

*Celebrating 35 Years*

**California School-Age Consortium**  
*Together we **Unite. Empower. Transform.***



“There are numerous stories I could tell about my time at CSAC - so many growing pains, so many challenges we had to navigate together. Along the way, there were questions about who should be at the table, who should be included - from bringing recreation and childcare professionals into the fold, to expanding the organization from the Bay Area across the state. These changes were difficult and not always popular, but we knew they were important. Despite the challenges, there was always great energy at CSAC and we were a fun-loving group. It's great to see the spirit of inclusivity and justice continue in the organization, one that started with a few of us around my kitchen table. The list of outstanding CSAC doers is a long one and we all owe them a huge debt of gratitude.”

**Andy Scott**, Board President (1987-1988) and  
First Staff Member (1987-1991)

“Over the past 10 years, I've witnessed the evolution of CalSAC. Building upon the progress of our founders and remaining attentive to the needs of the field, the organization has grown by leaps and bounds. Looking forward, I am thrilled to see CalSAC continue to grow as a leading voice in equity and leadership development as well as build the out-of-school time base by facilitating grassroots advocacy and training across the state. CalSAC's unique spirit will also undoubtedly continue - one where people are at the center of our work, and children and youth are at the heart of our actions.”

**Esther Rosario**, Board President (2015-2018)

“I'm impressed how CalSAC has navigated, kept abreast and stayed on the cutting edge of the field's transformations over the past 35 years! There has been so much evolution since I first came on board in 1993 as Executive Director of CalSAC (then “CSAC”). The field's terminology has morphed from latchkey, afterschool, out-of-school time, before and afterschool, and expanded learning time—all while there were major changes to program expectations, funding, qualifications and ratios. CalSAC's continued success throughout all of this is a tribute to the oldest statewide association's core values and practice of enriching children's lives by empowering professionals.”

**Darci Smith**, Executive Director (1993-2008)

# Dear CalSAC Community,

**As I look back on the history of the California School-Age Consortium (CalSAC), I am humbled, inspired and activated.** Humbled by the small group of people who came together 35 years ago because they could see that we could do better for children and youth – and for the adults responsible for their care. Inspired because their efforts made a difference. Activated by the opportunity to build upon the legacy of these great leaders.

Now, 35 years later, CalSAC is a thriving organization, united with thousands of professionals who are empowered to advance and strengthen their programs – making them more enriching, more inclusive, and more equitable for California’s children and youth. And, while we are transforming the out-of-school time community together, we as individuals also transform. In turn, the world becomes a little brighter – more connected, more just. **With the current state of our country, there could be no better time for CalSAC and the out-of-school time field to be a vibrant beacon of hope for the next generation.**

2017 marks a defining moment for CalSAC. Over the last year, we have been working to better capture our story and impact – to show through our brand and communications

who we are and how what we believe shapes our approach to creating change. We are an organization committed to educational, economic and racial justice. We are a diverse community of people, each who appreciates the unique gifts and perspectives of one another. We are advocates for the children and families in our communities, state and nation.

**When I look at our new logo, I am reminded of you – the individuals who are the fabric of this incredible organization and the future that we are all striving toward together.** CalSAC’s legacy is our legacy: We unite. We empower. We transform. I am honored to be part of it and emboldened to continue to build the field – expanding our reach, deepening our impact and elevating our collective power for California’s children and youth.



## In Solidarity,

Ruth Obel-Jorgensen  
Executive Director



“ After providing my third English Learning training, a participant told me that her perception of the immigrant experience had totally changed, including her view of her mother. She said, ‘Now I understand’ - we cried together - it was wonderful to see her opening in a new way. ”

# Training

## Developing the skills and capacity of the youth development workforce

**People who work in out-of-school time programs are hungry for the tools and resources they need to help all children succeed and to advance in their careers.** In 1982, the founders of CalSAC responded to this need by planning an annual statewide conference and later supporting regional training events held by CalSAC Chapters. In the 1990s, CalSAC launched a training of trainers program which evolved into CalSAC's Trainer Network.

The Trainer Network provides a diverse array of experiential, interactive in-person and online trainings that build the knowledge and confidence of out-of-school time professionals at all levels, from line staff and practitioners to managers and program directors. A key component of the program is the development of the professionals who join the network as trainers - through training and mentorship, these individuals expand their leadership and facilitation

skills as well as connect to a professional community and network, which benefits both those receiving training and the programs where trainers work.

