



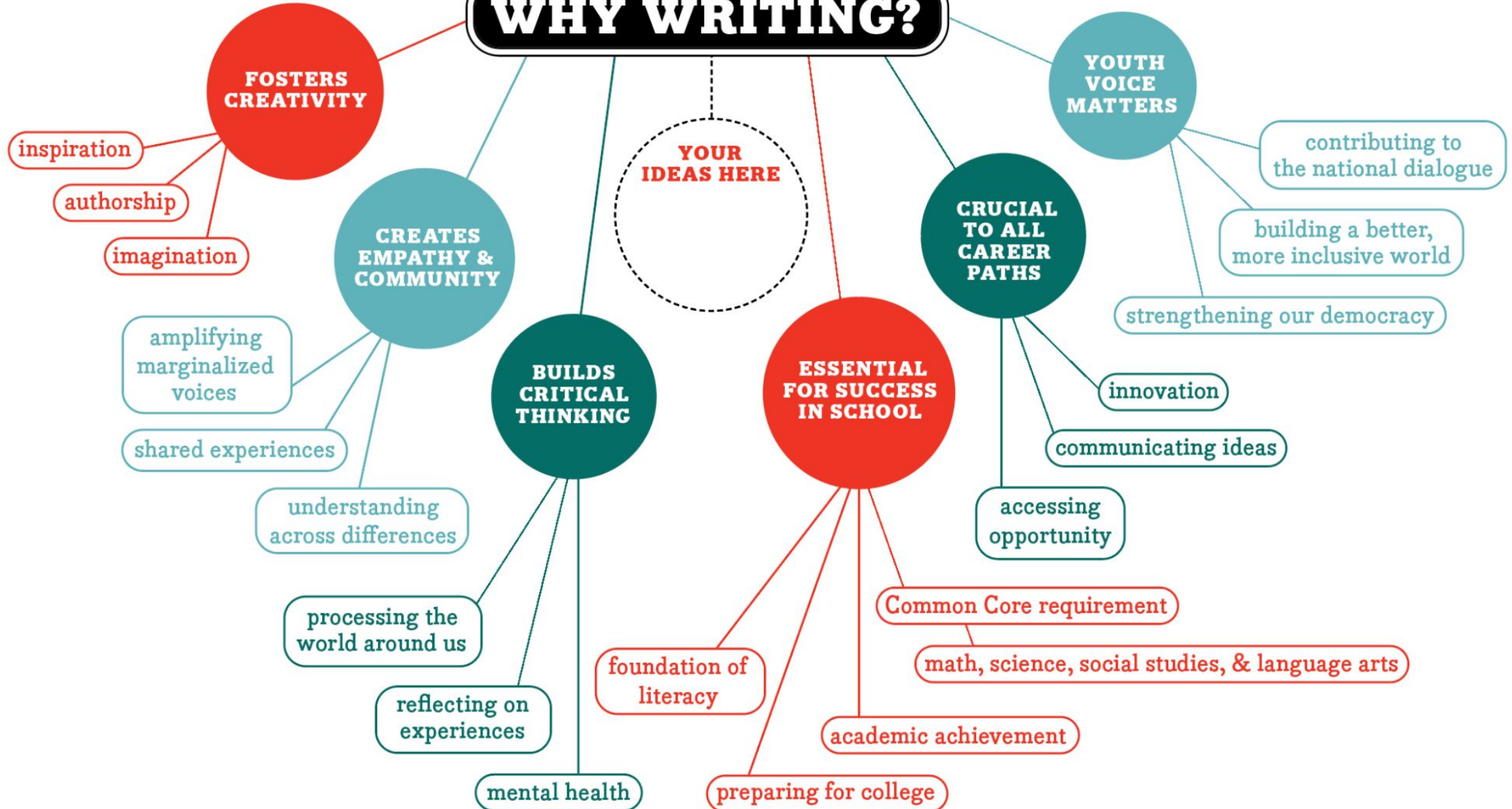
2024–2026 Strategic Plan and Growth & Sustainability Campaign

November 2023

We believe writing is power.



WHY WRITING?



Our Proven Model

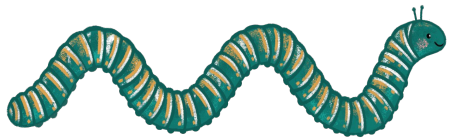
Students, parents, and teachers reported our programs increased...



skills
90%



pride
92%



confidence
90%



90%
transformed
relationship to
writing

5% growth in writing proficiency!

