

HOLLYWOOD 4WRD

STRATEGIC BLUEPRINT



FOUR WALLS

Provides structure in support of organizational mission

HOLLYWOOD 4WRD HISTORY

In 2008, representatives of the Hollywood business community, in conjunction with local government officials, service providers, neighborhood representatives, and the faith community began meeting on a monthly basis to discuss a shared commitment to ending homelessness. Over time, the coalition has tackled pressing issues as the situation has continued to deteriorate. The challenges are plentiful, but the passion to continue to fight for real change is stronger than ever.

When the COVID-19 pandemic hit in early 2020, the coalition began meeting weekly. Convening on Zoom, stakeholders from the Hollywood community came together to discuss important issues, keep apprised of local and regional policy measures, and to find ways to address gaps in service provision. What arose from these conversations was a call to action to formalize the coalition in order to better advocate for systemic change in Hollywood. Over the years, the grassroots coalition has built a foundation of trust within the community, which has translated to real opportunities for meaningful connection and collaboration. The “4WRD” refers to the built structure of a home: four (4) walls, a roof, and a door.

In the fall of 2020, a Steering Committee was formed to draft a strategic blueprint to formalize the coalition and set a strategic direction.

STRATEGIC BLUEPRINT PROCESS

The Steering Committee, comprised of stakeholders representing the Hollywood community, convened to draft a plan that would formalize the coalition, set the organization on solid financial footing, and create a leadership structure to oversee and implement the plan. As part of the planning process, the committee collected data through a survey, stakeholder interviews, and focus groups. Assisted by Casey T Gilbert, PhD of PowerWith Consulting, the committee refined the organization's mission statement and identified four focus areas: advocacy, education, service coordination, and innovation.

STEERING COMMITTEE MEMBERS

Kerry Morrison, Founder + Project Director, Heart Forward LA

Kris Larson, President + CEO, The Hollywood Partnership

Louis Abramson, Board Member, Central Hollywood Neighborhood Council

Heather Carmichael, Executive Director, My Friend's Place

Mario Ceballos, Community Health Manager, Kaiser Permanente

Stephen Fiechter, Senior Director Metro LA Programs, PATH

Rana Ghaban, President + CEO, Hollywood Chamber of Commerce

Arnali Ray, Chief of Strategy and Programs Officer, Saban Community Clinic

Nathan Sheets, Executive Director, The Center

Natalie Teear, VP Sustainability + Social Impact, Hudson Pacific

Angela Voorhees, Security Operations Manager, Netflix

WALL 1 | ADVOCACY

Lead with a cohesive voice

Measure: Efficacy of official position statements submitted by Hollywood 4WRD annually (in alignment with organization's advocacy policy)

Develop an advocacy policy

- Advocacy committee works in conjunction with staff and board to develop an advocacy policy and identify key advocacy areas

Identify policy positions and gather strategic support

- Monitor local, regional, and state legislation with a focus on: housing policy, funding for mental health + substance use treatment, and encouraging policy coordination at all levels of government

Involve policy makers in organizational conversations and strategies

- Convene regular conversations about advocacy issues with stakeholders, policy-makers, and government representatives and staff

Celebrate successes

- Ensure that stakeholders and community are aware of the role of Hollywood 4WRD in advocacy initiatives

WALL 2 | EDUCATION

Share the story of Hollywood 4WRD's mission and the history of homelessness in Hollywood

Measure(s): Number of mentions in media of Hollywood 4WRD and the number of stakeholders educated about Hollywood 4WRD and the history of homelessness

Create awareness in the Greater Hollywood community about homelessness, its root causes, and solutions

- Develop materials intended to educate the community about the causes of homelessness, and the specific external factors that have aggravated the crisis
- Ensure that all stakeholders are invited to share their perspectives (including, but not limited to: individuals experiencing homelessness, residents, government/policy-makers, faith organizations, and business owners)

Be the go-to resource for information about homelessness in Hollywood

- Policy-makers, residents, and the private sector seek out the guidance of Hollywood 4WRD on critical policy issues and for connections to resources and organizations

