

artworxLA Strategic Plan 2019-2022



artworxLA



**We believe
art works to
combat
Los Angeles'
dropout
crisis.**



arts for good.

artworxLA combats the epidemic high school dropout crisis by engaging students in a long-term, sequential arts program offering a pursuable life path that inspires them to stay in school, evolve as unique individuals, and flourish as creative adults.

We use the rich cultural resources of Los Angeles to engage students in the arts. By partnering with cultural institutions, arts colleges, and creative industry professionals, we encourage youth to stay in school, earn their high school diploma, and pursue a plan for their futures.

For nearly 30 years, we have been working throughout LA County to encourage high school students to see a future rich with opportunity and creativity. And as we've grown, we realized how important a long-term strategic plan is for the further growth of artworxLA.

We worked with strategy consultant Isis Krause to undertake a deep information gathering process from our community, board, and staff, and workshopped what's working and worth investing in, and where we need to keep pushing. Thank you to the dozens of voices that gave their time and thinking to create this strategic plan.



**Our organization in 2018:
1,000+ students served annually
32 classrooms
\$1.6M annual operating budget
15 staff members**



**Our long-term vision for 2030:
1,500 students served annually
50 schools, in more SoCal regions
\$2.5M annual operating budget
20-30 staff members**



Our 2030 Vision

1,500 students annually

50 schools

\$2.5M annual budget

30 staff members

By 2030, artworxLA will expand and deepen our impact for more alternative high school students across Southern California through our mission. As we grow into a \$2.5M organization, we will focus on strengthening our programmatic offerings that create long-term opportunities for thousands of students.

OUR PEOPLE

We are rededicating ourselves to the belief that our people drive our success. We will grow our staff to 20-30 full time staffers, and ensure they are best positioned to succeed. This includes providing more support and full-time opportunities to teacher artists and workshop coordinators, involving a social worker and an evaluator to support the team. We will further live out our organizational values and drive forward social justice through the work of our programs and internal organization.

OUR SPACE

We will build a permanent headquarters in a building we own, which will serve as the central head of several satellite locations throughout Southern California. We envision the space as a place where our staff can come together, and students can create and exhibit their work. We will build on this model to create at least one more Academy that has its own dedicated space.

OUR THOUGHT LEADERSHIP

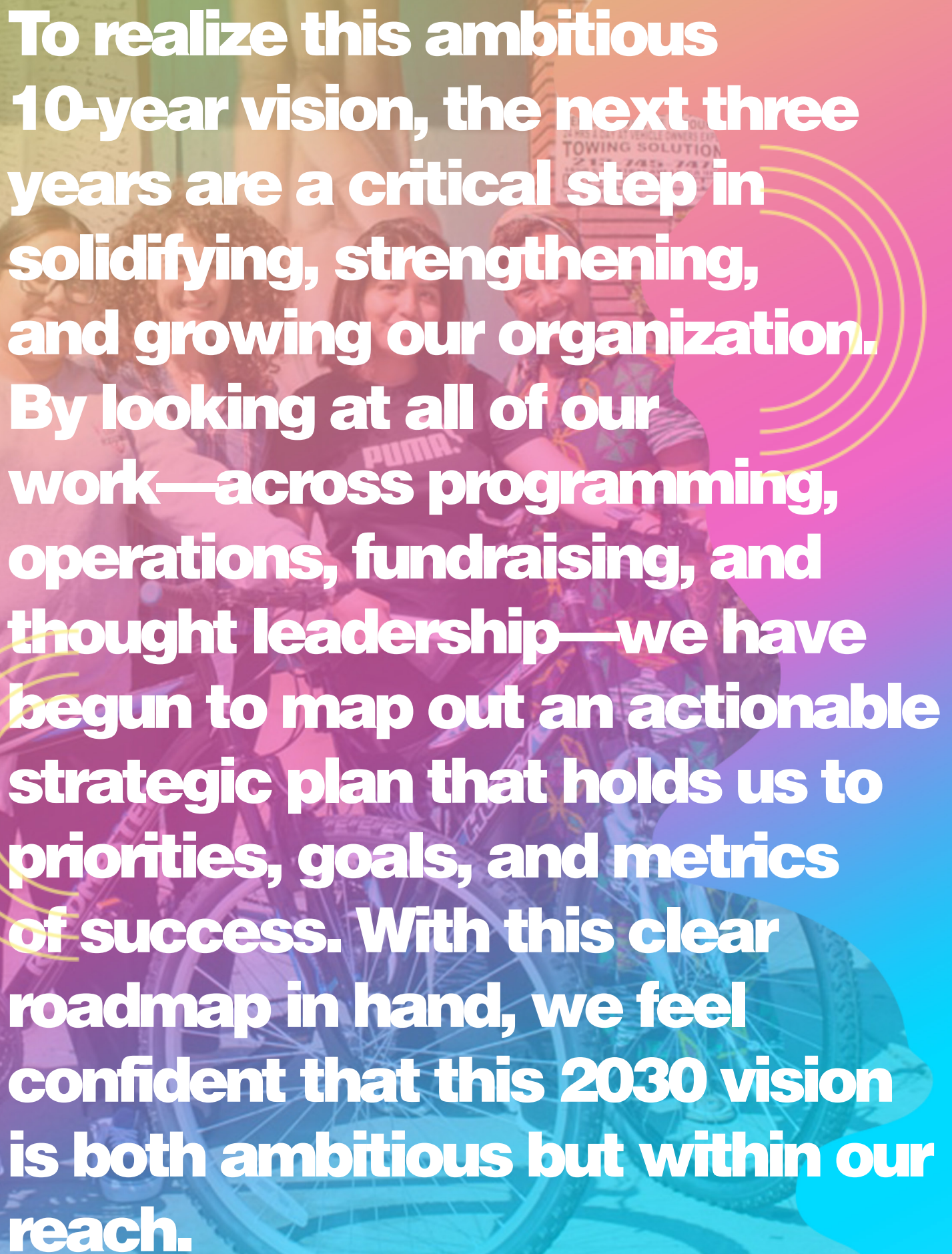
artworxLA will further our impact by positioning ourselves as a key leader and convener for the field of creative pathways work across Southern California. ELEVATE will be extended as a broader network convener, and we aim to move the needle on how students are served with creative pathways education.

