Playworks Southern California

Business Plan FYE18-20

Our Mission

To improve the health and well-being of children by increasing opportunities for physical activity and safe, meaningful play.

Our National Vision

One day every child in America will get to play safely at school every day.

Our Southern California Vision

Our community values, invests in, promotes, and takes ownership of play to transform their school climate.

Our Values

Respect – Commitment and willingness to show consideration or appreciation.

Inclusion – Actively encouraging and ensuring dynamic participations from all children, staff members, and involved community members regardless of abilities and / or past experiences.

Healthy Communities – A group of people and / or surrounding area to which one feels positive emotional, physical, or social connection for various reasons.

Healthy Play – To both occupy oneself in amusement, sport, or other recreations and immerse oneself in physically, emotionally, and socially positive behavior.

Operating Principles

We will operate our region in a manner, which demonstrates our values.

We will continually strive to improve the quality and quantity of Playworks services.

Each Playworks service delivered in our region will promote long-term involvement and partnership with the district and/or school.

Each Playworks service delivered in our region will contribute to a logical development process, which transforms districts and schools for the long-term.

Operating Principles

We will provide increasing opportunities for districts and schools to assume greater responsibility for the services delivered on their campus.

We will provide Playworks services, which are financially accessible and targeted for the widest cross section of the districts and schools in our region.

We operate in a fiscally responsible manner, where those who choose to participate or co-create along side our team members pay their fair share towards the operating costs of the services provided.

