



**C R** COALITION *for*  
**C D** RESPONSIBLE  
COMMUNITY  
DEVELOPMENT

**2019**  
ANNUAL REPORT



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 President & CEO  
 Affordable Living for the Aging

**Bryan Wilson – Board Treasurer**  
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**Mark A. Wilson – President & CEO**  
 President, CEO/Co-Founder  
 Coalition for Responsible  
 Community Development

This year, the theme of our 2019 Annual Report is “Achievement Unlocked.” This theme reflects both the impact of our work in 2019 and the goals achieved in CRCD’s 1041-19 Strategic Plan.

This theme also reflects the growth of our organizational and programmatic capacity ~~to be able~~ to respond to the unprecedented challenges of 2020.

In 2019, CRCD completed our five-year strategic plan by accomplishing every single goal we set for ourselves ~~by~~ achieving, and in some areas exceeding, seven goals that helped create a brighter future in South LA.

The staff and board are thankful for the invaluable support of key individuals, educational institutions, funders and collaborative partners; who helped us manifest these achievements over the last five years. We are thankful for our partners and the collective impact we are continuing to make in the community.

But the ultimate achievement ~~that was unlocked~~? That will stem from the 3,120 program participants we served and supported in 2019, and the roughly 10,000 who came before them. South LA benefits from their further success.

Now we’re ready to level up and do even more.



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



**Antonio Manning**  
 Board President,  
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# GETTING STARTED

## WHAT IS THE COALITION FOR RESPONSIBLE COMMUNITY DEVELOPMENT?

The Coalition for Responsible Community Development (CRCD) is a place-based Community Development Corporation in South Los Angeles. With a unique focus on young people ages 16-24, CRCD partners with residents, businesses, community-based organizations, civic leaders, and the local community college to improve the quality of life in South Central LA.





Our mission is to 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.

We strive to fulfill this mission by applying a high-touch case management and trauma-informed care approach that includes project-based learning designed to meet young people where they are, which is at the heart of our work of **Changing Lives and Building Neighborhoods Responsibly**.




## CRCD'S 2004-2019 STRATEGIC PLAN GOALS

How did CRCD level up so quickly? By setting 7 goals in 2014 - ~~And then~~ hitting all of them by 2019.

### PROGRAMS

-  **Goal 1:** Make CRCD's comprehensive approach to youth development a nationally recognized, proven model\*
-  **Goal 2:** Improve Vernon-Central business corridors to attract investment and create jobs
-  **Goal 3:** Position CRCD as a leading developer and provider of affordable and permanent supportive housing
-  **Goal 4:** Grow and expand CRCD Enterprises to create jobs for youth and generate a significant percentage of CRCD's annual revenue

### 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.



# GOAL 1

Make CRCD's comprehensive approach to youth development a nationally recognized, proven model that combines workforce development, education, alternative sentencing, and supportive housing and services in an integrated strategy to transform the lives of young adults.



CRCD is now a one-stop shop for training, employment, education, housing, and financial coaching for youth in South Los Angeles. By delivering a proven trauma-informed care approach to youth development, we were awarded a full spectrum of nationally recognized programs that are now available in South LA:



## YouthBuild

is a national model proven to help participants succeed by earning high school credentials, enrolling in college, and increasing earnings; and civic engagement through strategic partnerships. CRCD provides high-touch case management, support services, leadership, career exploration services, and follow-up.

## Jobs for Los Angeles Graduates

CRCD serves as the lead JAG affiliate for Los Angeles County as part of the national network of Jobs for America's Graduates (JAG) program designed to serve youth (ages 16-24) who are currently in or have been pushed out of the traditional school system and are interested in completing a high school diploma. (JLAG) provides a pathway to success through an array of services including career development and job placement services that set youth on a pathway to a career, certification, or higher education.



## Community Uniting for Resolution and Empowerment Alternative Sentencing & Neighborhood Justice Program

CRCD operates CURE, an alternative sentencing program in partnership with the LA City Attorney and LA County Public Defender that replaces incarceration with education and training for nonviolent offenders. CRCD is also a site for the Los Angeles City Attorney's Neighborhood Justice Program (NJP), which offers community-based restorative justice opportunities in place of the court system. The program has been reviewed as a national model for moving toward rehabilitation to decrease recidivism.



## Coordinated Entry System for Youth

In 2016, CRCD was awarded the contract to serve as the lead CES for Youth agency for Service Provider Area 6 (SPA6). In this role, CRCD coordinates with community-based as well as public agency partners to match housing and resources to youth experiencing homelessness. CES is a nationally recognized approach that aims to efficiently connect people experiencing homelessness to housing resources. CRCD served as an integral part of the development of CES for Youth in LA and participated in a national challenge to house 100 youth in 100 days.

## Permanent Supportive Housing

Permanent Supportive Housing utilizes the Housing First model – a recovery-oriented approach to ending homelessness that centers on quickly moving people into independent and permanent housing first and providing stabilization supports and services while in housing.

CRCD's expansion of Permanent Supportive Housing (PSH) for Youth combines low-barrier affordable housing and supportive services to help individuals heal from the traumas of homelessness in a safe, stable and supported place they can call home. CRCD is a leading developer of PSH in South Los Angeles. From the first permanent supportive housing development in South LA – 36th Street Apartments – to Residences on Main, which is currently in construction, CRCD has developed 318 units of permanent supportive and affordable housing in the area, with another 1,080 in development.



