



Partnership for Children & Youth Strategic Direction 2022 - 2025

Overview

Partnership for Children & Youth (PCY) works in the field and in the state capitol: we are grounded in both worlds and translate between them.

Being at the intersection of policy and practice gives us the unique ability to understand how the puzzle pieces fit together in a complex system and act strategically to make positive changes that benefit children and youth across California.

All of our work is in service of improving learning opportunities and conditions for youth, families, and frontline staff.

“[PCY’s] capacity to work intensively in schools and communities, while at the same time deliver valuable input on legislative issues, has had a strong and positive impact.”

- Former Congressman George Miller

“PCY has been an invaluable strategic partner in my districts. They bring a depth of knowledge, skills, and professional development to enable a district to launch or enhance a continuous learning environment.”

- Michael Berg, Former Superintendent



Kids spend 80% of their waking hours outside of the traditional classroom.

By the time they reach 6th grade, upper and middle class students have had 6,000 more hours of learning and enrichment than kids born into poverty.

High-quality expanded learning programs are proven to increase school attendance, grades, and social and emotional wellness.

For every child in an afterschool program, 3 more are waiting to get in.

The Need for PCY

Feeling safe, supported, and engaged are fundamental preconditions for any child to learn and develop successfully. In addition, learning does not happen just within the four walls of a classroom—it happens before school, after school, and during the summer break. Research and common sense tell us that all children need opportunities to learn beyond the school day and year in order to build skills and relationships, expand their horizons, access social capital, and discover their passions.

However, children in underserved communities have historically lacked access to quality out-of-school learning opportunities, and the result is a deeply concerning opportunity gap. The public systems and resources meant to address this disparity operate in silos, are under resourced, and make it very difficult to achieve scalable, systemic, sustainable improvement.

This is where PCY—in what is known as an *intermediary* role—comes in. Since its founding more than 20 years ago, PCY has catalyzed large-scale change through its strategic mix of building and improving practice, influencing system leaders at the local and state level, and advocating for effective public policies and increased public resources.

PCY's Mission, Vision & Values

VISION

All children and youth have the learning opportunities and supports they need and deserve to reach their greatest potential in school and life.

MISSION

By strategically linking practice and policy, we make sure that children and youth in the most under-resourced communities receive **quality expanded learning opportunities** and that all their learning environments—school, afterschool, and summer—support their academic, social, emotional, and physical well-being.

VALUES

In all that we do, we strive to live our core values of **Equity, Authenticity, Collaboration, and Learning**.

Racial Equity & Inclusion

We can't achieve our mission if we don't confront the racist practices and policies deeply ingrained in our educational systems that make lives invisible and purposefully harm our multifaceted communities. For PCY, equity is an ongoing and active commitment to antiracism and dismantling oppressive systems, institutions, and practices. It is a commitment to personal introspection and an ongoing effort to learn, listen and rebuild in a way that is authentic, redistributes power, and starts from the lived experiences of our collective communities. Partnership for Children and Youth is committed to racial equity in our internal work practices and structures and through our role as a public-serving intermediary bridging practice and policy.

PRACTICE PATHWAY
Strengthening Quality



POLICY PATHWAY
Building Investment and Impact

Working Across Systems



Organizations and leaders prioritize staff and program development



School and program leaders invest in and implement proven strategies and practices



Skilled staff deliver stronger programs

Programs and services are sustainable, high quality, and achieve lasting results for young people, especially those who live in underserved communities



Policymakers effectively allocate sufficient public resources



Policymakers advance policies that scale effective programs



Policies enable and promote effective blending and braiding of programs and funding

Public policies support the implementation of high-quality programming in underserved communities



ALL CHILDREN AND YOUTH IN CALIFORNIA HAVE THE SUPPORTS AND OPPORTUNITIES THEY NEED AND DESERVE TO REACH THEIR GREATEST POTENTIAL IN SCHOOL AND LIFE.



PCY's Theory of Change

The Partnership for Children & Youth believes that in order to make positive change at scale, there must be coordinated improvement of both **practice** and **policy** in our publicly supported systems.

PCY bridges, threads, and weaves across practice and policy to advance our vision and mission.

