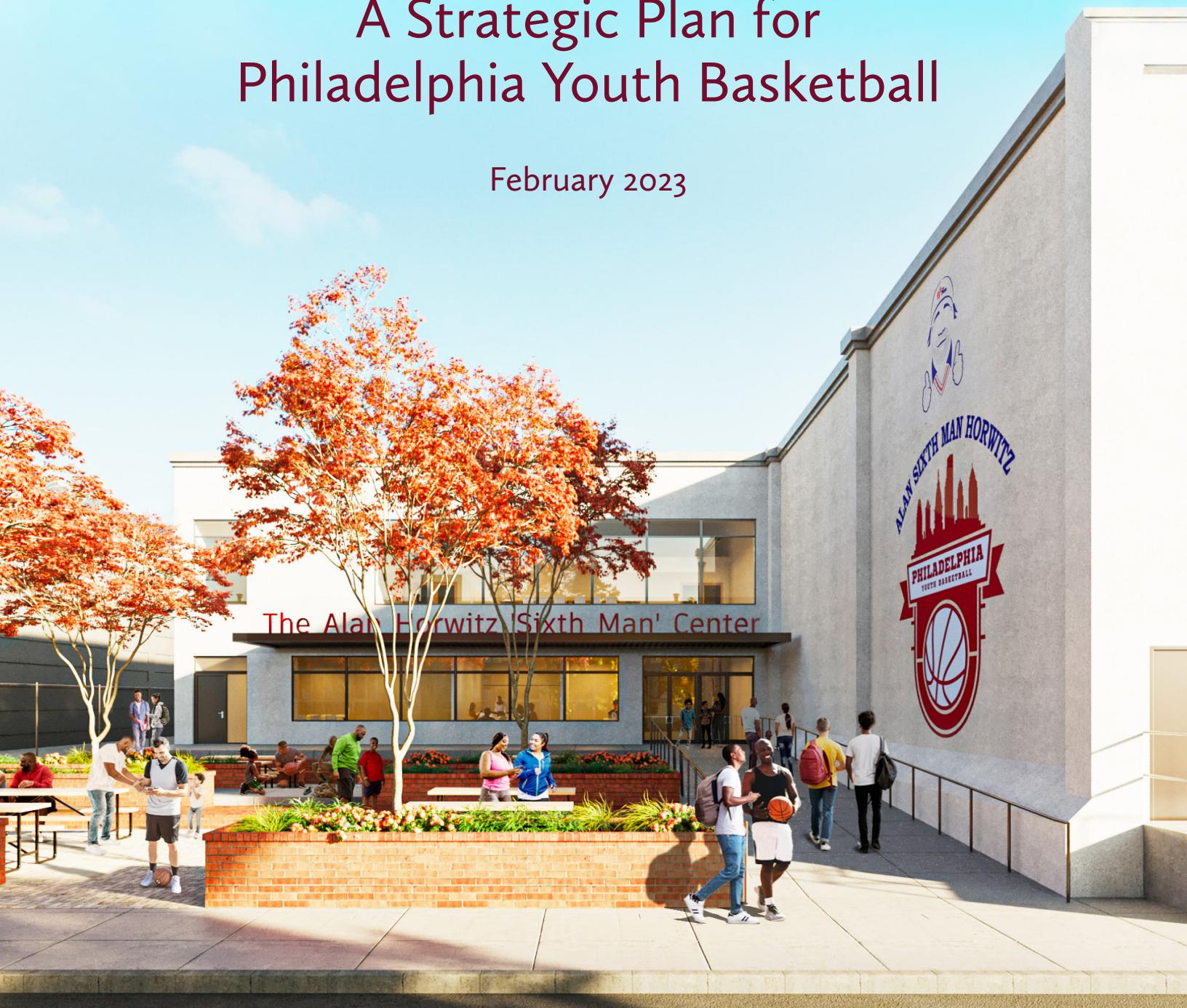


# AT THE CENTER

## A Strategic Plan for Philadelphia Youth Basketball

February 2023



*On the cover:* Architect's rendering of PYB's new home in North Philadelphia, "The Alan Horwitz 'Sixth Man' Center," currently under construction.

*This page:* Adapted from aerial drone footage of the center building in early stages of construction. The property, financed through a mix of public and private funding, is a former industrial site in the Nicetown section of North Philadelphia. This 100,000 square foot world-class facility will be a second home for thousands of young people and a resource for the community.