## Project Tipping Point

As part of the Conrad N. Hilton Foundation's national foster youth strategy, PTP provides support for current and former foster youth to access college by providing a two-year, cohort-based academic program operated in partnership with Los Angeles Trade-Technical College. Through this high-touch program, participants earn post-secondary credentials and exit prepared to pursue higher education or embark on a sustainable career path. The program is also supported by the Annie E. Casey Foundation Learn and Earn to Achieve Potential (LEAP) initiative to boost employment and education opportunities for young people navigating challenging circumstances.



## Financial Opportunity Center/ Bridges to Career Opportunity Center

CRCD was awarded a Financial Opportunity Center and Bridges to Career Opportunity Center from LISC as part of their national model to help low-income job seekers reach their career goals and secure financial sustainability. The Financial Opportunity Center provides financial coaching as well as help with credit repair, budgeting, and money management. Program participants work one-on-one with a Financial Coach and are given the opportunity to focus on the issues that are preventing them from achieving financial stability.

These programs offer participants the opportunity to ramp up foundational literacy and math skills, get technical training and pursue certifications in high-growth industries. By blending this training with financial coaching, clients take the reins of their economic and professional lives.



# GOAL 2

## Improve Vernon–Central business corridors to attract investment and create jobs



CRCD is now a one-stop shop for training, employment, education, housing, and financial coaching for youth in South Los Angeles. By delivering a proven trauma-informed care approach to youth development, we were awarded a full spectrum of nationally recognized programs that are now available in South LA:

### Central Avenue Historic Business Improvement District

CRCD was instrumental in establishing the Central Avenue Business Association (CABA) to support small businesses on the Central Avenue Corridor to improve the quality of life by promoting mutual support, networking, and referrals among its members. In 2016, CABA became The Central Avenue Historic BID. Today the CAH BID comprises 130 property owners and 188 individually assessed parcels of land totaling 1.56 miles on Central Avenue with a goal to improve safety and cleanliness, to attract more customers, and to encourage business development in the area.



### Delicious at the Dunbar

In 2018, CRCD, in partnership with Thomas Saffron and Associates, was instrumental in bringing Delicious to the Dunbar Village. Delicious at the Dunbar is the first full-service restaurant to open in the area in 20 years. The CRCD-operated Vernon-Central/LATTC WorkSource Center worked with Delicious to fill open positions at the restaurant by hiring from within the local community.

### South Los Angeles Entrepreneur Program

In 2019, we joined LIFT LA, Small Business Majority, and All Peoples Community Center to offer the South LA Small Business Entrepreneurship Program, which was made possible by a generous donation from United LatinX LA. New and emerging small business owners applied for the opportunity to attend a series of workshops designed to provide information, technical assistance, and skills necessary to start or expand a business. Since the Council District 9 community is 79% LatinX<sup>1</sup>, the first program was delivered in Spanish and culminated with a Shark Tank-style fast pitch challenge to a panel of funders and business consultants. We received 50 applications for the program, accepted 25, and 19 entrepreneurs completed the program and are building up their businesses in South LA.



Pictured are winners of the Shark Tank Challenge. Each winner received a seed grant for their business.

<sup>1</sup><http://publichealth.lacounty.gov/ohae/docs/cchp/pdf/2018/LosAngelesCityCouncilDistrict9.pdf>



## Vernon-Central Network YouthSource Center

In 2017, CRCD was awarded the Vernon-Central Network YouthSource Center contract, the first of its kind in our community. The Center is a partnership of CRCD, Los Angeles Trade-Technical College, LA Conservation Corps, and All Peoples Community Center to connect young people to education, leadership & community service, career path training, and jobs. Through the program, youth receive intensive case management, support services, job placement, and follow-up services to support their education and employment needs.

## Central Avenue Jazz Festival

Every year, CRCD partners with Council District 9 to bring the 2-day Central Avenue Jazz Festival to the South LA community. It's a time to pay homage to the rich musical and cultural legacy of the great Black jazz artists in American history. The festival is a celebration of music, art, and community over eight blocks of the Historic Central Avenue with dozens of local vendors and 4 stages featuring a range of live jazz music performances from traditional jazz on the Ella Fitzgerald Stage to Latin jazz on the Tito Puente Stage. Festival goers enjoy emerging artists in the historic Dunbar Hotel and seasoned jazz musicians perform jam sessions in the streets. CRCD Youth Leaders give back to the community by maintaining a clean and safe atmosphere for the 30,000 who attend each year.



## SLATE-Z Promise Zone

CRCD continues to be an integral partner of The South Los Angeles Transit Empowerment Zone (SLATE-Z). This historic and unprecedented federally designated Promise Zone is a collaboration of 71+ cross-sector partners with a common mission: "to revitalize South Los Angeles by moving residents to economic opportunity." CRCD leadership is on the steering committee for SLATE-Z and is working closely with the team to realize that vision. CRCD President Mark Wilson co-chairs the Public Safety Work Group to reduce violent crime through effective prevention, intervention, reentry, and community engagement while expanding youth development services to develop leadership.



