



Strategic Plan

FISCAL YEARS 2019-2023



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OUR GROWTH

In 2014, and under new Dodger Ownership, the Los Angeles Dodgers Foundation (LADF) underwent its first ever Strategic Plan. The 3-year plan served as a guideline for LADF, while it refreshed and rebranded, preparing itself for substantial financial and programmatic growth.

Organizational opportunities like increased transparency, fundraising, measurement and governance were addressed, while new programs were introduced, priming LADF to achieve the significant accomplishments of developing and executing Dodgers RBI, instituting goals and metrics related to Dodgers Dreamfields and the creation of a targeted grants program – all while growing strategic partnerships and increasing funding streams.

Because of the strengthened infrastructure, growth in programs and increased fundraising, LADF now serves more than 10,000 youth through Dodgers RBI, impacts over 300,000 youth through Dodgers Dreamfields – with 24 of 50 fields completed in the last 5 years alone – partners with the Dodgers Community Relations Department to execute LA Reads, which spurred millions of minutes read by LA students, created a College and Career Accelerator and distributed more than \$25 million in programs and grants to hundreds of organizations across Los Angeles.

OUR PROCESS

The following document outlines the strategic plan process for fiscal years 2019 through 2023 and conveys key decisions made by LADF. This plan is meant to be a living, working document that staff and leadership will use to address issues raised and implement new policies and programs.

PRIMARY OBJECTIVES

- 1 To assess the organizational capacity of LADF to maintain its current operations
- 2 To determine the quality and level of programs and grantmaking LADF could and should pursue
- 3 To recommend a plan of action for the organization moving forward

Assessing strengths and opportunities to consider through the plan, LADF conducted a six-month audit of its organization which included:

- **Listening tour** with former and current staff, board members, strategic partners, funders, Los Angeles county and city employees, and Dodgers organization employees and leadership
- **Focus groups, one-on-ones and interviews** with program participants
- **Conferences, summits, meetings and panels**
- Review of appropriate **research and assessments**

OUR PROCESS (CONTINUED)

Listening Tour

- LADF Board of Directors
- Nominating and Governance Committee
- Dodgers RBI Advisory Committee
- Washington Nationals Philanthropies
- LADF Full Time Staff
- Los Angeles Dodgers Staff

Corey Schimmel, Partnership Services

Matt Mesa, former Social Media & Content

Jon Chapper, Public Relations

Naomi Rodriguez, External Affairs & Community Relations

Tucker Kain, Chief Financial Officer

Strategic Partners

Jacky Holler, Bank of America

Oscar Delgado, LA84 Foundation

Alan Berkes, Positive Coaching Alliance

Program Focus Groups, One-on-Ones and Interviews

- Kiesha Owens, Dodgers RBI Parent
- Steve Park, LA Reads Parent
- 12 Dodgers RBI Affiliate Partners
- 10 Dodgers Dreamfields Locations
- 6 Parent Advisory Team Subgroups
- 3 Coach Subgroups
- Youth Feedback Group

Focus Groups

Supervisor Hilda Solis

Councilmember Curren Price

Vicki Israel, Assistant General Manager, City of Los Angeles Recreation and Parks

Carl Cooper, Chief Operating Officer, County of Los Angeles Parks and Recreation

Research and Assessments

- Children Now Pro Kid Report
- Los Angeles County Park Space Assessment

Conferences, Summits, Meetings and Panels

- Giants Community Fund Best Practices Meeting
- MLB Community/Foundation Meetings
- LA84 Foundation Summit
- Beyond Sport Beyond Innovation Summit

Meetings

California Community Foundation

Los Angeles Unified School District

Los Angeles Police Department

College Representatives - USC, UCLA, Cal State LA



OUR FINDINGS

This review affirmed that the Dodgers organization possesses a strong, positive brand within the community, which LADF reinforces by delivering on quality programs and support. It was confirmed that nearly all external individuals and organizations do not see LADF as a separate entity from the Dodgers organization and, in fact, view the organization more positively when they have learned or experienced the impact LADF makes throughout LA. Most importantly, interviewees praised LADF's role as a key partner – not just to its grantees, but to every organization it chooses to align itself.

