GO Forward: GO’s Impact in 2022 and Beyond
The vision for GO Public Schools’ next chapter has been informed by lessons learned over our last 15 years of impact and a series of intentional choices guided by our organizational design principles of simplicity, alignment, equity, sustainability, and anti-racism.

Our 2017 Strategic Plan and 2019 Strategic Refresh served as a strong foundation from which to launch GO’s next chapter following the transition of our co-founder and the onset of the pandemic in 2020. In order to best serve students and families moving forward, we needed to take a hard look at where we were having the most impact, how our limited resources would be best maximized, and whether and how growth aspirations should continue to play a role in our plans.

Our strategy is to focus on what we’re best at – amplifying the voices of family advocates and building community capacity to seed and win change for California students. Our unique value add is that we do this at both the local and state levels, and we will continue to do both in the years to come.

We’re taking the time over the next 3-5 years to apply what we’ve learned over the last 15, particularly scalable virtual and light-touch adaptations made during the pandemic years, to grow our impact and support new communities while maintaining our work with families and their champions in Fresno, Oakland, and West Contra Costa.

We’ve built flexibility into this plan so that GO can continue to grow, improve, and adapt to the ever-changing education and advocacy landscape and be responsive to the programmatic priorities that are illuminated through our work with families. The core pillars and tactics of our work remain the same: community leadership development, advocacy, and information sharing.

To accomplish our growth and support our current network, we’re building a new regional cluster model, an infrastructure to support our evolution, partnerships to enhance our impact, and refining our proven tactics and curricula to deepen and grow our impact today and over time. We believe that together, we can ensure that more California students receive access to an equitable education so that they are better prepared for post-secondary options and to thrive in our rapidly evolving world.

On behalf of all of us at GO, thank you for supporting our last 15 years of impact. We hope you’ll join us for our next chapter!
Key Elements of GO’S Strategic Plan

- Vision, Mission and Core Values
- Impact by the Numbers
- Simplified Theory of Change
- Impact Model
- Operations and Programming Pillars
- Evolving to Regional Cluster Approach
- GO Voices Growth Strategy
- Multi-Year Initiatives
We envision a day when all schools prepare every child regardless of skin color, family income, home language, or neighborhood to succeed in our rapidly evolving world.

GO Public Schools amplifies the work of families and their champions – educators, school leaders, community members, elected and appointed officials – to promote and advocate for the equitable public education of underserved students in California communities. Together, we hold systems and leaders accountable for the outcomes they create for students.
Community
We believe in the knowledge, effort, and leadership of our community. We look for and value those with diverse perspectives who can push us in our work and partner with them to get things done and solve problems.

Impact
We pursue robust, meaningful, and measurable outcomes. We face facts honestly and openly while staying disciplined but nimble in our approach to achieving results.

Courage
We approach big problems with the assumption that we can do something about them. We are persistent in the face of challenge and learn from both our successes and mistakes to advance equity.
GO enters this strategic plan with a strong record of collective impact across our three existing local networks in Fresno, Oakland, and West Contra Costa and a solid foundation from which to expand geographically and meet our goals of educational equity and anti-racism – both locally and statewide.
Our Next 3-5 Years

GO’s vision is to create a scalable, sustainable, and coordinated plan to increase our impact on California’s 5.9 million students. With our new geographic cluster approach, GO aims to expand the number of families we serve by adding programs and developing new family leaders in local districts near our existing networks in the East Bay and the Southern Central Valley. We’re also planning to add 1-2 new geographic clusters across the state. The Northern Central Valley and North Bay are two areas we’re considering for expansion to help reach our long-term goals to serve nearly half a million students through aligned state and local advocacy by 2030.

With educational equity as our north star, we’re focused on two top priorities across all our local and state networks:

- College access and affordability
- TK-12 funding equity, adequacy, and accountability

186,000 Additional students served in next 3-5 years

342,000 Total students served after this plan
Educational equity requires ongoing attention and action. Our campaigns include not just policy wins, but also implementation, accountability, and electoral wins.* Persistent attention and follow-through is how GO will help create more equitable systems for students.

We also know that change is rarely linear. We often tackle individual pieces of an issue to move toward a larger goal. After passing a resolution calling for equitable school funding, we may need to follow up with school sites to ensure dollars get to the classrooms. Our new simplified theory of change better represents the progressive nature of our work by transforming from linear to cyclical.

* c4 only
GO’s Impact Model

State and local action: Amplify family power

With a top-down and bottom-up model, GO creates systemic change locally and state-wide. Locally, we’re centering families, developing community leaders and equipping them with the information, tools, skills, and access needed to overcome generations of systemic oppression. At the state level, GO works with coalition partners to amplify family voices and ensure they have a say in the decisions that matter most for students. We’ll select state policy priorities each legislative session based on local campaigns and state proposals aligned with GO’s mission. We reach more than 10,000 individuals directly, and our advocacy coalitions enable us to reach tens of thousands more.
Building Community Leaders to Create Change

GO’s Community Leadership strategies

Community leadership: Empowering communities through information sharing and strategic communications and developing leaders.

