



# Advocacy Campaigns *THAT WORK*

Annual Report 2024



# A LETTER FROM **OUR BOARD**

## **Children today face challenges we could have never imagined when this organization was founded 45 years ago.**

In this unprecedented election year, the stakes for children are higher than ever. We've been here before – we know how this can turn out. Thankfully we've never stopped pushing for big changes for children that we know will make their lives much better. And going forward we will be re-doubling our efforts to protect kids.

Proudly, in this annual report, we share our successes in making schools better for the nearly one million students in our region and the pre-k programs that reach thousands of young ones. We can point to real progress making children healthier and safer as well.

We're able to tout these achievements because this organization is like no other and our donors are committed to our mission. We've been dedicated and consistent in our values and approach – that has allowed us to unlock impactful, scalable change.

Our determination to forge consensus behind solutions shifts the conversation from just talking about problems to solving them.

Our know-how enables us to tap the goodwill of civic and business leaders, youth-serving organizations, parents, and policy makers and unite them behind big changes for children.

Our longevity makes us a trusted messenger that can be relied on to have the facts, know the risks, and advance policies that are both practical and ambitious.

Now more than ever, kids need Children First to protect them from the hardships they face. Thank you for supporting our work so we're able to continue as the leading advocate for kids in PA. We must put Children First and hold the line against policies that turn back the clock on progress.

Since 1980, we have been knitting together a blanket of support needed to nurture every child. Over the years, we've woven an increasingly sturdy blanket that warms children's hearts, protects their bodies, and comforts their minds. There's more to do, for sure, and with the continued support of youth, caregivers, volunteers, donors, and our terrific staff, we will make that blanket stronger every day.

  
Javier Suarez, **President**



# ADVANCING A STRONG GROUND GAME

**A ground game is only as good as its capacity to deliver.  
This year, our ground game delivered.**

Smart advocacy is intricate work that relies on constructing a sturdy and wide base in every community to succeed. For ten years, we've never stopped recruiting and training thousands of advocates to send a simple and clear message to lawmakers – meet the long-ignored school funding needs of low-income and minority students if you want to stay in office.

The odds against our success were great. Yet we were determined to never give up. We staffed an unwavering statewide coalition that was fueled by local advocates who relentlessly made the case for their students to their state lawmakers. These advocates extracted maximum value from a decisive state court decision on school funding equity and, with our support, strategically exerted the necessary pressure to produce bipartisan consensus for a history-breaking \$1.1 billion school funding increase and a new pattern for school funding that puts low-income students first.

**113,890**

*legislative contacts*

**1,200**

*advocates mobilized*

**108**

*times we've spoken out*





# PROTECTING GROUND WE GAINED



**67**  
*times we've spoken out*

**1,000**  
*advocates mobilized*

**2,546**  
*legislative contacts*

There's no disputing that the earliest years of life present the most promise for nurturing healthy, vibrant minds. That's why the state dollars for great pre-k programs that help 38,000 children thrive are so important.

We would have preferred to push, this year, for more funds to meet the needs of the 40% of children still unserved by pre-k. Yet lawmaker interest in pre-k has waned since the pandemic and cuts to pre-k were in the offing.

Together with early learning advocates from across the state, we sounded the alarm and in just three months organized thousands of parents and early learning program staff to send letters, attend public events, and remind their state lawmakers of the benefits of pre-k.

Our advocacy was the reason that state lawmakers shifted from a position of likely cutting pre-k to a \$15 million increase.

**Our experience teaches us that  
sometimes the best offensive is a strong defense.**



Children First  
IS the voice for  
kids and  
decisionmakers.  
**Listen to Us.**

**DONNA FIELDS**  
Parent Leader  
Children First

What could matter  
more than our  
children? Investing  
in Children First  
puts kids at the  
TOP of the agenda  
**where they belong.**

**DON SCHWARTZ**  
former Health Commissioner  
City of Philadelphia  
and donor





Children First gets it right doing the hard work to build **bipartisan support for kids issues.**

**MARK CAMPBELL**  
former Chief of Staff  
Governor Tom Ridge

Children First leads the pack, putting **Hispanic kids issues** on the table.