Concerns were relayed regarding sufficient internal and external communications, the appropriate level of staffing, clarity of roles and array of activity – both direct programs and otherwise – by LADF, and the articulation of a clear, innovative and forward thinking vision from LADF moving forward.

OUR FINDINGS (CONTINUED)

SPECIFIC THEMES THAT EMERGED DURING THIS PROCESS WERE:

LADF must streamline its messaging and communicate a clear vision to grow.

The immediate reaction from external stakeholders is that LADF exists to provide positive marketing for the organization. Once they directly interact with LADF, that perception quickly dissipates and the larger impact LADF makes is recognized and validated.

Increased visibility for LADF will benefit all who partner with it.

The Dodgers have an incredibly unique brand that connects with people across the globe and cuts through many industries and demographics. Because of this, the traditional philanthropic community should look to LADF as a convener, while LADF must also create an infrastructure where grantees and those served through its direct programming can benefit from this platform.

LADF's success is linked to its relationship with its partners, and therefore, must assert itself as a leader within these partnerships.

As an organization that provides both grantmaking and direct programs, LADF operates more like a governmental agency than a traditional Foundation. Due to this structure, it's LADF's responsibility to ensure that their external partners have the resources and continued support necessary to deliver in direct programming. Additionally, grantees will benefit from a full understanding of the breadth of services LADF can provide them beyond direct funding.

LADF must improve its communications and collaboration with the Dodgers.

Although the Dodgers organization provides LADF its platform, giving it relevance and credibility, the organization does not appear to fully understand nor value LADF's impact and how that positively positions them within LA, Major League Baseball and the larger philanthropic community.

The strategic plan lays out details for LADF to expand its reach and deepen the impact of its work, all while addressing issues of sustainability to support this growth. The following document conveys a vision for LADF, outlines goals LADF has identified to pursue this vision, and details an implementation plan, which addresses governance, staffing structure, and programmatic activities.



BIGGER THAN BASEBALL

CREATING MAJOR LEAGUE COMMUNITIES

OUR VISION

The Los Angeles Dodgers Foundation envisions a city where every young Angeleno, in every neighborhood, can **thrive**.



OUR MISSION

Harnessing the power of the Dodger brand and a passionate fan base, LADF works to significantly impact underserved youth in some of the most challenged neighborhoods of Los Angeles.

LADF administers direct programs serving youth and communities at large and provides grants to local nonprofit organizations. LADF is focused on finding innovative ways to create opportunities for children through programs that engage with kids in sports, helps kids stay active and promote academic success. With the support of partners, stakeholders and fans, LADF produces incredible results on fields, in classrooms and at recreation centers.

EDUCATION + LITERACY



LADF provides access, opportunity and innovation to youth at critical engagement stages – from kindergarten through college – through reading and STEM activities, foster care support services, middle school mentorship, and college scholarships and support.