- **Family Leadership Program (FLP)**
  Introduces families to the inner workings of the education system and supports their journey as education advocates.

- **Community-led Committees (CLC)**
  An opportunity for community members to lead by setting the policy direction, generating solutions, and conducting advocacy campaigns from start to finish.

- **Campaign Action Teams (CAT)**
  Diverse committee of stakeholder allies – alumni, district leaders, teachers, families, and community partners – that focuses on a specific policy or electoral objective.

- **Advanced Professional Parent Leadership in Education (APPLE)**
  A program for parents who want to acquire new professional skills and deepen their knowledge of the role education plays in the health of the community.

- **Family Leadership Action Group (FLAG)**
  A place for FLP graduates to come together to lead policy advocacy campaigns.

- **Family Action Committees**
  Committees organized by theme engage decision makers on timely topics and policy issues relating to that theme as they arise.
GO Family Resources: Information is Power

Data Reporting And Information Sharing
GO regularly publishes reports on student achievement data in the districts serving their local communities. These reports include achievement data on both summative statewide standardized assessments and formative assessments like the iReady. GO breaks down these data by student demographics (race/ethnicity, income, disability status) to highlight inequities in outcomes.

GO’s Toolkits And Resources
We provide families with practical information to help their students with specific needs. GO’s Parents’ Guide to College Conversations helps families understand how to decipher and compare financial aid award letters and college choices. GO’s special education guidebook gives parents tips and resources for their students who have disabilities, such as how to prepare for the Initial Individualized Education Program evaluation.

GO Events And Gatherings
Webinars, small group sessions, and education fairs ensure families have the information they need to navigate their local school systems.

“GO held a workshop for parents to help us learn about what our children need to do to be ready for college, and what we need to be advocating for at their schools. They gave us information about the credits students need when they’re in high school so they can be ready for college, and also about how to budget for college.”

– GO Parent Leader
State and Local Policy & Advocacy Campaigns

GO’s policy, implementation, and accountability strategies

Lever
Policy, Implementation, and Accountability: Executing high-impact advocacy campaigns designed and led by families and community members.

Strategy

• Board and Budget Editorial: GO unpacks the complex work of local school boards and district leaders and shares it with community members.
• Board Resolutions/Presentations and Corresponding Board Action: Documents or other actions that explain the board’s stance on an issue and set forth standards or goals the board agrees to fulfill.
• Community Leadership Action (FLAG, CLC, CAT, etc.): Family and community members work together to set the policy direction and, through an advocacy plan, generate solutions.
• Sign-on letter (local): A mechanism to elevate a local advocacy issue by demonstrating community interest in a proposed solution.
• Sign-on letter (state): A tool to create or join a broader coalition and advocate for a change to state level policy and/or budget priorities.
• Grassroots 1:1 campaigns: GO leaders working directly with decision-makers to change priorities, programs, or practices in service of children.
• Network emails: In-depth emails designed to bring information and resources to the community.
• Legislative Lobby Day: In-person visits with legislators and government officials to provide context on issues important to GO’s network and/or influence the outcome of bills or regulations.
• Testimony: Advocacy action where network members offer comment at local and/or state board or commission meetings.
• Coalition Membership: Flexible groupings that correspond to GO’s policy and program priorities.
• Coalition Leadership: Significant organizational investment to quarterback an effort to drive change at the local or state level.
Strategic Priorities

In addition to clarifying our vision, mission, values, and operating model, GO’s strategic plan identified the following priorities and multi-year initiatives to achieve our impact goals and ensure that GO is sustainable for years to come.

- Multi-year funding plan
- Diversifying funding sources
- Board fundraising
- Multi-year budgets and front-loaded cash flow
- Diversity, Equity, and Inclusion
- Restructuring and hiring
- Performance management and professional development
- Geographic diversity
- State level policy profile
- Flexible coalitions with aligned groups for broad base power and access to the expertise of others
As we work to implement and to evolve our work, it’s important to have clarity on how we approach strategic opportunities and design our program and operations. The principles below help guide us through GO’s next chapter.

**Simple**  We err on the side of simplicity. We should be able to communicate what we do concisely and simplify our approach, both operationally and programatically.

**Aligned**  Alignment across the organization is key for GO’s long-term health and impact. We will work to implement the principles outlined in our strategic plan with fidelity and to communicate and coordinate across regions.

**Equitable**  Equity must permeate all aspects of our work. Prioritizing equity calls us to differentiate our approach in communities while keeping alignment and simplicity at the forefront of our design.

**Sustainable**  Prioritizing sustainability and stabilization of our model is key to our long-term health. As we evaluate future programs, we will ask ourselves: “Can we scale it?” “Can we fund it?” “Is it aligned?”

**Anti-Racist**  To build toward the future that we hope for our children, we must address the problem of racism head on, and that includes our own internal practices and culture. As we do our work, we will consistently consider how our actions help dismantle racist culture and structures. Diversity, Equity, and Inclusion (DEI) will be embedded into our programmatic approach and direct service delivery.