## Education Work Group

The Education Work Group is implementing the LA College Promise, a program providing one-year free community college to all LA Unified School District high school graduates. CRCD serves as cochair of the SLATE-Z Foster Youth committee, collaborating with key partners to improve pathways of independence for foster youth in South LA.



## SLATE-Z Jobs Work Group

The SLATE-Z Jobs Work Group serves to strengthen the capacity of workforce development systems, especially to serve vulnerable populations. Since the designation, our partners have moved 2,000 residents to jobs, with 140 direct job placements of South LA residents through SLATE-Z's LA Reentry Workforce Collaborative and its "Train-to-Place" apprenticeship programs.



# GOAL 3

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



CD develops award-winning affordable housing and permanent supportive housing for low-income residents and transitional-age youth experiencing homelessness. To date, we have developed 318 units of affordable and permanent supportive housing totaling an investment of over \$103 million in our South Los Angeles community. We have 1,080 new units in development with a quarter of those set aside specifically for transition-age youth and families.

CRCD builds housing for homeless youth ages 18-24. One in three foster youth experience homelessness within two years of exiting the child welfare system, often at age 21, when they are no longer eligible to receive assistance from previous sources<sup>2</sup>. The average age of youth entering CRCD housing is 22 and there is no time limit for how long they can stay.

As a leading 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 with community benefits that increase economic opportunity to enhance the quality of life in the community.

Funding received from Proposition HHH will be used to building housing, specifically for veterans, families, and youth experiencing homelessness.

Our pipeline includes:

## Residences on Main – HHH Funding \$10,780,000

The Residences on Main project broke ground in 2019 and is on schedule to complete construction in 2020. In partnership with LA Family Housing, Residences on Main is being built on the corner of 69th Street & Main Street in the heart of South LA, and will provide 24 residential units to homeless families and 25 to transition-age youth. In addition to on-site case management services, Residences on Main will receive some of its power from its electric solar panel array on the roof.



<sup>2</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3969135/>





## Ruth Teague Homes – HHH Funding \$7,180,000

Ruth Teague Homes at 67th Street and Main Street will provide 52 units of affordable housing to homeless families, homeless transition-age youth (TAY), and homeless military veterans.



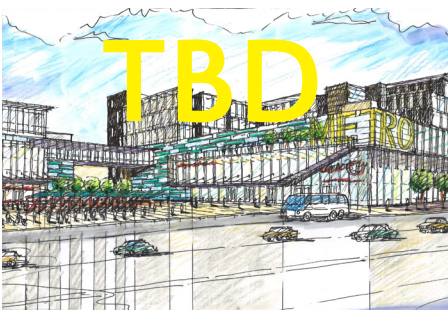
## Vermont Manchester Development – HHH Funding \$12,400,000

In partnership, CRCDC, Primestor and BRIDGE Housing are developing 180 units of affordable and supportive housing at Vermont and Manchester in South LA. This large, mixed-used development will include a grocery store, retail, a parking structure, a transit plaza for METRO buses, and transit-related amenities.



## Marcella Gardens – HHH Funding \$12,000,000

Marcella Gardens will provide 60 units of affordable housing to homeless transition-age youth, homeless adults, and homeless military veterans. Half of the units will provide permanent supportive housing to transition-age youth experiencing homelessness who will require long-term, comprehensive supportive services. All units will come with basic furnishings to eliminate moving and start-up costs for the low-income residents.



## 5th & Central – HHH Funding \$15,120,000

The development at Central Avenue and 5th Street will involve the redesign of three adjacent buildings to create 94 units of permanent supportive housing with on-site case management for transition-age youth, adults, and veterans experiencing homelessness. Each unit will come with basic furnishings to eliminate moving and start-up costs and remove barriers to housing stability.



## La Prensa Libre

La Prensa Libre Apartments is a new construction project with 105 units, with larger two and three-bedroom units to house families; and 25 one-bedroom units designated for permanent supportive housing to assist transition-age youth experiencing homelessness. The project has been awarded 25 project-based vouchers from the Housing Authority of the City of Los Angeles (HACLA) to support these special-needs units.



# GOAL 4

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



We opened a new CRCD Enterprises facility to better meet the company's capacity needs as it expanded business lines and services throughout South Los Angeles. While CRCD Enterprises continues to provide construction, professional painting, facilities management, and property maintenance services, the new facility enables the company to obtain new and expanded contracts, create jobs in the community, and help team members exercise their growing skillsets in career pathways that provide family-sustaining wages.

### CRCD Enterprises New Facility on South Central Avenue

The new CRCD Enterprises facility hosts an intensive training program that requires trainees to complete several hundred hours of worksite experience. After completing the initial program, trainees transition to permanent job placement or continue training programs where they can earn nationally recognized certifications, such as OSHA and HBI-PACT.