# AT THE CENTER

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1735 Market Street, Concourse Level  
Philadelphia PA 19103



# I. Letter to the PYB Community

## Dear PYB Community,

On behalf of the Philadelphia Youth Basketball (PYB) strategic planning committee, staff team, Board of Directors, and the young people and families whom we are privileged to know and serve, we proudly share our strategic plan, *“At the Center,”* with you. This strategic plan will guide important decision-making in our collective, ongoing effort to build a program, organization, center, and larger campus. These efforts will help thousands of young people as well as emerging adult leaders, families, and businesses transform and grow in positive, meaningful ways.

We understand that “transformation” is in many ways the hallmark of youth development, workforce development, and community empowerment work. While we have not yet achieved this level of relevancy and impact, we believe that The Alan Horwitz “Sixth Man” Center and the Generator of Workforce Development & Economic Opportunity on the PYB campus will provide an incredible set of capabilities to make an impact at unprecedented scale: we will fundamentally change the trajectory of thousands of lives. As such, this strategic plan covers Phase 3 of our organizational growth, representing the time period from right now (2023) until we reach a “steady state” for making our center and campus wholly operational. We believe the Phase 3 time period will be approximately three years (2026).

We are proud of the substance of our strategic plan and are confident in its ability to provide us with a “road map” and necessary guardrails over the next few years. We also take great pride in the rigorous and inclusive nature of the process that led to the plan. Our strategic planning committee has included the active participation of dedicated PYB Board and staff members, engaged young people and family members, enthusiastic supporters, and well-informed advisors and experts. Just like the building of our organization and programming over the past almost eight years, our strategic plan and future direction has been constructed of, by, for and with the community.

Lastly, we are aware that many organizational strategic plans do not share the level of detail and information that we have included in our document. You will see our best thinking around what we perceive to be our strengths, weaknesses, opportunities, and threats; our organizational theory of change; and the success metrics to which we will hold ourselves accountable. We share this information because we hold dear the values of transparency, continuous improvement, accountability, and the collective pursuit of excellence. In exchange, we would be grateful for your feedback and even more appreciative of your willingness to find ways to support the plan’s high-level implementation through partnership, financial support, and knowledge sharing.

## With our sincere appreciation, gratitude, and respect,

**Isaiah Nathaniel**  
Board Member &  
Strategic Planning Chair

**Kenny Holdsman**  
President, CEO  
& Co-Founder

**Doug Young**  
Co-Founder  
& Strategic Plan Facilitator

## II. Introduction

In the summer of 2015, a diverse collection of Philadelphians joined together with a dream to build an equity-driven youth empowerment program, organization, and center to unlock doors for thousands of young people and community members. Our founders believed that by leveraging the most iconic sport in our city, basketball, in ways that have not been done before, they would have the opportunity to create meaningful and cross-generational social impact\* in our city and region. By combining culturally-relatable activities and academic programming with mentorship and basketball, many of the most urgent and systemic issues facing our city could be tangibly addressed and improved. Eight years later, this dream has come full circle.

What started with our flagship program, the Middle School Partnership Program, has grown into a bustling program suite, complete with eight unique programs designed to serve the needs of youth ages 10-19. PYB's footprint includes over 20 sites throughout the city. With programs like HoopHers, which emphasizes girls' empowerment, and I Am Because We Are, which supports youth who have had experiences with the justice system, PYB enables all program participants access to well-trained, culturally-relatable mentors who deliver lessons on and off the court.

We are on the cusp of exponentially expanding our capabilities. We have always envisioned a permanent home to serve as a space where young people can learn, grow, and develop. That dream has not wavered. After years of building a robust organization, an impactful

suite of programs, and a powerful community, we are seeing that dream become a reality with The Alan Horwitz "Sixth Man" Center, powered and operated by PYB. Located in the Nicetown neighborhood of Philadelphia, the 100,000-square-foot world-class facility will be a second home for thousands of young people and a resource for the community, transforming lives for decades to come. The Alan Horwitz "Sixth Man" Center will provide everything that PYB believes young people need to thrive academically, intellectually, socially, emotionally, civically, and vocationally.

In addition to The Alan Horwitz "Sixth Man" Center, the PYB campus will also include the Generator of Workforce Development and Economic Opportunity. A 43,000-square-foot building, the space will host three entities, including a cutting-edge building trades academy for pre-apprentice training in the construction trades, an accelerator for predominantly Black and Women-led, early-stage businesses, and expansive community health services.

Charged by the Philadelphia community to aim high, PYB is weaving together youth development, workforce development, and community empowerment to provide an ecosystem of opportunities for young people and their families. This strategic plan sets the path for PYB to achieve generational impact and pursue transformation with unwavering dedication.

\*An explanation of how we define key terms, used here and throughout this report (e.g. *social impact*, *ecosystem*, and *equity*) can be found in the [Glossary](#) on page 20.