Playworks Southern California AIM

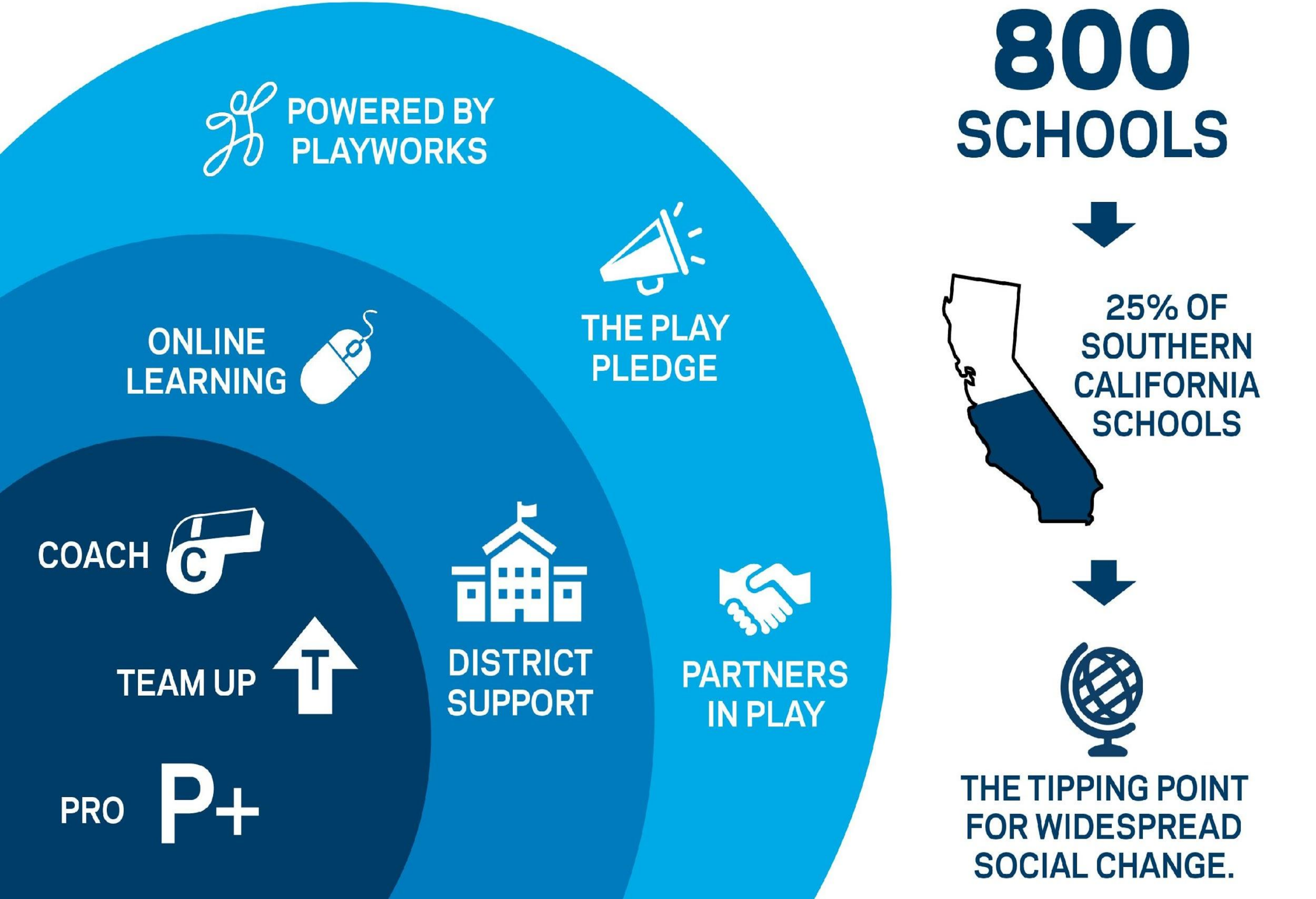
500,000 Children

800 Schools in
Southern California

Experience
safe and
healthy
play

by December
2020

Our Plan - How Do We Get There?



Our Path to 800 Schools

FYE18-21 Planning

We want to transform as many schools as possible so they are able to continue as Playworks schools independently.

We want to transform as many schools as possible so they are able to continue as Playworks schools independently.

Powered by **PLAYWORKS**

FYE18-21 Strategic Priorities

Investing in Excellence

Growth with Fidelity & Integration

Leadership in the Field

Discover the
Path to 800

Investing in Excellence

Build the Playworks brand locally and support National Brand efforts

Increase the operational and management efficiency and effectiveness of our teams

Attract, retain and develop staff, volunteers and board members that are leaders in their fields

Increase sources of sustainable support

Growth with Fidelity & Integration

Develop structure and systems to drive quality and evidence based outcomes locally

Growth opportunities are balanced by a focus on equity

Focus on the experience of the customer

Increase our impact at the District level

Maintain our playful culture and team health

Leadership in the Field

Increase our recognition in the fields of SEL and play

Develop and Maintain Regional Sustainability

Increase district level partnerships

Increase partner relationships amongst other community organizations

SWOT

Strength

- Americorps Pool
- Varying Models & Cost Structures
- Experienced Leadership
- Proven Outcomes around

Weakness

- Need for additional resources:
  - Resources ($)
  - Trainers
- Depth of Leadership:
  - Expanded
  - Succession

Opportunity

- Growth in Market (Large)
- Social Emotional Learning
- New Partnerships
  - Afterschool Providers
  - Colleges and Universities
  - Hospitals
  - Professional Sports Teams

Threats

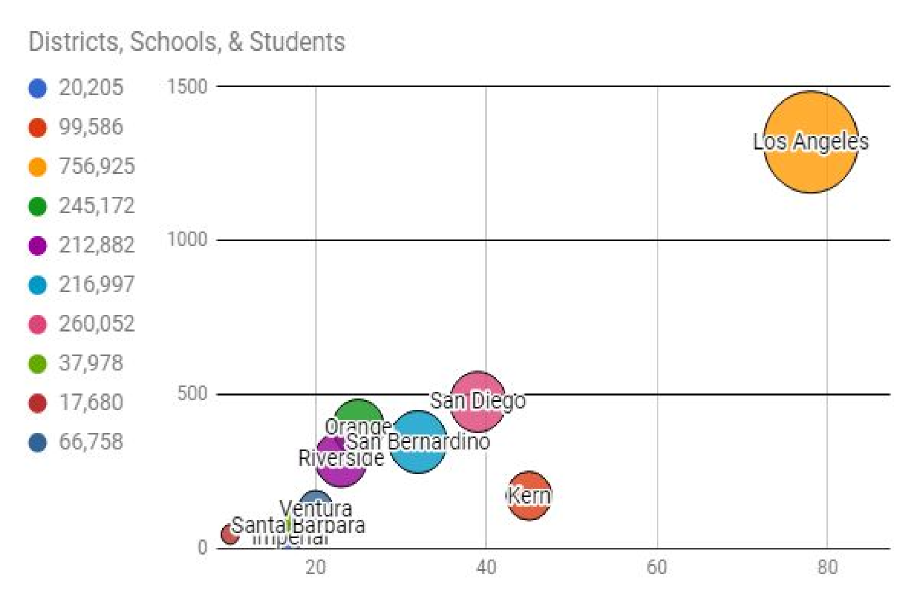
- Staffing (Enough to keep people)
- Funding issues - Local districts
- Federal Policies
  - Americorps
  - School Funding
- Geography - Expanding beyond ability to serve