**JULIO C. NUÑEZ**  
Pennsylvania Hispanic  
School Administrators  
Board member

I've seen it firsthand, when Children First leads the charge, **change happens.**

**DR. MONICA TAYLOR**  
Delaware County Council  
Chair





# MOVING BOLD IDEAS FORWARD

The COVID pandemic uncovered the depths of despair among youth, and it **also made things worse.**

In fact, 40% of children presenting in an emergency room for attempted suicide had never seen a mental health professional before trying to take their own life. And the pleas for help from caregivers and youth who've knocked on the doors of mental health care systems only to have them slammed in their faces convinced us to act. We learned from caregivers, youth, and mental health practitioners the root causes of lack of access to care and crafted with them an ambitious mental health policy agenda to solve the problem.

The results of our exhaustive research and our ambitious policy agenda are encapsulated in two groundbreaking reports, *Optimizing Medicaid to Improve Child and Youth Mental Health in PA* and *State Examples of Medicaid Optimization for Child and Youth Mental Health in Alignment with Recommendations for PA*. Our insightful research is rallying lawmakers, practitioners, public officials, and caregivers to focus on solutions and remove barriers to mental health services. The hunger for information, conversations, and the focus on actionable, bold, systemic policy change is galvanizing Pennsylvanians in every corner of the state. In just a few short months since the reports have been released, already thousands of Pennsylvanians have read them, attended convenings to discuss them, and enthusiastically shared with their networks.



# WINNING IN THE MARGINS

**10**

*times we've spoken out*

**73**

*coalition members*

**209**

*legislative contacts*



When children are sent to live in an institution because of neglect, abuse, or behavioral issues, they face grave risks of **further physical and mental abuse.**

That's why we never stop advocating to end the institutionalizing of children. But until we build the will for that policy, we must remain steadfast in making sure every possible layer of protection is in place for these children.

Thanks to our persistence, lawmakers are increasingly aware that locking up children causes them long-term harm and can make communities less safe because so many children leave institutions worse off than when they went in.

In response to our steady push to protect these children, Pennsylvania House lawmakers passed a bill to create a state level advocate charged with responding to pleas for personal protection from children when they are institutionalized. The House also rallied behind the bill that makes it illegal to chain or shackle children or put them in long-term solitary confinement. These terrific signs of incremental progress set up for making real change.

# MOTIVATING & MOBILIZING

Our advocacy is custom-tailored to promptly respond to the **urgent needs of children.**

**44**

*parents trained*

**110**

*hours of training*

**370**

*parents and youth engaged*

We listen to caregivers and youth who tell us the struggles they face and the solutions they know can make a difference.

We don't just hear what parents and youth have to say; we invest in them. We help them learn the ropes of advocacy and support them as they design their own advocacy campaigns. From school funding to better early developmental support to safer communities and a full suite of mental health services, caregivers and youth keep us focused on what matters most. Together, with us, parents are the catalysts for the change children need.

We build  
a team of  
advocates  
ready to win.