SPORTS + RECREATION



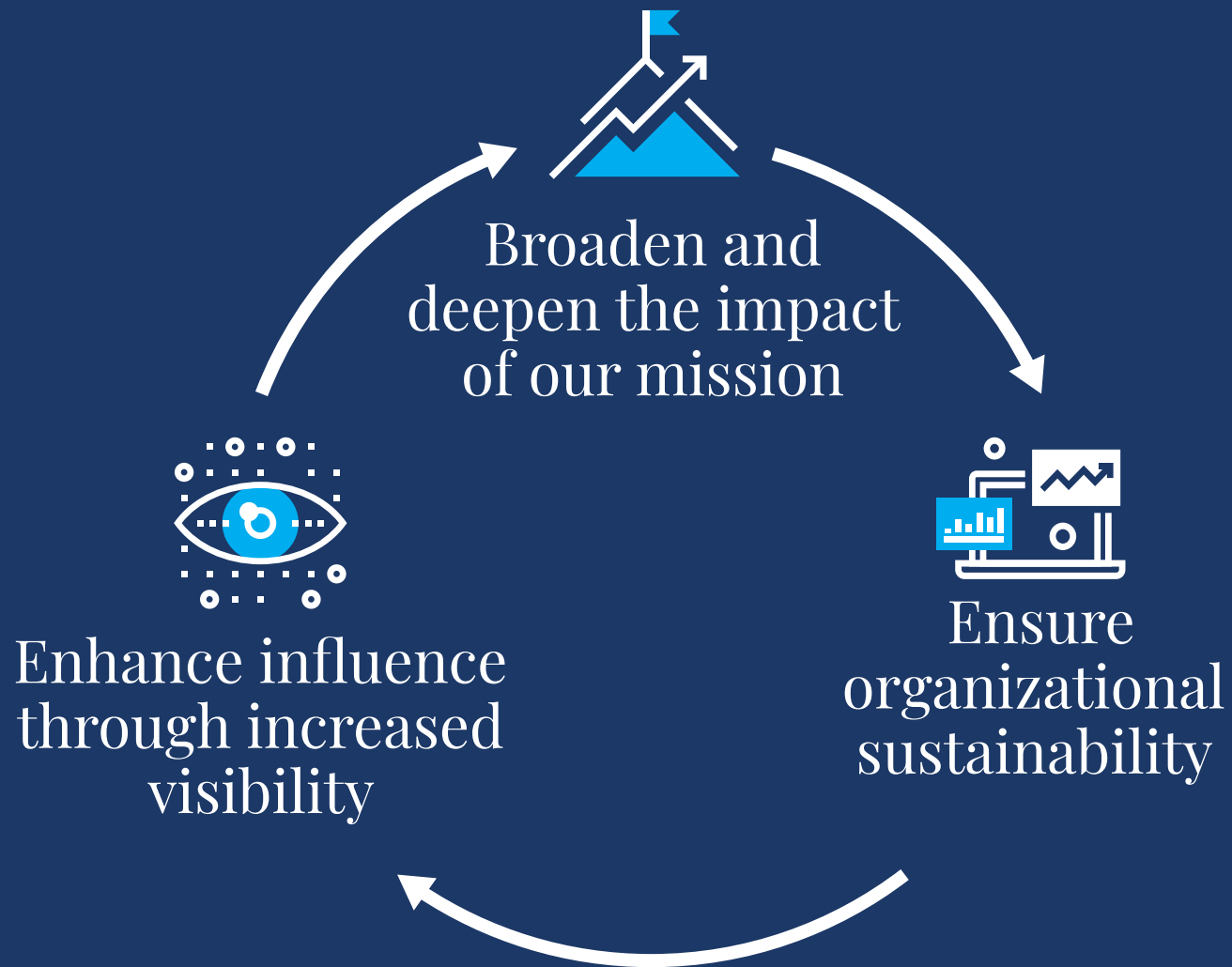
LADF uses baseball and softball to build community and reinforce what it means to be a team. We create leadership opportunities and promote sports based youth development through increased skills, and positive and safe places to play for youth of all abilities.

HEALTH + WELLNESS



LADF addresses health challenges that prevent children from excelling in school or recreational activities, including food insecurity, fitness and healthy eating. We provide tools and support efforts to improve the mental and physical wellness of our kids.

OUR GOALS



Goal 1

BROADEN AND DEEPEN THE IMPACT OF OUR MISSION

Objectives

- 1 Deliver programs that maintain significant reach
- 2 Increase and evaluate funding for direct programs
- 3 Improve communications and program services
- 4 Build capacity among program partners
- 5 Use the Dodger and Dodgers Foundation brands to transform Los Angeles





GOAL 1

BROADEN AND DEEPEN THE IMPACT OF OUR MISSION

OBJECTIVE 1

Deliver programs that can maintain significant reach

WORK LEAD

Director, Youth Programs

ACTIVITIES

- Build 25 Dodgers Dreamfields in 15 years
(see *Beyond 50: 75 by 75* plan in addendum)
- Consider Dodgers RBI Rebrand to clarify comprehensive nature of program, its offerings and impact
- Expand LA Reads: every kindergartener receives a book, LADF branded curriculum, increase visibility of grantees, identify literacy partner, increase access and consider online viewing component
- Expand Science of Baseball curriculum through additional partnerships; include in all LADF direct programs
- Develop Dodgers Foundation Scholarship for students surrounding Dodger Stadium (partnership with California Community Foundation)
- Consider civic project/partnership; host civic philanthropic peers and partners