**Connected**  GO will work to connect families across geographic regions and to other network partners. GO is focused on creating flexible coalitions with aligned key groups for broad base power and access to outside expertise. We welcome partnerships with other family advocacy groups, educator organizations, civil rights groups, transitional age groups, and middle/high school groups.
Internal Plan for Impact

Operations/Growth/Structures

- Diversifying geographically with a Regional Cluster Approach to better represent families across the state, with checks and balances to ensure organizational stability and solvency as we expand.
- Bringing resources and expertise to communities, both rural and urban, often overlooked by education reform organizations.
- Restructuring and creating a centralized Local Impact Team to coordinate and support local teams. Local decision-making with centralized supports will ensure alignment and achieve economies of scale.
- Adopting a bi-annual budget and policy platform with the ability to pivot quickly to emergent issues.

Culture

- Embedding Diversity, Equity, and Inclusion (DEI) in internal operations and organizational culture work
- Positioning GO as a learning organization:
  - Intentionally building spaces for staff to learn and grow together.
  - Building a culture of strategic risk taking to allow for iteration and evolution in response to changes in the system and landscape.
Where We’re Going

Organizational Strategy
Evolving to a Regional Cluster Approach

Our regional approach begins with two initial regions: East Bay and Southern Central Valley, each led by a managing director or director, based on the size and complexity of the regional cluster. We will work to expand to new school districts within these two clusters while also adding new regional clusters.

- GO continues work in Oakland and West Contra Costa under the leadership of a single East Bay cluster managing director focused on grassroots relationships and growing a powerful community leadership team.
- GO continues its work in Fresno under the leadership of a single Southern Central Valley cluster director focused on grassroots relationships and growing a powerful community leadership team. As GO incorporates additional Southern Central Valley school districts, this role grows to a managing director.
- Operations, communications, and policy capacity are shared across the two clusters and report to the Vice President of Local Impact. The new Local Impact Team helps improve communication and coordination among local teams, supporting cross-pollination of ideas, tactics, and strategies.
- Work in additional geographically proximate communities is explored and folded into existing regions as opportunities arise.
- Local leaders focus mainly on programming, while centralized executive staff handle fundraising and budgeting.

| Creates financial flexibility that allows teams to deploy capacity based on programmatic need and available funding while maintaining staff stability. |
| Allows for more specialization and fewer combination roles, simplifying hiring and creating conditions for sustainability. |
GO Voices

GO’s strategic plan highlights growth of the organization when it’s financially feasible and when it aligns to other priorities such as geographic diversification and the formation of flexible coalitions. We’re exploring opportunities for project-based growth within and adjacent to existing geographic clusters in the East Bay and Southern Central Valley. We also have plans to add 1-2 geographic clusters in the next few years. The Northern Central Valley and the North Bay are regions we’re exploring for potential expansion.

GO Voices is a new programmatic approach to expanding GO’s impact in additional communities in a cost-effective and sustainable way. Building on GO’s existing virtual and in-person engagement frameworks, GO Voices allows us to engage in new communities through one of two pathways:

- **Standalone GO Voices**
  Bring together an on-the-ground community leadership team with dedicated central supports to bring GO programming to new communities – maximizing our impact and reach across California. This approach adds a regional cluster.

- **Anchored GO Voices**
  Allow existing regional clusters to expand their impact to nearby communities with similar challenges.

GO has developed a five-stage framework to determine readiness to greenlight new GO Voices programming.
## Multi-Year Initiatives

### People and Human Capital

| DEI: An intentional focus on integrating diversity, equity, and inclusion into everything we do will support our pursuit of living our core values of Equity and Anti-Racism. Multi-year plan includes evaluation, professional development, and organizational change. |
| Hiring: Right-size and build a sustainable organizational chart aligned to GO’s current impact and anticipated growth. Strategic hiring will allow GO to weather changes in community need and the evolving philanthropic landscape. Pursue sustainable staffing solutions including internships/fellowships. |

### Financial Stability

| Multi-year Funding Plan: Increasing GO’s multi-year and renewable funding will allow us to plan programs farther into the future and reduce the impact of abrupt changes to the funding landscape. Plan includes hiring a development director, diversifying funding sources, shifting to multi-year development and budgeting, and eventually developing earned revenue streams. |
| Board Fundraising: As GO’s board evolves, one of the newest priorities is directly securing funding for the organization. This additional fundraising capacity will be important as GO’s founder transitions and its leadership team diversifies. Plan includes establishing a board fundraising committee, setting board fundraising goals, and building fundraising skills capacity. |

### Organizational Positioning

| Geographic Diversity: California is a vast and geographically diverse state, with different needs and experiences across regional groupings. To ensure a representative perspective to our state-level work, we must commit to engaging and empowering families and champions from more regions of the state, both urban and rural, prioritizing geographic proximity to existing local networks. |
| State Policy Profile: In addition to local action, GO will focus on state-level change with clearly defined local and regional programming aligned to state policy priorities. Plans include developing a state policy platform, building state-level advocacy champions and coalitions, forming relationships with legislators to amplify family voices, appointing champions to state task forces, and sponsoring legislation. |
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