OUR IMPACT

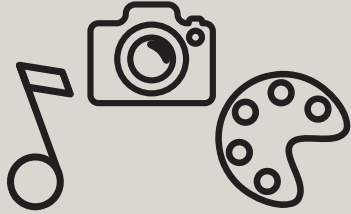
We will expand and deepen our programming, by growing to serve up to 50 schools and 1,500 students. This will include 32+ schools in Los Angeles County, and another three regions across Southern CA with ~6 schools each (e.g. Long Beach or Palm-dale). We aim to double the amount of time students experience the core curriculum (2-days a week) and will continue to experiment, innovate, and evolve our curriculum in new and exciting ways to stay fresh and relevant. We will follow a set of students over multiple years to better understand our impact and share their story.

OUR LONG-TERM SUSTAINABILITY

All of this will be achieved through the dedication of our team, and also by ensuring lasting, sustainable funding by increasing our individual donor base. There will be increased awareness of the great work of artworxLA within key communities and organizations in Los Angeles, and will expand and deepen our partnerships with the city and other organizations to broaden our reach.

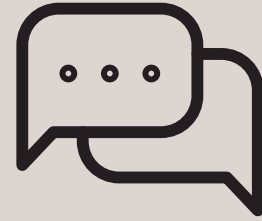


To realize this ambitious 10-year vision, the next three years are a critical step in solidifying, strengthening, and growing our organization. By looking at all of our work—across programming, operations, fundraising, and thought leadership—we have begun to map out an actionable strategic plan that holds us to priorities, goals, and metrics of success. With this clear roadmap in hand, we feel confident that this 2030 vision is both ambitious but within our reach.