FYE18-21 Operational Planning

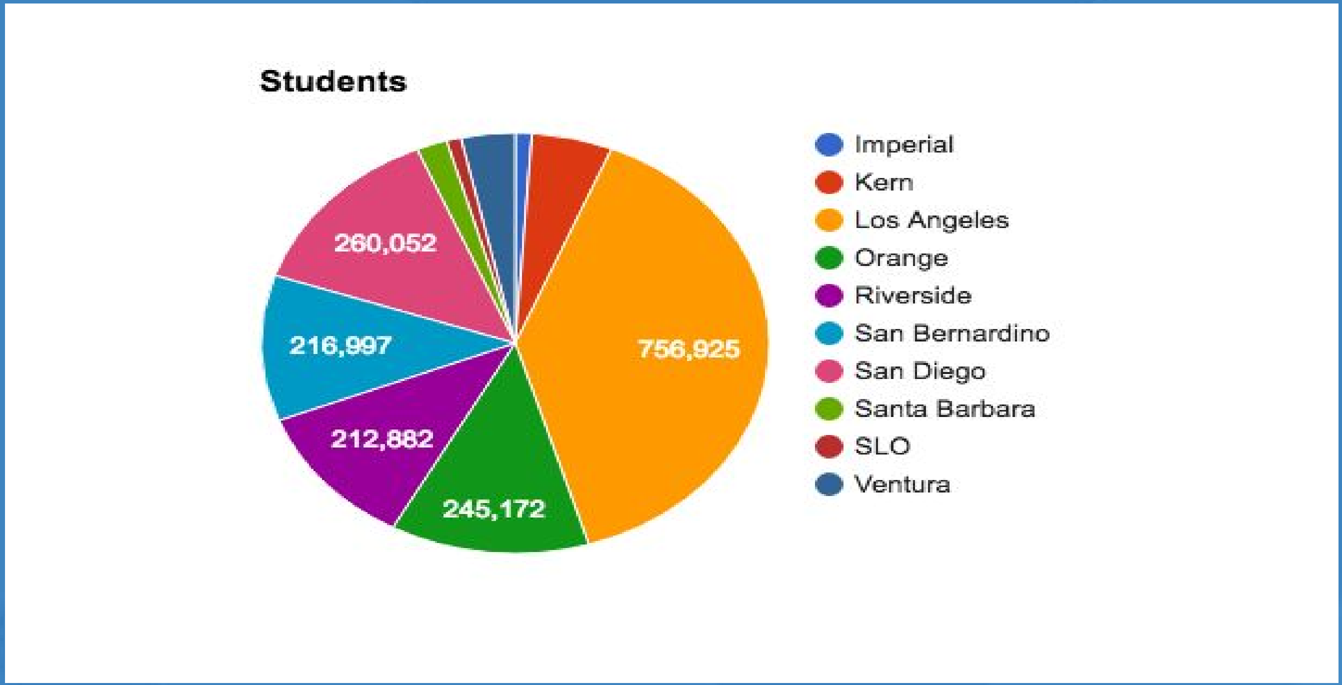
Southern California District Data

County	Districts	Schools	Students	# above FRPM	# below FRPM
Imperial	17	37	20,205	32	5
Kern	45	171	99,586	143	28
Los Angeles	78	1320	756,925	995	325
Orange	25	394	245,172	209	185
Riverside	23	291	212,882	216	75
San Bernardino	32	346	216,997	286	60
San Diego	39	476	260,052	262	214
Santa Barbara	18	74	37,978	45	29
SLO	10	46	17,680	22	24
Ventura	20	128	66,758	67	61
State Total	307	3283	1,934,235	2277	1006

California Dept of Ed 14-15 school year stats



Districts, Schools, & Students
20,205
99,586
756,925
245,172
212,882
216,997
260,052
37,978
17,680
66,758
1500
1000
500
0
20
40
60
80
Los Angeles
San Diego
Orange
San Bernardino
Riverside
Kern
Ventura
Santa Barbara



