



PARTNERSHIP FOR AMERICA'S CHILDREN

Engaging, empowering, and investing
in a network of child advocates

2024 - 2028 STRATEGY ROADMAP

PARTNERSHIP FOR AMERICA'S CHILDREN



OVERVIEW

The Partnership for America's Children was formed in 2014 by the executive directors of state and local child advocacy organizations because of their firm conviction that state and local child advocacy organizations are more effective when they learn from and support each other. Each member contributes expertise, leadership, and passion to the network in order to fulfill the Partnership's vision.

In December 2022, The Partnership for America's Children embarked on a strategic planning process to support the organization's thoughtful growth and forward movement. To guide our process, The Partnership formed a strategy development committee inclusive of board members, member organizations, and staff and engaged Imago, LLC as strategic planning consultants.

Partnership for America's Children engaged in strategic planning seeking to achieve the goals below:

✓ Solidify who we are by aligning our mission statement with our values;

✓ Create an evolving and functional framework for guidance while making decisions, strategizing, and creating a collective vision of how we want to grow; and

✓ Institutionalize antiracism within Partnership for America's Children by intentionally operating through a lens of inclusivity and racial justice.

This summary is a culmination of all the work completed in this process from December 2022 - March 2024.

VISION STATEMENT

Every child has the resources and opportunity to reach their highest potential, supported by institutions and systems that prioritize their well-being and center family voices.

MISSION STATEMENT

The Partnership for America's Children engages, empowers, and invests in a network of state and local child advocates who advance transformative, systemic, and equitable policy change for the well-being of every child across the nation.

