

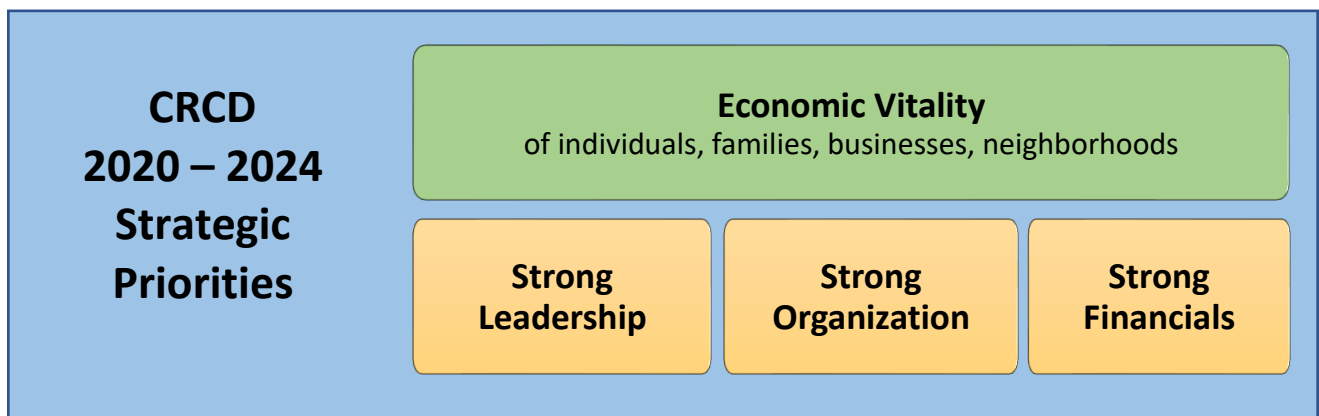


2020 – 2024 Strategic Plan

Overview

Coalition for Responsible Community Development (CRCD) is a nonprofit community development corporation serving the families, residents and businesses of South Los Angeles with a special focus on youth ages 18 to 24. Based on successful implementation of our 2014 – 2019 strategic plan, CRCD has doubled our budget, built a strong executive leadership team, strengthened our financial management and infrastructure, and created a robust pipeline of affordable and permanent supportive housing.

As we entered the last year of the current plan, we launched a comprehensive planning process to set direction for 2020 – 2024. In this plan period, CRCD focuses our resources, leadership, and influence to advance and ensure the economic vitality of the people and communities of South Los Angeles. To succeed, we must also ensure the economic and personal vitality of our board and staff leadership; our staff, systems, and communications; and our financial health.



Coalition for Responsible Community Development
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Foundational Statements

Our mission is to better sustain, coordinate and improve local planning, development and community services that address the needs of low-income and working-class residents and small businesses in South Los Angeles.

Our vision is to join with others in the community to create an environment where the basic needs of youth are met; where youth can develop positive social skills, become more aware of their neighborhood's needs, and demonstrate genuine civic pride by actively contributing to the empowerment of their community.

Our core values

Staff and board members are guided in our interactions with the community, our partners, funders, clients, and each other by these strongly held values.

- **Collaboration:** We value work with reputable organizations and partners that are mindful of community needs and have as their mission to work with the same target population.
- **Accountability:** We act responsibly and with transparency, always accountable to the community we serve.
- **Effectiveness:** We are efficient and produce results, making the best use of resources.
- **Stewardship:** We take seriously our role as trustees of community assets and public resources.
- **Empowerment:** We seek to empower others to take a leadership role in improving the community.
- **Commitment:** We are mission driven and follow through successfully on projects we undertake.

CRCD: Who We Are and What We Do

Unique CRCD Position and Approach

CRCD makes a long-term commitment to improve the quality of life in South Los Angeles through neighborhood-based community development, with a focus on the area's youth. Our work builds a vibrant neighborhood economy that recycles capital and technical resources, generates and supports jobs at family-sustaining wages, and better aligns supply and demand for local goods and services. We prevent displacement with income growth, and encourage entrepreneurialism and self-determination through small business development.

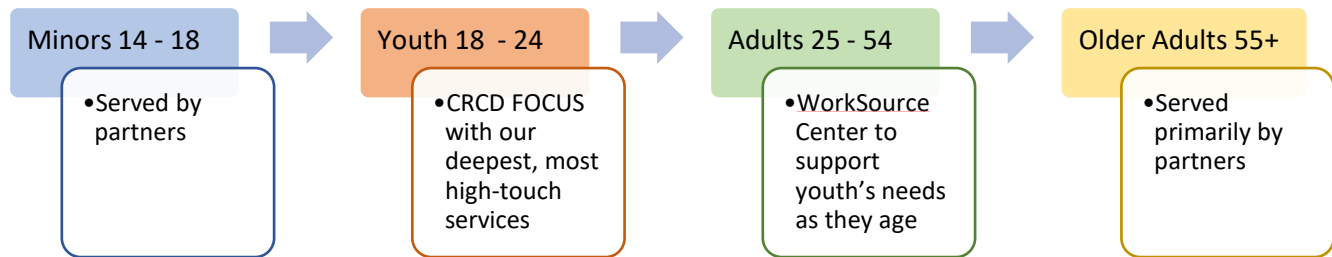
CRCD's comprehensive community development approach combines youth and education services, local workforce and economic development, alternative sentencing and re-entry programs, with supportive housing and services in an integrated strategy to transform lives. Our strong, mutual partnership with **CRCD Enterprises** offers paid work experience to people facing significant employment barriers.

We represent the community as the bridge across programming to advance **systems change**. We bring our experience with youth to the transformation of the criminal justice and re-entry systems as they work to remove barriers and create success through employment opportunities, and in diversion efforts at prevention and early intervention.

Our work is grounded in **collaboration**, providing leadership and advocacy that benefits the community and our partners. CRCD maintains strong relationships with elected officials at the city and county levels that empower us to raise up the community's needs. As a leader within SLATE-Z, CRCD is engaged in economic and community development at a broad, collaborative, community level. Though we offer a broad mix of services, we recognize that no one organization could achieve alone what we set out to do. Success of our mission is intrinsically tied in partnerships with a wide variety of partners: formal and informal organizations, large and small, each sharing our commitment to a vibrant South Los Angeles.