RESOURCES REQUIRED

- Restructured Program Team (Manager and Coordinators)
- Manager, Strategy and Impact
- Chief Operating Officer
- Grants Committee
- *Beyond 50*: \$10MM
- Corporate Partners
- Foundation Partners
- Strong Education, Sports and Health Partners



GOAL 1

BROADEN AND DEEPEN THE IMPACT OF OUR MISSION

OBJECTIVE 2

**Increase and evaluate
funding for direct programs**

WORK LEAD

Director, Development and Communications

ACTIVITIES

- Develop and implement comprehensive fundraising program to support and advance work
- Build development capability including major gifts and corporate, individual and foundation giving
- Meet with existing major donors and corporate/foundation partners to solidify, strengthen and expand relationships
- Increase fundraising at current special events, including multi-million-dollar annual fundraising gala
- Marketing staff to develop communications strategy, which includes materials to support development efforts
- Evaluate current grants to all organizations including parks, and consider measurement of effectiveness; strengthen evaluations of direct programs
- Engage in longitudinal study with University partner; conduct comparative analysis and identify best practices

RESOURCES REQUIRED

- Chief Operating Officer
- Manager, Strategy and Impact
- Manager, Operations & Marketing
- Supervisor, In-stadium Fundraising
- Coordinator, Game Day
- 50/50 Sellers
- Associate, Development
- Salesforce
- Dodgers Corporate Partnership Department



GOAL 1

BROADEN AND DEEPEN THE IMPACT OF OUR MISSION

OBJECTIVE 3

Improve communications and program services

WORK LEAD

Director, Development & Communications

Director, Youth Programs

ACTIVITIES

- Establish consistent communications with Dodgers
- Streamline content/digital assets, external and internal communications to all have one message
- Evaluate marketing; develop and implement clear and consistent materials
- Enhance player and coach development program (e.g. address varying levels of experience)
- Seek appropriate programs, partners and funding to support trauma informed work
- Activate Dodgers Dreamfields that don't have Dodgers RBI (e.g. skills clinics and community service projects)
- Streamline educational program and consider Dodgers RBI Scholars element, College and Career Accelerator, Jr. Achiever program and/or app
- Formally evaluate LeagueApps and identify areas of improvement and increased access; Modify system for directly communicating with program recipients and their families; simplify and streamline, including the implementation of a formal calendar with regular updates
- Expand LA Reads to other programming sites (e.g. Rec Centers, Dodgers Dreamfields)

RESOURCES REQUIRED

- Manager, Operations and Marketing
- Manager, Strategy and Impact
- Manager, Youth Programs
- Coordinators, Youth Programs
- 15 Field Champions, Youth Programs
- Dodgers Business Development & Analytics
- Consider Pro Bono Communications Firm
- Funnel Marketing Support



GOAL 1

BROADEN AND DEEPEN THE IMPACT OF OUR MISSION

OBJECTIVE 4

Build capacity among
program partners

WORK LEAD

Director, Youth Programs

ACTIVITIES

- Increase on the ground presence, consider adopting community ambassador/field champions (e.g. Up2Us Sports/Americorp)
- Create infrastructure for program staff to work remotely with affiliate partners
- Increase field maintenance education and resources
- Increase interaction and empower on site partner staff

RESOURCES REQUIRED

- Chief Operating Officer
- Manager, Youth Programs
- Coordinators, Youth Programs
- 15 Field Champions, Youth Programs



GOAL 1

BROADEN AND DEEPEN THE IMPACT OF OUR MISSION

OBJECTIVE 5

**Use the Dodger and Dodgers
Foundation brands to
transform Los Angeles**

WORK LEAD:

Chief Executive Officer

ACTIVITIES

- Partner with Dodger Owners to increase program impact throughout Los Angeles
- Launch Special Projects Committee to identify big impact project(s)
- Secure transformational funding
- Secure space
- Consider scalability (e.g. national impact)
- Research and align relevance of project to existing LADF mission
- Identify case studies; past associates projects
- Identify appropriate partners and consultants
- Explore relationships with Dodger partners (e.g. EL1) and initiatives (Dodgers Youth Initiative)
- Create communications plan
- Create community outreach program