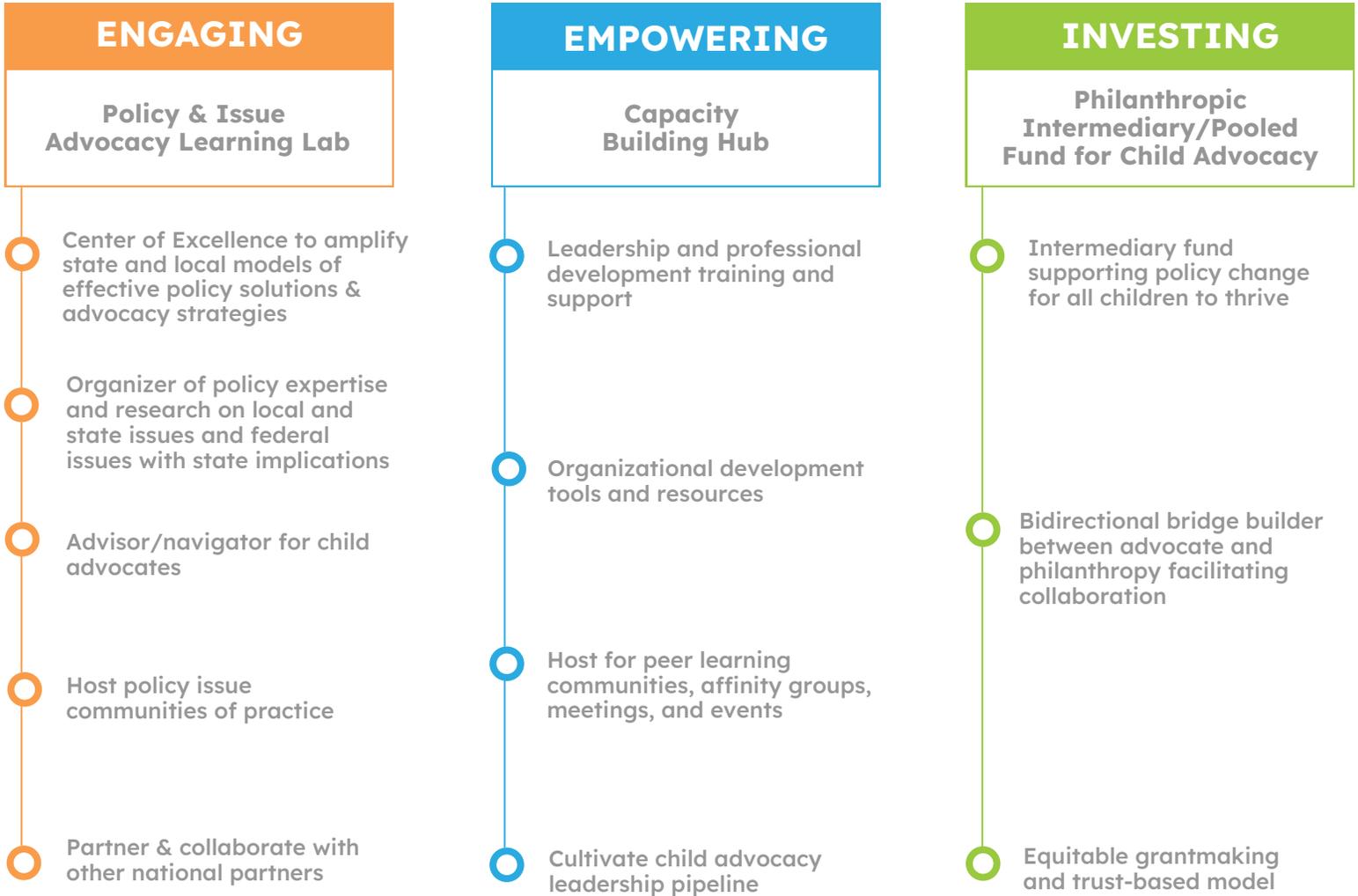
VALUES

Relationships are our cornerstone.

- **WE STRIVE TO BUILD CONNECTION:** We are building a strong network of advocates, partners, and funders, united in our commitment to champion children and families.
- **WE STRIVE TO BE TRANSFORMATIVE:** We are dedicated to igniting systemic change in policies that directly benefit children and families, advancing equity and disrupting the status quo.
- **WE STRIVE TO UPHOLD INTEGRITY:** We uphold the highest standards in our practices and advocacy, ensuring that the voices of children and families are represented authentically and our actions are rooted in trust and upheld through accountability.
- **WE STRIVE TO BE INCLUSIVE:** We are committed to creating spaces where every voice is valued and respected. We actively seek to welcome differences, celebrate unique perspectives, and cultivate a culture built on the strength of our diversity.
- **WE STRIVE TO ADVANCE EQUITY:** We believe change is only possible when we dismantle systemic barriers, lead organizations that challenge the enduring impact of racism, and advocate for policies that advance social justice for children and families.
- **WE STRIVE TO LEAD WITH VISION:** We imagine ambitious policy solutions and confront emerging challenges that impact children and families.



CORE PILLARS OF OPERATING MODEL



Equity: Leveraging opportunities to center marginalized communities as advocates to achieve external policy changes and operationalize internal cultures and practices that address long-term structural inequities and transform systems of oppression.

Power Building: Prioritizing advocacy grounded in the problems and solutions generated from impacted communities versus prioritizing achieving the policy win.



STRATEGY 1: Enhance Organizational Capacity for Future Growth and Equity

Ensure our systems, processes, and structure support the current and future goals and needs of the organization, our staff, and the members we serve as an effective and equitable organization.

TACTICS:

➤ **Strengthen Operational Systems:**

Evaluate and enhance the organization's general operations, financial management, and IT systems to better serve both the organization and its members.

➤ **Build Internal Capacity:** Create an organizational chart and staffing plan with a transparent salary structure to ensure sufficient capacity and position the organization as a competitive, equitable employer.

➤ **Enhance JEDI Competencies:** Collaborate with the REESPC Committee to continuously improve knowledge and awareness of justice, diversity, equity, inclusion (JEDI), and anti-racism among staff, board, and committee members.

➤ **Foster an Inclusive Culture:** Develop an internal culture that promotes learning, belonging, psychological safety, and empowerment for all staff members.

➤ **Broaden Network Diversity:** Increase diversity within the network by expanding membership to new geographic regions and deepening the organization's impact.