Ages Served



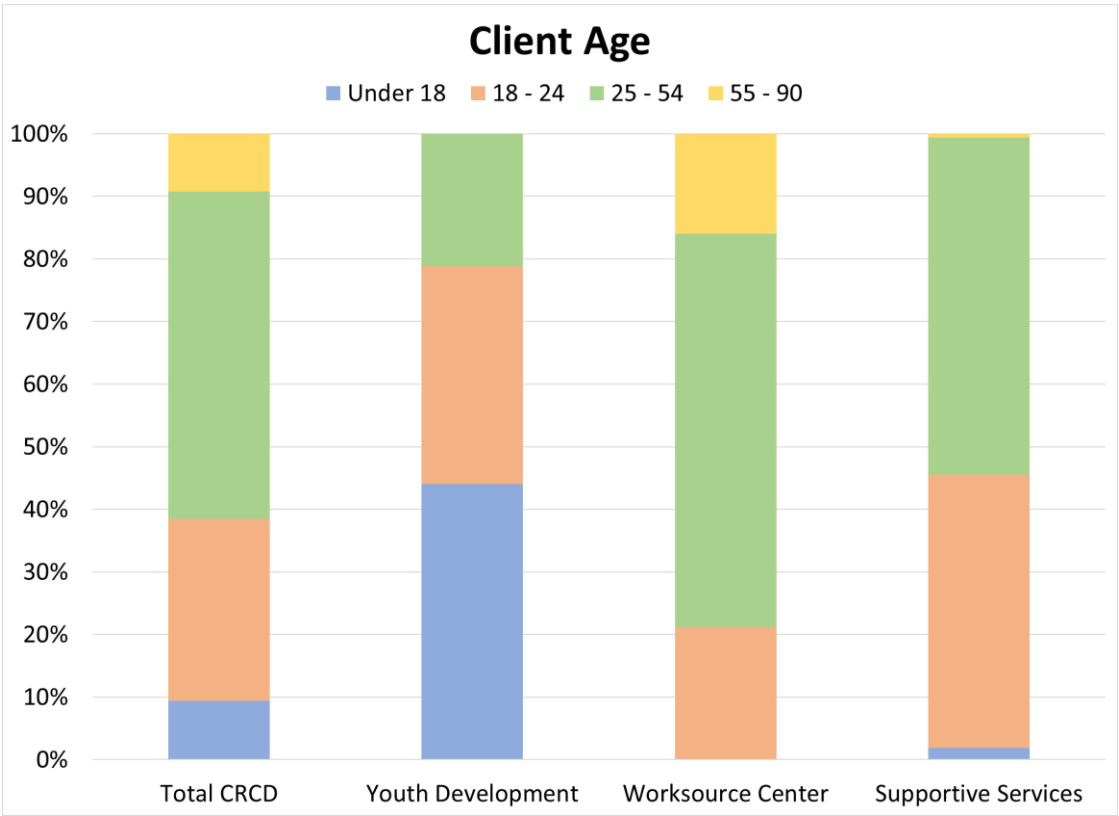
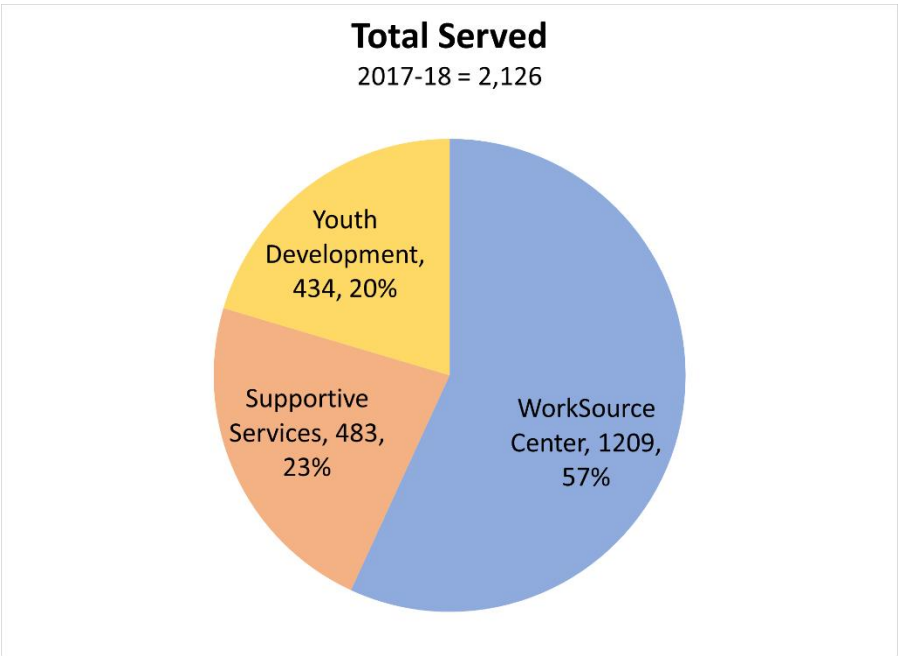
The key to CRCD's mission is to support **youth success (ages 18 – 24)** by surrounding them with strong community. The youth we serve include low-income young people who are aging out of the foster care system, are homeless or at risk of becoming homeless, are involved with the justice system, are unemployed, and/or have been pushed out of the mainstream education system.

All CRCD departments serve youth, building deep and lasting connections that continue into their adulthood. Our core emphasis, expertise, and deepest, most high-touch services are in the 18 - 24 age group when participant needs are greatest and our efforts are most cost-effective.

The WorkSource Center is our primary service resource space as youth move into the 25 – 54 age range, often with more challenges and more complex needs that directly impact their access and retention of employment. To holistically address client needs, our WorkSource Center incorporates more social services than are currently funded through the contract.

To sustain a vibrant community in which young people can thrive, they need a safe and stable place to live. We support the success of young people, their families and neighbors, by developing affordable and supportive housing (for youth, families, vets, seniors, people with mental illness, and people with disabilities). We rely more heavily on our coalition partners with expertise in relevant regulations and policies to serve minors as well as older adults as part of our continuum of support.

