

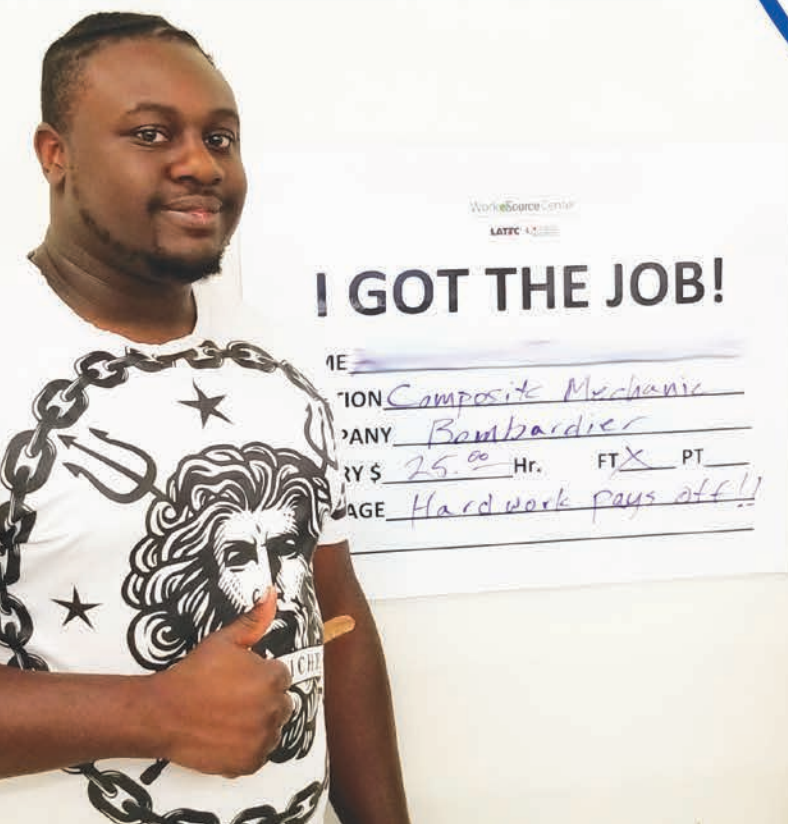
# 2017

## ANNUAL REPORT



COALITION *for*  
RESPONSIBLE  
COMMUNITY  
DEVELOPMENT

EVOLVING TO MEET  
A GROWING NEED



*"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek."*

— President Barack Obama

**2017 was a year of tremendous growth and change for the Coalition for Responsible Community Development, and we want to thank you for being part of it. Thanks to great partners and supporters, the growth described in this annual report deeply reflects the CRCD mission, vision, and unique approach to holistic direct services and neighborhood-level initiatives that make South LA a vibrant community where people can work, live, and thrive.**

CRCD's growth trajectory is profound and is the direct result of a staff team that is intentional about coalition- and community-building. The agency has become recognized for our ability to give voice to community need, and develop compelling strategies that solve problems. Our vision for the next 10 years includes a plan to ensure that CRCD exhibits our demonstrated capacity to continue to enhance comprehensive community development. Part of the CRCD vision is the delivery of "best practice" programs that are nationally recognized due to our evidence-based approaches.

As a leader that influences local government and private investment in the economic vitality of South LA, CRCD advances our mission through:

- Small business development
- Local workforce development that provides individuals with the power to earn family sustaining wages
- Operation of a quality Social Enterprise that provides first jobs and work experience to vulnerable populations as a State of California-licensed General Contractor
- Opportunities for youth to increase educational attainment through a college-based, high-performing alternative high school
- Quality affordable housing across the built environment that provides community serving spaces responsible to South LA neighborhoods

We hope you take pride in the 2017 CRCD Annual Report and see and feel the power and promise of South LA. Thank you for your partnership, and for growing with us as we work to create "the change that we seek."



**Mark A. Wilson**  
President, CEO/Co-Founder,  
Coalition for Responsible  
Community Development



**Antonio Manning**  
Board President,  
Coalition for Responsible  
Community Development

# CRCD

## BOARD OF DIRECTORS

### Antonio Manning – Board Chair

President & CEO,  
Affordable Living for the Aging

### Bryan Wilson – Board Treasurer

Revenue Growth Manager,  
Reyes Coca-Cola Bottling Company

### Leticia Barajas – Board Member

Vice President of Pathway Innovation and  
Institutional Effectiveness,  
Los Angeles Trade-Technical College

### The Honorable David Herriford – Board Member

Judge of the Los Angeles County Superior Court

### Ron Mitnick – Board Member

Director,  
Construction Real Estate Risk at  
Citi Community Capital, CitiBank

### Ricardo G. Mendoza – Board Member

Government and Public Affairs-Public Outreach,  
Lee Andrews Group

### Bruce Saito – Board Member

Director,  
California Conservation Corps

### Mark A. Wilson – President & CEO

President, CEO/Co-Founder,  
Coalition for Responsible Community Development



## YOUTH DEVELOPMENT

CRCD provides access to high school education at CRCD Academy with co-enrollment and career-path training with our partner, LA Trade-Technical College, to help young people ages 14-24 reduce barriers to employment and build careers.