## III. Mission, Vision & Values

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### MISSION

*Our mission statement reflects our central purpose and what drives our actions. It guides operations, communicates the key solutions PYB provides, and offers motivation towards achieving a common goal.*

PYB leverages the iconic game of basketball to deliver life-changing opportunities and experiences. Built of, by, for, and with the communities we serve, PYB provides a safe, nurturing environment for young people to build the skill-sets and mindsets they need to succeed on the court and in their education, careers, and lives.

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### VISION

*Our vision statement represents our biggest hopes and aspirations as an organization.*

We envision a Philadelphia in which all youth are supported, empowered, uplifted, and thriving. As a leader in youth self-determination and workforce development, PYB will play a key role in fulfilling this vision and driving sustained, positive, generational change in the lives of young people and our communities.

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### VALUES

*Our values are the shared principles and beliefs that guide our actions and provide a compass for all of our decisions. Our values draw inspiration from the three-word phrase – “Voice, Value & Visibility” – that is an established part of the PYB lexicon and represents what we honor in all members of our community. We will use community agreements to further derive the “ways of operating” that define PYB.*

- We believe all young people deserve to be heard, to feel valued, and to be seen.
- We are committed to creating environments that are inclusive, equitable, and welcoming to all.
- We honor the inherent worth and power within all members of our communities.
- We promote the power of storytelling and honor the diversity and authenticity in each other’s narratives and identities.
- We emphasize continuous learning and strive for excellence in our work.
- We operate with the highest levels of integrity and transparency.
- We believe young people and the communities we serve deserve safe, trusting, and healing environments that provide opportunities that match their aspirations.
- We are unwavering in our belief that we can accomplish our mission.



## IV. SWOT Analysis

While PYB remains squarely focused on building a program, an organization, and a center to help young people reach their potential as students, athletes, and positive leaders, new priorities and opportunities have emerged as PYB has grown – as have certain challenges. In 2023, there are many essential aspects of PYB’s work that were not specifically named at the inception of the organization, such as investing in emerging adult leaders, embracing social and emotional learning (SEL), providing exposure and preparation for career-building, creating a campus that serves as an economic opportunity engine, generating and leveraging our ecosystem, and committing explicitly and eternally to Black empowerment and equity. The areas prioritized below in our SWOT analysis are intended to honor this evolution and provide room for continued growth, adaptation, and change as an organization.

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### Strengths to Build On

#### Distinctive Program

- We deliver holistic programs consistently and equitably throughout our communities.
- We provide safe, welcoming spaces for young people and the community to gather.
- We have designed a distinctive approach marked by engaged coach-mentors and an ongoing commitment to being of, by, for and with the community in all we do. We help all members of the PYB ecosystem grow academically, intellectually, socially, emotionally, civically, and vocationally.
- We expect to realize exponential impacts of this approach with the opening of the Alan Horwitz ‘Sixth Man’ Center and PYB campus.

#### Innovative Ecosystem

- We are intentional about drawing on significant human and relationship capital, which results in more choices, greater access, and less stigma. PYB is continually innovating to find ways to respond to diverse needs and deliver value for participants and partners.
- We are building state-of-the-art physical spaces (The Alan Horwitz ‘Sixth Man’ Center and the Generator of Workforce Development and Economic Opportunity) on a campus that will allow us to be transformative in the lives of thousands of young people, emerging adult leaders, families, business owners, and the community.

#### Empowered Community

- Built of, by, for, and with the communities we serve, we have developed a coalition of committed educators and coaches; players and partners; experts and entrepreneurs that all share a single goal: to positively impact the lives of young people, adults, and businesses who empower and advance our communities and city.
- Our commitment to Black empowerment, racial equity, gender equity, and all other forms of equity is authentic and actionable.
- Our robust staff team, board of directors, donor base, and ambassadors are highly capable and motivated, and consistently contribute within the distributive leadership framework of the organization.

#### Cultural Connection

- There is priority on cultural connection and collaboration within the organization and with our communities, resulting in an understanding of what our communities need to thrive.

#### Civic Standing

- We have built an organization that is seen as trustworthy, and one of high character, integrity, and capacity among the general public, civic and business leaders, and the philanthropic community.

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## Challenges to Resolve

### Systems & Processes

- PYB currently lacks internal systems and processes that mirror the strength of our programming and fundraising engines, along with the staff capacity to manage this work.
- We need to employ a more analytical approach and greater use of data to drive decision-making and empirically assess outcomes in programming and overall organizational effectiveness.
- We must ensure that the organization can exist and thrive through leadership and major staffing changes when and if they should occur.