Clients Served, 2017 - 2018

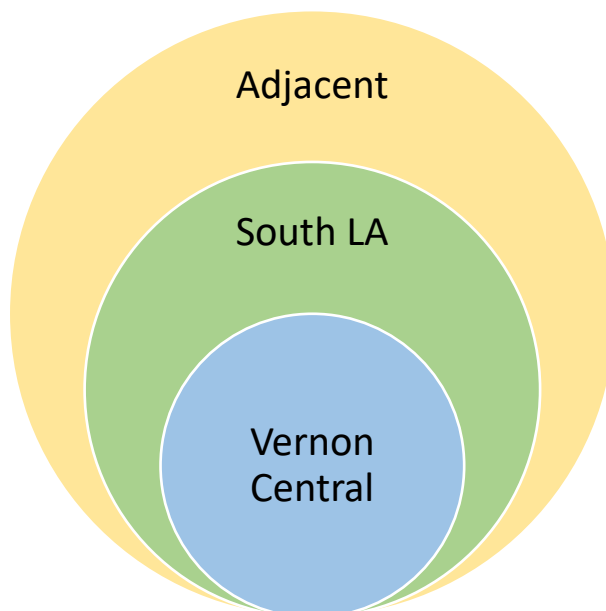


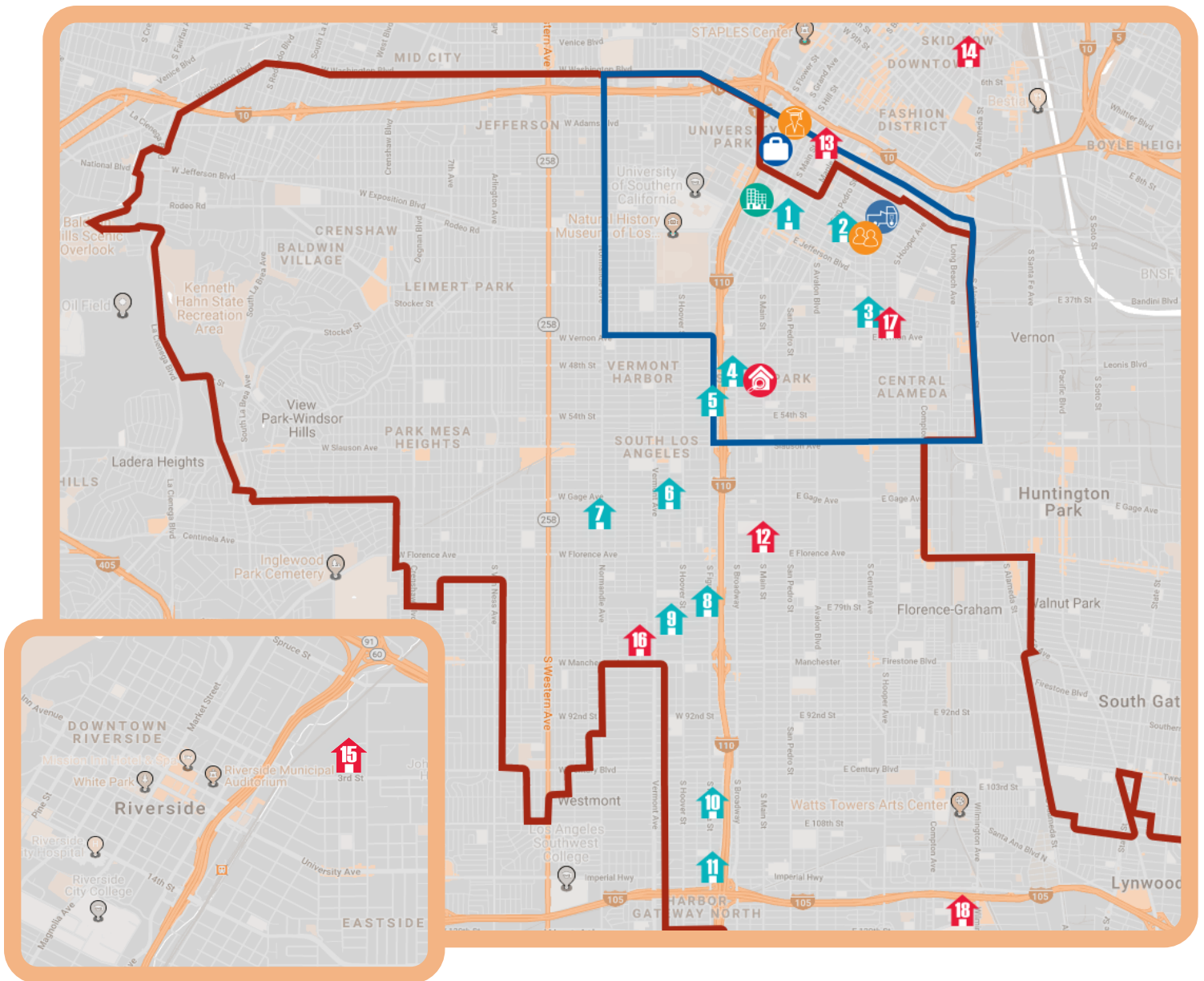
Geography

CRCD was founded to sustain the heritage of Vernon/Central while addressing its significant unmet needs. (“Vernon/ Central” refers to the geographic community within the 110 Harbor Freeway and Alameda Street, south of Washington Boulevard and north of Slauson Avenue.) We understand and are deeply rooted in South Los Angeles, contributing to the positive aspects of change across the community.

Geographically, our emphasis remains in Vernon/Central, with expanding and deepening services in areas of South Los Angeles with unmet need. At times we will partner with organizations with a broader footprint to bring necessary expertise to our work.

The focal point for housing development remains in Vernon/Central, with possibilities for projects in surrounding neighborhoods (e.g. Compton, Watts, Leimert Park). The large geography of South Los Angeles has a long history of disinvestment, resulting in deep need. We are especially well positioned for projects housing transition-aged youth (TAY), that align with our supportive services, and that provide opportunities for local hire in construction, maintenance, and management. Projects in adjacent communities can also meet the needs of re-entry or alternative sentencing clients. We will also seek projects in communities adjacent to South Los Angeles where local communities will benefit from our expertise and we are able to generate developer fees to support our mission and priorities.





City of Riverside

CRCD TARGET AREA

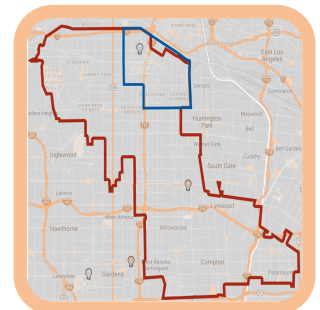
- SPA 6
- VERNON - CENTRAL

CRCD RESOURCES

-  CRCD Academy
-  Youth Development
-  Workforce & Economic Development
-  Housing & Support Services
-  CRCD Enterprises
-  CRCD Main Office