**CalSAC's Trainer Network is the largest of its kind in the country,** creating positive change in the lives and career paths of individuals, in programs and among staff teams, and across California's education system.

Because of its respected program design, quality curriculum and collaborative spirit, CalSAC has forged many intentional partnerships with leading education and philanthropic organizations to provide and scale cutting-edge professional development for the out-of-school time field. It is through these partnerships that CalSAC keeps its training low-cost and free, so that quality professional development is accessible to all individuals and programs.



1010

professionals have joined the Trainer Network since 1998



8,000

participants trained on average each year



200

hours of curriculum currently available, as compared to 8 hours in 1996



“ The Leadership Development Institute (LDI) fellowship lit a fire in my heart that motivates me to be a powerful leader of color. Prior to LDI, I felt unengaged and indifferent about my future; I lacked direction and mental determination. Now I’m inspired and stimulated to better myself and my community. Since the fellowship, I’ve been promoted twice and launched a pilot program at my center that is being considered for national replication. ”

**Jennifer Best**, Leadership Development Institute Fellow, 2016

# Leadership Development

## Building equity-driven leaders who are advancing the out-of-school time field and their careers

Youth benefit greatly when the people who make decisions about funding, policies and services reflect the communities they serve. Although California’s out-of-school time line staff mostly mirror the racial, ethnic and cultural diversity of the young people served, disparities exist in executive leadership, upper management, policy creation and board positions.

**In 2010, CaLSAC made a strategic decision to respond to the need for more intentional leadership development and to address the equity gap** - advancing a commitment made in 2006 to promote a culture that embraces diversity and combats racism.

CaLSAC launched a statewide fellowship for emerging leaders of color - the only of its kind in the country - and graduated the first cohort of fellows of the Leadership Development Institute (LDI) for Emerging Leaders of Color in 2012. Stemming from the success of LDI, CaLSAC began providing 3-day leadership retreats in 2014 and launched a second fellowship in 2015 for site coordinator teams, focused on social and emotional learning and character building in youth and adults. **Each leadership program developed by CaLSAC fosters transformative change, creating a unique opportunity for participants to contribute to the larger social justice movement,** while also advancing in their careers as equity-driven leaders.



**1,026**

hours of leadership development programming since 2010



**90**

emerging leaders have become LDI Fellows



**92%**

of fellows are leaders of color



**60%**

of LDI Fellows have advanced in their careers to Executive Directors, VPs, Directors, Managers, School Administrators and Boards of Directors



“ I was so inspired and moved at the CA Afterschool & Summer Challenge – it was amazing to see so many people fighting for one cause - together with the children who are impacted. After the event, I made a point to talk with my students and their families. It was humbling to see their eyes widen as I told them about my passion for serving them and to hear from parents how critical our services have been for their children and families. ”

**Desiree Torres**, *Afterschool Advocate and Leadership Development Institute Fellow, 2017*



# Advocacy and Civic Engagement

## Building a base of educated citizens influencing policy and driving change

**The current political climate in the U.S. - from threats to funding for afterschool to deportation of children and families - shines a light on the importance of cultivating educated and engaged citizens.** Since 1982, CalSAC has been a leader in critical advocacy for child care and afterschool that protects and strengthens public support for and investment in California's out-of-school time programs. Through visits with state legislators and policymakers, training workshops and an annual statewide advocacy event, the organization educates and empowers professionals, youth, and families to engage in grassroots advocacy. In 2004, inspired by the Afterschool Alliance's nationwide advocacy event, CalSAC hosted the first annual California Afterschool & Summer Challenge - an advocacy event that has become *the* statewide legislative event for California professionals and youth in out-of-school time.

In 2015, the organization began offering advocacy retreats throughout the state, to intentionally build the out-of-school time base as well as support year-round, local-level advocacy and civic engagement. CalSAC also works collaboratively with policy coalitions and leading policy organizations - successfully passing key legislation benefiting children and families. In 2017, CalSAC contributed to passing a historic \$50 million budget increase for afterschool, in partnership with the California Afterschool Advocacy Alliance (CA3).

In addition to helping advance the out-of-school time field, CalSAC's advocacy efforts help show young people and emerging leaders how to speak out and use their voices to create change, raising social awareness and building a base of active and engaged citizens.



