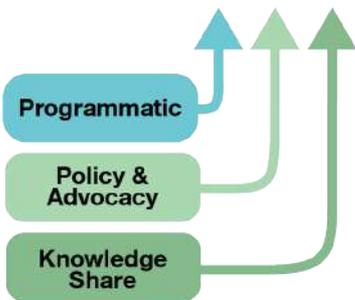
Foster Families

FIVE YEAR PLAN STRATEGIC PRIORITIES

FOUR STRATEGIC PRIORITIES

1

**Grow
Organizational
Impact**



2

**Increase
Visibility &
Influence**



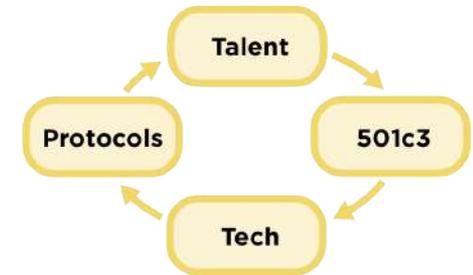
3

**Ensure
Financial
Sustainability**

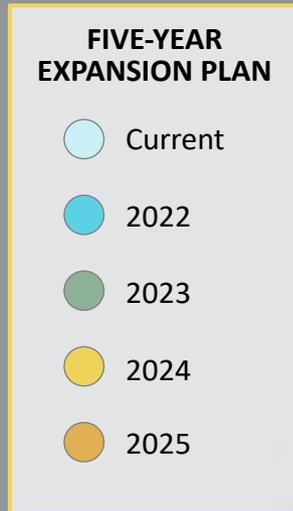


4

**Improve
Administrative
Infrastructure**



FIVE YEAR EXPANSION PLAN





Grow Organizational Impact

Power of Two will grow its organization impact through the initiation or expansion of key efforts. The expansion of its programmatic goals will bring the work of Power of Two to a greater number of geographic regions, increase the number of families served to a goal of 3,000 a year by 2025 and will also expand its network of resource partners. The expansion of its advocacy and policy initiatives will build and provide training for its Ambassadors Program that will advocate on societal and scientific issues central to the work of the organization. Power of Two will also leverage its experience and learning to build capacity for partner organizations and, importantly, to influence changes in laws, policies and practices and to claim a seat at the table as a thought leader in these policy areas.