CRCD PROPERTIES

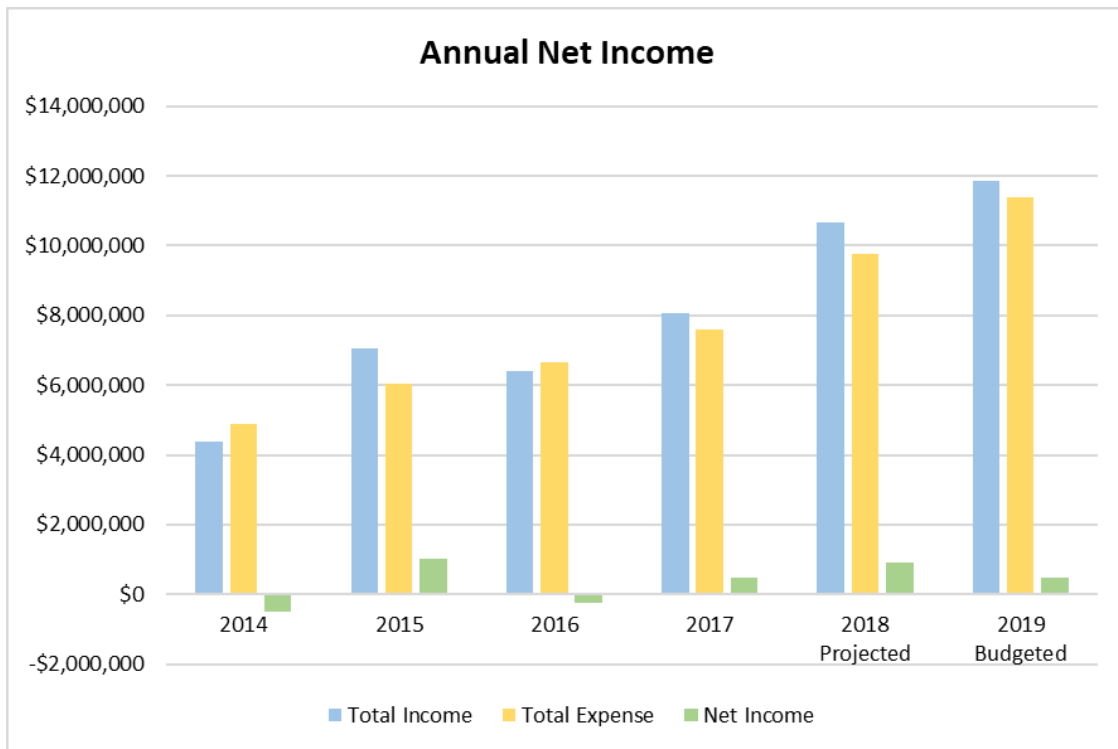
-  Housing Properties
 - 1) 36th Street Apartments
 - 2) 28th Street Apartments
 - 3) Dunbar Village
 - 4) Broadway Apartments
 - 5) SCHARP Figueroa
 - 6) Park Plaza
 - 7) Epworth Apartments
 - 8) CRCD Apartments 1
 - 9) CRCD Apartments 2
 - 10) CRCD Apartments 3
 - 11) CRCD Apartments 4
-  Properties in Development
 - 12) Residences on Main
 - 67th and Main Apartments
 - 68th and Main Apartments
 - 13) Washington & LA Apartments
 - 14) 5th & Central Apartments
 - 15) Riverside Apartments
 - 16) Vermont Manchester
 - 17) 43rd Street
 - 18) Ashley Willowbrook