RESOURCES REQUIRED

- Board of Directors
- Chief Operating Officer
- Director, Youth Programs
- Director, Development and Communications
- Dodger Senior Executives

Goal 2

ENSURE ORGANIZATIONAL SUSTAINABILITY

Objectives

- 1 Increase and Revitalize Board of Directors
- 2 Assemble a staff and structure that will most efficiently and effectively deliver on LADF's goals
- 3 Create and implement Development Plan





GOAL 2

ENSURE ORGANIZATIONAL SUSTAINABILITY

OBJECTIVE 1

Increase and Revitalize Board of Directors

WORK LEAD

Chief Executive Officer
Gonring, Spahn & Associates

ACTIVITIES

- Implement new bylaws and new position description
- Increase Board engagement, e.g. new committees and roles
- Increase Board presence at programs events
- Engage current Board and Leadership in cultivation and fundraising

RESOURCES REQUIRED

- Create Programs Committee
- Assign new and existing Board Members to committees
- Increased and consistent communications to Board from Chief Executive Officer



GOAL 2

ENSURE ORGANIZATIONAL SUSTAINABILITY

OBJECTIVE 2

Assemble a staff and structure that will most efficiently and effectively deliver on LADF's goals

WORK LEAD

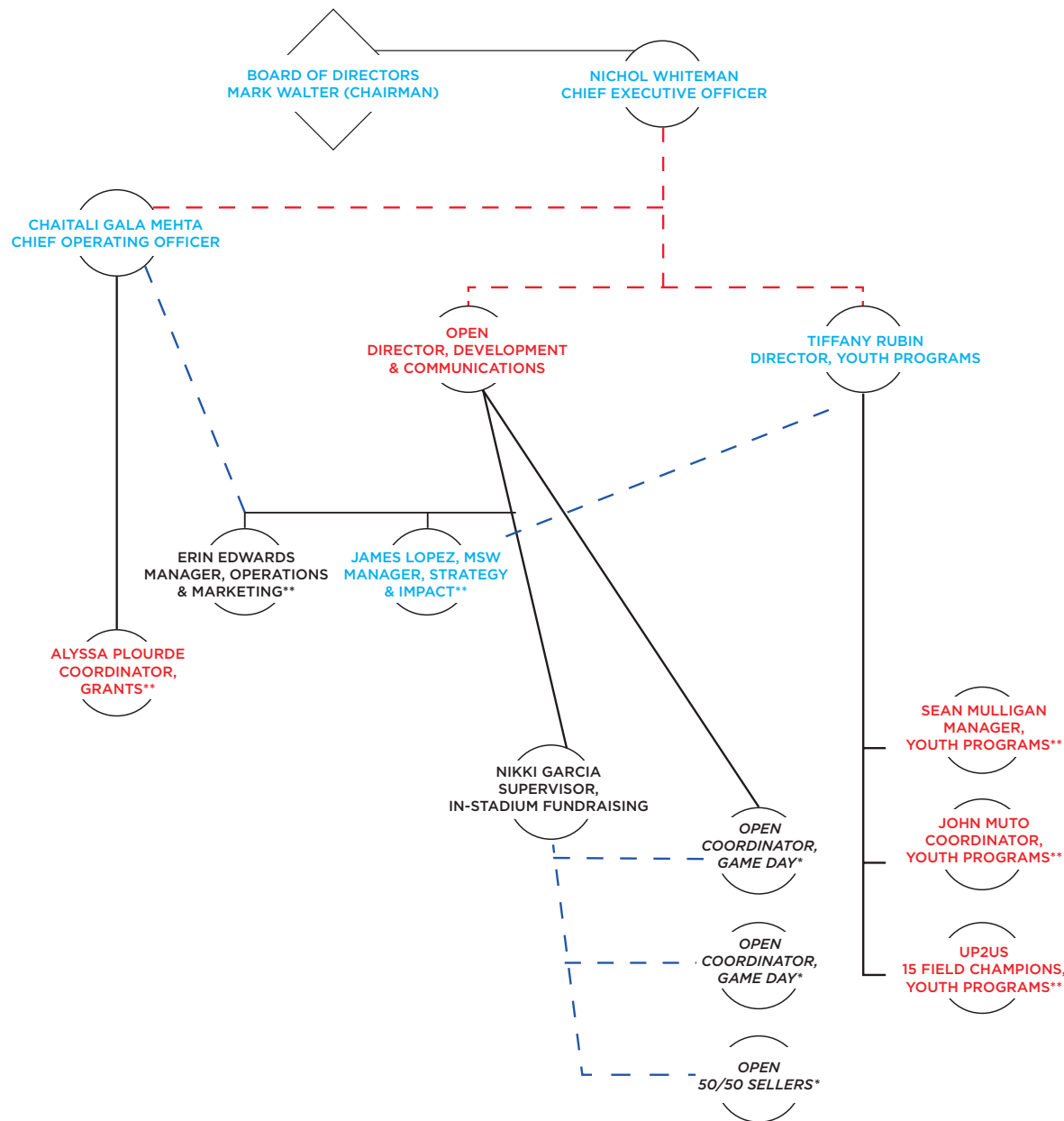
Chief Executive Officer

ACTIVITIES

- Create Chief Operating Officer; hire Coordinator, Grants
- Create Youth Programs Department, which includes: Director, Manager, two Coordinators and 15 Field Champions
- Create Development and Communications department, which includes; Director, Manager, Operations & Marketing, Manager, Strategy & Impact, Supervisor, In-Stadium Fundraising, Coordinator, Game Day, Associate, Development and 50/50 Sellers
- Establish staff professional development
- Align part-time staff with program calendar

RESOURCES REQUIRED

- Chief Operating Officer
- Board of Directors
- Dodgers Planning and Development Office: Office Space
- Salaries for new positions
- Raises/other resources for current LADF staff



KEY

NEW POSITION

RESTRUCTURED POSITION

10 FULL TIME
69 PART TIME
40 50/50 SELLERS
15 FIELD CHAMPIONS,
YOUTH PROGRAMS
12 ASSOCIATES
2 COORDINATORS, GAME DAY

FULL TIME NON-EXEMPT**

PART TIME NON-EXEMPT*

OVERSITE OF SENIOR STAFF