1

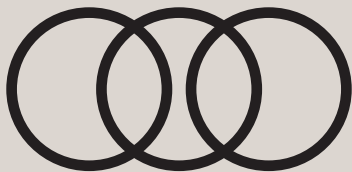
**SOLIDIFY &
STRENGTHEN
PROGRAMMATIC
IMPACT**



2

**INCREASE
AWARENESS &
THOUGHT
LEADERSHIP**

OUR STRATEGIC PRIORITIES 2019-2022



3

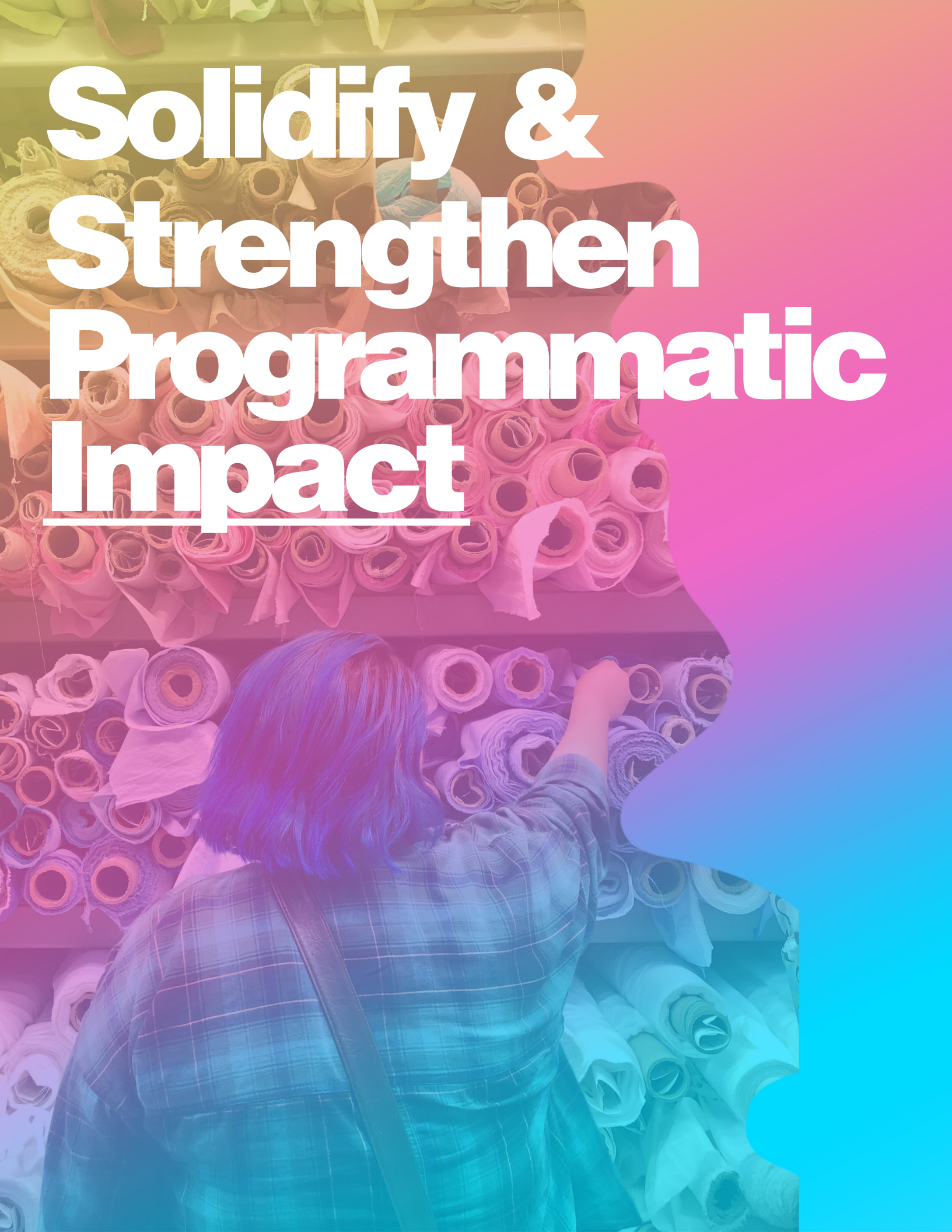
**DIVERSIFY &
INCREASE
FUNDING TO \$2M**



4

**STRENGTHEN
OPERATIONS TO
MATCH IMPACT
GOALS**

Solidify & Strengthen Programmatic Impact



artworxLA operates a long-term, sequential arts program that creatively links overlooked alternative high school students with professional artists, cultural institutions, and communities to imagine, produce, and present new work. Currently, our core 11-week workshop programming reaches close to a thousand students, and by 2022 we envision our other after-school residencies, college prep scholarships, and career exploration programming to serve and impact more students.

GOAL #1: SOLIDIFY AND STRENGTHEN PROGRAMMING

ArtworxLA's workshop programming at cultural institutions has proven to be incredibly impactful, and by 2022 we hope to expand outside of LA County to other communities in need, such as Glendora, Azusa, and Montebello with an eye towards even farther reaching regional expansion in the years to come. To enable more students to receive our programming, we are working on creating satellite locations across Los Angeles that make transportation challenges less of a burden.