**443 youth served in 2017:**



**101** received their high school diplomas



**23** industry-recognized credentials received



**26** were placed in post-secondary education



**128** were placed in jobs

## WORKFORCE DEVELOPMENT

CRCD operates the Vernon-Central/LATTC WorkSource Center to connect LA residents, Veterans and the re-entry population to free training and job placement assistance.

**1,103 INDIVIDUALS SERVED IN 2017:**



**263** re-entered from incarceration



**69** veterans



**205** people who identified as having a disability



**242** dislocated workers

## SUPPORT SERVICES & HOUSING

CRCD provides on-site support services to residents of its permanent supportive housing to promote housing stability, economic self-sufficiency, and overall health and well being.



**RUTH'S PLACE**  
Drop-in center for homeless youth



Regional Coordinator for the South Los Angeles Youth Coordinated Entry System



Housing navigation services to **148** Transition Age Youth

## REAL ESTATE & ECONOMIC DEVELOPMENT

In 2007 CRCD began developing affordable rental housing with on-site support services and affordable housing for low-income residents in South LA.



**316** units of affordable & supportive housing



Own and operate **9** developments = combined investment of **\$103 million**



Pipeline of **350** affordable & supportive housing units

# WE ARE CRCD

## CHANGING LIVES AND BUILDING NEIGHBORHOODS RESPONSIBLY

The Coalition for Responsible Community Development (CRCD) is a neighborhood-based community development corporation in South Central Los Angeles. The area is renowned for its role in Los Angeles history as the heart of the African-American community and home to the legendary Central Avenue Jazz Festival which is rooted in historic significance. Today, the area continues to celebrate its heritage but also is deeply impacted by concentrated poverty and a 19.3% unemployment rate. 89% of residents identify as Latino; 10% as Black/African American.

Our spectrum of services supports the community in all aspects of life, from housing to education to work training and job placement. We not only support homeless youth and adults, but also provide low-income housing, options for education, and career path training which allow an individual to succeed in today's society.

CRCD has a unique focus on young people ages 14-24, and collaborates actively with residents, businesses, community-based organizations, civic leaders, and the local community college to improve the quality of life in South Central LA. Our model applies a trauma-informed care approach across all programs and project-based learning to meet young people where they are and begin our work of "changing lives and building neighborhoods responsibly."

**Founded in 2005, CRCD's mission is to better sustain, coordinate, and improve local planning, development, and community services that address the needs of low-income residents and small businesses in South Los Angeles.**

We lead initiatives to foster a safe and economically vibrant neighborhood – a place where people can thrive and contribute to community revitalization. With effective partnerships, CRCD promotes public safety and civic pride; trains and hires unemployed youth to remove graffiti and beautify the neighborhood; engages young people in education, training, and career-building; builds permanent supportive housing for Transition Age Youth including former foster youth and other low-income residents; and strengthens small businesses in the area to promote economic growth.

# YOUTH DEVELOPMENT

CRCD has a long-term commitment to improve the quality of life in South Central Los Angeles. Our overall approach is neighborhood-based community development, with a focus on developing the area's youth. CRCD provides comprehensive youth development services for youth and young adults with a focus on education, workforce development and alternative sentencing. We intentionally serve out-of-school youth and other vulnerable populations who have barriers to employment. Youth in CRCD's service area are deeply impacted by concentrated poverty: 45.6% of the 197,539 residents here live below the federal poverty line. Workforce participation is also low. In our targeted zip codes, 28.2% of youth 16-24 are unemployed, compared to a nationwide average of 16.9%.