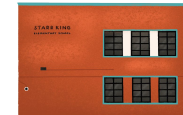
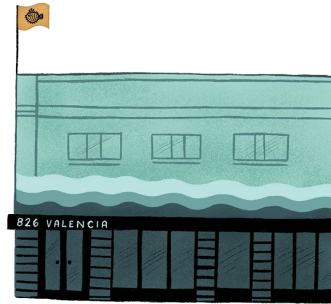
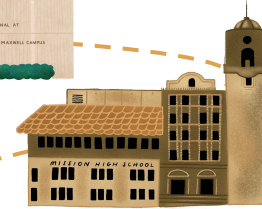
Our Journey of Impact

100,000 Students over 20 Years



3 Writing Centers

2002-2024



+16 Close Partner Schools

Why Now?

The stakes have never been higher

The pandemic has....

- Widened the educational opportunity gaps
- Increased students' social emotional needs
- Intensified the need for individual attention
- Increased need for teacher support
- Left writing undertaught



Our 20 Year Vision

A Big Hairy Audacious Goal



In the next 20 years, every under-resourced student in San Francisco will have the writing skills and publishing platforms they need to use their voices for positive impact.



We can scale 826 Valencia programs to meet this moment!



Our Growth Plan

1

Expand Elementary Programming

2

Increase Consistent, Individualized Tutoring

3

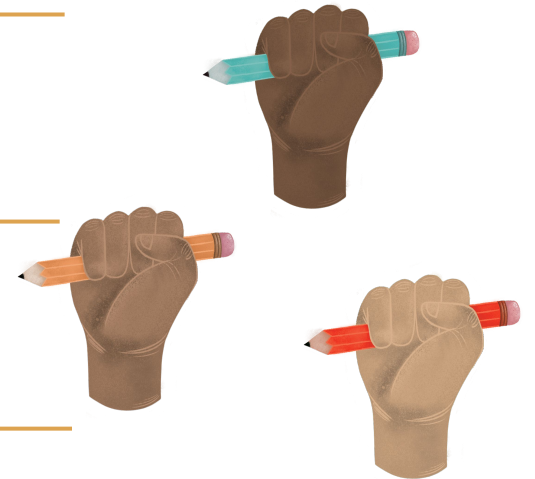
Expand Leadership and Publishing Programming