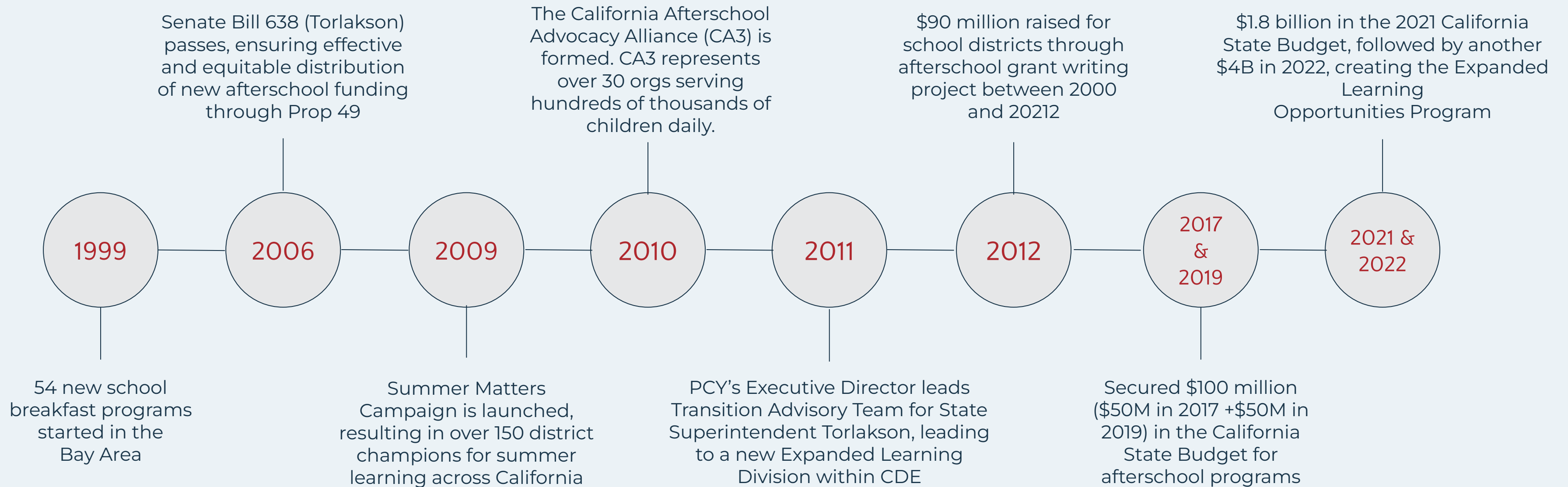
What success looks like

Higher-quality programming and better outcomes for children and youth through:

- ✓ New or better policies that increase access to quality programs (e.g., laws, regulations)
- ✓ More state and local champions for good practice and policy
- ✓ Tested and improved practice among providers on the ground (demonstrated through testimonials, quality measures, evaluations)
- ✓ Adoption of high-quality, equity-centered programs at scale



Our Impact



Impact Highlight

Senate Bill 638 (Torlakson) passes, ensuring effective and equitable distribution of new afterschool funding through Prop 49

2006

Our Role in Prop 49 Implementation

When Prop 49, California's landmark afterschool measure, was passed, PCY led the implementation legislation to guide how the money would be allocated to communities. Our experience providing technical assistance to afterschool programs informed our legislative advocacy and our deliberation with the California Department of Education. Using our field knowledge, research, and key relationships, we fought for and won a shift in how publicly funded afterschool programs were measured and won a redirection of funding to the kids and communities that needed it most.

Achieving Impact: How

PCY is successful at achieving impact by approaching our work as:

- **An Incubator** that conducts research and develops strategies for tackling systemic issues and building sustainable solutions.
- **A Capacity Builder** that addresses knowledge, skill, and resource needs and opportunities in the field.
- **A Coalition Builder** that creates partnerships with grassroots and grassroots stakeholders to tackle cross-sector issues.
- **An Influencer** that builds relationships and awareness with policy makers, partners, and the field to ensure the effective use of public resources.
- **A Systems Changer** that works to align policy and practice in partnership with organizational leaders.

- DRAFT -



Building Statewide Support for Summer Learning

PCY led the **Summer Matters Campaign** to build support and create summer learning opportunities for thousands of students in California.

Over a 7-year period, we:

- Collaborated with a dozen diverse districts to plan and implement high-quality summer programs;
- Built the capacity of district leaders and community partners to create high-quality summer learning programs and developed research and practice resources for educators and policy leaders;
- Influenced district and state leaders to implement best practices by highlighting successful models and uplifting champions;
- Built broad awareness and achieved statewide support for summer by leveraging networks and media;
- Passed state legislative and administrative policies supporting summer.



Strategic Priorities & Goals 2022-2025

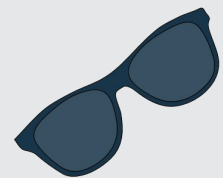
2022-2025 Strategic Priorities



These priorities are reflective of the most timely needs in the field and in areas where PCY is uniquely positioned to achieve transformative and sustainable impact.



Actualize the expansion of quality expanded learning



Advance equitable summer learning



Strengthen the expanded learning workforce



Prioritize multilingual learners, early learners, and teens



Mobilize the voice and power of the field



Actualize the expansion of quality expanded learning

Develop and advocate for the necessary infrastructure to provide access to quality programs at-scale by building upon existing systems, ensuring sufficient per-pupil funding rates, creating coherence across funding streams and rules, and creating effective data systems

YEAR 1

Conduct state and local financing analysis to reflect the true cost of providing high-quality programs

Advocate for funding rates sufficient to meet quality standards and pay staff a more competitive wage (YR 1-3)

YEAR 2

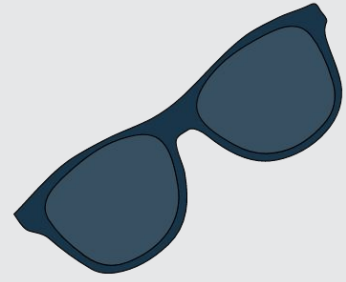
Facilitate and support state workgroup to gather real-time feedback from the field, and develop a roadmap toward equitable access to expanded learning

