



Strategic Plan 2014-2019



Introduction

This Strategic Plan was developed over a five-month period (July – December 2013) informed by CRCD's board members, staff, partners and local youth and business leaders with whom we work closely. We engaged key internal and external stakeholders in this process because of our strongly held belief that **positive community change requires joint action** and a plan that we all can understand and embrace.

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

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.

By 2019 we envision a better future...

for YOUTH because:

- CRCD and its partners will create a continuum of care for youth that supports the development of the whole person

for BUSINESSES because:

- they will be better connected to resources and be able to reinvest in the community by hiring and sub-contracting locally;
- CRCD will help better align supply and demand for local goods and services to better support the local community and adjacent neighborhoods.

for OUR PARTNERS because:

- our joint efforts will demonstrate how true collaboration affects ongoing structural change in a community;
- we will continue to partner with reputable organizations to develop quality housing projects and youth programs; and
- coalition building will expand the capacity of nonprofit organizations and agencies working in the Vernon-Central community.

for OUR NEIGHBORHOODS because:

- residents will have opportunities to participate with others and experience how their participation helps build their community;
- residents will have timely information about services and resources and how to access them;
- CRCD will transform the neighborhood through development of quality affordable housing and other community assets;
- workforce development will become a vehicle that changes the local statistical patterns that suggest our community has a promising future;
- educational attainment will be increasing while arrests and recidivism will be decreasing; and
- CRCD and its partners will be active participants in community safety initiatives such as neighborhood beautification and graffiti removal.

Strategic Plan

2014-2019



Board of Directors

Antonio Manning
Board Chair, Region
Executive, West/Southwest,
Global Philanthropy,
JPMorgan Chase & Co.

Dean Matsubayashi
Board Secretary, Executive
Director, Little Tokyo Service
Center

Bryan Wilson
Western Regional Director,
Coca-Cola Bottling
Company

Shashi K. Hanuman
Directing Attorney,
Community Development
Project, Public Counsel

Leticia Barajas
Vice President of Instruction,
Los Angeles Trade Technical
College

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

Mark Wilson
Executive Director, Coalition
for Responsible Community
Development

continued from front

For CRCD because we:

- will create nationally recognized programming and educational strategies proven to change the lives of at-risk youth including permanent supportive housing, workforce readiness and support services;
- will develop CRCD Enterprises, creating competitive business lines that will generate a significant percentage of CRCD's annual income; and
- will be a stable, well-structured, effective organization.

Our Core Values

CRCD staff and board members continue to be guided in our interactions with the community, our partners, funders, clients and each other by a set of 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 Actions

Programs

Goal 1: Make CRCD's comprehensive approach to youth development a nationally recognized, proven model*

Goal 2: Grow and expand CRCD Enterprises to create jobs for youth and generate a significant percentage of CRCD's annual revenue

Goal 3: Improve Vernon-Central business corridors to attract investment and create jobs

Goal 4: Position CRCD as a leading developer and provider of affordable and permanent supportive housing.

Organizational Capacity

Goal 5: Serve as a good steward for the community by maintaining high quality real estate assets

Goal 6: Continue to diversify funding and leverage CRCD's expertise to ensure the sustainability of the organization for the long term.

Goal 7: Strengthen CRCD infrastructure necessary to support CRCD's programs and ensure sustainable growth.

* The CRCD model combines workforce development, education, alternative sentencing, and supportive housing and services in an integrated strategy to transform the lives of young adults.

Acknowledgements: Thanks to CRCD board members, partners, youth and business leaders who volunteered their time to participate in this process. Special thanks to the members of the Strategic Planning Committee who guided the process and framed the elements of the plan: Past Board Chair Vivienne Lee, Kirsten Grimm, Noemi Soto, Kathy Tafur, Jahrell Thomas, Mark Wilson, Executive Director, and Sonia Hines-Davis, Executive Assistant. We also thank our consultants: Cecilia M. Sandoval, Nakatomi & Associates, and Quon Design + Communications Inc.