Currently our workshops are only hosted 1-day per week, but we are reviewing how to deepen our impact by potentially changing the structure and number of days offered in schools. And beyond this core introductory programming, our staff is hard at work refining our follow-on programming to increase retention and impact outcomes for artworxLA students.

Because our programming can't be done alone, we are evaluating how to partner with wrap-around service providers who can work with us and the students in a more holistic way. With all these goals in mind, we are excited about how our programs will expand and thrive.

GOAL #2: UPDATE IMPACT TRACKING + STORYTELLING

Gathering data and telling the story of our impact is key to our long-term success. Over the next few years, artworxLA will undergo a comprehensive impact evaluation study of our 11-week workshop programming to better understand how our students' lives are impacted both in the short and long term. Quantitative and qualitative information from this study will help us refine our offerings, communicate the impact of our programs to our broad community of funders, and help us bring aboard new school partners in the coming years of growth.

GOAL #3: SOLIDIFY DESIGN & MEDIA ARTS ACADEMY

artworxLA's Design & Media Arts Academy provides hands-on, onsite creative career training and educational courses through 8-hours of artistic immersion, where students learn transferable skills in film production, graphic design, visual arts, and animation to connect our students to career choices after graduation. Launched in 2018, the artworxLA team is defining the best fundraising and impact path forward for the academy to ensure it is a sustainable part of artworxLA's full programmatic offering.

BUILDING A PATHWAY



**LEVEL 1
CLASSROOM
WORKSHOPS**

EVERY 12 WEEKS
ONE DAY/WEEK

ACADEMY:
4 DAYS/WEEK

STUDENTS
CREATE/PRESENT
PROJECTS AT
CULTURAL
INSTITUTIONS.

PARTNERS:
32 CLASSROOMS
7 DISTRICTS
3 CULTURAL SITES

1000 STUDENTS
FALL 2022 GOAL:
35 CLASSROOMS
9 DISTRICTS



**LEVEL 2
AFTER-SCHOOL
RESIDENCIES &
CAREER SKILLS**

AFTER SCHOOL
FALL/WINTER

STUDENTS BUILD
NEW ARTS AND
CAREER SKILLS.

PARTNERS:
ARTCENTER AND
OTIS COLLEGE OF
ART AND DESIGN

OF STUDENTS
2019-20 : 45
2020-21: 52
2021-22: 60



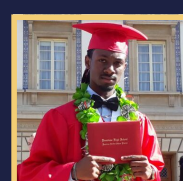
**LEVEL 3
COLLEGE PREP
SCHOLARSHIPS**

SUMMER

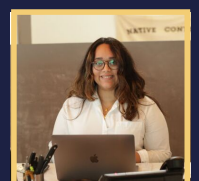
STUDENTS GROW
THEIR SKILLS ON A
COLLEGE CAMPUS.