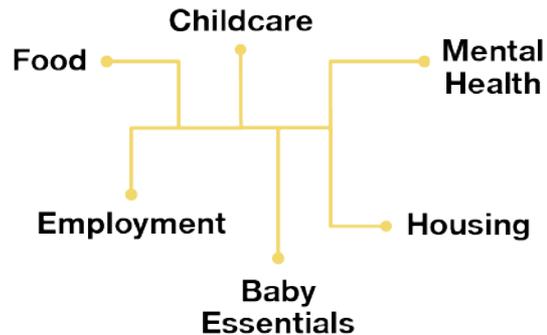
1 Grow Organizational Impact

PROGRAMMATIC GOALS

Communities
throughout
NYC



Expand
Network of
Resource Partners

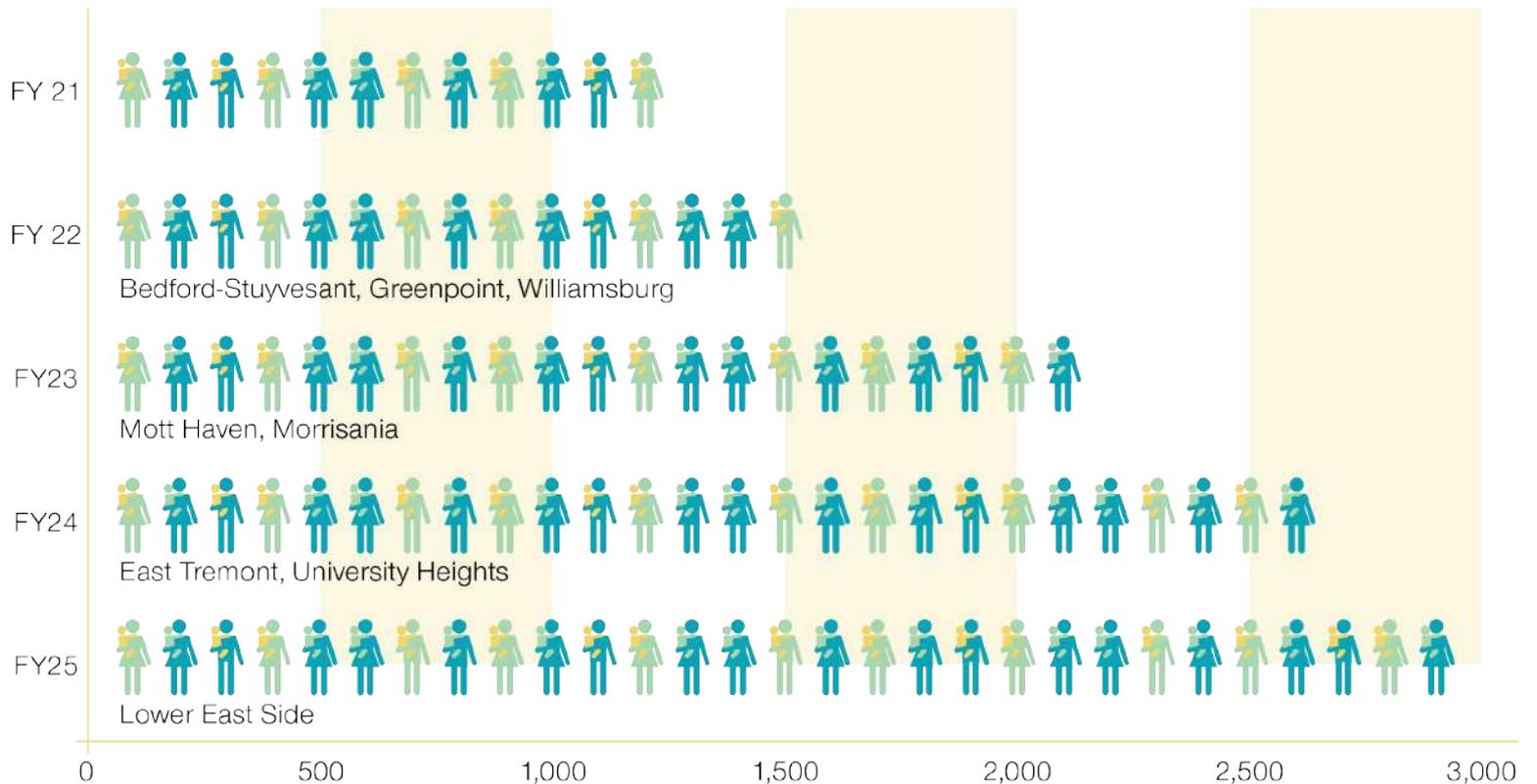


Explore Offering
ABC Toddler Model
throughout NYC



1 Grow Organizational Impact

Dyads Served by Year (New Communities by Year)



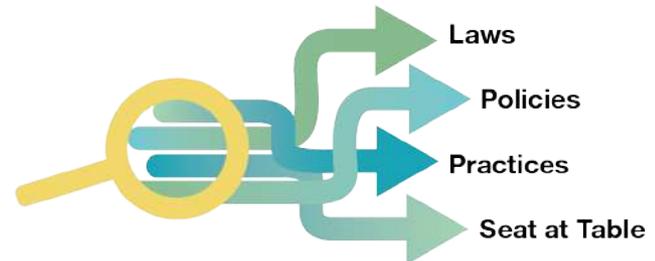
1 Grow Organizational Impact

POLICY & ADVOCACY

**Build Ambassador Program/
Provide Training**



Leverage Learning and Experience to Influence Change



1 Grow Organizational Impact

KNOWLEDGE SHARE GOALS

Share Skills
and Expertise



Build Capacity
for Partner
Organizations



2

Increase Visibility & Influence

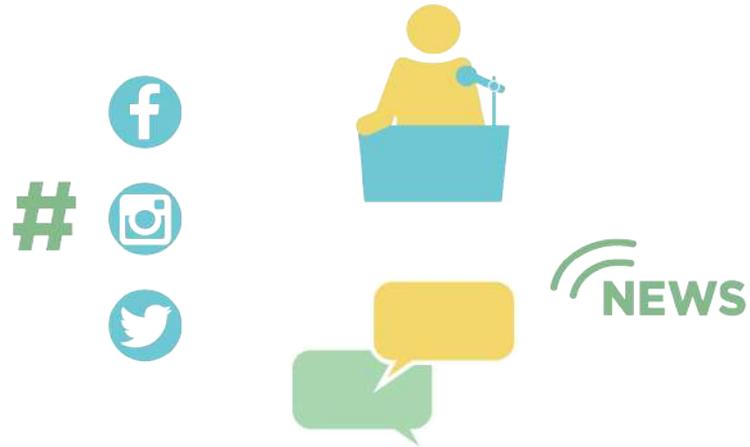
In order to increase its visibility and influence as a leader in its field of expertise, Power of Two will strengthen its external communications efforts and will also look to increase its social media footprint and engagement, as well as heightening its visibility through strategic speaking engagements. The organization will also grow its status as an expert in the Zero-to-Three field by presenting at large scale conferences, participating on task forces that inform on the policies and practices central to the work of the organization, and by serving as regular contributors to early childhood development journals.

