Strategic Plan Update

July 2018 - June 2021

EVERY CHILD DESERVES OPPORTUNITY

www.heartofla.org  #HeartofLA
MISSION
HOLA provides underserved youth with free, exceptional programs in academics, arts, and athletics within a nurturing environment, empowering them to develop their potential, pursue their education and strengthen their communities.

VISION
Street corners once occupied by gangs and overrun by criminal activity are now safer for visiting artists, teachers, alumni and volunteers. Drugs, weapons and spray cans are being replaced with musical instruments, books, sports gear, paint brushes and canvases. Everyone in the community is sharing lessons learned and the local schools and the surrounding neighborhoods are becoming strong foundations for fostering the next generation of productive and successful contributors. Heart of Los Angeles has become a source of hope that unites partners with youth and their families to transform communities.

CORE VALUES
Respect
Responsibility
Support
Positive Communications
Executive Summary

Heart of Los Angeles’ 2018-2021 Strategic Plan Update comes on the eve of our 30th anniversary, marking three decades of providing critical services to children affected by poverty in Los Angeles’ most densely populated neighborhood. During this time, HOLA has seen significant growth among our programs, budget, staff, and campus. With the opening of our new Arts, Enrichment and Recreation Center—set for Spring 2019—HOLA will nearly double the number of individuals reached from 2,200 to 4,000 annually. Our budget has grown from $2.5 million a decade ago, to nearly $5 million today, and our staffing has grown from 30 to over 75 full- and part-time employees. This plan recommits HOLA to delivering our mission through exceptional-quality services and expanded programming, and outlines the strategies for building organizational capacities that will facilitate that mandate. These strategies include a bolstering of our infrastructure to meet the ever-evolving needs of our long-time neighborhood, as well as a replication initiative that will take us into new communities of need. This plan also reflects the continued evolution of Heart of Los Angeles from being solely an after-school provider to serving as a community center that works with partners to meet complex, dynamic community needs for those with the fewest resources and opportunities.

If our plan is successful, Heart of Los Angeles will enter 2021 as a learning and listening organization, capable of connecting neighborhood needs and opportunities with myriad resources. Community safety, education, health and access to the arts will have been improved. HOLA’s campus will be a more secure and accessible resource for residents, and they will be supported there by a wide array of partners. Exceptional programs will be bolstered by governance, fundraising, staff training, and volunteer program infrastructure that the organization needs to continue to execute our mission at the highest level of excellence. Further elements of our theory of change will have their effectiveness demonstrated through continued evaluation, and HOLA’s model will be sought after by even more broadly. Replication will be practiced and evaluated. Heart of Los Angeles will be known throughout the state for our efforts to help build a more equitable, stronger Los Angeles together with the community we serve.

Strategic Planning Committee

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Staff
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Chief Executive Officer
Brooke Lykins
Chief Development Officer
Anna Phillips
Senior Grants Officer
Recognizing the dramatic program growth already slated to occur over the next three years, Heart of Los Angeles is investing in the following strategies to ensure we have operational capacity to continue to successfully fulfill our mission.

1. Update governance and organizational policies and practices to sustain a more complex organization

2. Scale fund development efforts and investigate new revenue streams to support an expanded operating budget

3. Develop new strategic partnerships that will diversify campus offerings and bring HOLA programs to new communities in need

4. Leverage HOLA’s expanded campus and best practices to lead coalitions in community-wide initiatives that combat poverty and its effects
GOAL ONE

Update governance and organizational development policies and practices to sustain a more complex organization

Objectives:

1. Continue building the capacity of the Board of Directors to strengthen oversight and support for the organization
2. Develop a comprehensive standard operating procedures manual
3. Review compensation practices and further develop the organization’s philosophy and approach
4. Develop a long-term strategy for sustaining a positive organizational culture and fostering employee wellness, recognizing the invaluable impact this has on the youth we serve
5. Continue opportunities for staff to increase their skills, connect with one another, and maintain personal wellness
   a. Offer staff in-services three times per year
   b. Convene all staff at least once per quarter, professionally or socially
   c. Provide ongoing health and wellness opportunities to all staff
GOAL TWO

Scale fund development efforts and investigate new revenue streams to support an expanded operating budget

Objectives:

1. Formalize infrastructure to support giving and fundraising by an increasing number of major donors and the board of directors
2. Grow HOLA’s audience by strategically activating HOLA communications channels, pursuing earned media, nurturing third-party campaigns, and scaling opportunities for volunteer involvement
3. Develop the organization’s partner network and capacity for securing revenue from government grant subcontracts
4. Establish scalable monitoring and evaluation practices that include feedback loops to community members
GOAL THREE

Develop new strategic partnerships that will diversify campus offerings and bring HOLA programs to new communities in need

Objectives:
1. Leverage HOLA’s new Arts, Enrichment, and Recreation Center to establish partnerships that will facilitate intergenerational programming opportunities and expand campus offerings for an increased variety of community groups
2. Establish the practice of issuing a regular community needs assessment to inform new partnerships/offerings
3. Complete the formalization and piloting of a replication model and approach, and identify ideal partners or partner profiles for implementation
4. Discover the impacts of multi-site replication on organizational operations and culture, and develop a plan to manage them
GOAL FOUR

Leverage HOLA’s expanded campus and best practices to lead coalitions in community-wide initiatives that combat poverty and its effects

Objectives:
1. Increase awareness of environmental factors directly affecting youth and families as well as impact HOLA program success
2. Utilize the Arts, Enrichment, and Recreation Center as a convening space for critical discussions and community-building gatherings
3. Leverage HOLA’s history and network to bring together diverse stakeholders to develop collective approaches to neighborhood challenges
4. Design value-added objectives for advocacy