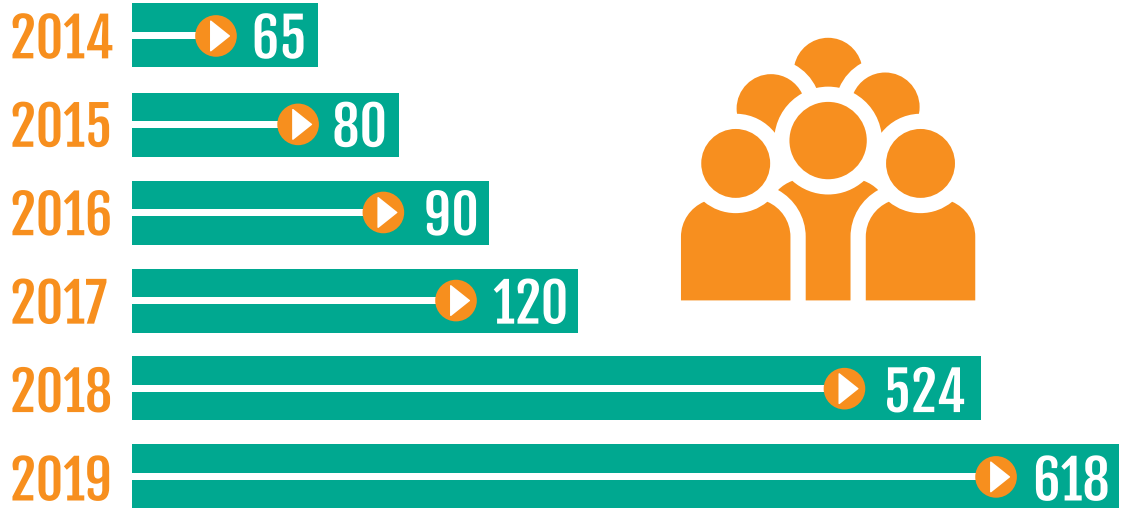


CRCD Enterprises is a California-licensed general contractor bringing neighborhood beautification and clean-up services to South LA while providing training to vulnerable individuals. Their fully insured and licensed professional maintenance services company serves the Central Avenue Historic Business District with street cleaning, bulky item removal, and graffiti abatement services. The Enterprises has increased contracts with the City of Los Angeles 3-1-1 service in Council Districts 8 and 9.

CRCD Enterprises is a social enterprise and provides jobs to individuals facing multiple barriers to employment, including the reentry population. Employment with CRCD Enterprises allows the job seeker to serve the community while gaining valuable skills and building a pathway to sustainable income.

### Career training through CRCD Enterprises

Number of people trained through LA:RISE and Summer Youth Employment Programs



# GOAL 5



Serve as a good steward for the community by maintaining high-quality real estate assets

## Historic 28th Street YMCA

CRCD has worked to maintain historic landmark buildings in South Los Angeles, starting with the Historic 28th Street YMCA and the addition of the 28th Street Apartments, a project that renewed the building's legacy of service to the community. The historic YMCA was designed by Paul R. Williams, the first African American architect certified by the American Institute of Architects. Completed in 1925, this was the first YMCA west of the Mississippi built for the use of boys and young men of color. In 2006, the City of Los Angeles designated this YMCA as a part of the [Historical Cultural Monument List](#), and in 2009, the National Park Services listed it as a part of the National Register of Historic Places. CRCD, in partnership with Clifford Beers Housing, took care to restore and renovate the historic landmark, which now serves as a mixed-use four-story project with 50 affordable housing units above a 10,000 sq. ft. community center.



## 28th St. Apartments

The 28th St. Apartments has won numerous design awards, including the World Architecture Festival Housing Award and the American Institute of Architects National Honor Award. The ground floor of the original building serves as the headquarters for CRCD's Youth Development Department, where they run youth training and employment programs in the historic activity spaces. CRCD provides [onsite](#) support services to the residents of the 49 units of permanent supportive housing in the upper floors and connected building. The 28th Street Apartments is an excellent example of preserving not just the physical elements of a project but also the grand vision behind a community treasure.

## The Dunbar Hotel

One of the most famous Central Avenue landmarks is the Dunbar Hotel, which has been declared a Los Angeles Historic-Cultural Monument. Once the focal point of [L.A.'s African American Jazz](#) scene in the 1930s and '40s; and known as the Jewel of Central Avenue, the Dunbar Hotel housed many visiting African American celebrities during the era of segregation, including Duke Ellington, Billie Holiday, and Louis Armstrong, who performed in the hotel's Club Alabama.

In 2008, the property was converted to 49 units of affordable housing for seniors. CRCD partnered with Thomas Saffron and Associates to execute the [award-winning](#) renovation which is now the centerpiece of Dunbar Village, which includes two additional buildings totaling 83 [units](#) of affordable housing for seniors and low-income families in the community.





