PARENT-LED SYSTEMS CHANGE
an Anti-Poverty, Long-term Investment

BAY AREA PLAN

STRATEGIC PLAN 2019
Healthy Richmond Plan It! Team upon completing 8 weeks of event planning training with PLAN to organize the 2018 SSC Summit in Richmond

PLAN Staff, BOC Family Engagement Facilitators with Oakland Starting Smart and Strong (OSSS) Boys of Color Committee

PLAN parent leader _____ leading an activity at NASA Space Day 2019 at REACH Academy

PLAN Parent Leaders at Oakland Educator Association (OEA) 2019 Strike Picket Line
Bay Area Parent Leadership Action Network (PLAN) develops the leadership and builds the power of parents to transform schools so that all students achieve student success.

For two years, PLAN underwent a strategic planning process that examined:
- Operations Infrastructure
- Staffing Structure
- Leadership Development Model
- Ultimate NorthStar
- Sustainable Funding Sources

Our Strategic Plan **Parent-Led Systems Change: A Anti-Poverty, Long-term Investment** will summarize PLAN’s work to develop the leadership of a million parents over the next several years.

The strategic plan will also provide context for the phases PLAN’s operations, staffing and fundraising will undergo to achieve our goal successfully.
We engaged PLAN members, allies and supporters in conversations about what our North Star should be for the next ten years.

We heard that our strength is amplifying the stories of families to shift the mindset of decision-makers, administrators and educators in managing systems.

We heard a clear demand that we advance parent-led system change both for students to have equitable learning conditions and for families to have the resources to raise healthy children.

We heard that ensuring our organization amplifies the inherent need for racial justice is critical to family’s transformation.

Racial Justice: ensuring that the systems are fair and repair harm to Black, Latino, Arabic and Pacific Islander students and their families.

Economic Justice: ensuring that systems create the ability of families to achieve self-sufficiency and multi-generational independence from poverty.

For next ten years, Bay Area PLAN will work to center families in the systems change processes already underway in Bay Area institutions. We will advance racial and economic justice with our supporters and allies through basebuilding and capacity building services. We will demand through organizing that school systems, local governments and county systems repair the harm done by decades of limited investments in our schools and communities. Most importantly, we will center families and their student’s academic, emotional, mental, social and economic development in our work to change the narrative of why investment in our communities is fair.
Since 2017, we have used our Theory of Change to guide our work. During the strategic planning process, we assessed if our Theory of Change was relevant to our changing conditions and dynamics our organization was facing.

We concluded that our Theory of Change remained true for our work. Combined with our North-star, the significant changes in our organization are the upgrades to our model of leadership development and our structure to support our new leadership development model.

As we continue to explore the implementation of our strategic plan, we are committed to annual review and modify if needed our theory of change. Ultimately, we want to apply the principles we stand by and always engage in a cycle of continuous improvement.
Long-term, PLAN recognizes that to achieve parent-led systems change, we needed to analyze how our model supported and or missed the mark on supporting Bay Area parents and families to engage in leadership opportunities. In the strategic planning process, PLAN decided that in order to advance economic and racial justice, two dynamics must occur: a) innovation must be interwoven through all our strategies and b) we must expand to meet demands across the Bay Area.

In 2020, PLAN will advance parent-led systems change by upgrading our leadership model. We will add workforce development into our program design so that parent leaders develop advance skills and earn a living wage.

We heard clearly from our program participants and leaders that having a clear leadership development plan and consistent coaching was important for their advocacy on behalf of their children, family and school community. As such, PLAN will continue to offer Leadership Development Plans for program participants. Additionally, we will continue to implement workshops and trainings at our East Oakland Leadership Center and with other community organization partners using our PLAN to LEAD, Parents Ready for School and other curriculum.

