



ADVANCING COMMUNITY HEALTH, EQUITY & OPPORTUNITY

**Phoenixville Community Health Foundation
Strategic Plan 2026 – 2031**



AGENDA

2:10-2:15: Welcome

Tamela Luce, President and CEO, PCHF

2:15-2:20: Message from the Board

Reverend Lee Paczulla, Vice President, PCHF Board

2:20-2:25: Key Elements Overview

Keith Burress, Chair, PCHF Strategic Planning Committee

2:25-2:45: The Strategic Planning Process

Dwayne Wharton & Cicely Peterson-Magnum, Just Strategies

2:45-3:30: Strategic Plan Presentation

Tamela Luce, President and CEO, PCHF

3:30-4:00: Discussion and Q&A

VISION STATEMENT

A healthy, inclusive, and equitable greater Phoenixville region where every resident belongs and has the opportunity to live a full, dignified life.

MISSION STATEMENT

The Phoenixville Community Health Foundation partners with organizations and communities to collectively ensure that greater Phoenixville area residents have equitable access to the conditions and resources needed to live healthy, thriving lives.

CORE VALUES

1. Equity & Compassion
2. Collaboration & Shared Power
3. Trust & Transparency
4. Learning & Adaptability
5. Responsible Use of Resources

WHAT WILL BE FUNDED?

1. Health
2. Mental Health and Substance Abuse
3. Affordable Housing
4. Food Security



STRATEGIC PRIORITY 1:
ADVANCE EQUITABLE CONDITIONS FOR
HEALTH & WELL-BEING

Grounded in equity and community voice, PCHF advances the conditions that enable all residents to thrive by addressing root causes and structural barriers to health, housing stability, food access, and mental well-being through integrated and community-led strategies.



STRATEGIC PRIORITY 1:
ADVANCE EQUITABLE CONDITIONS FOR
HEALTH & WELL-BEING

**Goal 1.1 — Strengthen Access to Equitable,
Culturally Responsive Health Supports**

Goal 1.2 — Advance Housing Stability as a Foundation for Health

Goal 1.3 — Improve Equitable Food Access & Nutrition Security



STRATEGIC PRIORITY 2:
***STRENGTHEN COMMUNITY PARTNERSHIPS,
NETWORKS & CAPACITY***

PCHF strengthens a connected and collaborative nonprofit ecosystem by convening partners, building trust, and supporting the capacity of organizations and networks—particularly those led by and serving historically marginalized communities.



STRATEGIC PRIORITY 2:
STRENGTHEN COMMUNITY PARTNERSHIPS,
NETWORKS & CAPACITY

Goal 2.1 — Position PCHF as a Strategic Connector & Convener

Goal 2.2 — Build Organizational & Collaborative Capacity



STRATEGIC PRIORITY 3
ADVANCE EQUITY-CENTERED &
TRUST-BASED GRANTMAKING

PCHF advances equity-centered grantmaking by aligning funding practices with community priorities, reducing barriers to access, and supporting organizations working to address root causes of inequity.



STRATEGIC PRIORITY 3
ADVANCE EQUITY-CENTERED &
TRUST-BASED GRANTMAKING

Goal 3.1 — Improve Clarity, Access & Consistency in Grantmaking

Goal 3.2 — Embed Equity in Funding Decisions



STRATEGIC PRIORITY 4

DEEPEN PCHF'S INTERNAL EQUITY, CULTURE & ORGANIZATIONAL EFFECTIVENESS

Deepen an equitable, transparent, and high-functioning organization by strengthening internal culture, clarifying roles, and applying an equity lens across governance, operations, and organizational practices.



