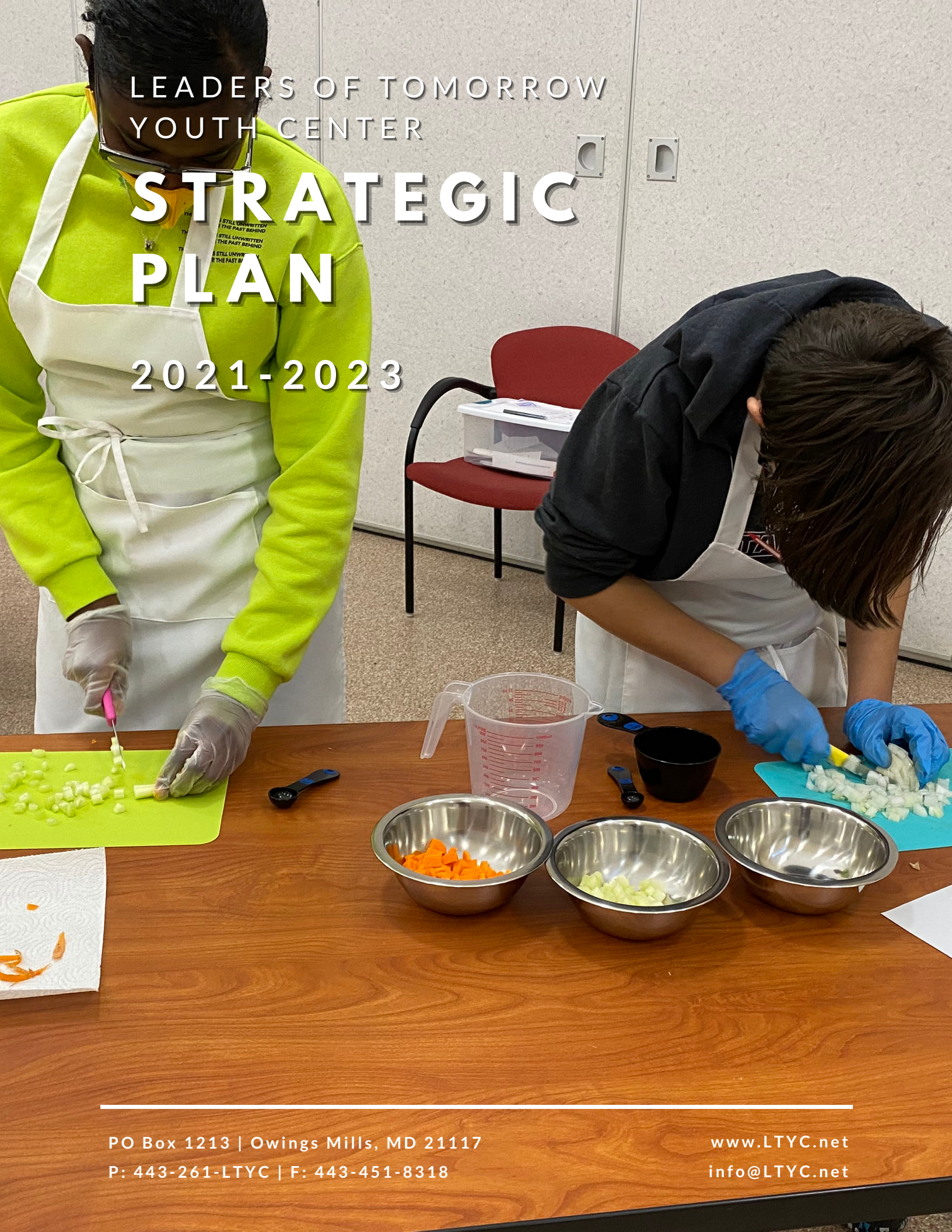


LEADERS OF TOMORROW  
YOUTH CENTER

# STRATEGIC PLAN

2021-2023



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## RATIONALE

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Leaders of Tomorrow Youth Center, Inc. (LTYC) is a part of a burgeoning community in an ever-evolving world economy of creatives, educators, youth, concerned citizens, and decision-makers.