**2,426**

youth and professionals engaged in grassroots advocacy through the CA Afterschool & Summer Challenge since 2004



**93%**

of Challenge event participants were inspired to engage in advocacy again



**\$50 million**

won for afterschool in 2017



1982-2017

# CalSAC's Unique History

35 years uniting, empowering and transforming the out-of-school time field



**1982**

California School-Age Consortium (known as CSAC) forms, led by a coalition of 26 statewide child care agencies

**1983**

Hosts first school-age conference, laying the groundwork for 25 years of conferences

**1985**

Establishes Southern California and Bay Area chapters

**1986**

Incorporates as a 501c3 nonprofit organization

**1987**

Hires first paid staff member



CALIFORNIA SCHOOL-AGE CONSORTIUM



CALIFORNIA SCHOOL-AGE CONSORTIUM

**1999**

Changes its acronym to CalSAC with a new logo and graphic identity

**2004**

Holds the first "California Afterschool & Summer Challenge" in Sacramento, inspired by the Afterschool Alliance's nationwide Afterschool Challenge event

**2005**

Leads The *PATHWAYS Project*, a workforce initiative addressing the pressing and growing needs of afterschool employers

**2006**

Commits to fostering an equity-driven culture and combating racism; An equity taskforce is launched

**2014**

Establishes eLearning platform, making 20 CalSAC modules accessible online and free-of-charge

**2014**

Partners with PG&E to launch Energenius Out-of-School Time Program, providing environmental education training

**2015**

Creates Leadership Development Institute 360°/365, a second fellowship for site coordinator teams focused on character building

**2015**

Partners with California Academy of Sciences to scale Science Action Club program across California

**2015**

Launches individual giving program to raise funds for critical programs and build a culture of giving in the out-of-school time field



## 1988

Holds first Los Angeles regional conference hosted by a CalSAC Chapter; Chapters become the vehicle for service delivery

## 1993

Partners with the Child Development Training Consortium and the CA Department of Education to train school-age care providers

## 1996

Creates "Kids' Time: A School-Age Care Training Course", the precursor to the CalSAC Trainer Network

## 1997

Serves 3,260 participants through training, regional events, and state conference

## 1998

Organizes first Training of Trainers Institute and adult supervision college courses for instructors and early childhood educators

## 2007

Shifts away from dues based membership structure

## 2009

Partners with the Education Development Center to scale National Partnership for Afterschool Science (NPASS) STEM program, setting a precedent for future partnerships

## 2010

Launches Leadership Development Institute for Emerging Leaders of Color fellowship

## 2012

Partners with Development Without Limits West to launch an English Learning Training and Professional Development Project

## 2013

Joins the Summer Matters campaign and launches the Summer TA Network



**Unite. Empower. Transform.**

## 2017

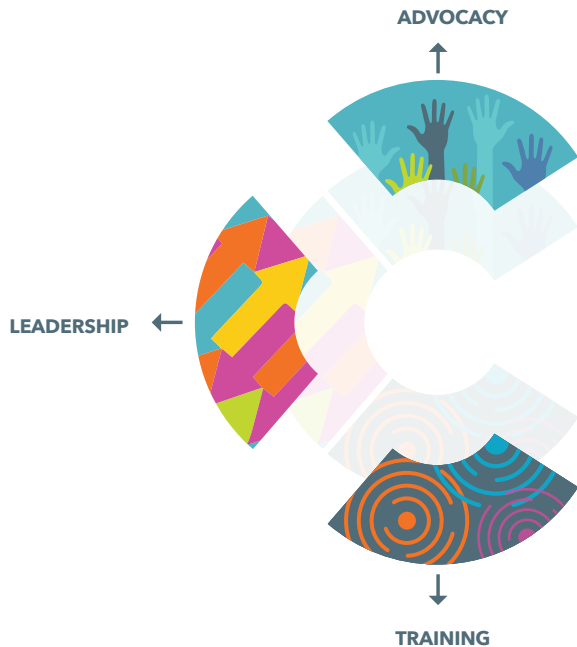
Completes brand refresh including new logo, messaging platform, and website

## 2017

Secures \$50 million for state funded afterschool programs in partnership with the CA Afterschool Advocacy Alliance

## 2017

Reaches over 8,000 professionals and provides over 12,000 hours of development annually, has a 250 person Trainer Network, 90 fellows, and directly engages 300 youth and adults in advocacy each year



## The Anatomy of CalSAC's New Logo

CalSAC's new brand and logo embodies the defining personality and values of the organization. The logo mark is made up of three parts, each with a unique pattern. These patterns represent CalSAC's three areas of work: training, leadership development and advocacy.