In 2017, CRCD celebrated the grand opening of the Vernon-Central Network YouthSource Center – the first of its kind in our service area. The YouthSource Center is part of a city-wide system funded by the City of Los Angeles Economic and Workforce Development Department and runs via a partnership of CRCD, LA Trade-Technical College, and the non-profits LA Conservation Corps and All Peoples Community Center. At the VCN YouthSource Center, CRCD provides:

- Connection to education, leadership development, community service, career path training, and job placement services for youth ages 14-24.
- Intensive case management, including services that go the extra mile to remove the barriers to success that are unique to young people.
- Up to one year of follow-up services to ensure that youth retain jobs as well as persist and succeed in post-secondary education and/or training.

The CRCD Youth Development Department offers programs designed to deliver young adults into the community who are educated, skilled and ready to move ahead.

In 2017, the CRCD Academy promoted nearly 100 high school graduates. Located on the campus of LA Trade-Technical College, the CRCD Academy is a YouthBuild Charter School of California and enrolls students ages 16-24 seeking a high school diploma. All students are co-enrolled in LATTC and get involved in community service, leadership development, and career preparation.



**LOUIS BENAVIDES**

YouthSource Center

"I went to the CRCD Academy and got my high school diploma and then went to Project Tipping Point. I'm going to school and studying to be a micro computer technician. I've been able to make a lot of connections and speak about the challenges of foster youth. I've been given the opportunity to speak at conferences and make connections to other organizations. It's opened a lot of doors for me. I have a year left. I'm ready to knock it out of the park!"



**DAVEYA VALLIER**

JLAG – Jobs for America's  
Graduates – Youth Program

"When I started, I thought [JLAG] was just another run-of-the-mill continuation school. Just something that I would expect from another program to get my high school diploma. But as I went through it, I started seeing success - you know, I got a job, I went to school, I graduated, I'm getting certificates now. I'm feeling like this program is really helping me out."