### Programmatic Cohesion

- We must better understand how each program and initiative integrates within our Theory of Change so we can be better-equipped to

build out current and new programming with intention and reason.

### Branding

- Our current organizational name does not fully align to our mission and the range of programmatic work which we are pursuing and continuing to grow. We leverage the game of basketball as a door opener and as an attractive context around which to build other non-basketball programming elements.

### Capacity & Prioritization

- We must balance capacity with our commitment to excellence as we determine which opportunities are worth pursuing immediately, pursuing later, or not pursuing at all.

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## Opportunities to Pursue

### New & Expanding Revenue Streams

- By expanding and diversifying revenue streams on our new campus, we have the opportunity to take pressure off of our current fundraising engine and ultimately become self-sustaining.
- As the scope and impact of our programming grows through the Center and Generator, we have the opportunity to expand support from individuals, foundations, corporations, and public sector entities.

### Culture & Access

- The new campus can and should provide a welcoming environment for the community, staffed by culturally-relevant, authentic, highly-trained people from the community, with an approach that we can replicate across our community sites.

### Changing Trajectories

- Through work-based learning, workforce development programming, and investing more intentionally in hourly/seasonal coaches/mentors, full-time staff, and businesses from the communities that we serve, we have the opportunity to become a top-in-class developer of young professional talent.
- While middle school-aged children will always be a significant focus, we have the opportunity to grow more relevant in the older youth/opportunity youth space and build capacity with young people who are disconnected and/or involved in the criminal justice system.

### Thought Leadership

- We have the opportunity to establish ourselves as thought leaders and ultimately serve as a model for similar organizations throughout the region and nation.

### **Social Responsibility**

- As an organization embedded in Philadelphia communities, we can continue to learn from real-life issues that our communities face – with the responsibility and opportunity to directly address them for the better.

### **External Dynamics**

- A mayoral election, the potential of a WNBA team locating in Philly, and the former Budd Co. plant near the Center being redeveloped as a life sciences hub, are all current developments that

have major implications for PYB and represent new opportunities for influence and partnership.

- Public policy around opportunity youth, community safety, and workforce development has the potential to impact our landscape.
- The evolution of increased accessibility in the construction trades industry for historically underrepresented populations presents a pathway into new spaces.

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## **Threats to Avoid, Mitigate, and Plan For**

### **Financial**

- An extremely competitive philanthropic landscape and challenging global economic conditions compel us to develop a contingency plan for preparedness.

### **Safety**

- We are opening a center with a genuine commitment to community access, openness, and restorative practices while at the same time navigating the violence affecting the community and ensuring the safety of our patrons.

### **Partnerships**

- We will be relying on the ability of co-located partners to embrace shared values and deliver services central to the PYB programming suite. It is imperative that we make strong choices with the 8-12 partnering organizations who will co-located with us in the Center and Generator to operate certain core programs and other essential functions.

## V. Strategic Goals, Drivers & Dashboard Indicators

Drawing on key themes emerging from the SWOT Analysis, we identified six distinct goal areas for the plan: Programming, People Power, Business Model, Organization Identity, Our Campus, and The PYB Ecosystem. The specific goals for each area and accompanying “drivers” (strategies that support each goal) are listed below. Our goals are bold, high-level aims we are striving to achieve over the course of the plan’s implementation. They will require our full focus over the next three years to fulfill our mission and make our vision a reality. The drivers are the strategies we will employ to achieve our goals.

A set of accompanying “dashboard indicators” prioritize what is most important as we measure progress for each goal. The intent is for the PYB team to use these indicators as a framework for strategic decision-making as we move toward steady state in the Center and Generator. Note that there will be an internal operating plan to actualize the strategic plan and address in detail the logistical operations on campus. The timeline for the implementation of this operating plan and the full development of dashboard indicators with specific “Day One” (baseline/opening day of the Center) and “Optimal” (goal fulfillment/September 2025) targets is outlined here:

- **January – March 2023:**  
Develop operating plan (aligned to Strategic Plan)
- **March – December 2023:**  
Enact systems and tools to operationalize indicator dashboard
- **December 2023:**  
Launch “Day One” baseline dashboard
- **January 2024 – January 2026:**  
Quarterly dashboard reporting and strategic review
- **January 2026:**  
Realize “Optimal” targets

### SIX GOAL AREAS



#### Programming



#### People Power



#### Business Model



#### Organization Identity



#### Our Campus



#### The PYB Ecosystem



## GOAL 1: Programming

Expand, diversify, and deepen our high-quality, impactful programming to serve an exponential number of program participants once the Center is fully operational