STRATEGY 2: Increase Revenue to Empower Advocates and Achieve Strategic Goals

Boost revenue to support the organization's goals and provide additional resources into the child advocacy field and its member organizations, enhancing their capacity to effect change.

TACTICS:

➤ **Strengthen Intermediary Role for Child Advocacy Funding:** Enhance the organization's presence as an intermediary and pooled fund for foundations and donors dedicated to supporting the child advocacy movement.

➤ **Diversify and Expand Funding Sources:** Seek new funding opportunities to increase general operating funds, diversify revenue streams, and provide more core funding for member organizations.

➤ **Leverage Network Power for Fundraising and Philanthropic Relations:** Utilize the collective influence of the network to drive fundraising efforts and build reciprocal relationships with the philanthropic community.

➤ **Create a Dedicated Equity Funding Stream:** Establish a dedicated funding source to support equity programming and develop a budget that reflects the organization's commitment to equity and our core values.

➤ **Develop and Test an Equitable Grantmaking Model:** Design and pilot a new funding model grounded in equitable giving and trust-based philanthropy principles.

✓ STRATEGY 3: Transform Programs to Strengthen Equity and Member-Centric Impact

Develop and refine programming to better respond to member needs, achieve measurable impact, and advance the organization's commitment to equity.

TACTICS:

- **Launch New Programs:** Evaluate member needs and explore opportunities to test and pilot new programming that addresses those needs.
- **Build Leadership Excellence:** Invest in leadership development, support succession planning, build a leadership pipeline, and provide deeper support, especially for leaders of color.
- **Enhance Policy and Capacity Building Resources:** Strengthen and diversify national partnerships to expand access to policy knowledge and capacity-building resources.
- **Promote Equity and Power Building:** Provide members with knowledge and tools to help them operationalize equity and power-building in their organizational practices and advocacy strategies.
- **Encourage Continuous Improvement:** Regularly gather member feedback to understand their evolving needs and foster a culture of continuous improvement.

✓ STRATEGY 4: Strengthen Communication and Messaging Frameworks

Reflect the unique identity of the Partnership in strategic messaging while also enhancing communication both within the network and externally in the broader sector.

TACTICS:

- **Reimagine and Messaging:** Refresh the brand and messaging to align with PAC's current mission and position within the ecosystem
- **Demonstrate Collective Impact:** Develop an evaluation framework and craft messaging that highlights the collective impact of the Partnership's network in child advocacy and articulates the organization's value proposition.
- **Enhance Peer Connections:** Offer programming that fosters communication across communities of practice and strengthens peer-to-peer connections among members.



ACKNOWLEDGMENTS

Racial and Ethnic Equity and Strategic Planning Committee

Dr. Stephan Blanford, Children's Alliance - Executive Director

Jenifer Wagley, Our Children Oregon - Executive Director

Larry Marx, The Children's Agenda - Chief Executive Officer

Mayra Alvarez, The Children's Partnership - President

Marquita Little Numan, Partnership for America's Children - Executive Director

Elyssa Glucksman Hyne, Partnership for America's Children - Sr. Child Welfare Policy Manager

Jasmine Jones, Partnership for America's Children - Director of Member Engagement

Michelle Hughes, Partnership for America's Children - Interim Executive Director (through Oct 2023)

2024 Partnership for America's Children Board of Directors and Staff

Kimberly Perry, Co-Chair, Board of Directors

Jenifer Wagley, Co-Chair, Board of Directors (through June 2024)

Dr. Stephan Blanford, Board of Directors

Paige Clausius-Parks, EdM, Board of Directors

Richard Kennedy, Board of Directors

Allison Lake, Board of Directors

Mark Mecum, Board of Directors

Keesa Smith, Board of Directors

Holly Welborn, Board of Directors

John Wilson, Board of Directors

Marquita Little NuMan, Executive Director

Elyssa Glucksman Hyne, Sr. Child Welfare Policy Manager

Jasmine Jones, Director of Member Engagement

Zoë Kilbourne, Administrative Assistant



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