**ADVOCACY  
MADE IT HAPPEN.**





# BROADENING THE MESSAGE

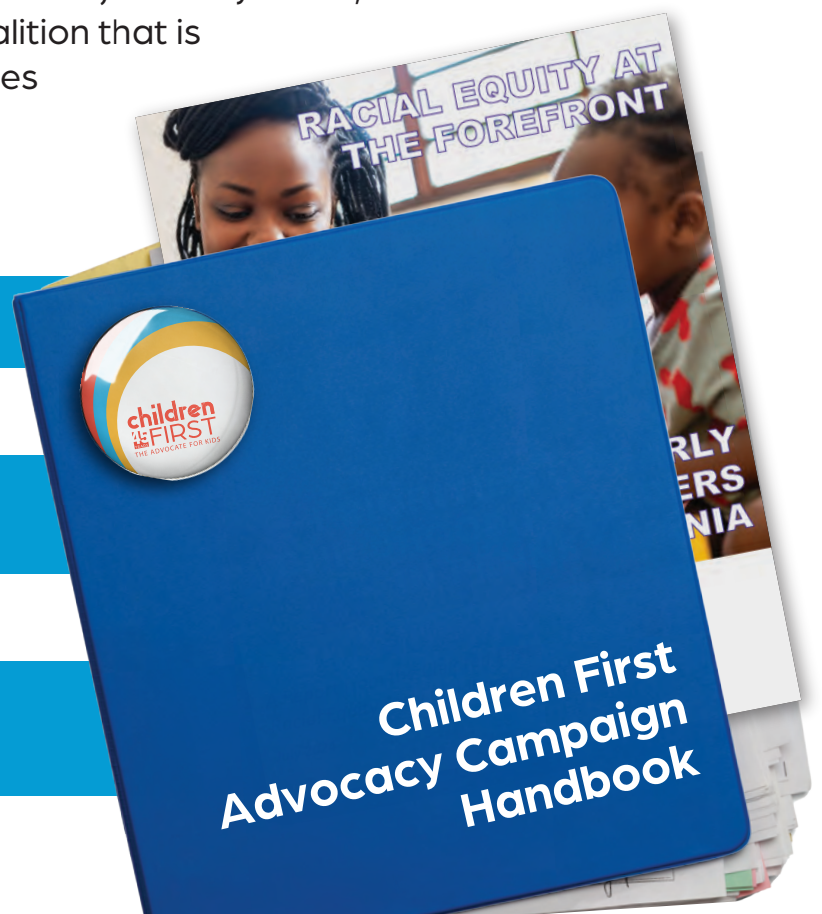
We were founded in 1980 to respond to the abuse and threat that Black children faced from **then-Mayor Frank Rizzo**.

With more than four decades of experience challenging inequality, we know that only by addressing centuries of laws and policies that institutionalize racial inequality can we mend the harms of the past and spur progress for children.

Our Racial Equity Early Childhood Education Provider Council delved into the early learning gaps between children of color and their white counterparts. Together, we're demanding action to solve these disparities.

To end the practices that result in far too many Black and Hispanic children being expelled from early learning and child care programs, together with parents we are making headway to create new requirements that support stronger early intervention and child development supports so that all children thrive in these programs.

To combat racially biased practices in juvenile justice systems, we helped form the PA Youth Safety Coalition that is advancing reforms to end racial disparities and make our communities safer.



# WORKING THE INSIDE GAME

## Career Related **Learning Wins**

When we learned that high school students were sidelined from attending high school trade or skills programs because the state was decades behind on investing in these programs, we crafted a winning strategy to move things in the right direction. We quietly met with key senators we knew shared our goal of giving more high school students the chance to learn real world skills before they graduate and gave them the information they needed to win support from their colleagues for more resources.

The result: \$30 million more for these schools, the largest increase for technical high school education in a quarter of century.



## Paid Family Leave **Measure Advances**

We used that same political prowess to persuade lawmakers to vote for the Family Care Act, a bill that provides paid family and medical leave for working parents. Without fanfare, we connected lawmakers to businesses eager to see their employees have this benefit and to young parents hoping to stay in Pennsylvania, have children and remain employed. One by one, we build a coalition of Republicans and Democrats who voted yes on Paid Leave making Pennsylvania the first state where a Republican-controlled committee passed Paid Leave readying it for a vote on the Senate floor.

This work is not over. Our expertise in the inside game makes it possible for us to enact great laws that change the lives of children for the better.

Understanding the landscape in Harrisburg and maintaining relationships that keep us at the table when policies that impact children are being crafted is what we do. This work takes time and real connections. Staying true to our mission allows Children First to invest the time to advance policies and elevate the issues at the right moment to change outcomes.