### DRIVERS

- Optimize and synergize the Center and neighborhood sites in service of youth and the community (hub and spoke model)
- Deliver programs that reliably improve academic, SEL, and civic skills for program participants
- Develop a responsive curriculum that emphasizes real-world connection to key skills
- Build more robust data sets that display outcomes, impact measurement, and inform the design and delivery of programmatic offerings
- Develop protocols to ensure co-located partners support and are integrated with PYB programming
- Infuse youth voice in decision-making for program options

### DASHBOARD INDICATORS

1. Annual number and age distribution of participants at the Center and neighborhood sites.
2. SEL progress for participants (quarterly participant survey)
3. Program satisfaction rate of participants, coach-mentors, and program partners (semi-annual survey)



## GOAL 2: People Power

Ensure best-in-class, value-aligned people in every position across the organization

### DRIVERS

- Implement a comprehensive talent development program that encompasses talent identification, recruitment, acquisition, retention, and a system of feedback and continuous improvement for staff, board, and volunteers
- Formalize a path to family-sustaining wages and career opportunities for coach-mentors and part-time staff through recruitment, retention, and promotion plans

- Codify HR practices that will support the needs of a scaling and growing organization
- Develop an alumni engagement plan to build, maintain, and strengthen long-term connections, relationships, and opportunities with/for youth, staff, volunteers, and families

## DASHBOARD INDICATORS

1. Staff retention rate (annual review)
2. Percent of annual staff goals met or exceeded (part-time and full-time)
3. Staff culture metrics (bi-annual survey of staff satisfaction and engagement)



## GOAL 3: Business Model

**Achieve a sustainable, thriving business model that delivers an appropriate revenue mix of earned revenue in addition to philanthropic contributions and ensures effective cost controls**

### DRIVERS

- Continue to build and cultivate a diverse and reliable donor to encompass everyday citizens, high-wealth individuals, local and national foundations and corporations, and local and state government entities (donated revenue)
- Build and execute model for program fees that are sensitive to household income (earned revenue) and aligned with program needs
- Develop and fund program-specific, building maintenance, and general operating endowments
- Build and execute system of earned revenue for usage of facility and campus for basketball and non basketball purposes (corporate rentals, external usage, etc.)
- Generate meaningful revenue from the sharing of PYB programs, organization models, and lessons learned with local and national partners
- Build and implement reliable budgeting and cash flow systems to ensure financial integrity (court rentals, procurement, etc.)
- Build and implement reliable and sustainable systems of cost control with respect to energy consumption, maintenance, and insurance premiums (expense side)

## DASHBOARD INDICATORS

1. Total and percentage of revenues earned and donated
2. Year-over-year growth in private philanthropy and public sector funding
3. Transparent, inclusive annual budget process



## GOAL 4: Organization Identity

Ensure an organizational identity and PYB “way of being” that supports a thriving culture, climate and community, and commitment to equity

### DRIVERS

- Expand commitment to achieving cross-generational benefits in all that we do
- Assess, develop, and crystallize organizational values and culture and embed into all PYB practices, policies, people, and partners
- Ensure we are consistently referencing and optimizing the various levers of our Theory of Change
- Refine how we communicate PYB to the larger community with respect to mission, vision, brand story, and how and where “basketball” drives our narrative; this refinement also includes the likely revisiting and enhancing of our organizational name in ways that more fully connect our mission and programmatic work.

## DASHBOARD INDICATORS

1. Bi-annual participant engagement numbers by age, household, and neighborhood
2. Organizational culture score (stakeholder/community member satisfaction survey)



## GOAL 5: Our Campus

**Support and increase the health, vibrancy, and safety of the PYB campus.**

### DRIVERS

- Complete the recruitment and selection of 8-12 partnering organizations who will co-locate with us in the Center and Generator to operate certain core programs and other essential functions
- Close capital raises for the Center and Generator; complete the construction and optimization of both facilities
- Develop and implement a culturally-proficient safety and security plan that reconciles community access and public safety
- Ensure co-located partners are continuing to grow in their capacity, revenue generation, and additional business development opportunities so they too realize the power and benefit of our campus
- Develop and implement effective engagement and outreach plan to ensure community awareness and access around programs, facility use, and other opportunities on campus

### DASHBOARD INDICATORS

1. Growth and health of on-campus businesses that support by utilizing their services and promoting their work through PYB's business endeavors (bi-annual report)
2. Quarterly number of security incidents or breaches (minor and major) paired with bi-annual satisfaction survey (climate and culture responses)
  - (*Physical*) Sense that youth, families, adults, partners, and community visitors feel safe from physical harm
  - (*Social-emotional*) Sense that youth, families, adults, partners, and community visitors feel students feel safe from verbal abuse and exclusion.
3. Achieve capital raise goals to ensure on-time, on-budget campus projects
4. Participation rates in campus offerings (non-core youth programming) available to general community members