# GOAL 6

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



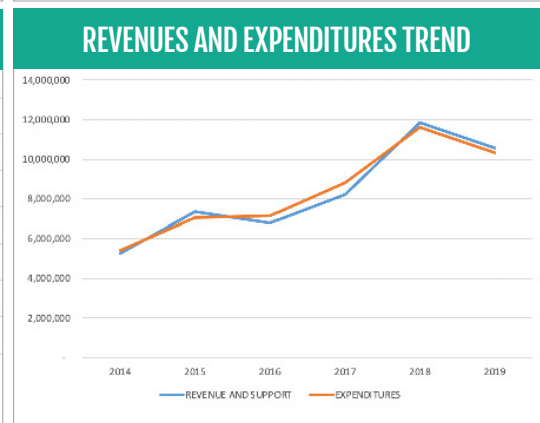
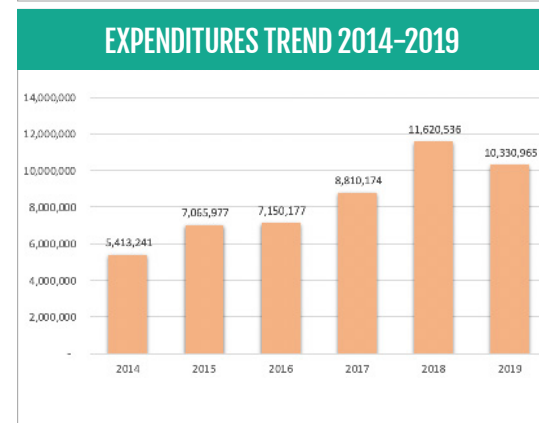
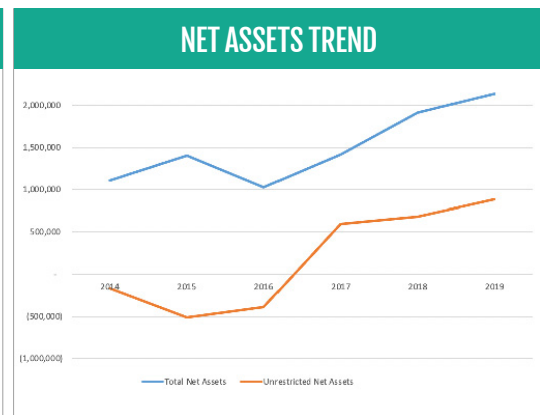
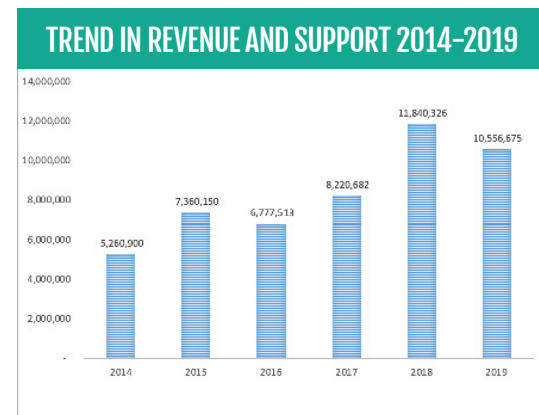
CRCD has sustained its financial growth through a mix of strategies consisting of increasing support from government and private sources as well as increasing revenues from its real estate projects and service contracts.

Over the past five years, CRCD's budget increased from \$5.3 million to \$12.5 million, presenting an opportunity to change its financial infrastructure to meet increasing operational support needs. With the majority of the budget increases coming from government grants and contracts, CRCD sought to also increase its foundation grants to serve as leveraged resources to fund to full cost of programs.

To secure additional unrestricted resources to meet the full cost of operating programs and to build operating reserves, CRCD relies not only on fundraising efforts but also on new real estate projects that bring in revenues from developer fees.

## FINANCIAL INFO FOR 2014-2019

| YEAR | REVENUE & SUPPORT | EXPENDITURES | NET ASSETS  | UNRESTRICTED NET ASSETS |
|------|-------------------|--------------|-------------|-------------------------|
| 2014 | \$5,260,900       | \$5,413,241  | \$1,108,063 | (\$165,005)             |
| 2015 | \$7,360,150       | \$7,065,977  | \$1,402,236 | (\$509,618)             |
| 2016 | \$6,777,513       | \$7,150,177  | \$1,029,572 | (\$388,433)             |
| 2017 | \$8,220,682       | \$8,810,174  | \$1,416,964 | \$593,708               |
| 2018 | \$11,840,326      | \$11,620,536 | \$1,910,200 | \$683,280               |
| 2019 | \$12,539,187      | \$12,881,057 | \$1,957,732 | \$883,163               |