# STATEMENT OF FINANCIAL POSITION

<b>ASSETS</b>	As of May 31, 2024
Cash and Cash Equivalents	2,645,253
Pledges and Other Receivables	2,634,855
Investments	1,759,151
Furniture, Equipment, Leases Net	164,942
Other Assets	13,712
<b>Total Assets</b>	<b>7,217,913</b>

<b>LIABILITIES</b>	As of May 31, 2024
Accounts Payable   Accrued Expenses	247,131
Fiscal sponsorships	36,593
Accrued Leases	187,016
<b>Total Liabilities</b>	<b>470,740</b>

<b>NET ASSETS</b>	As of May 31, 2024
Without Donor Restrictions	2,938,806
With Donor Restrictions	3,808,367
<b>Total Net Assets</b>	<b>6,747,173</b>

<b>Total Liabilities and Net Assets</b>	<b>7,217,913</b>
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<b>SOURCES</b>		AS OF MAY 31, 2024
Foundations and Corporations		\$3,501,040
Individual		\$466,496
Government		\$652,590
Special Events		\$224,837
Contracts		\$267,418
United Way of Greater Philadelphia		\$127,235
Other		\$242,251
<b>Total</b>		<b>\$5,481,867</b>

<b>USES</b>		AS OF MAY 31, 2024
Accrued Leases		\$4,498,602
Fiscal Sponsorships		\$342,359
Program Services		\$411,906
<b>Total Net Assets</b>		<b>\$5,252,867</b>



**2023-2024  
CITIZEN LEADERS**

Anonymous  
 Carolyn & Tim Adams  
 Judy Adamson & Fred Jackes  
 Lindsay & Sam Albright  
 Majid & Mary Alsayegh  
 Saumya Ayyagari  
 Rebecca Bien  
 Sheldon & Jill Bonovitz  
 David Camp & Gwen Borowsky  
 Renee Cardwell Hughes  
 Vinh Chau & Jude Bornstein-Chau  
 Katherine Christiano  
 Jolley Christman  
 Albert Chu  
 Michael Churchill & Tasha  
 Stonorov  
 David & Rhonda Cohen  
 Donna Cooper & Arthur Meckler  
 Jim & Jan Creedon  
 Harriet Dichter & John Schapiro  
 Claude Dickerson  
 Elise Drake  
 Caroline Estey King  
 Helen Evelev  
 William Ewing  
 Larry & Deidre Farmbry  
 Phil Fitzgerald  
 Richard & Susan Frazier  
 Marsha & Jeff Gerdes  
 Amy Ginensky & Andrew Rogoff  
 Barbara & Stephen Gold  
 Jane Goldblum  
 Mary L. Goldman  
 Ira Goldstein  
 Mark & Judi Goldstein  
 Carole Haas Gravagno  
 Rosemarie & Anne Greco  
 Morrissey  
 David & Jacqui Griffith  
 Janet Haas  
 David Hackett  
 Beverly Hahn  
 Rosemarie Halt  
 Valerie Hamilton  
 John Hanger  
 Linda Hansell  
 Donna Hunt  
 Hallam Hurt  
 Mary Hurtig  
 Kenneth Jarin & Robin Weissman  
 Philip Jaurigue  
 Victor Keen & Jeanne Ruddy

Chrissy Kind  
 Kenneth & Eve Klothen  
 Charisse Lillie  
 Elaine Lindy  
 John McFadden & Lisa Kabnick  
 Nancy Lucas  
 Ed Mahlman & Moya Kinnealey  
 Carla Manley-Russock  
 James Martin  
 Daniel Marut  
 Diego Matamoros  
 Maureen Matamoros  
 Sara Nerken  
 Ruth Nerken  
 Kathleen Noonan & Jonathan  
 Lipson  
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 Jeffrey Pasek & Kathy Hirsh  
 Pasek  
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 Heidi Ramirez  
 Brian, Soozung & Robert Rankin  
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 Gov. Edward G. Rendell  
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 Estelle Richman  
 Ann Rosewater & Robert Kronley  
 ShaVon Savage  
 Catherine & James Schunder  
 Donald Schwarz  
 Patty & Stephen Segal  
 Frances Sheehan & Ricardo  
 Gelman  
 Judith Silver & Donald Stevens  
 Sandi Slap  
 Ralph & Cookie Smith  
 Darren Smith & Jamie Ware  
 Tracey & Shanin Specter  
 H. Lynn Starr  
 Ebony Staton  
 Frances Stier  
 Lynne & Bert Strieb  
 Javier Suarez  
 John & Jane Summers  
 John J. Taylor, Jr.  
 Renee Turchi  
 Teresa Ward-Maupin  
 Liz Werthan & Bob Brand  
 Patricia West & Tom Vernon  
 David & Betsy Wice  
 Reagan Willard  
 Dr. Cleon & Tasha Williams  
 Brendan Williams