2 Increase Visibility & Influence

**Strengthen Capacity/
Practices around
External
Communications**

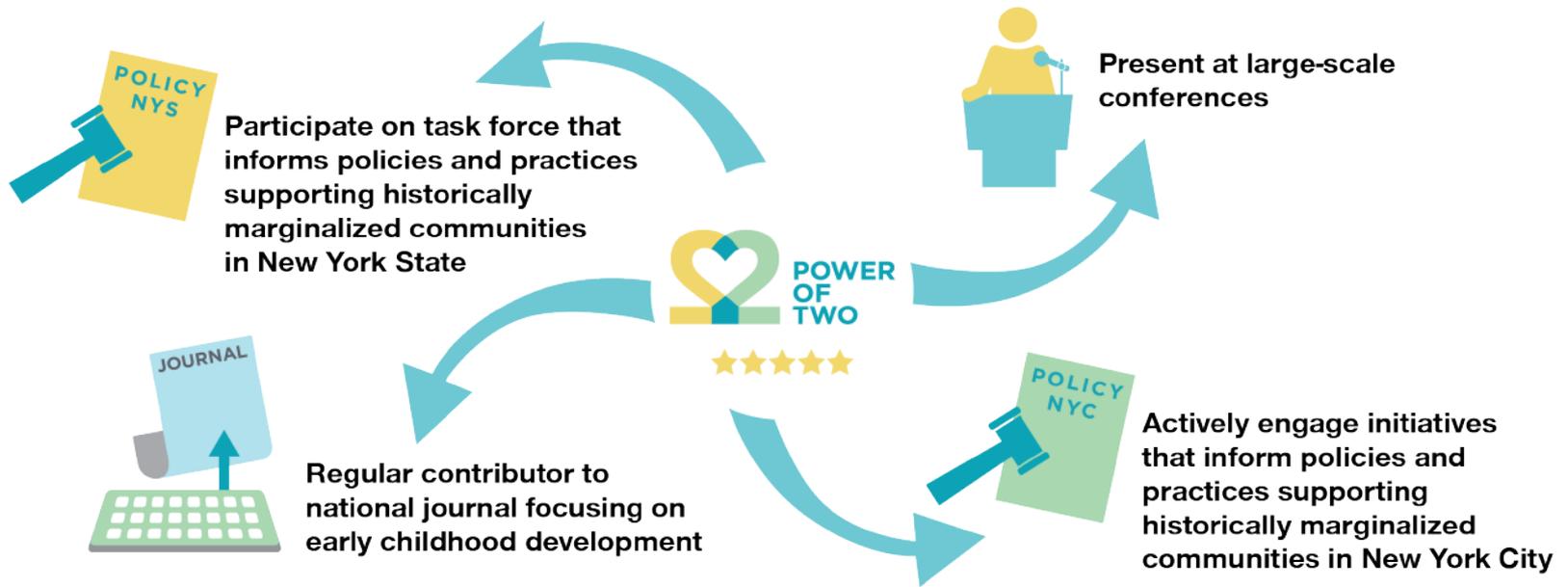


**Harness Visibility
from
Speaking
Engagements**



2 Increase Visibility & Influence

Grow Status as an Expert in the Zero-to-Three Field



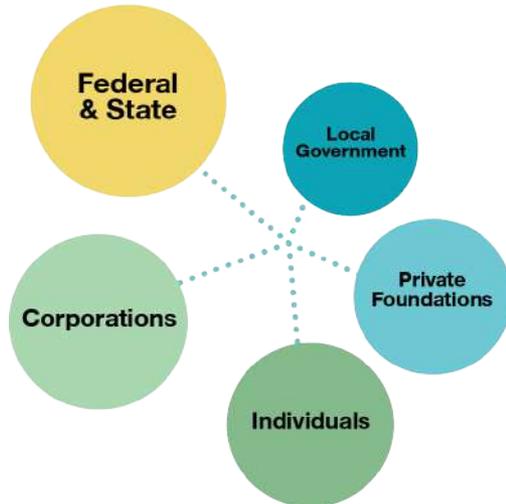
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Ensure Financial Sustainability

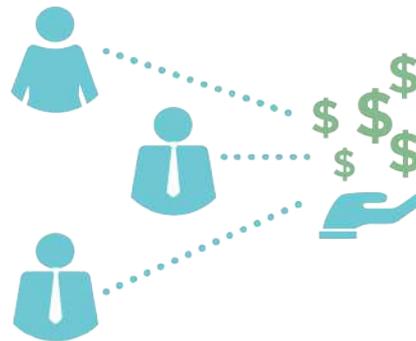
Power of Two will ensure its financial stability through a three pronged approach that will diversify its funding sources, increase its board capacity and increase its financial reserves. These efforts will generate a strengthened financial infrastructure that ensures the organization's financial health as it grows programmatically and as it expands its visibility and status as a leader in its field.

3 Ensure Financial Sustainability

Diversify Funding Mix



Increase Board Capacity



Build Financial Reserves



4

Improve Administrative Infrastructure

Power of Two will improve its administrative infrastructure in order to support its goal of becoming an independent nonprofit by strengthening its talent management practices, leveraging technology to enhance staff productivity, and by strengthening and codifying its internal practices. The organization will look to expand its organizational growth in the three key areas of employee numbers, board member numbers and annual budgets.

4 Improve Administrative Infrastructure



4 Improve Administrative Infrastructure

ORGANIZATIONAL GROWTH





THANK YOU

TO LEARN MORE ABOUT POWER OF TWO

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