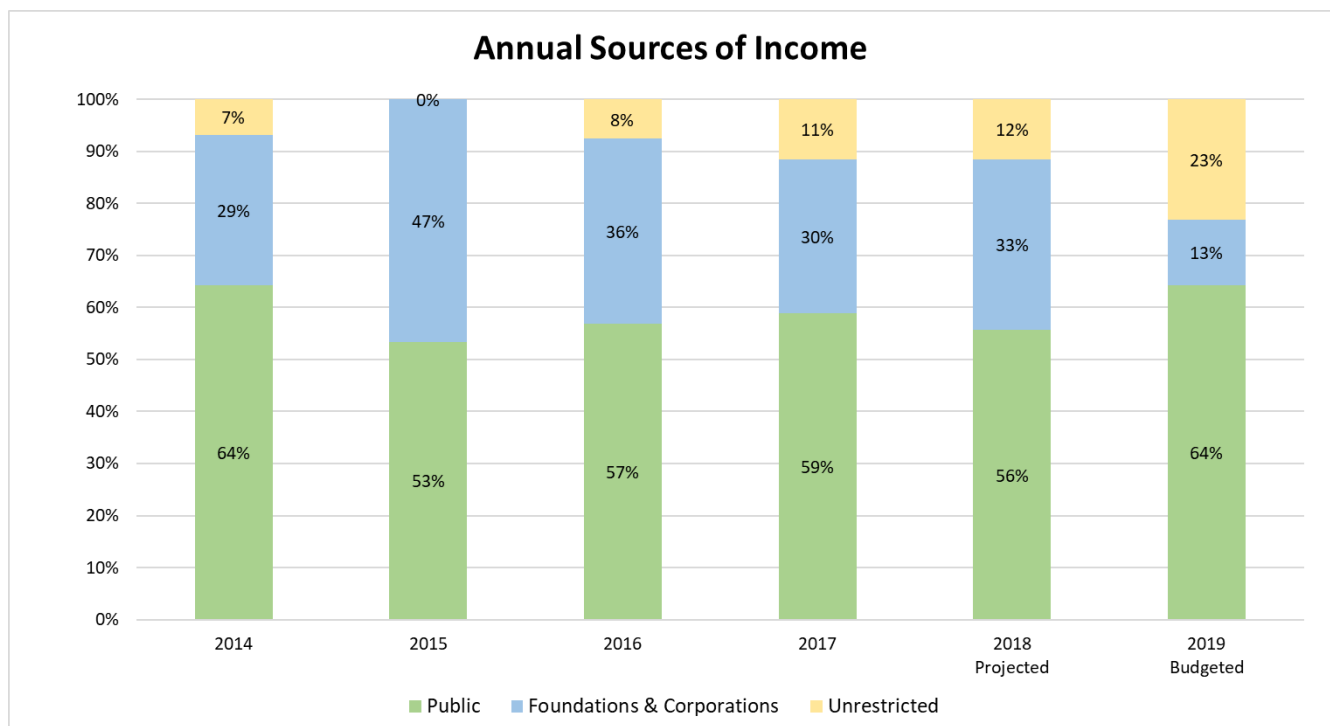
Area Mapped

Financial Position

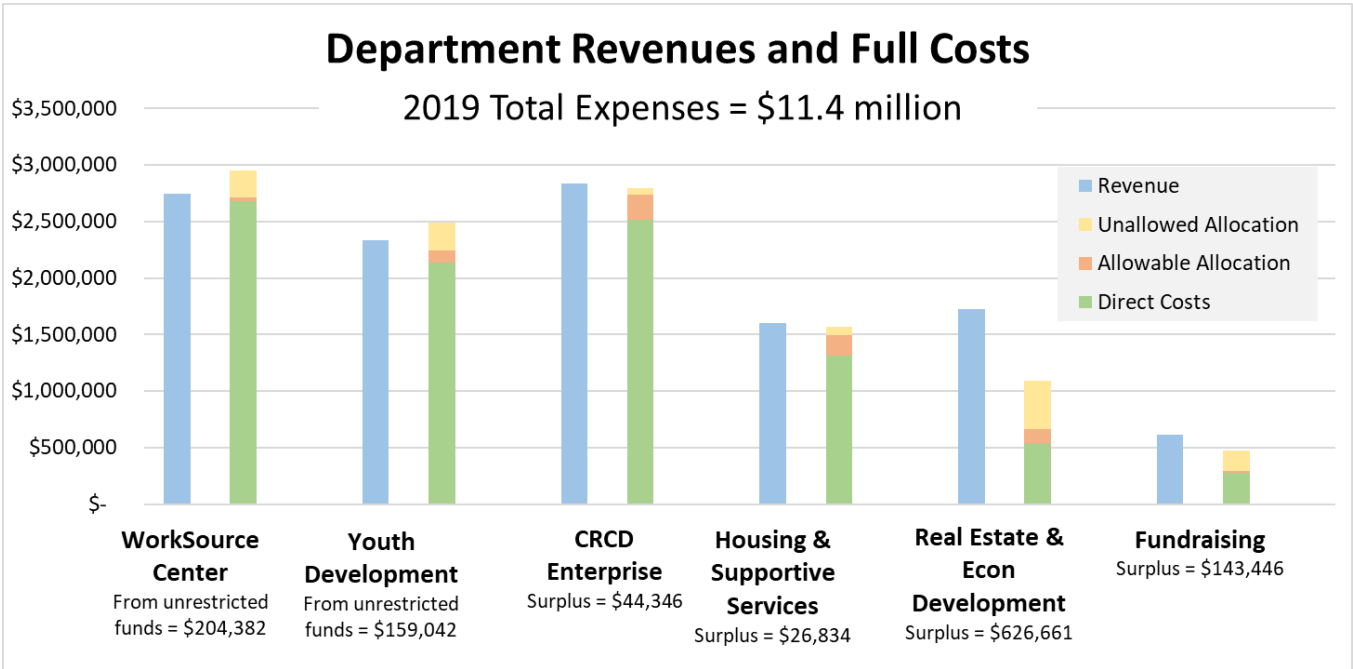
Since 2014, CRCD has doubled its **budget** while maintaining close control of expenses.



The two **major sources of funds** have consistently been public grants (local, federal, and now state) and foundations.



In 2018 and in future years, all programs are projected to cover their **direct expenses**. New budgets reflect CRCD’s plan to raise unrestricted funds through contracts, contributions, and service fees that will enable the organization to fund its full costs, continue to build reserves, and increase its net Sassets (equity). We anticipate significant increases in Real Estate developers’ fees over the time of the plan, projected to generate \$2 million (gross) annually by 2021, a portion of which can be dedicated to offset unfunded expenses.



Strategic Direction

Strategic Planning Process

A strategic planning committee with board, executive, and management representatives designed and guided a comprehensive planning process from April – December 2018. The input stage gathered data from board members (interviews, board meetings), staff (survey, all-staff meeting), external stakeholders (interviews, community discussions), and program participants (focus groups).

In addition, the consultant worked with appropriate staff in analyzing the current program mix and demographics, financial history and health. A special meeting addressed the intersection of CRCD's strategy and CRCD Enterprises' business planning, leading to policy discussion at the board level.

The full board, executive team, and leadership team dedicated a full day retreat to integrating the input and analyses to build the strategy embedded in this plan.



What Stakeholders Have to Say about CRCD

They are rooted in place, in community. Even as they grow, they remain community focused.

They have reached deeply into the root of the community to pull people out who truly have no other options.

They have grown even more strategic in their partnerships and in leveraging their resources.

They are entrepreneurial, committed, and intentional.

They are mission driven, hard-working, ambitious, and committed to young people.

Environment for Economic Development

CRCD's central philosophy is to provide education, training, and support to residents so they can obtain and retain jobs that provide them with family-sustaining wages, which in turn can provide options for home ownership, small business ownership, and other personal financial goals.

South Los Angeles will experience billions of dollars of investment in the next ten years, including introduction of the Crenshaw Metro line, 2028 Olympics, Lucas Museum, and the LA Rams football stadium, as well as capital incentives through opportunity zones. In the face of associated gentrification, the promised commitment to mixed income development may dissipate over time, resulting in market rate housing displacing current residents. **CRCD will ensure that there is a public, political, and moral commitment that new development will benefit the current residents of South Los Angeles**, contributing to opportunities for growth and affordable housing, and to sustaining legacy businesses while supporting new economic development.

With new development come a variety of job opportunities. CRCD is dedicated to using data, including community input, to anticipate those jobs, create training and apprenticeship pathways, build the pipeline of qualified workers, and retain participants in employment. Through our wholly-owned social enterprise subsidiary, CRCD Enterprises, we are building expertise as general contractors, positioning ourselves to connect YouthBuild, YouthSource Center, and WorkSource Center graduates to fulfill local hiring requirements, resulting in well-paid jobs.

South Los Angeles has among the largest re-entry population in Los Angeles County. CRCD is and will continue to be a voice in conversations with multiple government systems to reduce the barriers the re-entry population faces in accessing alternative sentencing opportunities, employment and supportive housing. CRCD's proven diversion program, CURE, helps reduce incarceration and recidivism.

The economic vitality of individuals, families, businesses, and neighborhoods of South Los Angeles must be grounded in financial literacy and access to capital. CRCD is uniquely positioned with trusting relationships to provide education in particular for young people to build their understanding of the components of financial health, and the associated options, decisions, and cost considerations. Residents of South Los Angeles lack access to capital, including small loans to support entrepreneurial ventures. CRCD will explore methods, such as qualifying as a Community Development Financial Institution or creating a credit union, in alignment with our Financial Opportunity Center.

Envisioning the CRCD Board for 2024

During this plan period, CRCD will add board members with local community lived experience and other skills, networks, and areas of expertise to advance this plan. Conditions for success include:

- All board members hold the same expectations and responsibilities
- Board members are clear on their role and authority
- Board members are selected for their maturity and willingness to contribute positively
- Board members sign and honor a confidentiality agreement
- Community members may be a graduate of our program or involved resident of the community, but are not current participants in programming to avoid conflicts of expectations

Moving forward, the board will develop our committees, while staff will engage alumni as one source for future board members.

Fundraising

Unrestricted cash gives CRCD the flexibility to respond nimbly to community needs, enhance services beyond public grant requirements, and soften transitions when major funding changes occur. During the plan period, CRCD will generate unrestricted funds through its social enterprises and expanded private giving.

CRCD Enterprises, incorporated in 2010, became a wholly owned for-profit construction subsidiary of CRCD (a non-profit corporation) in 2014. Enterprises' purpose is defined by a double bottom line to generate unrestricted funds to support CRCD programs while employing local residents, especially youth from CRCD who have high barriers to work, in well-paid jobs. Enterprises' arms-length operations are established through separate leadership and financial teams with independent decision-making authority. During the plan period, CRCD will establish and implement revenue sharing principles and policies with Enterprises as its financial results continue to grow.

