

Strategic Plan 2025-2029

Join us in celebrating CRCD's 20th Anniversary in 2025! Over the years, we've grown into a trusted leader in South LA with a \$60 million budget, 250 staff, and a focus on education, housing, and jobs for South LA Residents. As we plan for 2025-2029, we're shifting our focus to IMPACT, strengthening coalitions, attracting new funding, and leveraging opportunities like the World Cup and Olympics to benefit our community. Guided by our unique ecosystem, we remain committed to South LA while expanding our leadership regionally. Thank you for your continued support!

*- Mark Wilson
President & CEO*



Our Mission

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

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

Supports the whole person with affordable housing, good jobs, quality training, and comprehensive services in collaboration with public organizations and community partners.

Our Ecosystem

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.

Strategic Priorities and Goals 2025 - 2029

Founded to address the unmet needs of Vernon Central while preserving its heritage, CRCDC remains deeply committed to serving South Los Angeles. Our geographic focus continues in Vernon Central, while we expand services to other areas of Los Angeles facing similar challenges. Through partnerships, CRCDC brings expertise to addressing disparities in housing, jobs, education, and access to capital.

Our theme for this 2025 – 2029 Strategic Plan is IMPACT. We emphasize the Coalition in our name, taking leadership roles across collaborative efforts.

To build up the community and strengthen our brand we:

- Serve as thought leaders within collaboratives seeking new funding
- Position our real estate development and jobs entities as go-to partners for community-based opportunities that will generate family sustaining wages
- Bring resources into historically disinvested communities
- Tap the once-in-a-generation opportunity for the World Cup and Olympics to benefit our community with near-term and lasting economic benefit positively
- Focus and target within these opportunities to build on our strengths, deepen our influence, and nurture coalitions as a step toward where we want to be long-term

Priority 1: Economic vitality of individuals, families, businesses, neighborhoods

1.1 Engage CRCDC strengths on behalf of the community through engagement and placement across the ecosystem with CRCDC services, Enterprises jobs, and Partners homes

1.2 Expand and protect the supply of quality housing in South Los Angeles and beyond that is affordable for people with low and moderate incomes with a diversified Partners portfolio

1.3 Expand Enterprises' flexible, targeted training programs, contracts, and capacity to deliver pathways to family-sustaining wages, benefits, and ladders for advancement opportunities

1.4 Expand local small business access to capital through a Community Development Financial Institution

1.5 Ensure that the community reaps lasting benefits from the Olympics and World Cup through local investment in infrastructure, small business contracts, and jobs with family-sustaining wages

1.6 Use CRCDC credibility and build a policy department to advocate for policy change and funding that invest in creating jobs



Strategic Priorities and Goals 2025 - 2029



Priority 1: Economic vitality of individuals, families, businesses, neighborhoods *continued*

1.7 Share CRCD expertise with small local community-based organizations in and around South LA and other organizations nationally as a collaborator, trainer, and intermediary

Priority 2: Strong Leadership

2.1 Sustain a governance structure that supports effective integration, monitoring, and accountability across the ecosystem

2.2 Establish CEO and leadership contingency plans for key positions across the entities

2.3 Cultivate and support our engaged, diverse Board leadership required to advance the mission

2.4 Develop staff leadership as internally and externally recognized strategic thinkers

2.5 Incorporate community voice and input in program development and assessment

Priority 3: Strong Organization

3.1 Consistently invest in administrative systems and capacity (operations, finance, human resources, technology, data-driven decision-making) to meet the demands of our current and future growth

3.2 Build an intentional, integrated culture, decision-making, and practices across the CRCD entities

3.3 Become an employer of choice by providing our strong staff with family-sustaining wages and benefits, effective hiring, onboarding, training, development, and support to build necessary skills to succeed in their roles

3.4 Establish a replicable ecosystem model with clear accountability toward strategic goals

3.5 Expand alignment, communications, and collaboration across the CRCD ecosystem

3.6 Grow community-wide understanding of the CRCD ecosystem, work, and IMPACT through marketing, public relations, and communications systems

3.7 Explore possible merger or acquisition of other nonprofit organization(s) to develop the skills and resources needed to advance our mission

Strategic Priorities and Goals 2025 - 2029



Priority 4: Strong Financials

- 4.1** Secure program funding that covers full costs with reasonable payment timing
- 4.2** Generate \$1 million dollars of unrestricted funds annually through CRCD Enterprises, CRCD Partners, CDFI, and new approaches
- 4.3** Intentionally dedicate unrestricted funds to strategic priorities through annual budgeting
- 4.4** Capitalize a \$13 million CRCD Housing Fund for operations, pre-development, and construction
- 4.5** Explore the opportunities of a board-designated quasi-endowment

CRCD Board of Directors

Antonio Manning

Chair
President and CEO, Affordable Living
for the Aging

Marcia Wilson, Ph.D.

Dean, Pathway Innovation and
Institutional Effectiveness, Los Angeles
Trade Technical College

Bryan Wilson

Treasurer & Interim Secretary
Senior Sales Executive, Reyes Coca-
Cola Bottling Company

Ronald Mitnick

Director Construction Management,
Citi Community Capital

Beatriz P. Flores, Esq.

Law Office of Beatriz Pimentel Flores

Bruce Saito

Environmental and youth development
programs professional (Retired)

The Honorable David Herriford

Judge of the Los Angeles County
Superior Court

Mark Wilson

President & CEO
Coalition for Responsible Community
Development

Linwood "Lenny" McNeill

National Head of Inclusive Growth,
US Bank

CRCD's 2020-2024 Strategic Plan built on our commitment to the South Los Angeles community, establishing four key priorities: Economic Vitality, Strong Leadership, Strong Organization, and Strong Financials. In 2022, executive leadership launched a year-long process to assess progress, refresh goals, and enhance our measurement systems. Supported by ImpactHaus Consulting, this analysis identified significant progress while highlighting new opportunities. In 2024, a strategic planning committee, along with Sadlon & Associates, conducted extensive stakeholder engagement, which culminated in the creation of our 2025-2029 Strategic Plan, guided by a newly developed ecosystem model.