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.
**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.
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

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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