SHARED REPORTING

18.9% = ESTIMATED PERCENTAGE
INCREASE IN SALARY TOTAL FROM
2018-19

Baseball Foundations With Similar Activity

GIANTS COMMUNITY FUND
(10 FTES)

JAYS CARE (20 FTES)

RED SOX FOUNDATION
(11 FTES)

WASHINGTON NATIONAL
DREAM FOUNDATION (19+ FTES)

Chief Operating Officer

The Chief Operating Officer is a newly created position and will provide oversight and strategic guidance in the areas of operations, finance, grantmaking & special projects.

REPORTS TO:

Chief Executive Officer

OBJECTIVE:

The Chief Operating Officer will have multiple functions and work closely with Chief Executive Officer to identify areas where efficiencies can be created. The Chief Operating Officer will provide high-level strategic guidance, anticipating problems and opportunities in advance and identifying the best ways to prevent those problems and leverage the opportunities.

HIGHLIGHTED RESPONSIBILITIES:

OPERATIONS:

Provide high level supervision and support for general operations, including information technology, human resources, legal, and facilities

Identify and develop organizational efficiencies and improvement areas and ensure all operations are strategically aligned with overall strategic plan

FINANCE:

Provide overall financial oversight for planning (budgeting/forecasting), accounting and reporting

GRANTMAKING/PHILANTHROPY:

Oversee grantmaking and strategic partnerships strategy

SPECIAL PROJECTS:

Implement the organization's strategic plan, implement tactics and processes to achieve it, and track progress toward goals outlined in the plan

Oversee reporting and monitoring of organizational performance metrics, both programmatic and operational

Help develop, support, and maintain organizational guidance and culture – including staff development

Develop and prioritize the strategies for new partnership opportunities and visibility

Establish and maintain dynamic relationships with community organizations, sponsors and high net worth individuals (possible cultivation of new young leaders board)

Stimulate and inspire cross-functional teams both internally and externally with Dodgers executives, key foundation partners, grantees, etc.