The pipeline for CRCD real estate development is robust, with twelve existing properties throughout South Los Angeles, and multiple projects in pre-development. Annual developer fees to CRCD from these activities are projected to exceed \$2 million in and beyond 2020, providing essential unrestricted cash to support continued priorities and operations.

CRCD takes a team-based approach to private fundraising. The board is committed to its ambassador role in engaging with funders and potential donors; new efforts will engage alumni to share their stories as well. With the hire of a new Director of Development, the executive staff team deepens its expertise, leveraging a talented team and leading efforts to develop a culture of philanthropy throughout the organization.

Strategic Framework

Adopting and monitoring a strategic plan is one of the most important governance responsibilities of a nonprofit board. This strategic plan establishes Priorities and Goals to guide decisions and direction for the next five years, along with an ongoing tracking process. Through the planning process, we have identified more specific actions that form a third level of Objectives that are the operational responsibility of staff.

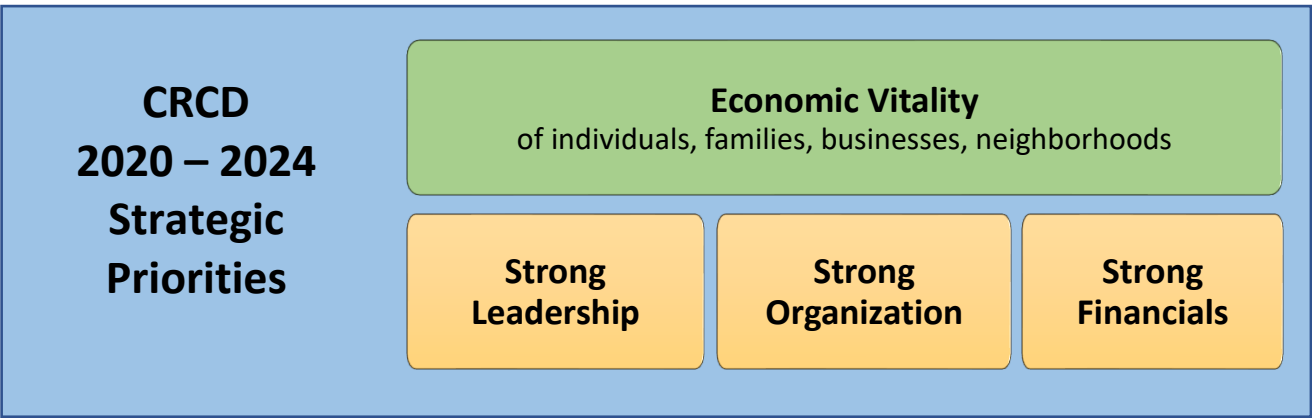
The Priorities and Goals intentionally cut across all CRCD programs and departments, in an effort to draw on resources and expertise, encourage increased alignment and collaboration across departments, and reinforcing that everyone has a role in community economic development and organization health.

The CRCD 2020 – 2024 Strategic Plan articulates our strategic direction in three nested levels.

Level I: Priorities: four highest-level strategic areas for attention in the next five years – *this page*

Level II: Goals: for each priority, the key activities for the next three years – *next page*

Level III: Objectives: specific actions to be used by staff to develop annual workplans



CRCD’s 2020 - 2024 multi-faceted strategic direction is grounded in our history, strengths, and commitments; informed by the current and anticipated environment. Over the previous five years we significantly improved our financial position as well as infrastructure and systems while sustaining rapid program growth. In the coming years, we will continue to deepen our back-office capacity, recommit our focus on youth ages 18 – 24, and use intentional criteria to assess possible projects and opportunities that may expand our reach beyond our deep roots in Vernon/Central. Just as we have transformed our internal structures and systems to sustain our growth, the CRCD board is expanding to provide the necessary leadership to advance our mission and fulfill this strategic direction.

Strategic Priorities and Goals

1. Economic vitality of individuals, families, businesses, and neighborhoods

- 1.1. Address emerging community needs by deepening existing programs and partnerships through an integrated services approach
- 1.2. Develop flexible, targeted training programs based on current and near future high-demand career pathways that provide family-sustaining wages, benefits, and ladders for advancement
- 1.3. Work closely with CRCD Enterprises as a key employer for CRCD participants
- 1.4. Expand the reach and impact of the proven CRCD approach across broader South Los Angeles
- 1.5. Protect and expand the supply of quality affordable and supportive housing in South Los Angeles and beyond
- 1.6. Minimize displacement, expand opportunities, and ensure local benefits from South Los Angeles development
- 1.7. Use CRCD credibility to advocate for policy change and funding

2. Strong Leadership

- 2.1. Cultivate and support the engaged, informed board leadership required to advance the mission
- 2.2. Sustain a small number of targeted, active board committees
- 2.3. Establish CEO and leadership team succession plans

3. Strong Organization

- 3.1. Invest in staff economic vitality and satisfaction with support, development, and retention
- 3.2. Enhance systems to ensure efficiency and effectiveness
- 3.3. Increase internal and external understanding of CRCD's work and impact
- 3.4. Expand cross-department collaboration to support an integrated service delivery approach

4. Strong Financials

- 4.1. Continue to develop effective financial management systems and practices
- 4.2. Improve the cost efficiency of existing programs
- 4.3. Generate unrestricted funds through CRCD Enterprises, Real Estate, and private giving

Applying the Strategy to Growth Opportunities

Criteria for Assessing Possible Projects

We are very aware of the financial, human resource, as well as intangible impacts of growth through new or expanded programming. CRCD leadership will intentionally consider the following criteria when assessing possible projects or expansion, and will similarly review existing programs:

- Aligned with our mission
- Contributes to CRCD's financial viability
- Serves our target population, 18 – 24 years old
- Is in our target geography, rooted in Vernon/ Central, expanding in South Los Angeles
- Draws on existing programming expertise
- Incorporates costs to build our capacity and knowledge to succeed
- Opens possibilities for long term benefits and opportunities

The review will determine if new funds are available to cover the full costs including the administrative impact OR if there is willingness to dedicate unrestricted funds to make it happen. Based on the full assessment, we may determine that a project is a good fit for CRCD, or we may determine it's better suited for a partner from our coalition.

Prioritizing Strategic Investments

While many of the goals in this plan can be successfully implemented at low or no cost, several areas require additional funding, including:

- Cover unallowed indirect costs
- Invest in current staff: cost of living increases, benefits package, professional development
- Expand staff capacity: administrative support: HR, Finance, IT; real estate development; fund development
- Build reserves for cash flow and for emergencies
- Strengthen balance sheet for predevelopment funds
- Strengthen infrastructure – data, systems, facilities, marketing and communications
- Invest in programs

When prioritizing among possible uses of funds, **first** we must prioritize CRCD's financial viability. We must build our reserves to support cash flow in the immediate term. Therefore, we prioritize projects and investments that will generate unrestricted income, including real estate development, contracts such as Intensive Case Management Services (in our buildings and others'), and fund development.