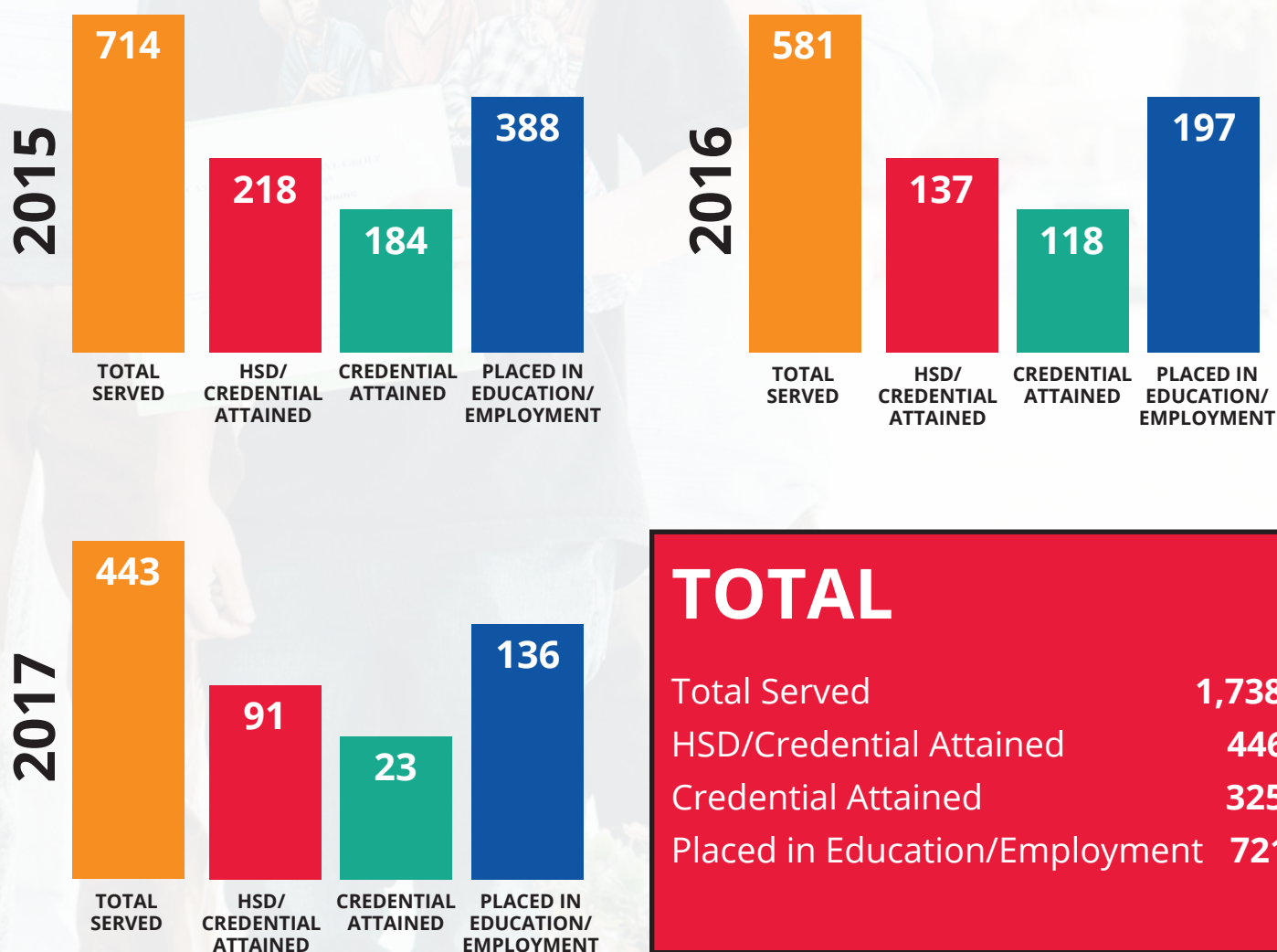


The South LA YouthBuild program is based on the nationally recognized model from YouthBuild USA, which provides youth with the opportunity to earn a high school diploma, receive training from LA Trade-Technical College and earn a credential in the field of construction. Youth enrolled in the program receive on-the-job training at CRCD Enterprises and are given support in preparing a resume, interview skills and how to work as part of a team.

Jobs for America's Graduates (JAG) is a National Network which is designed to serve youth (ages 16-24) who have left the traditional school system and are interested in completing requirements for a high school diploma. CRCD operates the JAG program to offer support to out-of-school youth with an array of counseling, employability and technical skills development, with the desired result of either a quality job leading to a career after graduation and/or enrollment in a post-secondary education and training program.

The Project Tipping Point program provides support for LA's former and current foster youth to successfully access college, earn post-secondary credits or credentials, and exit prepared to pursue ongoing higher education and/or careers, through the provision of a two-year, cohort-based academic program operated in partnership with LA Trade-Technical College.

## YOUTH DEVELOPMENT 3-YEAR IMPACT







**JARRETT MOORE**

WorkSource Center  
(Former client now an employee)

"My experience as a client of the Vernon-Central/LATTC WorkSource Center was nothing short of transformational. The Center's integrated services model gave me access to financial coaching as well as career development. The training they provided improved my skills. More importantly, the guidance I received gave me confidence. The results have been amazing. I am currently working and providing for my family while also doing what I love!"



**JEFFREY ELIAS**

YouthSource Center

"The YouthSource Center was a stepping stone for me because I didn't have many resources or support and CRCD was able to provide that for me. They helped me get a resume and get some work readiness skills and from there I was able to get my high school diploma and get a job."



**MICHELLE MEDINA**

YouthSource Center

"I've learned a lot just being at the YouthSource Center. I started doing outreach and now I'm in charge of a program all by myself. I can say that the programs like these (at CRCD) really do work because I feel like I'm a testimony to that. It's just matter of deciding that you want to get somewhere."



# WORKFORCE DEVELOPMENT

CRCD connects LA residents, Veterans, dislocated workers and the re-entry population to education, training, and career pathways through the Vernon-Central/LATTC WorkSource Center.

As the lead agency operating the Vernon-Central/LATTC WorkSource Center, we are a proud partner of the America's Job Center network. As one of 16 such centers city-wide, CRCD and our partner, Los Angeles Trade-Technical College, are helping job seekers to gain employment, and helping businesses connect with a skilled workforce. Located on the LATTC campus, the Center is funded by the City of Los Angeles Economic and Workforce Development Department, and our partners include All Peoples Community Center, Friends Outside – LA County, LA Conservation Corps, Abram Friedman Occupational Center, Bob Hope Patriotic Hall, and Amity Foundation.

CRCD also operates a Financial Opportunity Center at the Vernon-Central/LATTC WorkSource Center. Funded by the non-profit Local Initiatives Support Corporation (LISC), the Financial Opportunity Center helps our participants develop the right skills for money management and building their credit. The goal is to provide information that can help develop healthy money habits that will increase chances to obtain a job, rent an apartment, purchase a car, or own a home.

Our partnership with the United Way allows us to operate the Create Pathways Out of Poverty program. Their funding helps us focus on post 9/11 Veterans to obtain employment and broaden their skill set to embark on successful and rewarding career paths. We are committed to strengthening the broader Los Angeles effort to eradicate Veteran homelessness.