4

Elevate Writing City-Wide

5

Strengthen Infrastructure through Sustainable Growth

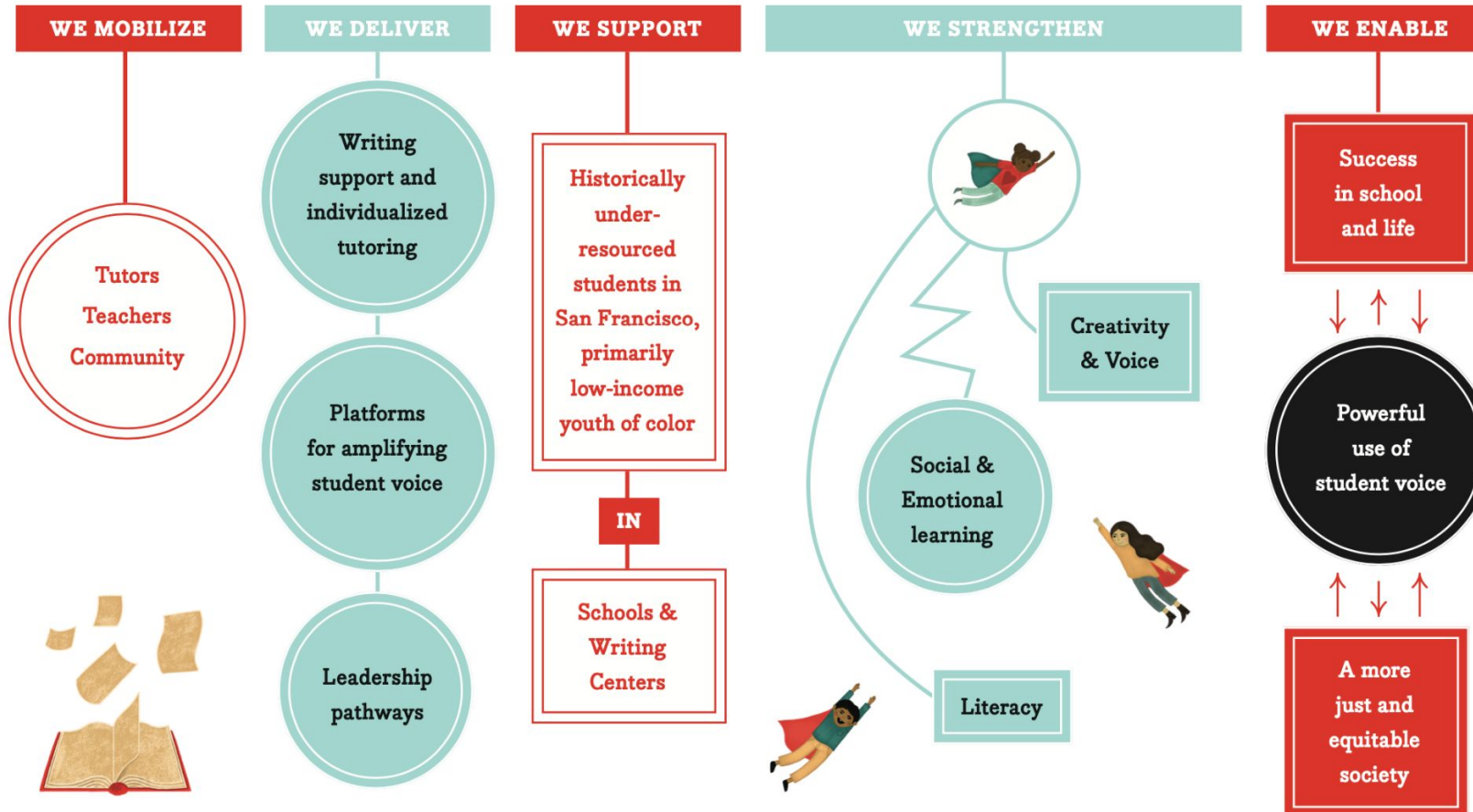




Join us! Get involved at 826valencia.org



Our Theory of Change



PILLARS OF PROGRAM DESIGN

- ★ Provide individualized attention to our students
- ★ Adapt our programs to the needs of the communities we serve
- ★ Implement culturally relevant writing and publishing projects
- ★ Cultivate wonder through our spaces, publications, and programs

1

Expand Elementary Programming Transform Students' Relationship to Writing

Why this strategy?

- Early intervention supports long term gains
- Writing is undertaught
- Additional is needed to support public schools with fewer resources, particularly those with high percentages of Latine and Black students

2026 GOAL

Reach an additional 250 elementary school students through consistent after-school and in-school writing tutoring.

Implementation

Add one elementary school each year for three years.



Dr. Charles R. Drew Preparatory Academy

Student population:

- 79% very low-income background
- 53% Black
- 20% Latine
- 9.5% Qualify as homeless
- 16% English Language Learners
- 16.4% tested at or above grade level for English Language Arts/Literacy in 2021-22



2

Increase Consistent, Paid Tutors

Provide Quality Individualized Attention

Why this strategy?

- Individualized tutoring is a research-based, proven method
- Students with the greatest need benefit from consistent support
- Volunteerism has declined, particularly in “hard to reach” schools
- Need to attract alumni and retain tutors who reflect the student population
- Need to create pipeline of diverse educators

2026 GOAL

Augment our workforce of staff and volunteers with paid interns to ensure an average of 1:2 adult to student ratio for all intensive programs

Implementation

Hire paid interns for year-long internships and include ongoing professional development.





3

Expand Leadership and Publishing

Cultivate Wonder

Why this strategy?

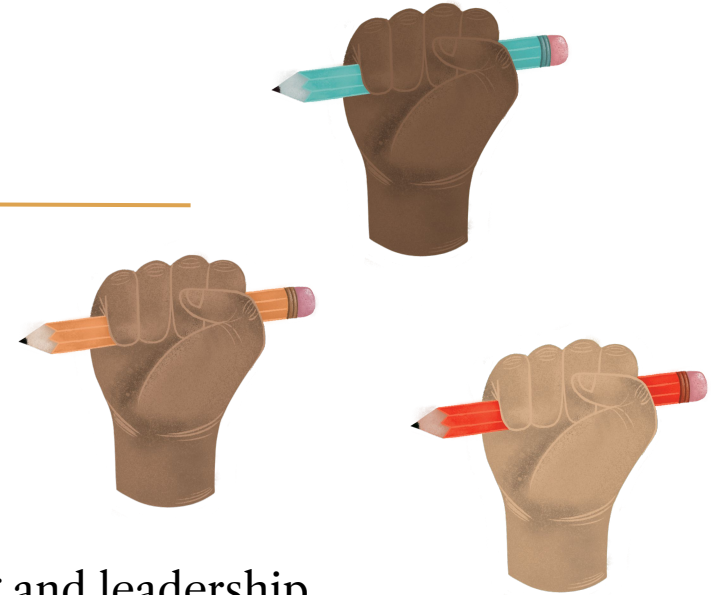
- Creates individual and community empowerment
- Fosters artistic self-expression
- Builds pathways for middle and high school students