We recognize that by investing in our staff and promoting from within, we will benefit from increased productivity and loyalty, while knowing some will move on to other positions. This investment is part of our culture and reflects our dedication to staff.

Implementation and Monitoring

The CRCD board adopts this Strategic Plan to establish our direction through 2024 and to guide decision making during the plan period. Though the plan officially begins in 2020, we have already incorporated the underlying strategic thinking into our ongoing work.

The Chief Operations Officer will lead the staff in creating workplans based on these strategic priorities and goals. In addition, she will work with the board to establish a clear, concise report to keep the board apprised of overall progress toward the plan. At least once each year, based on this report, the board will explore:

- Where have we made the greatest progress toward our overall strategy in advancing our mission?
- What changes in conditions, assumptions, and/or opportunities in the past year impact our strategy?
- What barriers, challenges, or shifts in priority require our attention?
- What changes will we make for the coming year to best advance our mission?

CRCD Leadership

Strategic Planning Committee

Board: Antonio Manning; Ricardo Mendoza

Staff: Mark Wilson; Angela LoBue; Lynnette Jenkins; Jahrell Thomas

Consultants: Elizabeth Sadlon and C Reed, Sadlon & Associates, Inc.

Board of Directors, January 2019

Antonio Manning, Chair, *President and CEO, Affordable Living for the Aging*

Bryan Wilson, Treasurer, *Western Regional Director, Coca-Cola Bottling Company*

The Honorable David Herriford, *Judge of the Los Angeles County Superior Court*

Ricardo Mendoza, *Assoc VP of Community Outreach & Business Development, Lee Andrews Group*

Ronald Mitnick, *Director Construction Risk, Citi Community Capital*

Bruce Saito, *Director, California Conservation Corps*

Mark Wilson, *CRCD President & CEO*

Executive Team

Mark Wilson, President & CEO

Angela LoBue, Chief Operations Officer

Alejandro Martinez, Chief Real Estate Officer

Selerin Ntahitgabira, Chief Financial Officer

Appendices

DRAFT 2024 Metrics

Key measures that set a quantifiable direction for work over the coming years. Specific target numbers to be established during the 2019 implementation planning process.

Financial

- \$ million budget
- \$ unrestricted funds (developer fees + Enterprises revenue sharing + fundraising)
- \$ reserves (currently one month = \$750k)

Strategic growth

- # projects closing construction or acquisition per year to generate developer fees
- # units of affordable housing
- # sq ft of commercial/ recreational space

Program outcomes

- # employed with family-sustaining wages
- # graduates from CRCDC Academy
- # students attend college with CRCDC scholarship support
- % positive housing outcome (retention + move on with choice)

Levels I, II, and III: DRAFT Strategic Priorities, Goals, and preliminary Objectives

At this most detailed level, we incorporate possible Objectives for each of the Goals. These will inform the work planning process, and are not part of what the board approves as the strategic plan. However, it's often informative for board members to see the latest and best thinking at this level of detail so they get a sense of specifics that will be addressed in each goal.

1. Economic vitality of individuals, families, businesses, and neighborhoods

- 1.1. Address emerging community needs by deepening existing programs and partnerships through an integrated services approach
 - a. Solidify our model for housing young people and getting them employed = Accelerator
 - b. Solidify and codify youth model and curriculum for alternative sentencing/ re-entry = CURE
 - c. Reflect the diversity of communities served, in particular Latinx across South Los Angeles
 - d. Engage youth and WorkSource alumni through time, story, leadership, financial contributions
 - e. Continuously review and improve existing programs and partnerships
 - i In-school youth
 - ii High school connection to college
 - iii Transfer from two-year programs
 - iv Financial education for youth
 - v System-involved youth
 - vi Evidence-based case management practices
 - vii Engage families across programs to visibly highlight youth activities eg Jazz Fest
 - viii Help youth obtain drivers' licenses
 - ix Expand resources available to meet participants' needs, e.g. bus passes, food
 - x Expand supportive services contracts that address community need and meet or exceed total costs
 - xi Actively refer to other programs that may better fit resident needs
- 1.2. Develop flexible, targeted training programs based on current and near future high-demand career pathways that provide family-sustaining wages, benefits, and ladders for advancement
 - a. Implement a tiered training system that anticipates local hire needs and meets YouthBuild and WorkSource Center outcomes
 - b. Continuously refresh training topics to align with market changes
 - c. Pursue funding based on selected job opportunities
 - d. Build a bench of trainers and employees with the necessary skills and understanding of career path requirements, opportunities, and entrepreneurialism
 - e. Provide housing, child care, and other essential resources for participants during long-term training programs
- 1.3. Work closely with Enterprises as a key employer for CRCD participants
 - a. Position CRCD and CRCD Enterprises to fulfill local hire and minority-led organization requirements for South Los Angeles development, e.g. Olympics, Lucas Museum, transportation
 - b. Articulate mutually-beneficial terms and expectations for employee matching and support through the CRCD Enterprises business plan
 - c. Create secure employer partnerships for internships followed by jobs
- 1.4. Expand the reach and impact of the proven CRCD approach across broader South Los Angeles

- a. Fill service gaps for 18 – 24 youth with South Los Angeles Youth Build at Vermont
 - b. Build relationships and funding to bring alternative sentencing/ re-entry efforts to new geographic areas
 - c. Build partnerships and systems to support effectiveness beyond Vernon/ Central
- 1.5. Protect and expand the supply of quality affordable and supportive housing in South Los Angeles and beyond
- a. Maintain a development pipeline with 12 – 14 projects with a mix of types in all stages from pre-development through lease-up
 - b. Close three projects each year for acquisition or new construction
 - c. Maintain a mix of target incomes, with emphasis on extremely low income, expanding to include some units for low income (up to 60% of Area Median Income)
 - d. Meet and surpass occupancy, building, and safety standards across CRCD portfolio
 - e. Shift asset management in-house
- 1.6. Minimize displacement, expand opportunities, and ensure local benefits from South Los Angeles development
- a. Partner with small business community to promote locally-beneficial development
 - b. Explore methods to promote personal financial health and small business development, e.g. Credit Union, CDFI
 - c. Offer funding and training for new entrepreneurs/ business expansion
 - d. Explore possible home ownership programs
- 1.7. Use CRCD credibility to advocate for policy change and funding
- a. Commit executive time to be at the tables where funding and policy decisions are made
 - b. Advance the community development model that we know works
 - c. Continuously review and prioritize issues that most deeply impact South Los Angeles community
 - i City WorkSource admin rate
 - ii DCFS bed rates and building requirements
 - iii Full costs of supportive services required for participant success
 - iv HUD rule disallowing former felons from living in Section 8
 - v State legislation for supportive housing
 - vi Fund training based on our evidence of what is needed and what works
 - d. Leverage CRCD experience and relationships to pursue additional public and private funding for South Los Angeles