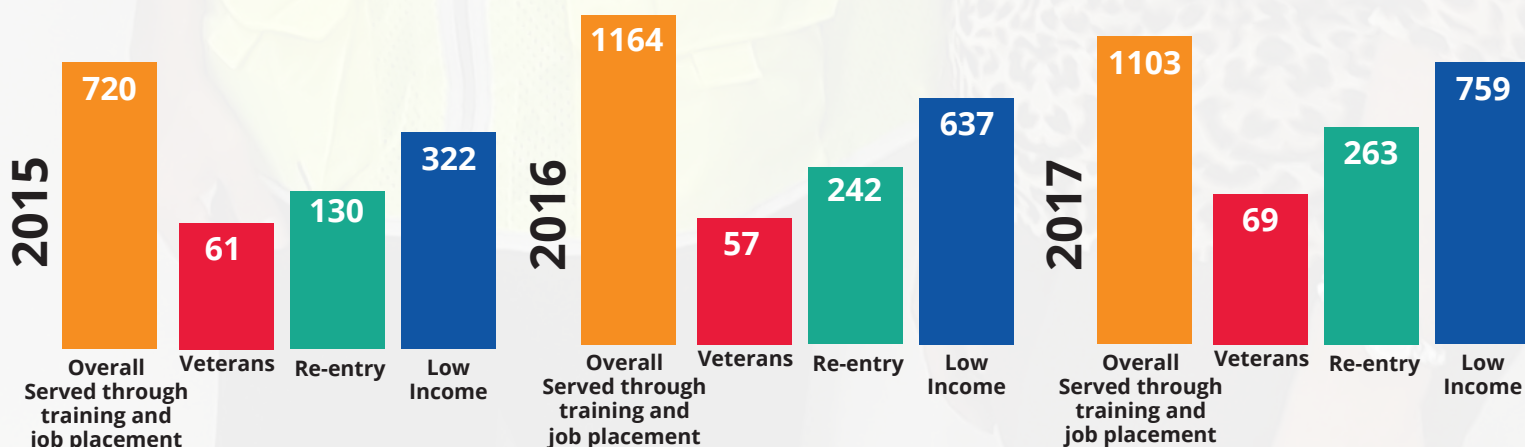
**LOUIS GARCIA**

Los Angeles Reconnections Career Academy –  
Gang Injunction Curfew Settlement

Louie Garcia is a Los Angeles Reconnections Career Academy 2.0 participant under the Gang Injunction Curfew Settlement. After being assessed by a Vernon-Central/LATTC WorkSource Center case manager, Louie started and completed a construction boot camp at Los Angeles Trade-Tech College.



## 3-YEAR IMPACT



# HOUSING & SUPPORT SERVICES

CRCD currently provides support services on-site at 5 permanent supportive & affordable housing developments in South Los Angeles, which house people who have experienced homelessness, or are reintegrating into the community from institutions, such as youth involved with the child welfare system; residents who receive services from the Los Angeles County Department of Mental Health; and those who are under the jurisdiction of the LA County Probation Department.

In 2011, CRCD created the Support Services Department to better help young people ages 18-24 who are experiencing homelessness or housing instability obtain safe and stable housing.

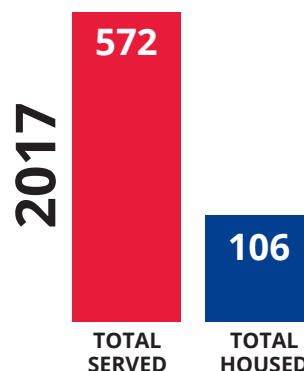
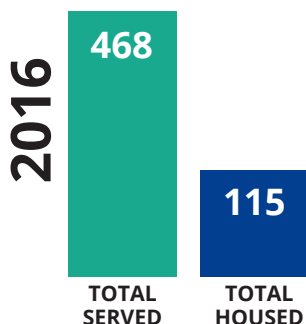
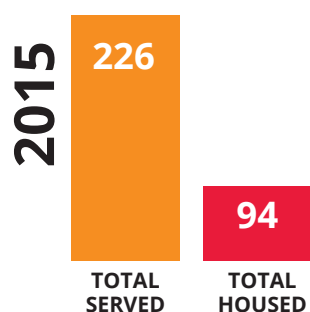
Our Support Services department is focused on helping people build the independent living skills & economic self-sufficiency required to support a successful transition to adulthood. Services are voluntary and include case management, independent living skills workshops and classes, money management, and access to other community-based resources such as mental health counseling, job training, employment services, child care, legal services, health care, and education.