Students
260,052
216,997
212,882
245,172
756,925
Imperial
Kern
Los Angeles
Orange
Riverside
San Bernardino
San Diego
Santa Barbara
SLO
Ventura

3 Year Actual

Year	Schools	Students	Coach	TU	Pro	District Schools	Other
14-15	35	18889	27	8			
15-16	53	32011	29	24			
16-17	159	76766	35	39	81		
17-18							
18-19							
19-20							
Goal	800	500,000					

Southern California Target Audience

Coach and TeamUp Audience

History has shown that we get most of our Coach and TeamUp schools from the following sources:

- Schools adjacent to current Playworks Schools
- Principals who move to new schools
- Teachers who become Principals
- Principals who move into a district administrator role

Geographic Boundaries - Title 1 schools within districts that have 8-20 schools.
Primary Audience - Principals, District Administrators and Teachers
Secondary Audience - School Site Council or PTA (funding)

Pro Audience

We are still determining most effective sources for Pro referrals and sales
Efforts this past year include:

- Schools personnel who attend education conferences or workshops
- Playshops
- Demo Days

Geographic Boundaries - All schools within a 150 mile radius from downtown LA
Primary Audience - Principals, School Climate Directors, and Intervention Specialist
Secondary Audience - Superintendents or District Personnel

Growth Rules and Leading Practices

Coach and TeamUp

70/20/10 Rule

We are taking a 70/20/10 approach to engaging our target audience with Coach and TeamUp. The rule glammed from Google's innovation practice is that we will spend 70% of their time on our core business, 20% on new business, and 10% on something blue sky.

Boundaries Rule

Boundary parameters used by RPD to determine how to recruit Coach and TeamUp school(s) that are more than 40 miles and less than 90 miles from the Los Angeles, Orange County, or San Diego city center (downtown).

- Qualified staff in proximity to school
  - Over 35 miles and less than 75 miles from their home
- School agrees to a price point that includes travel
  - Lodging, mileage, per diem (4 days)
- Operational support
  - We are able to deliver a quality partner experience
  - Staff continues to feel connected and we can train them
  - PM is able to provide support to the school and staff
  - Pod makeup is taken into consideration
- PD Support and agreement