Director of Development and Communications

The Director of Development and Communications is a new position resulting from our recent strategic planning process, which identified this department as a key area for growth within the organization. Candidates must be willing to take initiative in cultivating this new role with expectations that although we are associated with a world class organization, we remain a small team with non-profit resources. Our workplace culture is important to us, so it is critical that the candidate for this position works well with others and is committed to delivering on our mission.

REPORTS TO:

Chief Executive Officer

OBJECTIVE:

Working with the Chief Executive Officer, Chief Operating Officer and Director of Youth Programs to implement the LADF's mission. Director will have a key role in raising the profile of Foundation across the Los Angeles area of region and increasing support for the Foundation's direct programs. Director will have multiple reports, including staff responsible for multi-million dollar in-stadium fundraising programs, special events, marketing, grant writing, and program and grantmaking measurement and evaluation.

HIGHLIGHTED RESPONSIBILITIES:

- Develop and implement comprehensive fundraising program to support and advance work
- Build development capability including major gifts and corporate, individual and foundation giving
- Meet with existing major donors and corporate/foundation partners to solidify, strengthen and expand relationships
- Manage current special events, including multi-million-dollar annual fundraising gala
- Manage marketing staff to develop communications strategy, which includes materials to support development efforts

Director, Youth Programs

The Director, Youth Programs is a new position designed to allow LADF to align the strategic direction of its key cornerstone programs. In recent years, LADF programs have overlapped and together have proven to have powerful impact in some of the most challenging neighborhoods. The position provides much needed oversight of comprehensive sports programs designed to provide inclusive opportunities to youth.

REPORTS TO:

Chief Executive Officer

OBJECTIVE:

The Director, Youth Programs is responsible for the administration, oversight and efficacy of all Youth Programs at the Los Angeles Dodgers Foundation, to include Dodgers RBI and Dodgers Dreamfields. This role ensures consistency across programs, efficient use of resources and partners across programs and refined messaging across programs.

HIGHLIGHTED RESPONSIBILITIES:

- Set annual direction and goals for Dodgers RBI and Dodgers Dreamfields
- Oversee the delivery of Dodgers RBI and Dodgers Dreamfields
- Oversee the development and management of program budgets
- Chart future growth strategic direction of programs
- Track progress towards all program outputs and outcomes
- Cultivate new AND manage existing relationships with program partners to ensure program expansion, decrease expenses and avoid duplication of efforts
- Effectively communicate with all partners internally and externally to get community support and to solicit ongoing program support and feedback
- Work with Director of Development on program sponsor/grant fulfillment
- Maintain our current understanding of youth programs throughout the Los Angeles area
- Manage Program Manager and Coordinators
- Manage Program Associates and Field Coordinators



GOAL 2

ENSURE ORGANIZATIONAL SUSTAINABILITY

OBJECTIVE 3

Create and implement Development Plan

WORK LEAD

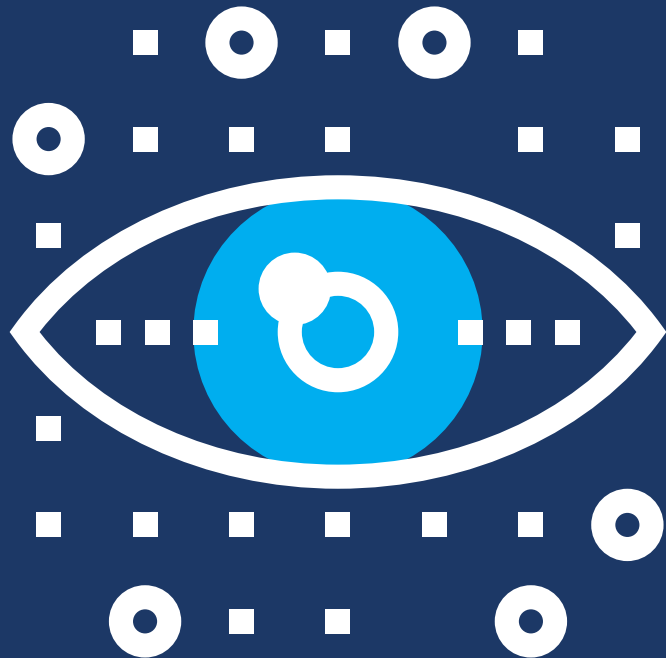
Director, Development and Communications
Chief Operating Officer