## GOAL 6: The PYB Ecosystem

Build, grow, and highlight the complex and unique attributes that differentiate our ecosystem

### Defining the Ecosystem

PYB uses the concept and term “Ecosystem” to describe our dynamic, connected, and self-supporting community. Our ecosystem is comprised of young people and families; our staff team, board, and committee members; a vast array of volunteers and supporters throughout our city and region; civic, corporate, and government leaders; business partners who provide goods and services; and other partners who will co-locate with us in the Center and Generator.

Like the biodiversity of a healthy ecosystem in the environmental sense, the PYB Ecosystem is being built in a way that affords all participants with the opportunity to give and take, to contribute and to be uplifted, and to be pushed and supported. Our ecosystem is continually growing with abundance and regenerating. It also requires us to hold ourselves and one another accountable to retain harmony and balance. We all are active players and have equity and ownership in this ecosystem. Most uniquely, the benefits of our ecosystem flow multi-directionally. As we all work together to create a more vibrant, equitable, and uplifting community, all participants can grow greater together, along with our youth at the Center.

### DRIVERS

- Expand youth access to job opportunities and career exposure in industries with the potential to earn a family-sustaining wage via PYB's ever-expanding network
- Generate more formal connections between the many individuals, community organizations, and businesses in the PYB network to increase engagement through the hiring of PYB young people in work-based learning experiences as well as partnership/procurement activity amongst the ecosystem with PYB co-located partners and other vendors
- Develop an infrastructure and approach that ensures effective communication and engagement between our diverse stakeholders
- Nurture a sense of pride and responsibility in consistently highlighting, celebrating, and supporting those who are part of the PYB community

### DASHBOARD INDICATORS

1. Annual growth in number of job opportunities, including work-based learning for youth, on both the PYB Campus and through our partner organizations
2. Growth and health of PYB partner organizations and consistent, tangible evidence of PYB impact
3. Growth in (positive) mentions and dialogue about PYB on social media, in the media, and in the community



## VI. A Vision of the Future

**Delivering transformative programs and impact are the hallmarks of both the youth development field, and more broadly, the social impact sector. Transformative work is exceedingly difficult to generate. We will know that we are reaching this pinnacle when illustrations, like those below, become frequent and unextraordinary:**

**A 6-year old child** with special needs who began with us in our early development program comes to the Center almost every day. He loves basketball, learning new concepts, and begins to make quality friends with other children and several coaches. At the age of ten, he finds his way upstairs to the Youth Multimedia Lab and begins to take an interest in video creation. Soon he is creating videos about various PYB programs and occasionally films games or tournaments for which he is paid. During high school, he is hired by a film producer who happens to be a PYB supporter, to support in the creation of a feature film.

**A 12-year old girl** who joined PYB through our HoopHers program has become an influential force in our Youth Leadership Council and a facilitator of programming in our civic dialogue arena. She cultivates a deep interest in becoming an educator, a lawyer, an elected official, or an activist, enabling her to win a merit scholarship to attend the college of her choice.

**A 15-year old boy** is arrested for property destruction in his West Philadelphia neighborhood and enters the District Attorney's Diversion Program. He is placed in PYB's I Am Because We Are program where he discovers a powerful community of coaches and other young people who push and support him. He immerses deeply in group discussions and personal journaling, while enjoying the opportunity to build his basketball skills and play in some competitive games. The young man asks a PYB coach about financial literacy workshops presented by a Black-led PYB corporate partner at the Center. Soon after attending the workshops he earns a work-based learning opportunity with the PYB operations team. He graduates from high school, enrolls in the business school at Temple University, and continues working part-time with our corporate partner at the Center learning how to become a financial advisor. Upon graduation he lands a full-time job with our partner at a base salary of \$55,000.



**A 24-year old staff team member** works part-time as a coach-mentor in a number of our programs. She demonstrates a strong commitment to PYB and begins taking on some additional responsibilities creating adult leagues and pickup games during off-peak hours at the Center. One of the pickup players is a successful residential real estate developer and former D1 basketball player in the Big 5. The developer encourages the young professional to pursue a certification as a carpenter in the Generator. The young person immerses in the program while continuing to work for PYB. The developer then gives her an opportunity to apprentice on a worksite rehabbing homes in Strawberry Mansion, not far from the Center. Our coach-mentor becomes a licensed carpenter and five years later opens up her own carpentry contracting firm, with seed money and mentorship from the developer and two other PYB supporters who are real estate developers. She then employs current PYB young people in work-based learning roles.