Wendy Wolf  
 Flora Wolf & Laslo Boyd

**2023-2024  
INDIVIDUAL  
SUPPORTERS**

Anonymous  
 Pauline Abernathy  
 Ben Adams  
 Michael Aladich  
 Casey Alrich  
 Marnie Anderson  
 Stefanie & Andrew Arbutina  
 Steven Asbell  
 Carolyn & Arthur Asbury  
 Christine Bachrach  
 Jacqueline Baker  
 Jayme Banks  
 Melvina Banti  
 Maureen Barden  
 Dennis Barnebey  
 Katherine & Paul Barnes  
 Harry & Joann Beam  
 Daniel Beck  
 Michael & Irene Beer  
 Sakeenah Benjamin  
 Millie Berg  
 Judy Bernbaum  
 Julie Berson  
 Justina Bigelow  
 Stephanie Blake  
 Jenny Bogoni  
 Marcy Boroff  
 Barbara Boroff  
 George & Rebecca Bostick  
 Thomas Brown  
 Marion Brown  
 Judy Buchanan & Jim Parker  
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 Brenna Burcher  
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 Carla Campbell  
 Evan Cantiello  
 Abby Caspar  
 Dionne Chambers  
 Gladys Chen  
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 Katie Chisholm  
 Peg Church  
 Eric Cohen  
 Chanel Conigan



Anne Connelly  
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 Zoraida Cordero  
 Susan Cousounis  
 Barbara Craig  
 David Cramer  
 Shannon Cronin  
 Bernard Dagenais  
 Jo Ann DAgostino  
 Nabila Dahodwala  
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 Tad & M. Candace Decker  
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 Terry Gillen  
 Ahaviah Glaser  
 Eva Gold  
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 George Gould  
 Elaine Griffin  
 Mary Lou & Irwin Gross  
 Naomi Gubernick

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 David Hyman  
 Sara Jann  
 Kia Jeudy  
 Cory Johnson  
 April Jones  
 Loree D. Jones-Brown  
 Aldustus & Keisha Jordan  
 DawnLynne Kacer  
 Jessica Kapadia  
 Anita Kaplan  
 Linda Katz  
 Kenneth Kay  
 Shelly Kessler  
 Susan & Robert Kettell  
 Sherilynn Kimble  
 Deborah Klehr  
 Nancy Kleinberg  
 Charlie & Susan Koerwer

**"As a founding member and corporate and individual supporter, I am so proud of the work Children First has done over the last 45 years. I know my support is used strategically and effectively to further improve the lives of kids in our region."**

Richard Frazier

Steven Deshields  
 Engelbert Diaz  
 Sharon Dietrich  
 Julie Drendall  
 Sydney Etheredge  
 Elizabeth Fabens  
 Cindy Farlino  
 Evan Fieldston  
 Janet Fillante  
 Leigh Filipoini  
 S. David Fineman  
 Norma Finkelstein  
 Tracey Finley  
 Joanne Fischer  
 Carol Fixman & Stephen Kobrin  
 Hillary Fletcher  
 Ruth Naomi Floyd  
 Jamie Forlenza

William & Debbie Haggett  
 Ehmonie Hainey  
 Lyle Hall  
 Rosanne Hansel  
 Shakira Hansley Ellerson  
 Kashmiera Harris  
 Damita Harvey  
 Tamia Harvey-Martin  
 Jean Haskell  
 Jessie Heckman  
 Violet Henighan  
 Joseph Henry  
 Patricia Higgins  
 Julia Hinckley  
 Wilbur Hobbs Jr.  
 Eric Hoffman  
 Christian Holland  
 Shirlee Howe