CRCD serves as the lead youth agency in Service Planning Area (SPA) 6 of South LA in the countywide Coordinated Entry System (CES), which aims to effectively address the homeless epidemic in LA. We are responsible for coordinating and strengthening collaboration among partners serving youth experiencing homelessness in SPA 6. This includes access, initial assessment, regional case conferencing, housing navigation, and priority matching to housing resources that best fit the individual's needs.

CRCD operates Ruth's Place, a drop-in center for young people who would otherwise be on the streets. Ruth's Place is a primary hub for services and provides clothing, showers, transportation vouchers, mail service, a lounge and gaming area, laundry facilities, and access to support services for youth ages 18-24.

In 2017, Ruth's Place served nearly 500 homeless youth in South Los Angeles and helped to provide housing navigation and rapid rehousing services to nearly 150 Transition Age Youth.

## 3-YEAR IMPACT





## AFFORDABLE HOUSING PROJECTS IN DEVELOPMENT IN 2017



### RESIDENCES ON MAIN

CRCD, in partnership with LA Family Housing, are joint developers for this 49-unit affordable and permanent supportive housing project.



### WASHINGTON & LA APARTMENTS

This multifamily new construction project in partnership with AMCAL Housing holds 109 units.



### 2415 S. CENTRAL AVENUE

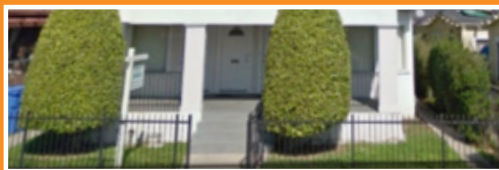
Opening in 2018, this will be the new home of CRCD Enterprises thanks to funding from the City of LA Housing & Community Investment Department and NeighborWorks America.

## AFFORDABLE HOUSING PROJECTS IN PRE-DEVELOPMENT IN 2017



### 67TH & 68TH AT MAIN

This wholly-owned CRCD development will consist of a total of 112 units of new construction in partnership with Amity Foundation, a nonprofit leader in re-entry services.



### 1211 E 43RD STREET

CRCD is working to purchase and restore 5 affordable housing units in two structures on 43rd Street. This project will serve as a hands-on worksite for CRCD Enterprises program participants. Participants are able to occupy apartments that they helped renovate.

# REAL ESTATE & ECONOMIC DEVELOPMENT DEPARTMENT

At CRCD, we develop award-winning affordable housing and permanent supportive housing for low-income residents. To date, we have provided 316 units of affordable and permanent supportive housing totaling an investment of over \$103 million in our South Los Angeles community. In 2017, CRCD added projects to our development pipeline that are slated to bring an additional 350 affordable and permanent supportive housing units to South LA.

As a lead partner in developing economic opportunity in South LA's Promise Zone (dubbed the South Los Angeles Transit Empowerment Zone, or SLATE-Z), CRCD is committed to developing affordable housing in the area and increasing economic opportunity to enhance the quality of life in the community.

In 2017, CRCD authored a report to inform the feasibility of organizing a South LA Small Business Association. The report included survey data from small businesses and property owners along the Washington Boulevard commercial and transit corridor.

CRCD was instrumental in updating the Southeast Los Angeles Community Plan in 2017, which lays groundwork for more economic investment in local businesses, affordable housing development, and infrastructure improvement. Projected investment in Southeast LA over the next 10 years is estimated to be \$5 billion.

The important work of CRCD's Real Estate & Economic Development Department team would not be possible without the support of multiple funders and partners.

- **AMCAL Housing**
- **Amity Foundation**
- **Cathay Bank Foundation**
- **Citi Foundation**
- **City National Bank**
- **Clifford Beers Housing**
- **Development Partners**
- **LA Family Housing**
- **Little Tokyo Service Center**
- **Thomas Safran & Associates**
- **Woori America Bank**

# CRCD Enterprises

The Coalition for Responsible Community Development's social enterprise, CRCD Enterprises, is a fully insured and licensed general contractor providing neighborhood beautification and clean-up services to South LA, while providing first-time job and transitional work experience to individuals facing the highest barriers to employment. CRCD Enterprises provides worksites for our LA RISE, YouthBuild, and Summer Youth Employment Program participants, providing paid work experience and on-the-job training.

Since 2006, CRCD has been the City of Los Angeles' lead provider of neighborhood & community beautification services for the 15-square-mile area representing South LA, City Council District 9. In 2012, CRCD established the department as a separate social enterprise (CRCD Enterprises) with funding from Citi Foundation, Federal Home Loan Bank AHEAD, and REDF Social Innovation Fund. CRCD Enterprises provides the Central Avenue Historic Business Improvement District with high-tech sweeping, scrubbing, steam-cleaning, and pressure-washing along the 1.5-mile commercial corridor.