# GOAL 7



## Strengthen CRCD infrastructure necessary to support CRCD's programs and ensure sustainable growth.

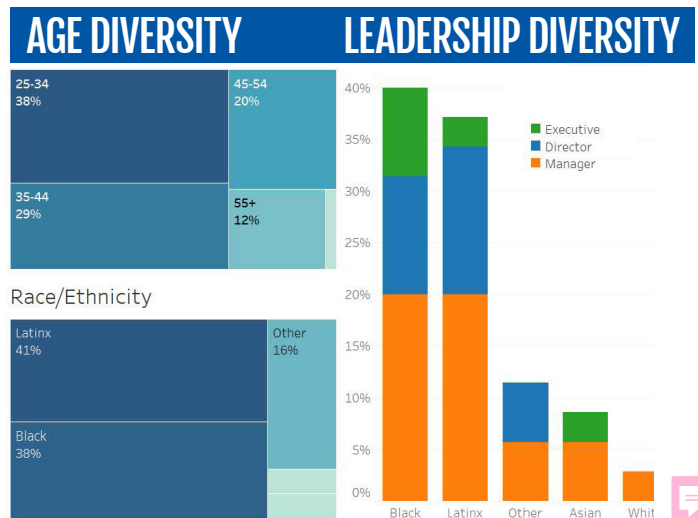
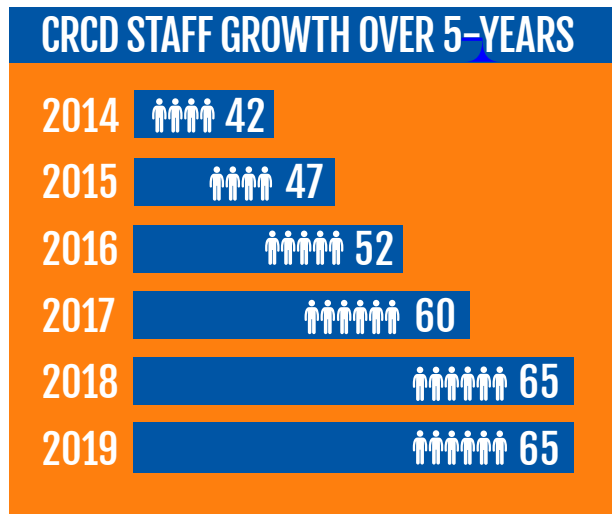


Over the past five years, CRCD built its infrastructure to support the addition of programs and services for the community.

We restructured and added a Chief Financial Officer, Chief Operations Officer, Chief Real Estate Officer, and Chief Programs Officer to the executive leadership team. The growth in essential staff did not end there. We grew our Data & IT team into a Learning & Evaluations Department to track the impact of our programs, support compliance and coordinate reporting. Learning & Evaluation includes a data analyst for each program department to work directly with program directors to track progress, achievements and trends.

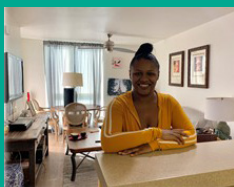
To spread the word of CRCD programs and impact, a Marketing & Communications professional was added to the leadership team. The Finance Team was expanded to include a controller, grant accountant, and senior accountant.

## Staff demographics - diversity of our team and growth over 5 years



Funding from Los Angeles Measure H allowed CRCD to grow our Housing and Support Services department by increasing our programs for young people experiencing housing instability, expanding our rapid rehousing capacity, and strengthening our Coordinated Entry System for Youth for young people experiencing homelessness, and enhancing overall services for transition-age youth.

Measure H funding also increased CRCD's Workforce and Economic Development services, allowing us to expand for the formerly incarcerated including LA:RISE to help men and women with high barriers to employment get good jobs and stay employed. Through these programs, individuals who have been experiencing homelessness or formerly incarcerated are able to gain training, grow marketable skills, and build a pathway from unemployment to employment.



After years in foster care and experiencing homelessness for 7 years, Shiyanne has found a home at CRCD's Epworth Apartments. She is attending college and hopes to make a difference in the lives of children.

**"I've learned in life that even though you're at the bottom there's nowhere else to go, but to the top."**

-Shiyanne Kelly, PSH – Epworth Apartments



# YOUTH DEVELOPMENT



CRCD is uniquely qualified to serve disconnected and transition-age youth, ages 14-24, who are out of work and out of school, and who face challenges that traditional institutions cannot accommodate.

CRCD operates numerous high-quality education and workforce development programs including Jobs for Los Angeles Graduates, South Los Angeles YouthBuild, Community Uniting for Resolution and Empowerment (C.U.R.E), Project Tipping Point, and the Vernon-Central YouthSource Center, all of which are a part of local and national institutions funded by the City of Los Angeles, Department of Labor, YouthBuild USA, AmeriCorps, Jobs for America's Graduates, and private philanthropy. 100% of the young people CRCD serves through these programs qualify as disconnected youth.

Our comprehensive trauma-informed care approach to serving young people includes:

- Assessing and addressing the barriers that prevent them from excelling in education and employment
- Focusing on the longstanding neighborhood conditions where our young people reside—such as poverty, unemployment, public safety issues, and the lack of affordable housing
- Engaging in collaborations that improve the policies and systems impacting a young person's life, such as education, justice, and foster care

The CRCD Youth Development Department offers an array of programs that ensure youth and young adults are prepared to enter the community as educated, skilled, and ready to thrive.

The CRCD Academy is an accredited high school in partnership with YouthBuild Charter School of California and enrolls students ages 16-24 seeking a high school diploma. Students are part of the South LA YouthBuild program and are involved in community service, leadership development, and career exploration.

## YOUTH DEVELOPMENT DEPARTMENT TOTALS FROM 2014-2019

3515



TOTAL  
SERVED

691



TOTAL HSD/  
CREDENTIAL  
ATTAINED

2224



TOTAL EDUCATION/  
EMPLOYMENT  
PLACEMENTS

Project Tipping Point program offers comprehensive support services to youth who have been involved in foster care. This high-touch program works to remove barriers that would derail a participant's path to graduation day and pursuing a post-secondary education. According to John Burton Advocates for Youth, foster youth in California are "29% less likely than non-foster youth to persist at least one year in community college." Only 4% of former foster youth obtain a 4-year degree by age 26<sup>4</sup>.