It is important that LTYC articulate and demonstrate thoughtful planning and sustainable execution that allows for institutional accountability and measurable change. This makes it imperative for the LTYC community to work toward bold and current development, growth, and change so that LTYC and its constituents thrive in these new realities.

Our plan prioritizes and organizes LTYC's primary benchmarks/goals into a finite number of initiatives and projects most achievable and most critical to LTYC's success as a creative arts, cultural, and educational community in accordance with our Mission and Vision.

This Strategic Plan was created in collaboration; utilizing Strengths, Weaknesses, Opportunities Threats (SWOT) analysis, surveys, in-person meetings (with our arts education staff), team input, interviews, and board review. It serves as a living document, reflecting the priorities, tenets, goals, and action steps of the organization that will be monitored, evaluated, and adjusted annually.

## THE PROCESS

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# MISSION STATEMENT

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Leaders of Tomorrow Youth Center is committed to cultivating positive social development, academic success, and creativity in the minds, actions, and hearts of youth today. Through arts education programming, our mission is to encourage youth to use their gifts and strengths by applying the arts and leadership as tools, to help promote success and balance in their lives.

# VISION

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We envision a world where every child has access to the arts; where every child's education is inclusive of arts classes, experiences and opportunities. We imagine a network and space for youth, leaders, arts educators, artists, families, community members, and activists to all come together to connect, collaborate, create, and inspire.

# DIVERSITY & INCLUSION, EQUITY, AND BELONGING

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LYTC embraces, celebrates and encourages diversity and inclusion regardless of race, socioeconomic class, age, gender or gender expression, belief system, religion, sexual orientation, national origin, ethnicity, culture, or ability.

# CORE VALUES

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- Building Relationships
- Effective and Professional Leadership
- Demonstrated Student Effectiveness
- Engaging Community Partnerships and Partners
- Delivering High-Quality Arts Instruction
- Empowering Families

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# STRATEGIC PRIORITIES FOR LTYC

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**EMPOWER** the next generation of artists, teachers, and leaders through effective arts instruction and programming.



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## GOAL 1

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*Expand flexible delivery of programming to include in person programming, virtual programming, synchronous and asynchronous models, including on-demand arts based lessons for a larger audience.*

- Complete professionally produced Arts Now library with free and subscription/paid options
- Expand virtual options to include field trips focusing on artists and artistic process and spaces
- Increase programs in homeschool, 50+, Department of Social Services, and juvenile justice communities

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## GOAL 2

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*Create a responsive arts based curriculum that can be shared and sold to the mass public*

- Include elements of Teaching the whole child-Social and Emotional Learning themes, as well as intentional themes of social justice, equity, diversity, inclusion, and college, and career readiness
- Acquire a regional academic partner to purchase and utilize the curriculum, as a supplemental resource to their program

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## GOAL 3

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*Advocate for quality arts instruction, experiences, and opportunities to be part of every child's education, in and/or out of school*

- Help to Influence public policy and legislation affecting arts education by continuing to be involved in local and national initiatives
- Become more knowledgeable about school, community, and district needs by participating in more town halls, board meetings, and listening sessions

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# STRATEGIC PRIORITIES FOR LTYC

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## **STRENGTHEN** Organizational Capacity.