PARTNERS:
ARTCENTER,
CALARTS, OTIS,
UCLA, USC

OF STUDENTS
2019-20: 11
2020-21: 15
2021-22: 20



HIGH SCHOOL
GRADUATION



**LEVEL 4
CAREER
EXPLORATION**

AFTER
GRADUATION

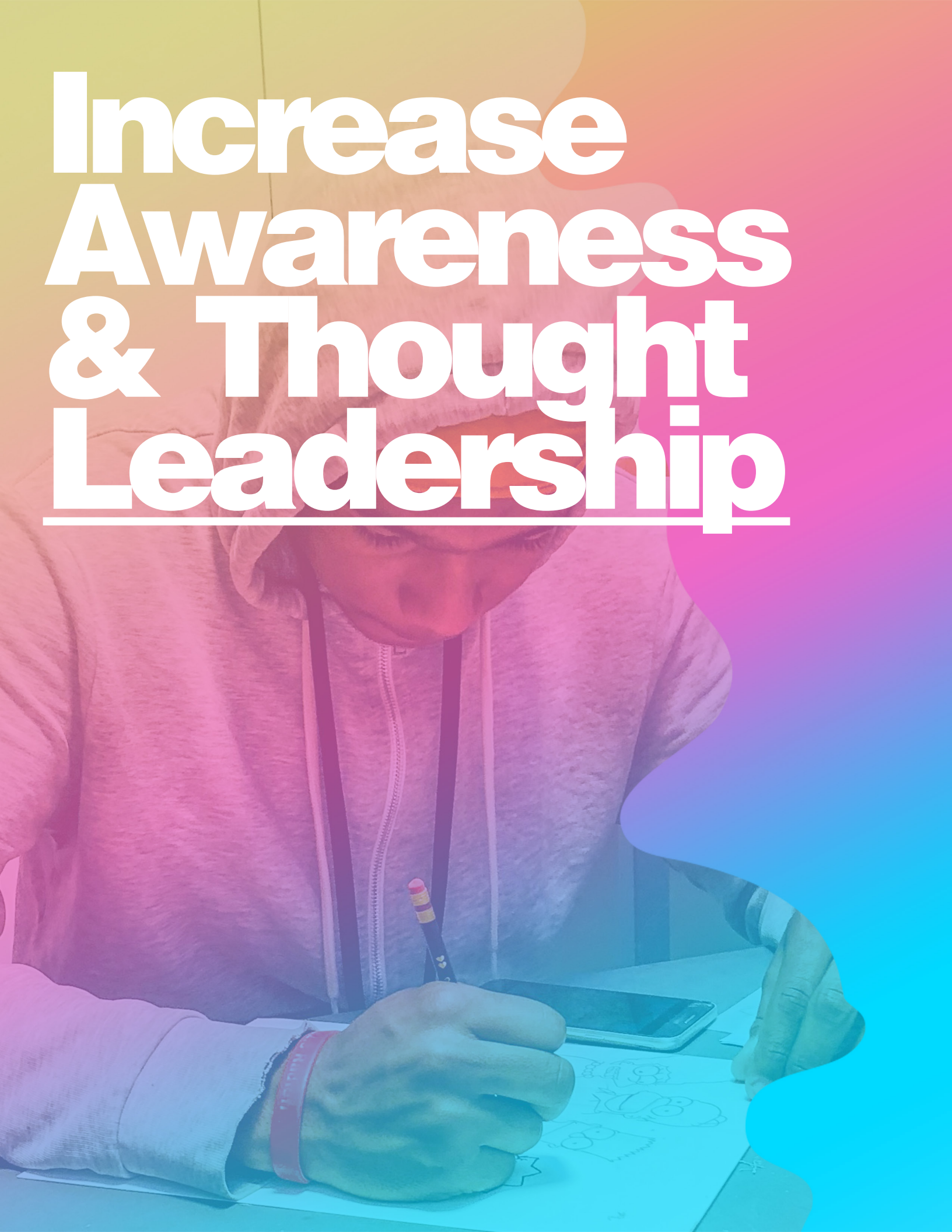
PAID INTERNSHIP OR
JOB SHADOW IN A
CREATIVE INDUSTRY

PARTNERS:
EVOLVE
ENTERTAINMENT FUND,
YOUTHSOURCE CENTERS

OF STUDENTS:
2019-20: 10
2020-21: 20
2021-22: 30



Increase Awareness & Thought Leadership



We have been transforming the lives of thousands of students for the past few decades, but many local Angelinos still aren't familiar with artworxLA. Our unique perspective on arts education and the role it can play in ending the high-school dropout crisis has sparked real change and collaboration in our communities, and we hope to further position ourselves as thought leaders in the creative pathways field. By 2022 we hope to expand our visibility not only through traditional earned media, but also online and in partnership with influencers.

GOAL #1:

EXPAND COMMUNICATIONS & PR

Showcasing the voices and work of our students is so important, and our team is currently undertaking an effort to better tell these stories across all of our awareness channels. We have been fortunate to receive strong press pieces throughout our history, and will continue to double down on outreach efforts to a more diverse range of press outlets and focus on several large-scale press campaigns each year.

GOAL #2:

GROW DIGITAL PRESENCE

Our website is one of the best opportunities to showcase who we are. Over the next few years, we will update the overall experience of our site so people can more easily learn about and share artworxLA's mission, and better connect with the social justice work that underpins our organization. This updated site will also better integrate student and alumni voice and art, and include a dedicated student section that encourages young people to participate in workshops, teen arts awards, and competitions. Alongside this undertaking, we will grow our social media presence, weaving in stories and activating students for takeovers, so that our organization can better meet many different audiences across platforms.

GOAL #3:

CONNECT WITH INFLUENCERS

Being located right in the heart of Los Angeles affords artworxLA many incredible opportunities to forge relationships with Hollywood and art influencers. Thanks to board connections and other advisors, we hope to increase how influential supporters are elevating and sharing about the work of artworxLA. Similarly, we hope to increase our co-branded partnerships with art institutions and community partners that have far-reaching touchpoints with the broader Los Angeles community to help in our fundraising and engagement..