Educate the Greater Hollywood community about the mission of Hollywood 4WRD

- Develop marketing plan to include digital communications and public relations strategy
- Education committee works with staff to develop and implement educational programs and community conversations

WALL 3 | SERVICE COORDINATION

Address gaps in provision of services

Measure: Number of Hollywood 4WRD initiated connections between member agencies to solve programmatic gaps

Identify opportunities for collaboration between organizations to fill gaps in service provision

- Service Coordination committee leads the charge on quickly identifying gaps and responding to fill the need
- Service Coordination committee works with staff to develop a system to track connections and measure success

Identify overlaps in service coordination and offer alternatives to reduce overlaps

- Service Coordination committee works with service providers to reduce service overlap and identify alternatives
- Regular conversations and meetings lead to better distribution of services and resources, thereby reducing duplication

Create and update list of service providers and services offered

- Distribute list to public and stakeholders

WALL 4 | INNOVATION

Discover new ways to solve problems

Measure: Number of Pilot Projects launched annually by coalition members

Data on homelessness is collected from a variety of sources and synthesized into an organizational or community dashboard

- Data is used to inform storytelling, to identify potential pilot projects, and to build the foundation for improved progress tracking over time. Examples of data sources: Hollywood Homeless Count (Annual); The Hollywood Partnership Annual Stakeholder Survey & Bi-weekly homeless count in BID

Coalition acts as the catalyst for pilot projects through the Innovation committee

- Coalition members identify viable solutions to challenges identified by coalition committees, board, and staff and encourage partnerships to test the solutions. Projects can range from addressing essential hygiene, to food distribution, to housing and health services.

Best practices are adopted and adapted through pilots

- Hollywood becomes a leader in innovation for addressing critical needs through public-private partnerships, collaboration with faith communities, businesses, and by leveraging human and financial resources of nonprofit service providers
- Coalition acts as an incubator for ideas and becomes both a thought leader as well as a leader in innovative practices

ROOF | GOVERNANCE + FINANCIAL OVERSIGHT

Provides security and protection

Measure: Financial sustainability

Establish Founding Board of Directors

- Grow the board to incorporate a diverse group of stakeholders to ensure community representation

Draft organizational by-laws

- Founding Board to draft by-laws

Hire executive staff to lead the organization

- Founding Board to conduct search and select executive director

Register the 501c4 with the Internal Revenue Service

- Consider adding a 501c3 foundation to support the c4

Develop membership benefits, policy, and fee structure

- Staff and board to develop membership model

Establish committee structure to support the organization

- Committees will reflect the strategic plan focus areas: advocacy, education, service coordination, and innovation.

Ensure funding for long-term organization sustainability

- Staff and board will work together to identify and secure grants and sponsorships

DOOR | MEMBERS + PARTNERS

Welcomes collaboration and communication

Measure: Membership growth & retention

Outreach to current and future coalition members

- Develop a communications plan to amplify organizational mission
- Create a membership development plan to support retention and recruitment efforts

Identify strategic partnerships in support of the organizational mission

- Identify and disseminate grant opportunities to coalition members and encourage partnerships to leverage additional funding and support the service provider ecosystem in Hollywood

Convene regular conversations with Hollywood stakeholders to ensure transparency, encourage collaboration, and provide a forum for the exchange of ideas



MISSION

Hollywood 4WRD is a coalition driven to create systemic change to effectively address homelessness in Hollywood through advocacy, education, service coordination, and innovation.

For more information on Hollywood 4WRD please visit: hollywood4wrd.live

VALUES

INCLUSIVITY

Hollywood 4WRD believes that systemic change is achieved by including all stakeholders in the process and leveraging our collective experiences.

LEADERSHIP

Hollywood 4WRD believes that visionary and proactive leadership is a catalyst for systemic change.

COMMUNICATION

Hollywood 4WRD believes that consistent communication, education, and community engagement are essential to systemic change.

COLLABORATION

Hollywood 4WRD believes that systemic change can be achieved when we all work together toward a unified vision.