<sup>4</sup> [https://www.jbaforyouth.org/wp-content/uploads/2020/04/SB150-toolkit\\_FINAL42720.pdf](https://www.jbaforyouth.org/wp-content/uploads/2020/04/SB150-toolkit_FINAL42720.pdf)

# WORKFORCE & ECONOMIC DEVELOPMENT



The Workforce & Economic Development Department at CRCD connects Veterans, dislocated workers, and the re-entry population with wrap-around employment, training, and financial coaching services. Our goal is to retrain, build capacity, and identify employment pathways to family-sustaining wages. We do this through 1-on-1 career coaching, personalized industry training, workforce readiness, financial coaching, and support services to remove barriers to employment.

As the lead agency operating the Vernon-Central/LATTC WorkSource Center, we are a proud partner of America's Job Center network. Located on the campus of Los Angeles Trade-Technical College, the Vernon-Central/LATTC WorkSource Center is committed to helping job seekers gain employment and helping businesses connect with a skilled workforce.

Our partnership with the United Way allows us to operate the Pathways out of Poverty program which focuses on assisting post-9/11 Veterans to obtain employment and broaden their skill set to embark on successful and rewarding career paths.

In 2019, CRCD started the South LA Small Business Entrepreneurship Program to train entrepreneurs with new or existing small businesses through a series of workshops designed to provide information, knowledge, and the skills necessary to start or expand a business.

Our Workforce and Economic Development department works with program participants to provide skills assessments, training, and employment pathways, as well as financial literacy through the Financial Opportunity Center.



CRCD is committed to addressing the obstacles and needs of the formerly incarcerated by employing a trauma-informed approach to re-acclimating into society. The WorkSource Center provides workforce training and placement in jobs that allow people to give back to the community while providing a family-sustaining wage.

## WORKFORCE AND ECONOMIC DEVELOPMENT DEPARTMENT TOTALS FROM 2014-2019

4908



TOTAL SERVED

3792



LOW-INCOME & REENTRY

530



PLACED IN TRAINING





# HOUSING & SUPPORT SERVICES

CRCD provides on-site support services at five of our permanent supportive housing developments in South LA that house individuals who have experienced homelessness. The Housing and Support Services Department at CRCD is focused on helping young people, ages 18-24, obtain safe and stable housing.

CRCD serves as the lead youth agency in its area of South LA in the countywide Youth Coordinated Entry System (YCES), which aims to address the homeless epidemic in LA. We are responsible for strengthening collaboration among project partners; this includes access to initial assessment, regional case conferencing, housing navigation, and priority matching to housing resources that best fit each individual's needs.

To better serve young people experiencing homelessness, CRCD operates Ruth's Place, a drop-in center for those who would otherwise be on the streets. Ruth's Place provides clothing, food, showers, transportation support, mail service, a lounge area, laundry facilities, and access to support services and referrals.

## HOUSING AND SUPPORT SERVICES TOTALS FROM 2014-2019

2350



TOTAL  
SERVED

1407



HOUSED  
(INCLUDING  
DEPENDENTS)

2234



RECEIVED SERVICES  
THROUGH  
RUTH'S PLACE  
IN 2019





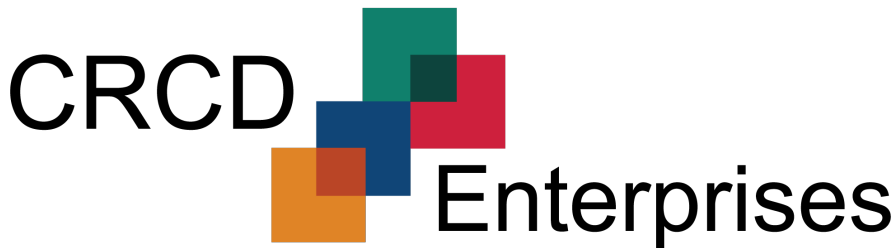


CRCD Enterprises is a social enterprise with a California State General "B" Contractors license and offers excellent services in the fields of general construction, facilities maintenance, and urban infrastructure. In addition to its status as a fully insured and licensed general contractor, CRCD Enterprises offers neighborhood beautification and cleanup services to South LA, while providing training, certifications and first-time job and transitional work experience to individuals facing the highest barriers to employment.

CRCD Enterprises celebrated the grand opening of a new facility to better meet its expanded services in 2018. The new facility enables the company to obtain new and expanded contracts, create jobs in the community, and support team members in exercising their growing skillsets in career pathways that provide family-sustaining wages.

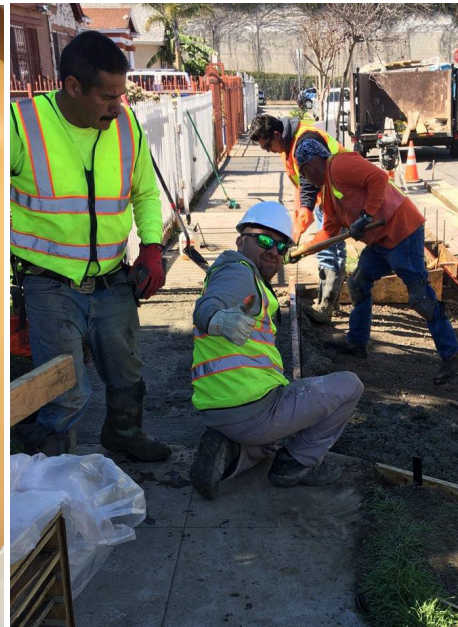
With increased capacity, CRCD Enterprises has expanded their service area outside of Council District 9 with new contracts to provide sidewalk repair and community beautification services to multiple Los Angeles Council Districts including CD-8, CD-10 and CD-1. The Clean Streets Crew can be seen throughout South Los Angeles while clearing overgrown lots, loading bulky items, removing graffiti, and more.