GOAL #4:

INCREASE THOUGHT LEADERSHIP

artworxLA led the development of ELEVATE in 2018 to bring together the creative pathways field in Los Angeles to serve and support more students. With this asset and platform in hand, we are conducting a strategic review of how best to use this asset to serve students and other creative pathways providers, whether through a revamp of the directory on the site, more of a focus on students as the target audience, or other in-person opportunities to connect the creative pathways field such as a convening. See more at www.elevate.artworxla.org.

Diversify & Increase Funding to \$2M

Love
Happiness

With such ambitious goals for our programming, we see these next few years as critical to diversifying and increasing our funding sources. From cultivating individual donors through our annual fund, campaigns, and events, to pushing for more major funders and planned giving, to increasing the number of contracts and rates with school partners, we plan on increasing our total annual budget to \$2M by the end of 2022.

**GOAL #1:
INCREASE INDIVIDUAL &
MAJOR GIFTS**

The annual Gala is artworxLA's primary individual fundraising vehicle and in 2020 and 2021 we will refine the experience to better showcase our work and students and increase the amount we are able to fundraise. Additionally throughout each year, we are working hard to diversify our individual donor cultivation efforts, focusing not only raising money towards our annual fund, but also leveraging social media campaigns and special board events to bring in new supporters, and focusing on a planned giving campaign.

**GOAL #2:
INCREASE CONTRACT SERVICES**

Our programs have brought incredible value to schools throughout Los Angeles. As we refine our overall messaging, we will also focus on showcasing the impact of artworxLA for schools and why their funding support is necessary and important to the ongoing work of the organization.



Strengthen Operations to Match Impact Goals



We are rededicating ourselves to the belief that our people drive our success. Over the next few years, we will focus on increasing staff support through new hires, increased professional development, and continued follow-through on these Strategic Plan goals. We will better showcase—both in language and in practice—our foundational commitment to social justice and equity. And before the end of this three-year plan, we will have a clearer picture of how we might secure a permanent headquarters that can better meet our programming and staffing needs for the long-term.

**GOAL #1:
INCREASE SUPPORT FOR STAFF**

Over the next few years, we'll focus on capacity building so artworxLA staff feels fully equipped and empowered to achieve these ambitious goals. This includes more programmatic support (such as a youth development specialist, a creative pathways specialist, and a workshop coordinator), marketing/digital staff support, and other consultants as needed. To serve the growth and well-being of our team, we're offering more professional development budget and opportunities for our entire staff. Keeping a high-level view on where we're going through this strategic plan will be woven into regular staff and board meetings to ensure we are aligned with our long-term vision, and on-track with our near-term goals.

GOAL #2: INCREASE FOCUS ON DIVERSITY, EQUITY, INCLUSION

Equity is an essential value at artworxLA, and we are working to formalize this commitment through the language about social justice and equity in our core values and across our website and materials. These concepts are so much more than words within artworxLA—it is the foundation of the work we do with students and at schools every day. We want to be rooted in these concepts in how we talk, work, and show up in the world, and will intentionally use board and staff meetings to have regular check-ins and conversations about these key topics. This will include staff members participating in trainings (such as an Undoing Racism Training) and other facilitated workshops for board and staff in 2020. At the board level, we are actively focused on increasing board diversity as term transitions happen.

GOAL #3: SOLIDIFY FACILITIES

It is critical that we solidify where we work and offer our programs. Starting in 2021, we'll explore new potential headquarter locations that are still central for students but have a long-term opportunity that matches with our expansion efforts in a cost-effective way.



“Art has been pretty big in my life. I just didn’t know how to develop it. No one really knew that I was into art until artworxLA.”

— Yaretssi, artworxLA alumna, current student at Compton College and entrepreneurial embroiderer



I have an unwavering belief that when art works we all benefit which is at the core of our organizational values. Laying out our strategic plan is an opportunity to amplify our students’ voices and expand their options so they may thrive into adulthood and contribute to society with their unique creativity. As our dedicated staff, teaching artists and school partners work with our students to prepare them for the world I cannot stress the importance for us to prepare the world for our students. We are all gatekeepers to pathways for others and must work together to address the imbalance in educational and creative opportunities for L.A. youth.

This plan excites me not only for what we have laid out as organizational growth but how this can also play a part in creating systemic change around the intersection of arts education and career pathways.

Onward!
Shelby Williams-Gonzalez