**A 55-year old Black business owner** is hired by PYB to be the General Contractor to build both the Center and the Generator. His team does an extraordinary job, coming in on time, under budget, and designing and executing with precision. He begins winning major bids with universities and health systems to be the general contractor on a variety of dormitories, student life centers, and hospital wings, while becoming one of the most prominent employers of PYB young professionals.

**A 58-year old grandmother** takes multiple grandchildren to the Center several days a week for two years. She loves seeing her grandkids playing on the court, dialoguing and journaling in the classrooms, learning in the Museum of Philadelphia Basketball History, and occasionally seeing a therapist in the Center's Wellness Oasis. She has always enjoyed cooking, especially Asian cuisine, and meets a Korean chef who has been running a pop-up restaurant in conjunction with our Healthy Foods Commissary. The two women and their families become close friends and a few years later open up a restaurant together down the street from the Center in Wayne Junction. The eatery becomes a popular spot for PYB families and staff.

**A 70-year old retiree** who was a legendary basketball player at Simon Gratz High School and West Chester University moves back to Philadelphia after living in Chicago for many years where he was a high school teacher and basketball coach. The Center becomes his go-to spot to connect with old friends, watch programs, and occasionally referee some games in our middle school clinics. He becomes a reliable and trusted advisor to many of our coach-mentors and full-time staff team members. He also takes a seat on the PYB board of directors and becomes a strategic contributor to many of our major initiatives.



## VII. Appendix

### Glossary

**Black Empowerment:** PYB serves a majority of Black young people in a city that has a large Black population. We acknowledge that racial justice and equity are at the forefront of our minds when engaging with young people. There is a heightened seriousness in our work to actualize our commitment to the people we serve.

**Community:** Young people across our city and region with a primary focus on young people from low-income families and communities. Currently we operate programs in 20 school-based sites and three recreation centers. We also think broadly about the people who are a part of our ecosystem and contribute to the work we are doing.

**Culturally-Relevant:** An approach grounded in cultural competence. Practitioners use this method to encourage young people to relate their culture to content.

**Culturally-Relatable:** Awareness, understanding, and responsiveness to the beliefs, values, customs, and institutions of a community.

**Ecosystem:** Our dynamic, connected, and self-supporting community.

**Equity:** We recognize equity in all of its forms. As we think about equity work, we ensure that each individual within our ecosystem is provided with the care, and support they need based on their unique identity.

**Opportunity Youth:** Young people who are between the ages of 16-24 years old who are either disconnected from school or work.

**People Power:** The PYB human resources team and how we describe the efforts related to the recruitment, hiring, training, and retention of staff.

**Social Impact:** Any significant or positive changes that solve or address social injustices or challenges.

**Theory of Change:** Methodology used by non-profit organizations for planning, participation, and evaluation to promote social change.

**Community Agreements:** A set of mutually-constructed equitable terms between stakeholders that are fundamental core beliefs important to each stakeholder.

**Young People:** PYB considers young people a term for the youth we serve. This currently refers to youth ages 10-19. In the future we will serve age ranges of 3-26. When necessary we distinguish between young people and older youth or opportunity youth.