STRATEGIC PRIORITY 4

DEEPEN PCHF'S INTERNAL EQUITY, CULTURE & ORGANIZATIONAL EFFECTIVENESS

Goal 4.1 — Strengthen Internal Culture & Alignment

Goal 4.2 — Align Governance, Operations & Strategy

Goal 4.3 — Embed Equity in Internal Policies & Practices



STRATEGIC PRIORITY 5

PROMOTE SYSTEMS CHANGE & COMMUNITY VOICE

Promote community power and advance systems-level impact by centering lived experience, supporting collaborative solutions, and engaging in efforts that address structural barriers to health and well-being.



STRATEGIC PRIORITY 5

PROMOTE SYSTEMS CHANGE & COMMUNITY VOICE

Goal 5.1 — Center Community Voice & Lived Experience

**Goal 5.2 — Advance Systems Change
Through Issue-Focused Engagement**



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Q & A



STRATEGIC PRIORITIES

1. Advance Equitable Conditions for Health & Well-Being
2. Strengthen Community Partnerships,
Networks & Capacity
3. Advance Equity-Centered & Trust-Based Grantmaking
4. Deepen PCHF's Internal Equity, Culture &
Organizational Effectiveness
5. Promote Systems Change & Community Voice



Just Strategies | PCHF Strategic Planning Process & Findings

The background features a large, stylized illustration of two figures shaking hands. The figure on the left is rendered in a light gray color, and the figure on the right is in a light blue color. Both figures are simplified, with rounded heads and thick limbs. The handshake is the central focus of the graphic, symbolizing agreement or partnership. The overall style is clean and modern.

Welcome, Gratitude & Context

- **How the planning process unfolded**
- **What we heard consistently from partners and stakeholders**
- **Themes that helped shape the strategic direction PCHF is moving toward**

A Community-Informed Strategic Planning Process

JS partnered w/ PCHF to facilitate a series of workshops, an equity assessment & strategic planning process. This comprehensive effort engaged voices from across the community to ensure the resulting strategy reflects real needs & shared priorities.



Staff & Board Workshops

Facilitated sessions to align internal leadership around vision, values, and strategic direction.



Grantee & Partner Engagement

Direct engagement with grantees and community partners to understand on-the-ground realities.



Strategic Planning Committee

Ongoing committee meetings to review findings, discuss priorities, and guide the planning process.



Surveys & Focus Groups

Broad community input gathered through structured surveys and in-depth focus group conversations.



Landscape Analysis

Environmental and landscape analysis to understand the broader context shaping community needs.



Equity Reflection

Continuous reflection and discussion around equity, partnership, and community impact throughout.

STRONG ALIGNMENT AROUND PCHF'S ROLE

One thing came through very clearly: PCHF is deeply valued in this community.

Again and again, partners described the Foundation in consistent, powerful terms.

How Partners Describe PCHF

- Accessible
- Responsive
- Collaborative
- Relationship Centered
- Grounded in Trust

PCHF Is Seen As...

- More Than a Funder
- A Convener
- A True Partner
- A Community Anchor

Themes We Heard Consistently

Several themes emerged repeatedly throughout the engagement process, pointing to a clear and shared understanding of what matters most to the Phoenixville community.

Strong Partnerships Matter

Relationships between organizations, funders, and residents are the foundation of lasting community impact.

Equity Must Remain Central

Equity is not a side consideration — it must be woven into every decision, program, and partnership.

Cross-Sector Collaboration Is Essential

No single organization can address complex community challenges alone. Collaboration across sectors is key.

Systems-Level Challenges Need Long-term Approaches

Sustainable change requires patience, persistence, and a commitment to addressing root causes.

Community Voice & Lived Experience Matter

Those most affected by challenges must have a meaningful seat at the table in shaping solutions.

Relationships & Trust Are Critical to Impact

Trust built over time is the currency of effective community work — it cannot be rushed or manufactured.

Community & Sector Challenges Raised

Participants consistently spoke about a range of interconnected challenges facing residents and organizations in the greater Phoenixville area.



What Partners Encouraged

Many stakeholders encouraged PCHF to continue strengthening its work in several key areas. These opportunities reflect both what the Foundation is already doing well and where there is room to grow and deepen impact.