CRCD Enterprises removes more than 4 million square feet of graffiti every year, reducing tension and violence in the community; removes at least 8,258 bags totaling 498.74 tons of trash annually; and repairs sidewalks at more than 21 sites throughout South LA, improving community health and well-being. The "crew" follows a 30-to-50-mile daily route and receives more than 4,500 graffiti removal and bulky item pick-up requests per year from residents, businesses, police, the City Council Office, and the City of Los Angeles' Clean Streets program. CRCD Enterprises services can be requested at any time by calling the City of Los Angeles' 3-1-1 service.

## "Changing Lives One Job at a Time"



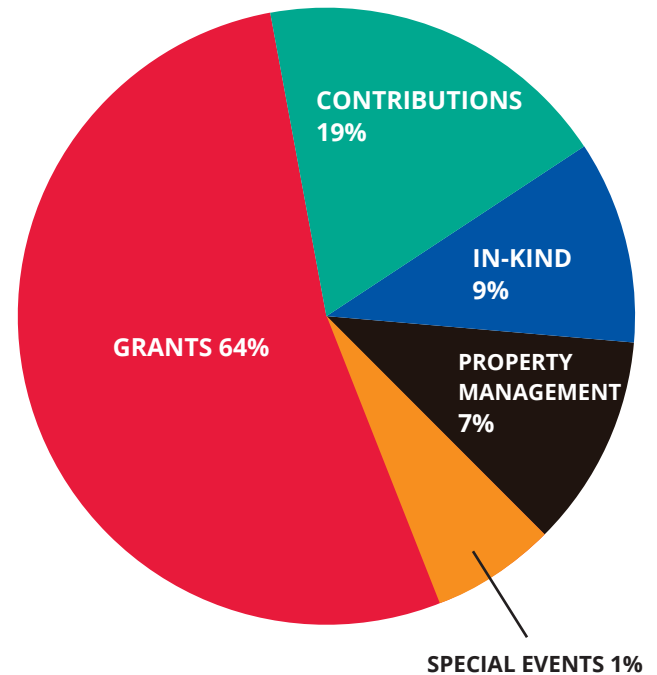


# FINANCIALS

We actively seek out partner organizations whose skills and resources complement our mission. In 2017, CRCD supported our partners through sub-grants and contracts totaling \$1,766,035.

## STATEMENT OF ACTIVITIES

PUBLIC SUPPORT AND REVENUE		PERCENTAGE
Contracts	-	
Grants	4,770,399.61	63.77%
Contributions	1,463,958.05	19.57%
In-Kind	688,200.00	9.20%
Special Events	65,000.00	0.87%
Property Management	492,478.04	6.58%
Interest	62.87	
Other	-	
<b>Total Revenue</b>	<b>7,480,098.57</b>	



EXPENSES		
Program Services	5,965,986.33	73.93%
Management & General	1,528,176.31	18.94%
Fundraising	113,547.34	1.41%
Equity in loss from investment in subsidiary	461,879.92	5.72%
<b>Total Expenses</b>	<b>8,069,589.90</b>	

Change in Net Assets	(589,491.33)
Net Assets at Beginning of Year	1,029,572.00
<b>Net Assets at End of Year</b>	<b>440,080.67</b>