Target Audience Engagement

Coach and TeamUp

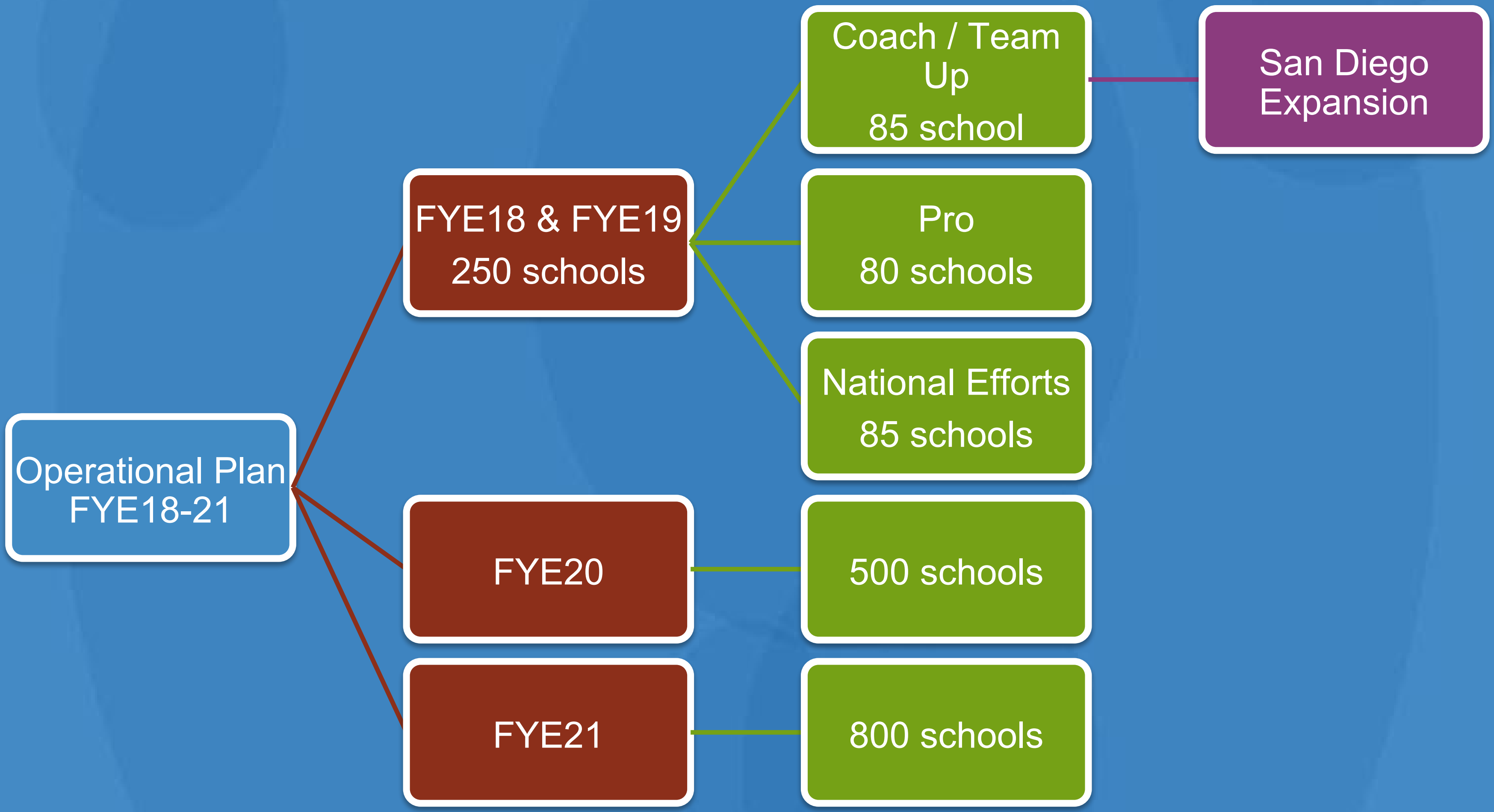
- **70%** of our growth will come from school count in current districts or new districts that are adjacent to current school partners.
  - Lead by Program Team (2 Program Directors) and supported by Regional Partnership Director
  - Main focus on retention, moving schools to new services that fit their service match and new schools in the same or adjacent district.
- **20%** of our growth will be come from new schools that have 50% or higher FRPM (Free and Reduced Priced Meal) percentages but in new parts of Los Angeles and Orange County.
  - Lead by Regional Partnership Director and supported by Program Team
  - Growth in Northern LA County and South Orange County
- **10%** of our growth will come from expansion areas (San Diego and Inland Empire)
  - Lead by the Executive Director and supported by the Associate Director and Development Director