2026 GOAL

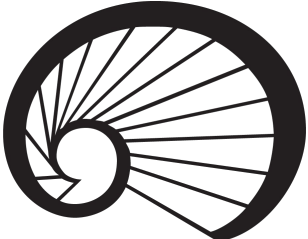
- Reach 100 additional students through expanded publishing and leadership development programming, ensuring programs retain some special, transformative, and whimsical element that inspires our students
- Expand the audience for publishing and/or broadcasting student voice from 140,000 to 350,000

Implementation

- Plan expansion during 2023-24 year
- Implement two to three new programs in subsequent years



San Francisco Youth Poet Laureate



*San Francisco
Public Library*



**Youth
Speaks**

4

Elevate Writing

Partner with Underserved Schools and Communities

Why this strategy?

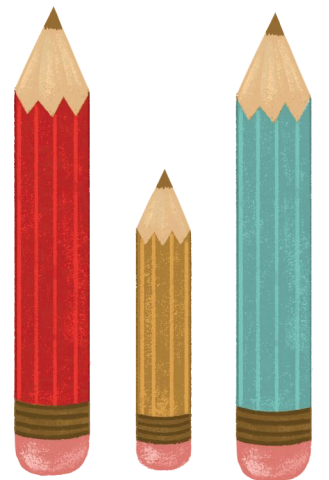
- Writing is undertaught
- We can share 20-years of writing instruction best-practices
- We can scale to reach more students through coalition-building and teacher training
- We can provide effective teacher professional development

2026 GOALS

- Reach 30 teachers (and, by extension, 600 students) annually in SF by teacher professional development activity
- Reach 40 teachers (and, by extension, 1000 students) through The SF Literacy Coalition and conferences thought leadership

Implementation

- Continue partnership with Bay Area Writers Project to provide writing professional development
- Co-lead the SF Literacy Coalition and track progress in focal schools
- Lead trainings at conferences



San Francisco Literacy Coalition Approach

SFLC is engaged in creating these conditions for success...



To achieve its goals...

Coalition Goal: By 2027, there will be a 20% increase in grade level reading and writing proficiency among students in the Coalition's focal schools.

and support the district's goal

SFUSD 3rd Grade Literacy Goal: The percentage of ALL third-grade students reading at grade level as measured by state tests (SBAC ELA) will increase from 52% proficiency rate in October 2022 to 70% proficiency by October 2027.

5

Strengthen Infrastructure

Grow Sustainably (Fundraising and Human Resources)

Why this strategy?

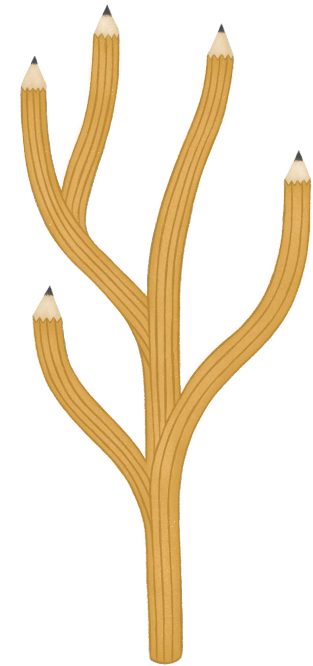
- Need to increase financial investment as we grow
- Essential to hire additional staff to meet growing programs and organizational infrastructure needs
- Important to attract and retain staff

2026 GOALS

- Raise the annual expense budget each year plus 5% for reserves for sustainability and optimal organizational structure