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 Leo Korein  
 Nina Korsh  
 Elizabeth Kozart  
 Myra Kranzel  
 Alex Kratchman  
 Julie Krug  
 Andrea Krull  
 Muriel Kudera  
 Chau Wing Lam  
 Brian Lang  
 Sandra Lang  
 Nancy Lanham  
 Mary Laver  
 Lynette Lazarus  
 Doris Leisch  
 Meghan Lenahan  
 Alex Levin

Alan Liebowitz  
 Theodore Lieverman  
 Martha Lindsay  
 Marion Littman  
 Dan Livney  
 Patricia Loeb  
 Holly Logan  
 Beth Logue  
 Sim Loh  
 Gail Lopez-Henriquez  
 Robert Ludwig  
 Karyn Lynch  
 JLy Lyons  
 Susan Mackinney  
 Jonathan Macqueen  
 Howard & Cirel Magen  
 Jack Malinowski  
 David Mandell  
 Elizabeth Manlove  
 Joshua Markel  
 Phyllis Mason  
 David Matthews  
 Barbara Mattleman  
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 Colleen McCauley & Paul Dziewisz  
 Selena McFalls  
 Maura McInerney  
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 Kyle McMillen  
 Felicia McNeill  
 Bob McWilliams  
 Marybeth Medernach  
 Sylvia Metzler  
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 Trey Miller  
 Doriane Miller  
 Andrea Moselle  
 Soneyet Muhammad  
 Dan Muroff  
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 Chapman  
 Katherine Nash  
 Emmanuel Navarro  
 Jewel Nelson  
 Saxon Nelson  
 Aleshia Nicole  
 Bruce Nkala  
 Mary Nolan  
 AJ Nordan  
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 Harriet Okatch

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 Loretta Ottinger  
 Erin Owen  
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 Michele Palamountain  
 Dan Paolini  
 Rosa Parks-Green  
 Alexis Parks  
 Kareem Patterson  
 Katie Pearse  
 Anjanette Perry  
 Rashanda Perryman  
 Joe Pilling  
 Ceciry Pimentel  
 Ralph & Cheryl Pinkus  
 Rebecca Prince  
 Ann Pron  
 Roselyn Purnell  
 Michael Ranck  
 Stephanie Ravett  
 Inella Ray  
 Donyale Reavis  
 Ulises Reyes-Kaura  
 Paul Richards  
 Hershel & Elizabeth Richman  
 Len Rieser  
 John & Ann Riggan  
 Dana Riker Jackson  
 Susan Robbins  
 Lynne Roberts  
 Wendy-Anne Roberts-Johnson  
 Delanie Robertson  
 Ashley Rosario  
 Jacob Rosch  
 John Rosecky  
 Gerry Rothschild  
 Phyllis Rubin  
 Jon Sagle  
 Kimberly Sampson  
 Nicholas Sanders  
 Marlena Santoyo  
 Fatimah Saunders  
 Robert & Judith Schachner  
 Linda Katz Schleifer  
 Ruby & Bob Schmidt  
 Staci Scott  
 Tyrone Scott  
 Susan & Sol Shapiro  
 Tiffany Sharpe-Solomon  
 Kate Shaw  
 Samuel Silver  
 Sam Silver