Analyze alignment needs and opportunities across adjacent programs and funding (community schools, UPK, mental health, educator workforce)

YEAR 3

Pass legislation that guides how expanded learning data is tracked and utilized

Embed workgroup recommendations into state systems of support and administrative policies



Advance equitable summer learning

Ensure implementation of summer programs is high quality and innovative, and that resources are targeted at populations furthest from opportunity

YEAR 1

Build capacity of districts to implement high-quality summer programs (YR 1-3)

Increase awareness of the impact of summer learning investments (YR 1-3)

Document and promote summer innovations and best practices (YR 1-3)

YEAR 2

Establish a definition of quality summer learning that is adopted by CDE and the legislature

Grow and diversify summer investments

YEAR 3

Establish an annual “summer report card” as a sustained measurement of summer quality statewide

Sustain summer investments



Strengthen the expanded learning workforce

Increase recognition of the expanded learning workforce by promoting and advancing career pathways and pipelines, and coordinating and leading statewide workforce campaign

YEAR 1

Develop a multi-year, multi-sector workforce campaign strategy

Incubate and promote workforce pathways (eg. apprenticeships) and practices (YR 1-2)

Ensure inclusion of expanded learning workforce in PK-12 educator recruitment and training (YR 1-3)

YEAR 2

Launch and coordinate workforce campaign strategy (YR 2-3)

Strengthen system infrastructure by collaborating with adjacent sectors (YR 2-3)

YEAR 3

Show impact of new policies and programs on expanded learning workforce (especially BIPOC, women, young adults) and employers



Prioritize multilingual learners, early learners, and teens

Ensure educators and administrators have the resources—including funding, training, and tools—to effectively serve all students and families in expanded learning programs

	YEAR 1	YEAR 2	YEAR 3
Multilingual Children and Youth	Strengthen relationships with partner stakeholders to elevate impact of expanded learning on multilingual learners (YR 1-3)	Develop and promote resources to support multilingual learners and families in expanded learning (YR 2-3)	Increase access to resources for expanded learning providers
Early Learners (PreK/TK)	Incubate and advance program models of blending, braiding, and serving early learners in expanded learning (YR 1-2)	Establish legislation and/or guidance to blend and coordinate early learning and expanded learning programs (YR 2-3)	Influence early learning stakeholders to integrate expanded learning into services (YR 1-3)
Teens	Secure more funding for middle and high school expanded learning (YR 1-2)	Document and promote strategies to effectively serve older youth in expanded learning (YR 1-3)	

CA3 Mobilize the voice and power of the field

The California Afterschool Advocacy Alliance (CA3) will broaden membership, deepen member advocacy skills and networks, and increase political voice and power

YEAR 1

Grow the size, diversity, and representation of CA3, especially in key legislative districts (YR 1-3)

Build strategies to elevate voice of expanded learning workers, families, and youth in CA3 (YR 1-3)

Strengthen field advocacy skills and engagement (YR 1-3)

YEAR 2

Establish an advisory circle of school district champions (YR 1-2)

Implement short and long-term action/issue-specific subcommittees

YEAR 3

Reassess coordination, staffing, and the role of PCY in CA3

Target and influence broader educational justice and youth development networks and agendas

Strategic Shifts

PCY has been an active and influential leader in social and emotional learning (SEL), affordable housing-based youth programs, and community schools. While we no longer do explicit work in these areas, we will continue to collaborate with allies who do, and share our knowledge and resources where they add value.

Education in Affordable Housing (HousED) - PCY built a community of practice and tools to help staff in public and affordable housing improve the quality of and access to on-site afterschool and summer programs.

Social-Emotional Learning - PCY was an early champion of social and emotional learning in California's education system. We led a statewide professional learning community for school districts implementing SEL practices, launched and co-chaired the California Department of Education's first SEL State Task Force, shaped the development of [California's SEL Guiding Principles](#), and developed widely used tools articulating the critical role of expanded learning programs in building SEL competencies and aligning with school-day SEL practices.

Community Schools - PCY founded the California Community Schools Network, which connected practitioners to one another, and developed numerous tools to help implement effective community schools.

2022-2025 Organizational Effectiveness Goals

Communications

Update PCY website

Ensure PCY's progress and actions are consistently communicated to key stakeholders

Institutionalize clear metrics of impact

Implement storytelling for policy and practice influence

Organizational Leadership Capacity

Implement Co-CEO leadership structure

Strengthen staff management processes to inform strategic decisions on capacity, hiring, PD, and well-being

Actualize DEI in organizational policies, practices, and culture

Develop board succession plan

Fiscal Health & Fund Development

Develop multi-year funding strategy

Strengthen fee-for-service strategy and operations

Deepen financial reporting and analysis to make strategic decisions and manage risk

Systems & Infrastructure

Identify & implement new project management tools, databases, and tech supports

Improve organization and assessment of external consultants and vendors



www.partnerforchildren.org