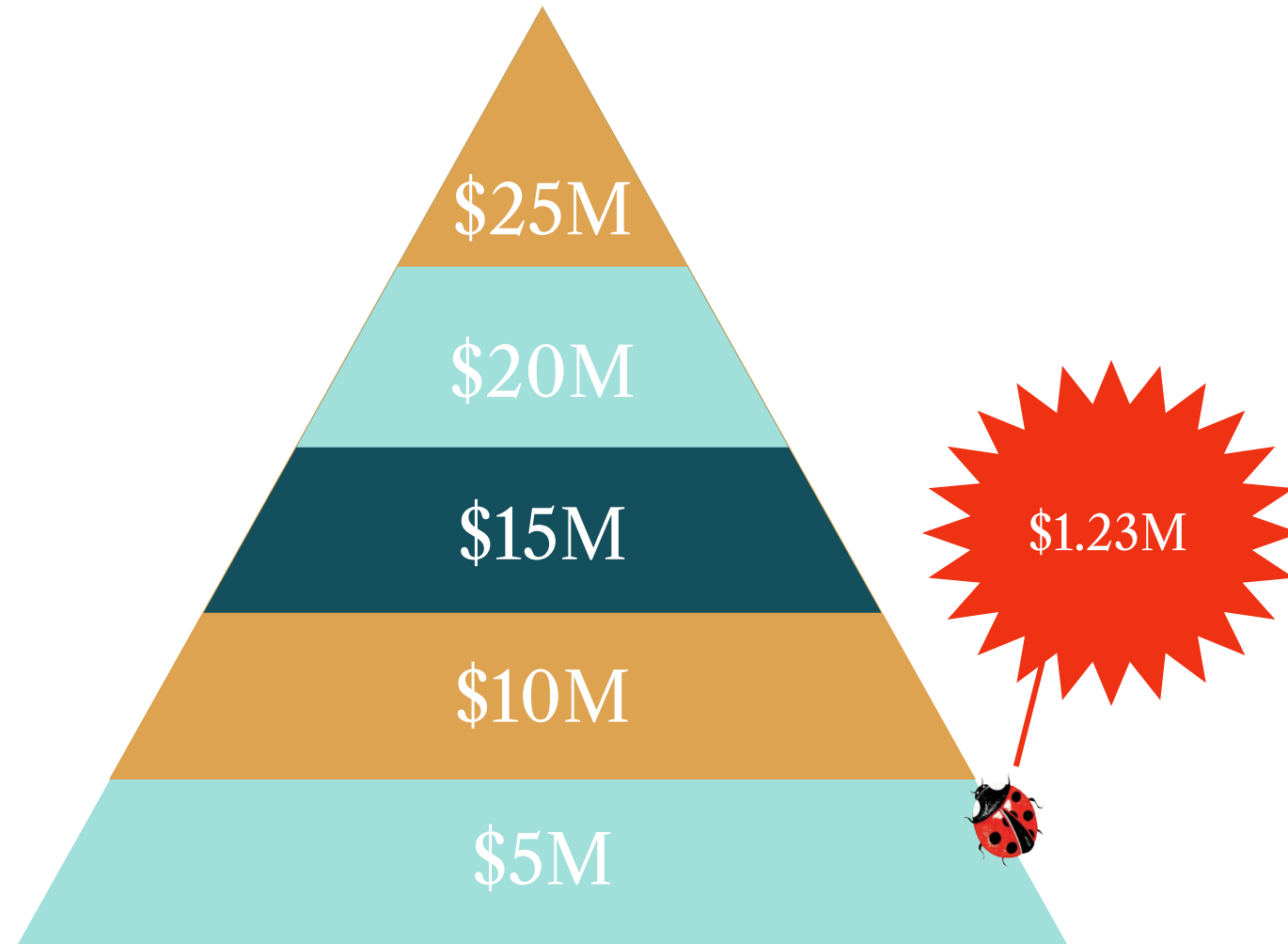
Implementation

- Build annual budgets that reflect the growing organizational needs
- Execute a successful comprehensive campaign
- Grow donor base
- Consider an endowment strategy for long term sustainability
- Institute succession planning



New Initiatives Subtotal	\$4,582,940
Existing Ongoing Operations	\$17,869,362
Sustainability Funds	\$2,250,000
Total Campaign (3 years)	\$24,702,302

\$25M Comprehensive Campaign (as of September 2023)



Join Us!

- Increased gifts
- Multi-year gifts
- Introductions to other donors
- Legacy gifts
- Be an 826 Ambassador