2. Strong Leadership

- 2.1. Cultivate and support the engaged, informed board leadership required to advance the mission
- a. Deepen responsiveness to the community by integrating community representatives into the governing board
 - b. Recruit additional board members with the skills, resources, and networks needed to advance the strategy
 - c. Build strong fundraising partnership between board and Fund Development Director
 - d. Engage board members as ambassadors to contribute to CRCD branding, communications, marketing, PR
 - e. Refresh onboarding and ongoing board training materials and activities for all members
 - f. Build shared commitment among board members for their agreed responsibilities

- g. Use video conferencing and other new technologies to increase and improve board participation
- 2.2. Sustain a small number of targeted, active board committees
 - a. Ensure an active, working finance committee meets regularly to review details of financials closely, identify gaps and identify fund development goals, bring high level financial messages to the board
 - b. Activate a Real Estate Committee to provide additional expertise in seeking, assessing, and pursuing development projects
 - c. Form Audit Committee to meet internal needs and external requirements
- 2.3. Establish CEO and leadership team succession plans

3. Strong Organization

- 3.1. Invest in staff economic vitality and satisfaction with support, development, and retention
 - a. Sustain living wages and cost of living adjustments for our own staff
 - b. Develop and introduce a retirement fund for staff
 - c. Continue implementation of staff professional development and training plan
 - d. Provide staff career ladders
 - e. Build middle management skills for collaboration in the field
 - f. Institute quarterly training on key policies and procedures
 - g. Continue hiring people from the community/ with lived experience and promoting from within
 - h. Increase objectivity and consistency of supervision
 - i. Expand staff support and appreciation methods based on staff requests
 - j. Train supervisors and implement formal, intentional staff performance evaluations
- 3.2. Enhance systems to ensure efficiency and effectiveness
 - a. Refine department structure to sustain expanded programming
 - b. Develop integrated system for setting and tracking goals tied to strategy
 - c. Formalize processes, systems, and protocols in a comprehensive Operations Manual
 - d. Establish financial policies including reserves policy for emergencies and strategic imperatives; explore long-term endowment
 - e. Ensure uniform adherence to policies and procedures across departments
 - f. Implement strategies for efficient internal communication beyond email
 - g. Invest in donor database and systems for managing prospect information, individual donations, collecting and sharing success stories, and communicating with donors
 - h. Increase efficiency and reduce time for checks payable to participants and vendors
 - i. Expand department decision making based on budget information
 - j. Streamline data collection, entry, filing, and reporting
 - k. Continue to strengthen outcomes measurement while focused on client needs
 - l. Conduct participant and tenant satisfaction survey each year
- 3.3. Increase internal and external understanding of CRCD's work and impact
 - a. Share current information on CRCD programs, services, and events
 - b. Develop and disseminate written materials for internal and external audiences
 - c. Tap new social media capacity, in particular for reaching youth
 - d. Involve former participants including Youth Council members as CRCD ambassadors
 - e. Engage the executive team in the broader community to deliver current message

- f. Incorporate education about other CRCD programs and activities at existing events
 - g. Expand community understanding of CRCD beyond association solely with Mark Wilson
 - h. Increase visibility of our support of local organizations, e.g. our work with All Peoples Community Center
- 3.4. Expand cross-department collaboration to support an integrated service delivery approach
- a. Sustain regular employee cross-training
 - b. Incorporate cross-department case conferencing and client service meetings
 - c. Implement and improve interdepartmental referral and follow-up process
 - d. Hold regular, frank conversations among directors
 - e. Organize cross-departmental committees, projects, learning experiences

4. Strong Financials

- 4.1. Continue to develop effective financial management systems and practices
- a. Introduce multi-year budgeting
- 4.2. Improve the cost efficiency of existing programs
- a. Renegotiate public contracts to close the gap in covering full program operating costs
 - b. Pursue grants and contracts based on full cost, alignment with community needs, and our desired outcomes
 - c. Strengthen fiscal oversight of subcontractors
 - d. Reduce asset management losses with increased oversight
 - e. Reverse annual net losses from apartments operations
- 4.3. Generate unrestricted funds through CRCD Enterprises, Real Estate, and private giving
- a. Establish and implement Enterprises revenue sharing principles and policies
 - b. Increase developer fees through expanded real estate development pipeline
 - c. Continue to build out the multi-year fund development strategy and plan
 - d. Expand fundraising staff
 - i. Director
 - ii. Individual gifts
 - iii. Communications
 - e. Build culture of philanthropy where everyone is involved in building relationships
 - f. Foster CRCD ambassadors from among board and alumni
 - g. Deepen relationships with and support from corporations
 - h. Launch individual giving program

Department Structure

- Workforce and Economic Development
 - WorkSource Center – Los Angeles residents, veterans, dislocated workers, re-entry pop
 - Financial Opportunity Center – money management, build credit
 - Create Pathways Out of Poverty – veterans obtain employment
 - Homeownership
 - Credit Union
 - Small business development
- Real Estate
 - Development
 - Affordable housing – 316 units operating; 350 units PSH in pipeline
 - SLATE-Z lead partner to increase affordable housing and economic opportunity
 - Community-serving spaces
 - Asset Management
- Youth Development
 - CRCD Academy: college-based alternative high school
 - Project Tipping Point
 - YouthBuild
 - High school diploma
 - LA Trade Tech training
 - Credential in construction
 - On the job training at CRCD Enterprises
 - Job readiness support including resume, interview skills, working as a team
 - Americorps
 - Jobs for LA's Graduates (JLAG)
 - Project Tipping Point – current and former foster youth access college, earn credits or credentials
 - Vernon-Central Network YouthSource Center
 - Connections to education, leadership development, community service, career path training, job placement services
 - Intensive case management
 - Up to one year of follow-up services for retention of job, post-secondary education, and/or training
 - CURE – alternative sentencing, re-entry
 - Youth leadership
- Housing & Support Services – youth 18 – 24 experiencing homelessness or housing instability obtain safe and stable housing
 - CES youth regional coordination SPA 6
 - Housing-based support at five permanent supportive and affordable developments
 - Ruth's Place drop in center for homeless youth 18 - 24
 - Case management, independent living skills, money management, referrals
 - Housing navigators
 - Rapid Rehousing case management
 - Prevention/ Diversion
- Administration