Pro

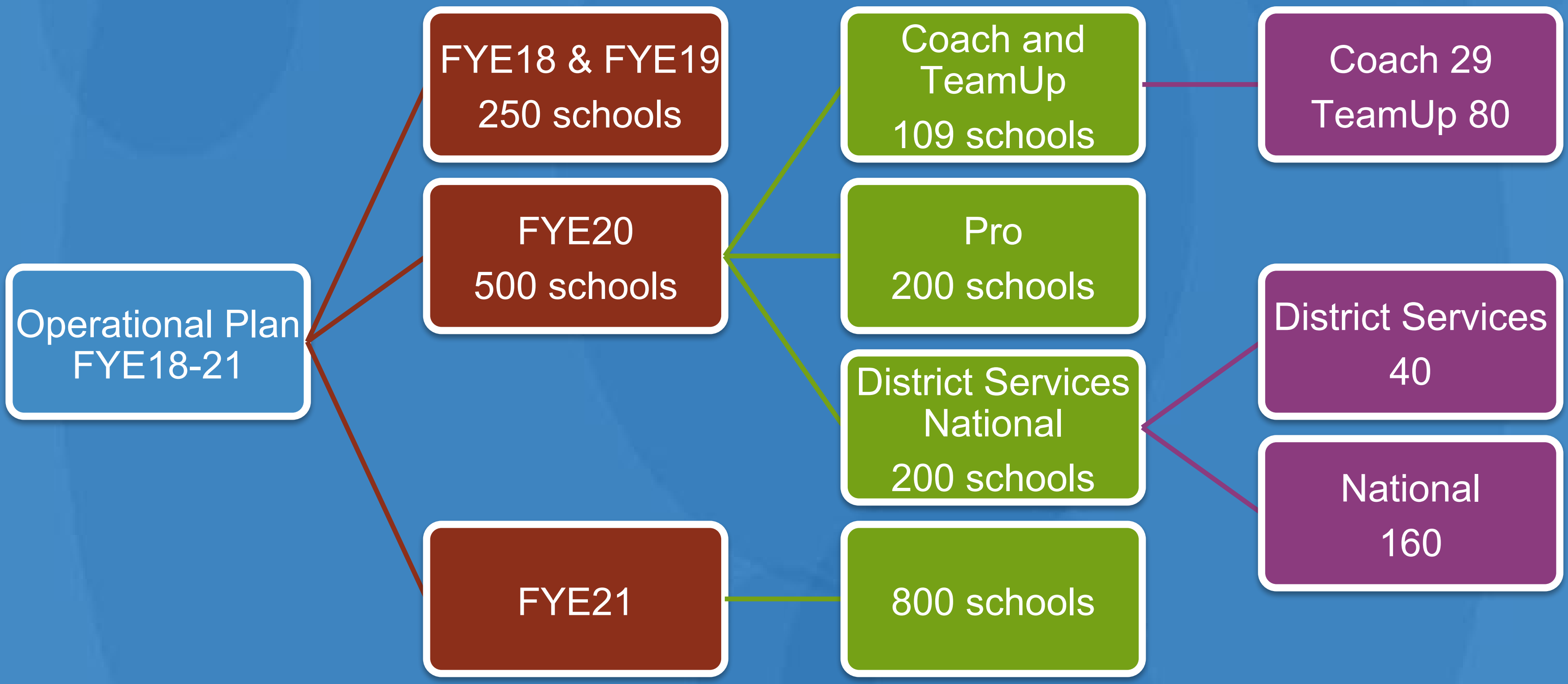
We will have a Center Out approach to growing our Pro services - Lead by the Regional Partnership Director and supported by the Regional Trainer

- Retain current book of business at a rate of 75%
- New sales to districts and schools within the Los Angeles and Orange County areas
  - Schools and Districts within 50-75 miles from the Carson office
  - District Consulting Pilot - Services provided by Associate Director and Executive Director