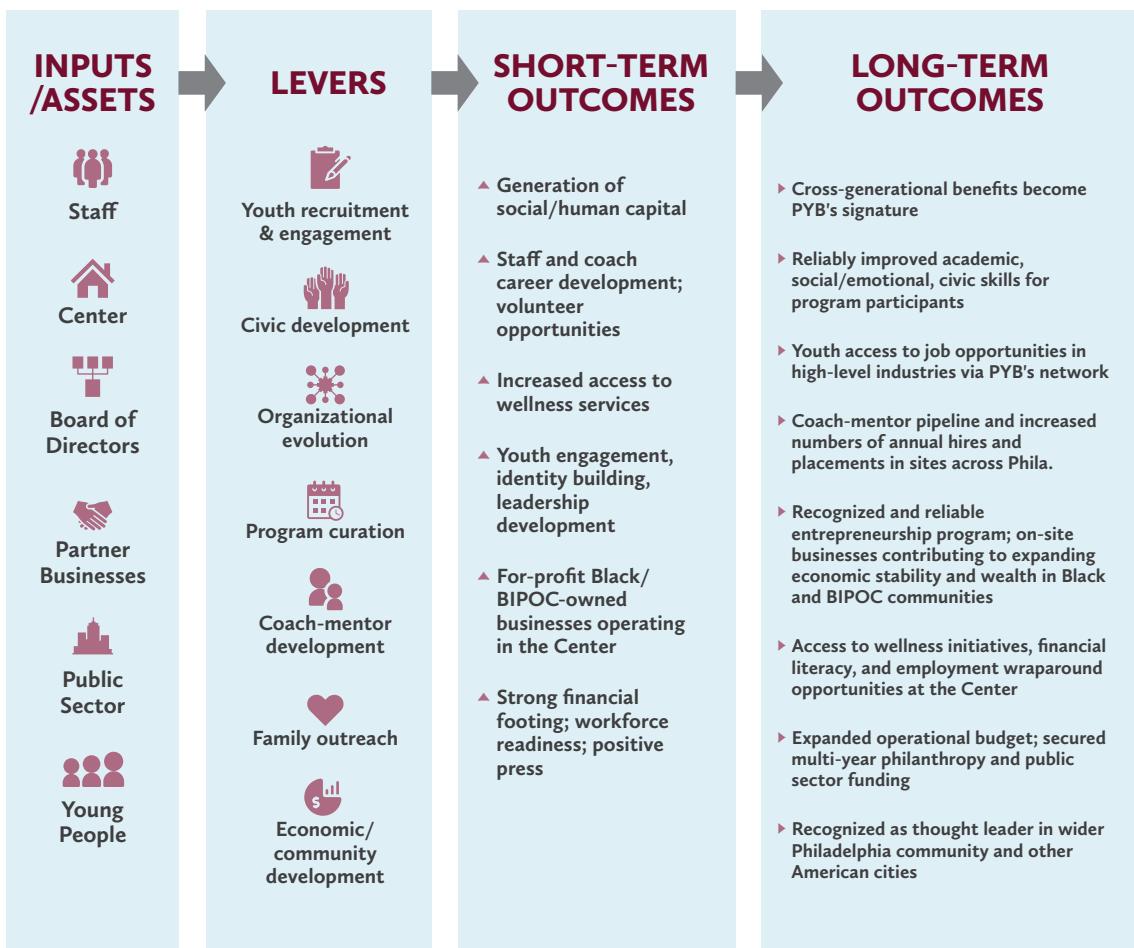
# PYB's Theory of Change

## CORE GOALS

- Youth Development •
- Workforce Development •
- Community/Economic Development •

## GUIDING PRINCIPLES

- Multi-directional relationships
- Self determination
- Cultural relatability and affirmation
- Collective efficacy
- Mind/body/spirit cultivation



# 2022 PYB Strategic Planning Committee

**Isaiah Nathaniel\*** (*Committee Chair*) | Vice President & CIO, Delaware Valley Community Health

**Ameen Akbar** | PYB Chief Purpose Officer

**Nikki Bagby\*** | CEO, A Humbled Heart & Marketing Manager, UnitedHealthcare Group

**Randy Butler** | PYB Director of Program Operations and Impact

**Jordan Crawford** | High School Student, School District of Philadelphia

**Steve Dabrow** | Chairman & CEO, Chelten House Foods

**Alan Gubernick\*** | Partner, EisnerAmper

**Kenny Holdsman** | PYB CEO & Co-Founder

**Ken Johnson** | PYB Parent

**Kafi Lindsay\*** | Managing Director, SVP, Public Finance at PNC

**Junior Louis** | Consultant, BCG Consulting Group

**Harris Mansell\*\*** | Advisor, Bernstein Private Wealth Management

**Carlos Montoya** | SVP & General Counsel, Philadelphia Union

**Khalif Nasir-Dennis** | High School Student, School District of Philadelphia

**Kim Paymaster** | Program Officer at the Pew Charitable Trusts

**Brooke Queenan\*** | Senior Advisor, Keystone Municipal Solutions

**Max Raiken** | PYB Director of Business Strategy

**Julia Silvasy** | PYB Chief Strategy Officer

**Sam Silvers\*** | US Leader, Integrated Services & Offerings at Deloitte

**Craig Scott\*** | Founder & CEO, CHS Ventures

**Michael Spolan** | PYB Friend & Community Member

**Angela Wade** | PYB Grandparent

**Doug Young** (*Facilitator*) | Principal of Athletes' Ink, PYB Co-Founder

**Debbie Zumoff\*** | Independent Consultant, Unclaimed Property Compliance

\*PYB Board Member

\*\*PYB NextGen Member

## Discussion Questions:

- ① Who is Pau Gasol talking about?
- ② Who is "she" (reference to Question #1)?
- ③ Why is Pau writing?
- ④ What's the story he told about the coaching moment in the article?





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