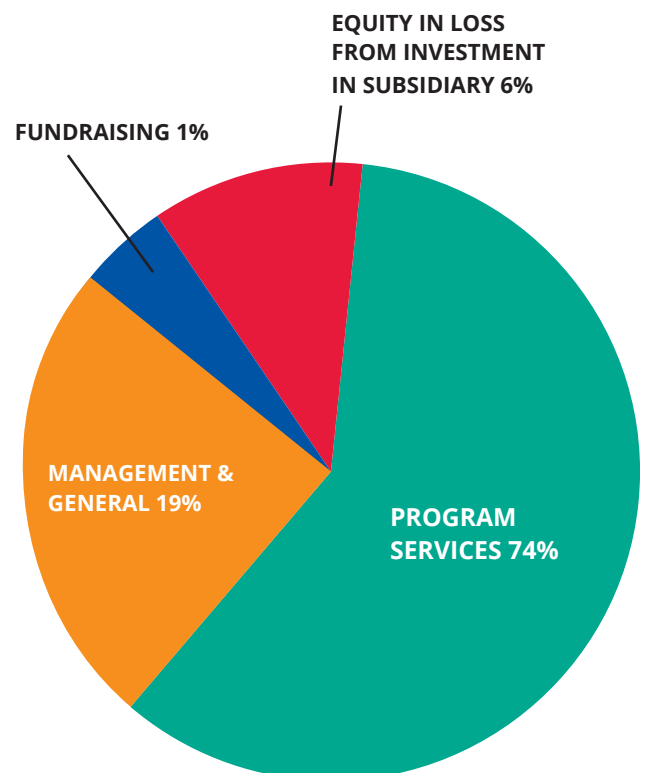
## STATEMENT OF FINANCIAL POSITION

ASSETS	
Cash and Cash Equivalents	320,947.83
Grants Receivable	1,856,805.01
Other Receivable	415,756.70
Notes Receivable	-
Prepaid Expenses	88,720.58
Deposits	42,925.00
Other Investments	(976,883.11)
Property, Plant, and Equipment	1,742,831.08
Accumulated Depreciation	(175,688.09)
<b>Total Assets</b>	<b>3,315,415.00</b>

LIABILITIES AND NET ASSETS	
Accounts Payable	960,635.93
Accrued Payroll and Related Liabilities	244,875.79
Deferred Revenue	124,228.71
Notes Payable	1,545,593.90
<b>Total Liabilities</b>	<b>2,875,334.33</b>

NET ASSETS	
Temporarily Restricted	823,255.96
Unrestricted-Undesignated	(383,175.29)
<b>Total Net Assets</b>	<b>440,080.67</b>

<b>Total Liabilities and Net Assets</b>	<b>3,315,415.00</b>
---	---------------------



# FUNDERS & SUPPORTERS

Annie E. Casey Foundation  
Annenberg Foundation  
AT&T Foundation  
The California Wellness Foundation  
Capital One  
Cathay Bank Foundation  
City of LA Council District 8  
City of LA Council District 9  
City of LA Department of Public Works -  
Office of Community Beautification  
City of LA Economic &  
Workforce Development Department  
City of LA Housing & Community  
Investment Department  
City of LA Proposition HHH  
Facilities Program  
City National Bank  
County of Los Angeles  
Department of Health Services

County of Los Angeles  
Probation Department  
Dwight Stuart Youth Fund  
Greene Fidler & Chaplan, LLP  
JPMorgan Chase Foundation  
Carl & Roberta Deutsch Foundation  
Edison International  
The Conrad N. Hilton Foundation  
Housing Authority of  
the City of Los Angeles  
Jobs for America's Graduates  
Keck Foundation  
LA Homeless Services Authority  
LISC LA  
Los Angeles  
Trade-Technical College (LATTC)  
NALCAB  
National Youth Alliance for  
Boys & Men of Color

NeighborWorks America  
OneWest Bank  
REDF  
Shelter Partnership  
SLATE-Z  
Southern California  
Gas Company  
Orange County Community  
Foundation  
United States Department  
of Labor  
United States Federal  
Emergency Management  
Agency  
United Way of Greater  
Los Angeles  
Weingart Foundation  
Wells Fargo  
YouthBuild Charter  
School of California  
YouthBuild USA

## CRCD PROGRAM LOCATIONS

### **CRCD Administrative Office**

4201 S. Central Ave. Los Angeles, CA 90011

### **Vernon-Central Network YouthSource Center**

1006 E 28th St. Los Angeles, CA 90011

### **Ruth's Place Drop-In Center for Homeless Youth**

4775 S. Broadway St. Los Angeles, CA 90037

### **Vernon-Central/LATTC WorkSource Center & Financial Opportunity Center (Main Site)**

#### **CRCD Academy (Main Location)**

#### **Project Tipping Point**

Los Angeles Trade-Technical College

400 W. Washington Blvd. Los Angeles, CA 90015

### **CRCD Enterprises**

#### **South LA YouthBuild**

3101 S. Grand Ave. Los Angeles, CA 90007

### **All Peoples Community Center (FamilySource Center)**

#### **CRCD Academy (Satellite Site for 16-to-20-Year-Old Students)**

### **Vernon-Central/LATTC WorkSource Center & Financial Opportunity Center (Satellite Site)**

822 E 20th St. Los Angeles, CA 90011



Our partner All Peoples Community Center offers free services to families, such as academic assistance, immigration services, financial support, and more – in English and Spanish. Visit [www.allpeoplescc.org](http://www.allpeoplescc.org) for more information.

Visit [www.coalitionrcd.org](http://www.coalitionrcd.org) or call us at **213.743.6193** for more information.