### GOAL 1

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*Invest more deeply in resources and support for talent and teams in order to produce outcomes that combine performance effectiveness, professional development, and wellness.*

- Complete both an internal and external audit by experts from the field of systems currently used in the organization for management, accounting, human resources, etc. and assess the effectiveness of those systems
- Develop and implement strategies to improve organizational communication, including the LTYC website, newsletters, social media outlets, and other modes of communication
- Design a wellness program for staff that focuses on physical and mental health, stress reduction and helps to connect staff to appropriate businesses and practitioners who provide these resources and services

### GOAL 2

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*Maintain a workplace culture that manifests and implements LTYC's Core Values, Mission, Vision, and Leadership Principles to the highest standards.*

- Develop and implement strategies to increase retention among LTYC staff by promoting professional development opportunities, wellness resources, and expanding the current rewards and incentives program
- Invite experts in the field to facilitate mandatory trainings for all staff on fostering a collaborative workplace through diversity, equity, inclusion and belonging
- Ensure consistency and understanding of organizational goals and expectations by designing an online, self-paced orientation course (encompassing brand, mission and vision, roles, responsibilities, and expectations) that every new LTYC staff member must complete before moving forward in a role with the organization

### GOAL 3

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*Develop a clear plan for programmatic data collection.*

- Measure instructional effectiveness by instituting regulated LTYC common assessments
- Assess programs on a quarterly basis by collecting data and preparing reports related to attendance, instructional techniques and resources, behavior, student perceptions, artistic growth, and social and emotional competencies
- Continue to expand the use of external measurements such as Hello Insight and The Youth Program Quality Assessment to measure impact

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# STRATEGIC PRIORITIES FOR LTYC

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**DIVERSIFY** and Increase Financial Resources.

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## GOAL 1

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*Develop a financial plan for long-term sustainability.*

- Secure \$1,000,000 in Corporate Support each fiscal year
- Add a Full Time Development Director to the Leadership Team

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## GOAL 2

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*Maintain a budget that reflects LTYC's priorities and strategic goals.*

- Increase economic accessibility to LTYC programmatic offerings by developing and implement sponsorship strategies
- Increase fundraising and individual donations to 70% of the organizational budget by designating more intentional time for the leadership team to prospect and “make the ask”



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# STRATEGIC PRIORITIES FOR LTYC

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**BUILD** a Collaborative Community of Partners.

## GOAL 2

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*Optimize existing partnerships.*

- Assess current partnerships for who is omitted but should be included for meetings, discussions, and other communications. Consider organizations who have like missions and can help expand our network.
- Complete a needs assessments in schools and communities we currently serve to identify how we may expand and further develop partnerships that better meet their needs

## GOAL 1

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*Foster new collaborative partnerships.*

- Develop new relationships with local arts, education, business, and youth development organizations to move people out of silos by organizing meetings to develop 3-5 concrete steps to improve the interaction between LTYC and the partner
- Complete a needs assessments in schools and communities we do not currently serve to identify how we may develop partnerships that meet their needs
- Research partnership opportunities by exploring more nontraditional spaces where arts education and enrichment can occur
- Enhance visibility through increased marketing and PR campaigns



# STRATEGIC PRIORITIES FOR LTYC

**CREATE** extended opportunities that support the mission and vision, and allow the organizational impact to have greater reach.

## GOAL 2

*Launch additional learning opportunities for youth and adult learners via LTYC LEARN.*

- Identify a young artist and celebrity who will serve as the face of LEARN, and help with gaining promotions and endorsements
- Develop content for artists, youth, educators, and parents to access both on-demand and in an interactive, live platform
- Begin implementing direct service programs under the LEARN brand for existing and new partners

## GOAL 1

*Increase opportunities for LTYC MEDIA.*

- Develop a publication to discuss trends and resources in arts education
- Reach a wider audience beyond Maryland by creating and producing an original television series for youth
- Increase opportunities for interfacing with a young audience by publishing a children's book
- Expand the number of listeners of the current radio/web series, "The Show About Tomorrow"

## GOAL 3

*Establish LTYC SHOP as a sustainable branding and development strategy for the organization.*

- Develop partnerships with local retailers to carry the apparel in their stores and on their websites
- Increase vending opportunities in order to share and sell the apparel in the community
- Create additional desired designs based on buyer/consumer feedback