Brooke Silvers Cohen  
 Nicole Sing  
 Tomea Sippio-Smith  
 B. David Smith  
 Jean Smith  
 Nicole Smith  
 Carol Smythe  
 Joy Soto  
 LaTi Spence  
 Aaron Spence  
 James & Lisa Steiker  
 Mary Strasser  
 Adelaide Sugarman  
 Fatima Sultan  
 Judy Sussholtz  
 David Sweet  
 Deon Taylor  
 Letty Thall  
 Greg & Elise Thomas  
 Susan Thompson  
 Agnes & Michael Tinker  
 Jensen Toussaint  
 Margret Trotzky  
 Hin Wing Tse  
 Walter Tsou  
 Carol Tyler  
 Irv & Pat Urevick-Ackelsberg  
 Alice & Robert Vernon  
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 Gwynne Vu  
 Gretchen Elise Walker  
 Arleen Walker  
 Peter Warrington  
 Elliot Weinbaum  
 Debra Weiner  
 Deb Weinstein  
 Marlene Weinstein  
 Christopher Welsh  
 M.L. Wernecke  
 Ken Wesler  
 Dwayne Wharton  
 Mazz Whitaker  
 Paul Whitson  
 Julia Wilder  
 Scott Wilds  
 Sherita Williams  
 Sarah Winters  
 Carol Wong  
 Amos Wright  
 Mary Beth Yarish  
 Robyn Younger  
 Gerald Zahorchak

**2023-2024 BUSINESS AND ORGANIZATIONAL SUPPORTERS**

American Friends Service Committee  
 AmeriHealth Caritas  
 Black Child Development Institute  
 Brightside Academy, Inc  
 Brinker, Simpson & Company  
 Children's Hospital of Philadelphia  
 Clear Point Communications  
 Comcast NBC Universal  
 Community Behavioral Health  
 Cozen O'Connor  
 Creedon Management Associates

Delaware Valley Reg. Eco. Dev. Auth.  
 Eckert Seamans Cherin & Mellott, LLC  
 Fox Rothschild LLP  
 GSL Public Strategies  
 Hangley Aronchick Segal Pudlin & Schiller  
 Health Partners Plans  
 Holman Enterprises  
 Independence Blue Cross Foundation  
 Independence Foundation  
 Independent Order of Odd Fellows #37  
 Kate & Co.  
 Keystone Family Health Plan  
 Perryman Construction

Philadelphia Federation of Teachers  
 Philadelphia Flyers  
 PK Financial Group  
 PNC  
 Project HOME  
 Public Health Management Corp.  
 Reinvestment Fund  
 S. Fineman, Krekstein & Harris, P.C.  
 S.R. Wojdak & Associates, LP  
 Sabre Systems, Inc.  
 Saul Ewing LLP  
 Schweiger Dermatology Group  
 TD Bank  
 Temple University Health System  
 United Way of Greater Phil. and S. N.J.  
 Vanguard

**"I am inspired by the dedication of this organization to make a lasting difference, and as a donor, I believe in the transformative power of supporting an organization that actively works to create a brighter, more equitable future for our children. Together, we can ensure that the next generation grows up in a world where their potential is nurtured and their well-being is prioritized."**