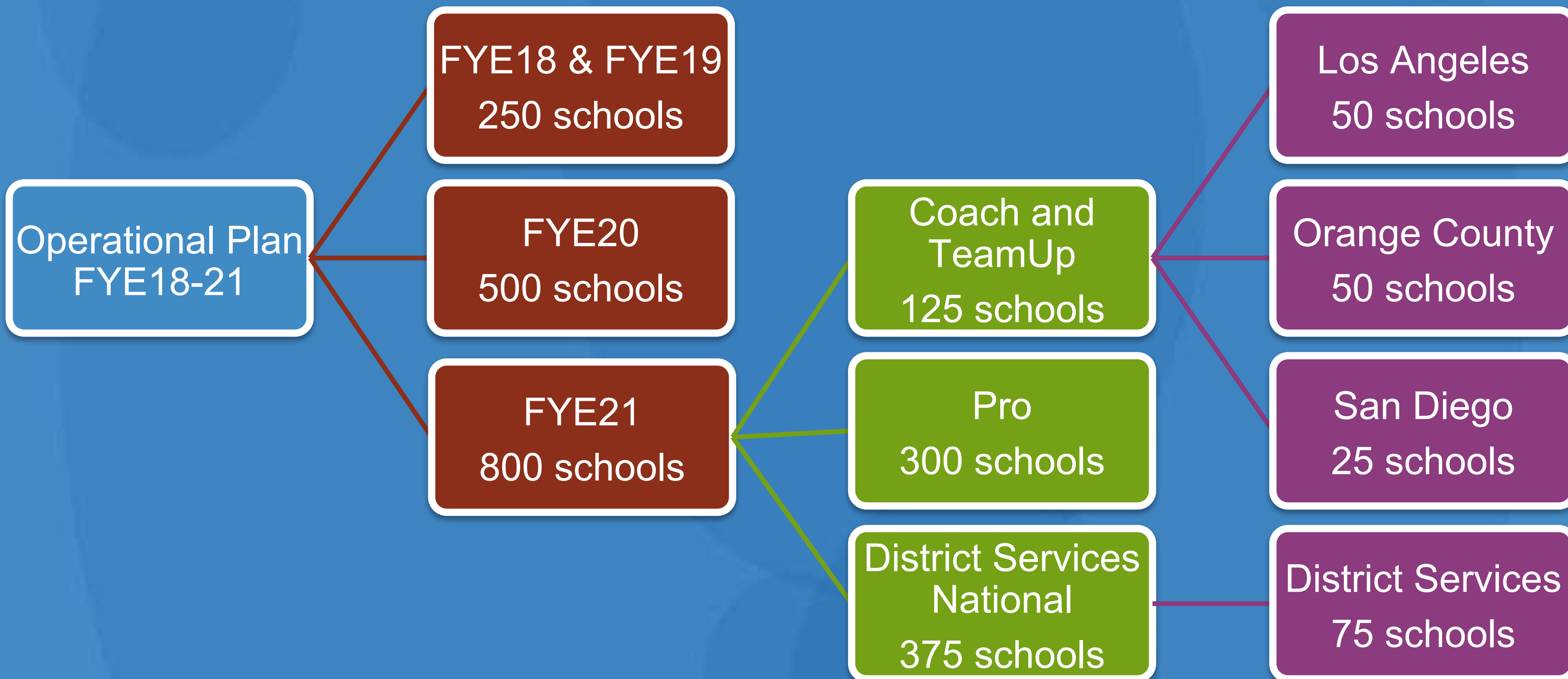
Operational Plan FYE18-19



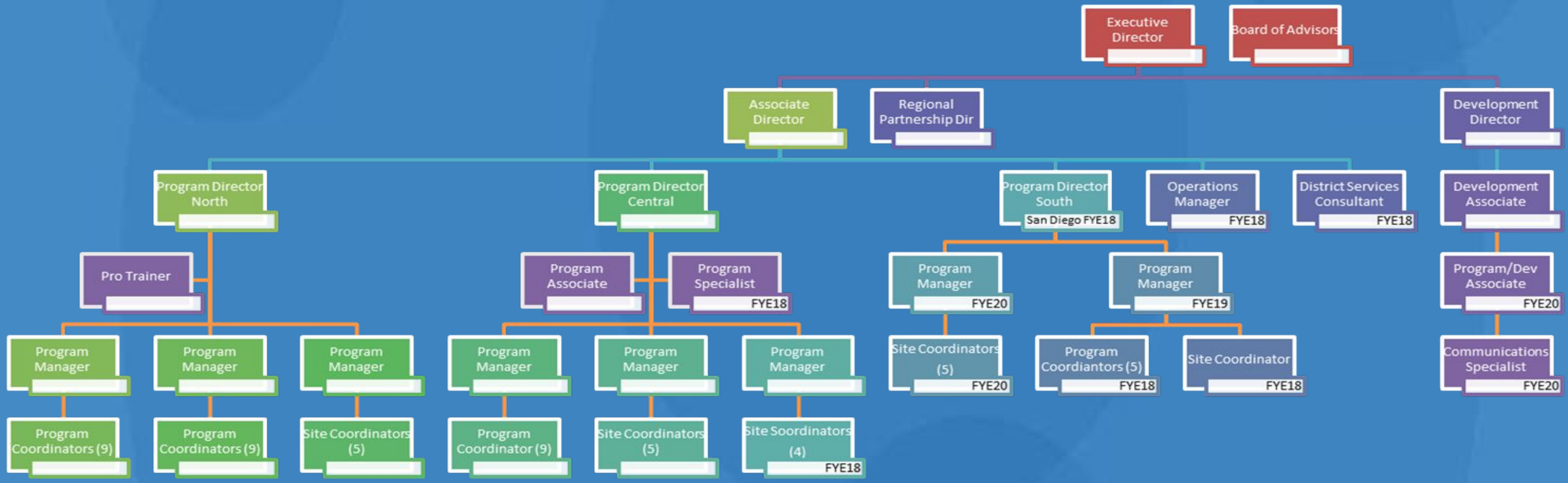
Operational Plan FYE20



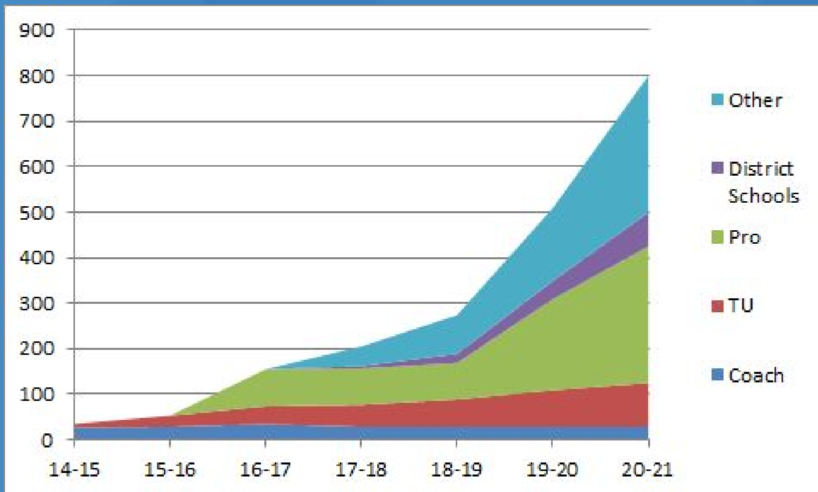
Operational Plan FYE21

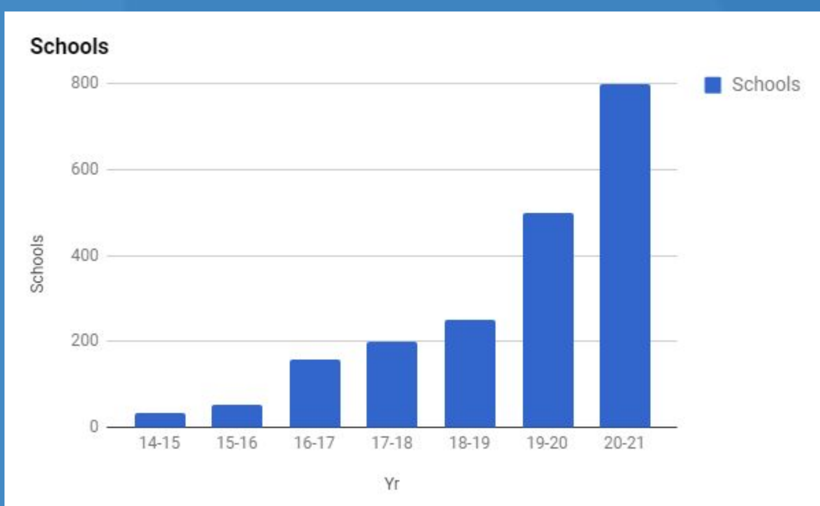


Organizational Chart FYE18-21



AIM - 2020 Year Forecast





Year	Schools	Students	Coach	TU	Pro	District Schools	Other
14-15	35	18,889	27	8			
15-16	53	32,011	29	24			
16-17	159	76,766	35	39	81		
17-18	200	125,000	29	48	80		43
18-19	250	156,250	29	60	80		85
19-20	500	315,500	29	80	200	40	160
20-2							

800 schools = 25% of southern California schools

500 students = 26% of southern California students

Finances

Year	Program	Pro	Fund Dev	Gov't	Total Rev (includes other rev)	Total Exp	Net Outcome
14-15	995,000	12,680	446,300	237,239	1,694,674	1,824,185	-129,511
15-16	1,523,500		274,349	336,565	2,143,994	2,418,584	-274,641
16-17	1,956,200	193,000	579,767	391,552	3,268,380	3,422,540	-154,160
17-18	2,134,500	260,000	697,500	424,000	3,597,819	3,628,254	-30,444
18-19	2,444,000	312,500	836,000	424,000	4,016,500	4,086,110	-69,610
19-20	2,918,000	340,000	1,007,500	424,000	4,689,500	4,614,599	74,901
20-21							

Success Indicators

Bold Steps

Staff Team Performance Goals

Balanced Scorecard

Board Monthly Report Card

AIM Count

Organization AIM Counting Tool

Bold Steps is a Management Team tool used to translate the Strategic goals into measurable short term goals, tasks, and actions.

Balanced Scorecard is a board tool that goes deeper into impact data. It is the data that fuels our dashboards used for decision making.

AIM Count is a tool managed by our National office that reports on our national and local progress towards reaching our 2020 AIM.