**The logo's dynamic colors and patterns reflect the vibrancy and diversity of the out-of-school time field and embodies movement, action and boldness - setting the tone for CalSAC's vision of the future.** The **circles** represent a ripple effect, signifying how one person's learning and growth touches countless other professionals, children, families and communities - creating opportunity, equity and transformation throughout California. The **arrows** evoke upward mobility and individuals leading change while also paying it forward to those in their community. The **hands** remind us that each one of us has a voice and that by joining together we hold collective power to create a better future for the next generation.

# Looking Forward

## Building capacity to expand our reach and deepen our impact

For 35 years, CalSAC has worked towards a future where every child and family can access the transformative learning opportunities that out-of-school time provides. From equity-driven training and leadership development to grassroots advocacy, CalSAC's presence permeates across the large and diverse state of California, to reach the tens of thousands of professionals who work as educators, mentors, and role models in the out-of-school time field. Through collaboration and innovation, our network creates ripple effects of opportunity, equity, and transformation throughout California, both for professionals and the young people they serve.

In 2017, CalSAC established a multi-year strategic direction intended to position the organization toward significant growth.

**By 2021, CalSAC will have strengthened its financial durability, deepened evaluation and impact measurement, and broadened awareness of the organization as a trusted change agent and capacity builder.** With a fundraising board, 10-person staff team, and a vast network of trainers, fellows and advocates - CalSAC is well positioned to reach great new heights!

Together we will advance CalSAC as an organization that is:



The hub of a strong out-of-school time professional identity and community



An innovative provider of leadership and professional development



A catalyst for systems change through grassroots advocacy



A leader and model in the field for racial, economic, and educational equity



A nationally recognized organization and valued partner

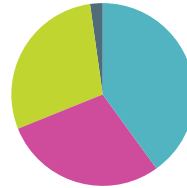
# Financial Report

CalSAC has maintained a diversified funding portfolio and stable budget for years, enabling the organization to expand and deepen core programs and to be responsive to the evolving needs of the field. While the Great Recession of 2008 impacted the organization, CalSAC successfully weathered the downturn and re-emerged in a more sustainable financial position. Since 2015 with the launch of the organization's first-ever donor campaign, individual giving has more than tripled, and earned income has more than doubled.

By 2021, CalSAC aims to further grow individual giving, cultivate new foundation and corporate partnerships and expand earned income strategies to propel the organization forward. These efforts will further build CalSAC's capacity to sustain, adapt and grow the dynamic programs for which CalSAC is known and provide the services that out-of-school time programs and professionals need.

## Fiscal Year 2016 Snapshot

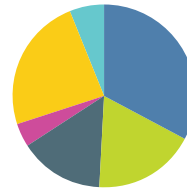
### Operating Income



- Government Contracts (40%)
- Foundation & Corporate (29%)
- Earned Income (29%)
- Individual Giving (2%)

**Total:** \$1,512,142

### Operating Expenses



- Training Programs (33%)
- Fiscal Programs (18%)
- Leadership Programs (15%)
- Advocacy Programs (4%)
- Management & General (24%)
- Fundraising (6%)

**Total:** \$1,404,703

# Cultivating a Culture of Philanthropy

## Paying forward a brighter future for the next generation

**The story of CalSAC's individual giving program is the story of a movement.** In 2015, CalSAC set out to cultivate a culture of philanthropy in the out-of-school time field. This was no small feat - in the organization's 35 year history, an individual giving program had never been attempted. And, with a base largely comprised of young, often part-time hourly workers, many on the ground didn't identify themselves as people who could or should be donors. For CalSAC, building an individual giving program was not just about sustaining the organization - it was about creating opportunity for every person to contribute to and take ownership for those things that are most important to them and to pay forward a brighter future for the next generation. It was to build power in and for the out-of-school time field, alongside every person in the community.

A new addition in 2017 is the Giving Ambassador program, where key CalSAC stakeholders are equipped to fundraise,

providing the opportunity for these individuals to build their fundraising capacity as well as take ownership for a cause that is important to them. This model works across CalSAC's board, staff and constituents because of shared values, shared accountability, and a deep belief in the transformative work of the organization.

**CalSAC's unique programs exist because people who care have taken ownership through their financial contributions and fundraising** - ensuring the services they care about continue to grow, and can reach the next generation of out-of-school time professionals. At CalSAC, every person is challenged to take active, collective responsibility for making change - giving is one way this transformative work is accomplished.



**82%**

increase in individual giving  
from 2015 to 2016



**67%**

increase in donors  
from 2015 to 2016



**400%**

increase in individual  
giving by 2021

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- Zak Parpia
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- Devin Patel
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