ACTIVITIES

- Audit LADF support
- Identify and increase LADF grant support
- Consider investments and endowment

RESOURCES REQUIRED

- Manager, Strategy and Impact
- Manager, Operations & Marketing
- Supervisor, In-stadium Fundraising
- Coordinator, Game Day
- 50/50 Sellers
- Finance & Compensation Committee
- Associate, Development



Goal 3

ENHANCE INFLUENCE THROUGH INCREASED VISIBILITY

Objectives

- 1 Enhance LADF's standing as a leading foundation within philanthropic and civic communities
- 2 Raise profile of Board and Chief Executive Officer
- 3 Increase engagement with LADF stakeholders



GOAL 3

ENHANCE INFLUENCE THROUGH INCREASED VISIBILITY

OBJECTIVE 1

Increase LADF's standing as a leading foundation within philanthropic and civic communities

WORK LEAD

Chief Executive Officer

ACTIVITIES

- Leverage the brand of the Dodgers to convene community at large to discuss issues facing the communities in which LADF serves
- Provide resources and platform to deliver for these communities
- Promote leadership development and visibility for senior staff

RESOURCES REQUIRED

- Chief Operating Officer
- Director, Youth Programs
- Manager, Youth Programs
- Coordinators, Youth Programs
- 15 Field Champions, Youth Programs



GOAL 3

ENHANCE INFLUENCE THROUGH INCREASED VISIBILITY

OBJECTIVE 2

Raise profile of Board and CEO

WORK LEAD

Chief Executive Officer
Director, Development and Communications

ACTIVITIES

- Announce new Board of Directors
- Announce Chief Executive Officer to Chief Executive Officer
- Increase public forum participation
- Increase Board of Directors presence in public facing activities

RESOURCES REQUIRED

- Gonring, Spahn & Associates
- Board of Directors
- Slate PR
- FD Parker and Associates



GOAL 3

ENHANCE INFLUENCE THROUGH INCREASED VISIBILITY

OBJECTIVE 3

Increase engagement with LADF stakeholders

WORK LEAD

Chief Operating Officer
Director, Development and Communications

ACTIVITIES

- Streamline outreach and messaging across all platforms
- Update LADF website to share news and use as portal for program users and donors; streamline/increase communications with constituencies
- Draft fact sheets for various constituencies
- Consider third party consultant to manage communications
- Consider commissioning infographic to visually articulate LADF work and impact
- Educate and engage high profile stakeholders (players, partners, celebrities); consider social media takeovers
- Develop outside of stadium communications and engagement plan
- Develop in-stadium communications and engagement plan

RESOURCES REQUIRED

- Manager, Operations & Marketing
- Manager, Strategy & Impact
- Increased budget for freelance and consultant support: videographers, graphic designers, online engagement, Public Relations

Our Roadmap

This plan will function as a road map for the organization for the next several years. It is a living document designed for flexibility and responsiveness to the dynamic economic and social conditions ahead.

TO ACTIVATE THE PLAN, THE FOLLOWING STEPS SHOULD BE CONSIDERED:

- The Board will approve the plan
- The person(s) responsible for each objective will create an implementation plan and budget for that objective
- Reconcile the plan with the organization's budget each year and modify the plan as needed
- The Nominating and Governance Committee will continue to evaluate implementation progress
- Bi-Annual Staff Retreats will exist to revisit status of objectives and challenges to be addressed
- Bi-Annual reports to the Board by the Chief Executive Officer will report progress



A large, faint watermark of the Los Angeles Dodgers Foundation logo is visible in the background. It features a circular seal with "LOS ANGELES DODGERS" around the top and "FOUNDATION" around the bottom. In the center of the seal is a large "LA" monogram.

ADDENDUM

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I. [Dodgers Dreamfields Impact Report](#)

II. [Beyond 50: 75 x 75](#)

III. [Dodgers RBI Impact Report](#)

IV. [Grantees Survey Summary](#)

V. [LA Reads Survey Summary](#)

VI. [Funnel Marketing Plan](#)

VII. [Communications Analysis](#)

VIII. [GS&A Report: External analysis of financials to determine LADF's perception of fiscal health](#)