Equity-Centered Practices

Continue embedding equity into grantmaking, partnerships, and internal operations at every level.



Capacity-Building Support

Expand support for nonprofit partners beyond funding — including technical assistance and organizational development.



Community Engagement

Deepen authentic engagement with residents, especially those most impacted by systemic challenges.



Advocacy & Systems Partnership

Use the Foundation's voice and influence to advocate for policy and systems-level change alongside partners.



Long-Term Relationship-Building

Invest in authentic, sustained partnerships with organizations and residents over the long haul.



Collaboration & Convening

Leverage PCHF's trusted position to bring organizations together around shared goals and priorities.

Important Reflections

Throughout this process, there was a strong and consistent sense that the Foundation's work goes far beyond grantmaking. The depth of trust and goodwill that PCHF has built over time is a remarkable and rare asset.

Relationships Matter Deeply: The Foundation's relationships are seen as one of its most valuable contributions to the community.

Partners, Not Transactions: People value being treated as true partners — with dignity, respect, and genuine investment in their success.

Trust in PCHF's Commitment: There is deep trust in PCHF's intentions and its long-term commitment to the community's wellbeing.

Opportunity for Deeper Collaboration: Many organizations see an exciting opportunity for even deeper collaboration and partnership moving forward.

"Like having a nonprofit friend who gets it and has your back."

- Grantee

This sentiment captures what so many partners expressed — that PCHF shows up not just as a funder, but as a genuine ally in the work.

Themes About Strategic Focus That Emerged

As conversations evolved throughout the planning process, many participants spoke about the importance of clarity, focus, and intentionality in how PCHF directs its energy and resources going forward.

Clarity & Focus

The importance of being clear about priorities and not spreading resources too thin.

Aligning Resources

Directing energy and funding where needs are greatest and impact can be deepest.

Deepening Impact

Going deeper in key areas rather than broader across many areas simultaneously.

Shared Connection

Building stronger coordination & partnership around shared community priorities.

Remaining Community-Centered

Focus should never come at the cost of responsiveness to community needs and voices.

Staying Accessible & Relational

The relational, accessible nature of PCHF is a core strength that must be preserved.

Evolving Alongside Community

Continuing to adapt and grow in response to the ever-changing needs of the community.

**THE
CASE
FOR
FOCUS**

**STAYING
TRUE TO
CORE
VALUES**

The Role of This Strategic Plan: More Than Just a Document

This strategic planning process was designed to be generative — not just to produce a plan, but to create the conditions for deeper alignment, stronger relationships, and more intentional action across the community.



Reflect Honestly

Space to look clearly at where the Foundation and community are today — strengths, gaps, and all.



Surface Challenge & Opportunities

Bringing to light what is working, what is not, and where the greatest opportunities for impact lie.



Clarify Priorities

Helping PCHF and its partners align around the most important areas of focus for the years ahead.



Strengthen Alignment

Building shared understanding and agreement across staff, board, grantees, and community partners.



Deepen Relationships

Using the process itself as an opportunity to strengthen the bonds between PCHF and its partners.



Build Shared Understanding

Creating a shared picture of where the community is now and where it hopes to go together.

Closing & Gratitude

The strength of this work came from the willingness of people across the community to share openly and engage thoughtfully.

- Thank you again for your honesty, participation, and partnership throughout this process.
- Your willingness to show up, share openly, and engage thoughtfully is what made this work meaningful and real.
- We're grateful to have had the opportunity to support this process alongside PCHF and all of you.
- The community is stronger because of the commitment each of you brings to this work every day.

To Every Participant

For sharing your time, voice, and experience

To PCHF

For your commitment to community and this process

To the Community

For the trust and openness that made this possible

A MASSIVE
THANK
YOU

**JUST
STRATEGIES**

HELPING PEOPLE LEAD
CHANGE

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