Staci Scott

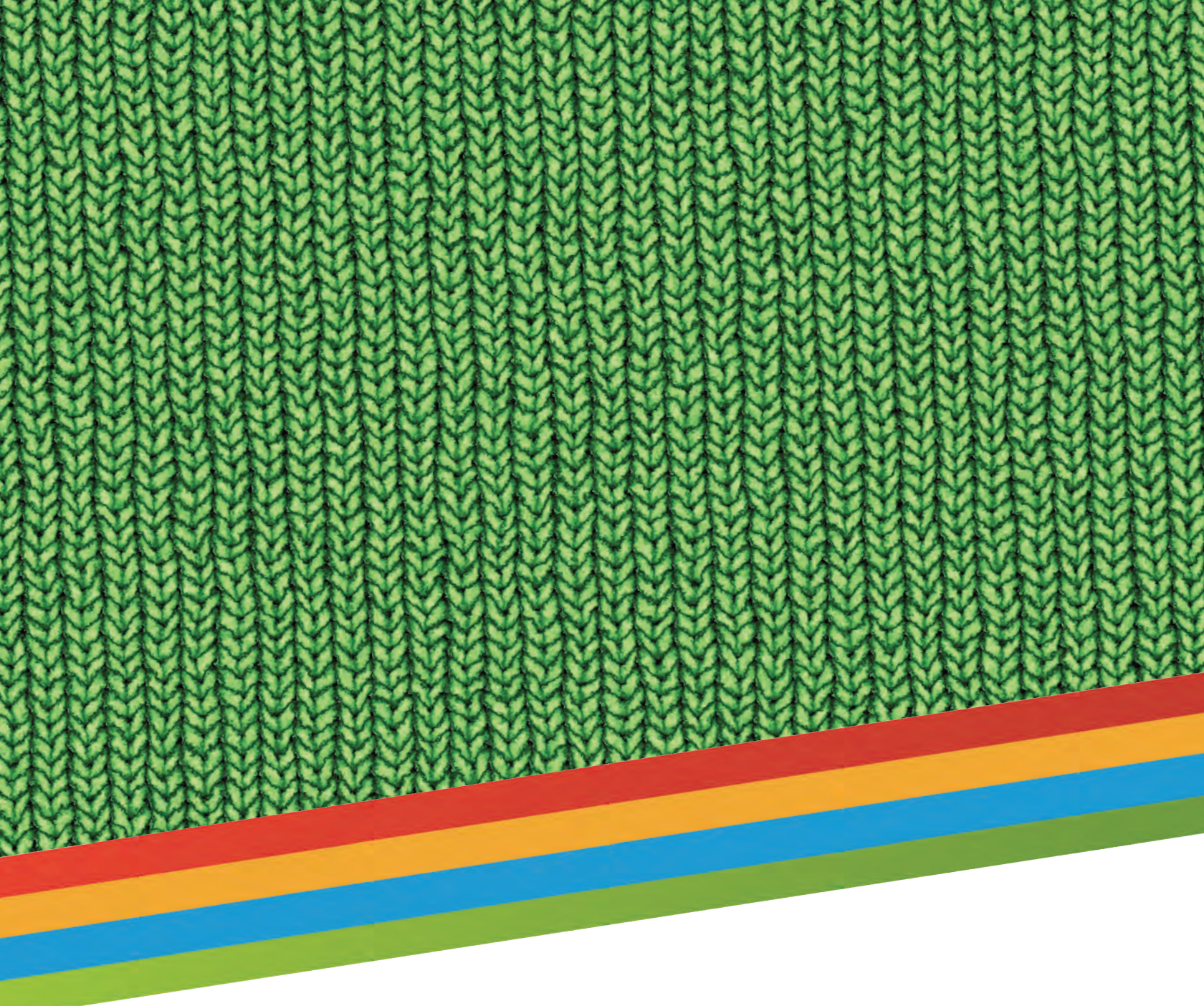
**2023-2024 FOUNDATIONS**

AMJ Foundation  
 Allen Hilles Fund  
 Bellweather Education Partners, Inc.  
 CHG Charitable Trust  
 Christian R. and Mary F. Lindback Foundation  
 Delaware County Interactive Gaming Revenue Authority  
 Dolfinger-McMahon Foundation  
 Elevate 215  
 Elizabeth B. and Arthur E. Roswell Foundation  
 Families for Equitable School Funding

Green Family Foundation  
 Independence Foundation  
 Ivywood Foundation  
 Leo Model Foundation  
 Marrazzo Family Foundation  
 Nararo Foundation  
 Neubauer Family Foundation  
 Pennsylvania Department of Health  
 Philadelphia Foundation  
 Philadelphia Health Partnership  
 Pincus Family Foundation  
 Pottstown Area Health and Wellness Foundation  
 Robert Wood Johnson Foundation  
 SpringPoint Partners

The Delaware County Medical Society Public Health Fund, Inc.  
 The Foundation for Delaware County  
 The Huron Foundation  
 The Grace S. and W. Linton Nelson Foundation  
 United Way of Greater Philadelphia and Southern New Jersey  
 US Department of Education, EIR Program  
 van Ameringen Foundation  
 Vanguard Strong Start for Kids Program  
 Voices for Healthy Kids  
 W.K. Kellogg Foundation  
 William Penn Foundation





**[WWW.CHILDRENFIRSTPA.ORG](http://WWW.CHILDRENFIRSTPA.ORG)**

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