Our first infrastructure change is to amplify the leadership of parents in our organization structure. We have redesigned the Parent Organizing Fellowship and our added new Fellowships to increase opportunities for parents to learn advanced skills. In the fall of 2019, we launched a 13-week Base Building Fellowship with specific projects and a Black Family Engagement Parent Fellowship to deepen our commitment to achieving equitable outcomes for black, Latino and Arabic students. Additionally, in 2020 we will launch a Bay Area Parent Fellowship program where parents from across the Bay Area will learn to conduct a quality review of a school and district's implementation of Transformative Family Engagement Standards Practices.

Our second infrastructure change is recognize that fellowships alone are not enough—we need internships and parent leaders to be PLAN, school and district staff. In our vision, all future PLAN staff will come from our parent and community base. We want to develop the staff needed to advance parent-led systems change by developing the infrastructure that produces them. Thus, we will design and implement a paid-internship program where parent leaders will become PLAN trainers and interpreters as we expand our capacity building services. Through the internship, PLAN will explore professional development of parents, expose parent leaders to community, government and education systems and invest in their academic success to achieve credentials and certifications.
### OUR MODEL

**New Program: Black Family Engagement Fellowship**  
Goal: Work with Justice for Oakland Student (J4OS) Coalition to provide black parents and families training, coaching and grants to launch Equity Projects to increase Black Family Engagement and Black student achievement at their schools using the J4OS Black Thriving Index

**New Service Model: Institutes and Capacity Building Services**  
Goal: Contract with organizations, schools, districts and agencies skill development services including and not limited to coaching, facilitation, workshops, academies and institutes to increase their use of Transformative Family Engagement Standards and Practices (TFES)

**Redesigned Program: Parent Organizing Fellowships**  
Goal: provide parent leaders advanced training, coaching and support to enlarge and activate parent engagement and leadership in PLAN’s campaigns

**New Program: TFE Standards Fellowship**  
Goal: support parent leaders in Bay Area districts to evaluate the state of family engagement using the TFES and Metrics

**New Program: Trainer Bureau**  
Goal: to contract parent leaders to lead workshops, training and institutes

**New Program: Internship**  
Goal: Create a one-year paid internship that provides advance training to prepare parent leaders to transition from fellowships to paid Trainer positions and Part-time to Full-time staff positions

**New Campaign: Strong Parents, Strong Public Schools Campaign**  
Goal: Organize a Bay Area network of School Site Council members and LCAP Parent Advisory Committees to organize for their districts to adopt the Transformative Family Engagement Standards
As we implement our new model, we will also be working to update our organization’s structure including our board, staffing and fundraising model.

Board Model

Over the course of 2020, PLAN’s board will be engaging in continued development on it’s structure and alignment to the strategic plan. PLAN’s board remains deeply committed to have a sustainable board that reflects the amazing diversity of our community and parent leaders across the Bay Area including parents and community members that are black, immigrant and undocumented. We believe that our base must be fully involved at all levels of our organization to hold us accountable to our strategic plan implementation and our vision. Additionally, we want to ensure that our values live throughout our work from the board room to the living room!

Staffing Model

To begin implementation of the strategic plan, PLAN has invested in our team of five staff members to sustain in new positions with new responsibilities. We are thrilled to have an amazing team of diverse parents and community members of color. As we move forward, PLAN remains committed to hire from our base. To honor this commitment, PLAN’s staffing model will undergo annual assessment to determine how staffing both advances our strategic plan and our vision. Together, PLAN staff, fellows, parent leaders, members and participants will have ample opportunities to help determine roles and responsibilities of staff and speed of adding new positions contingent on our fundraising success.

Fundraising Model

Given the amazing programs that we aim to implement in our strategic plan, we will need more resources to be effective and successful in efforts. We are committed to partner with foundations that support our mission and the goals of our strategic plan. Additionally, we are excited to explore new tools and ways to raise awareness and public support of our organization. In Spring 2020, we will launch a new website to support with increasing communication with our communities across the Bay Area. We are also looking forward to adding ways for local businesses to support our organizations efforts through in-kind donations and volunteer opportunities. We are clear that all ways to add resources will help our strategic plan be effective and successful.
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APPRECIATIONS