CRCD Enterprises employs individuals through the LA:RISE program with the City of Los Angeles, which is designed to help men and women with high barriers to employment get jobs and stay employed. During 2019, the CRCD Clean Streets Team removed more than 247,357 square feet of graffiti, reducing tension and violence in the community; collected 6,875 bags totaling 79 tons of trash and bulky items; and cleaned and repaired 7,715 blocks of sidewalks at more than 21 sites throughout South LA.



**"CHANGING LIVES, ONE JOB AT A TIME"**

**CRCDENT.COM**





# THE 2020–2024 STRATEGIC PLAN

With the success of our 2014-2019 initiatives – in which we doubled our budget, built out our leadership team, strengthened our infrastructure, and created a pipeline of new affordable housing in South LA – CRCD is ready to take it to the next level.

CRCD's 2020–2024 strategic direction builds onto the foundation poured in the past five years. In the coming years, we will continue to deepen our back-office capacity, advance our focus on youth ages 18–24, and carefully assess opportunities to expand our reach beyond the South Los Angeles Vernon/Central community. 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



**Economic vitality of individuals, families, businesses, and neighborhoods**



**Strong Leadership**



**Strong Organization**



**Strong Financials**

CRCD is steadfast in our mission to improving 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 with 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 affordable housing and services in an integrated strategy to transform lives. To succeed, we must also promote the economic and professional development of our staff, strengthen internal systems, expand our leadership, and reinforce our financial health.

# CRCD AUDITED FINANCIALS

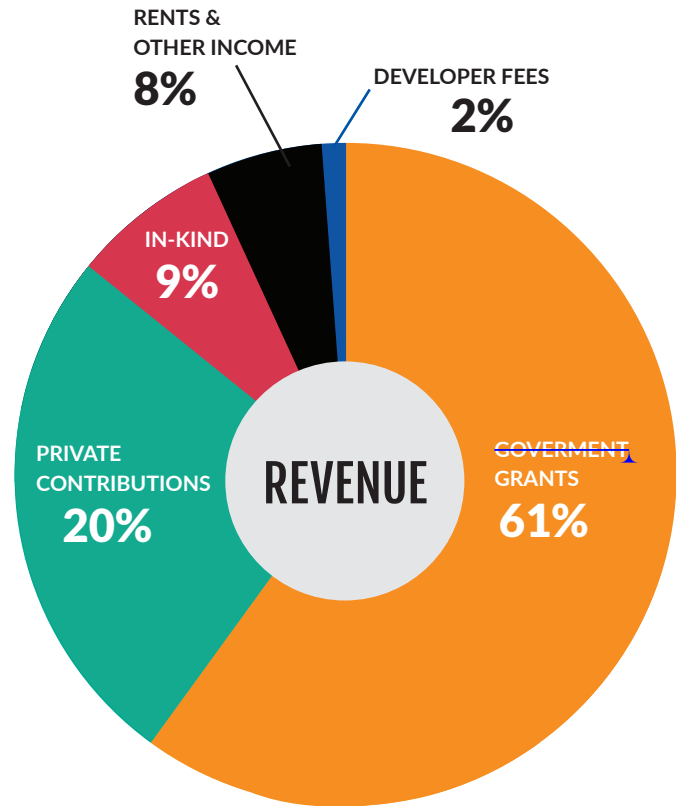
We actively seek out and partner with organizations who share our mission and possess skills and resources that complement our vision. In 2019, CRCD supported our partners through sub-contracts totaling \$1,728,467.

## STATEMENT OF ACTIVITIES

| PUBLIC SUPPORT AND OTHER REVENUE |                     | PERCENTAGE |
|----------------------------------|---------------------|------------|
| Government Grants                | \$6,413,253         | 60.75%     |
| Private Contributions            | \$2,085,342         | 19.75%     |
| In-Kind                          | \$963,061           | 9.12%      |
| Developer Fees                   | \$266,700           | 2.53%      |
| Rents & Other Income             | \$ 828,319          | 7.85%      |
| <b>Total Revenue</b>             | <b>\$11,107,845</b> |            |

| EXPENSES              |                     |        |
|-----------------------|---------------------|--------|
| Program Services      | \$7,842,749         | 75.92% |
| Management & General  | \$2,159,537         | 20.90% |
| Fundraising           | \$328,679           | 3.18%  |
| <b>Total Expenses</b> | <b>\$10,330,965</b> |        |

|                                  |                    |
|----------------------------------|--------------------|
| Change in Net Assets             | \$225,710          |
| Net Assets at Beginning of Year  | \$1,910,200        |
| <b>Net Assets at End of Year</b> | <b>\$2,135,910</b> |

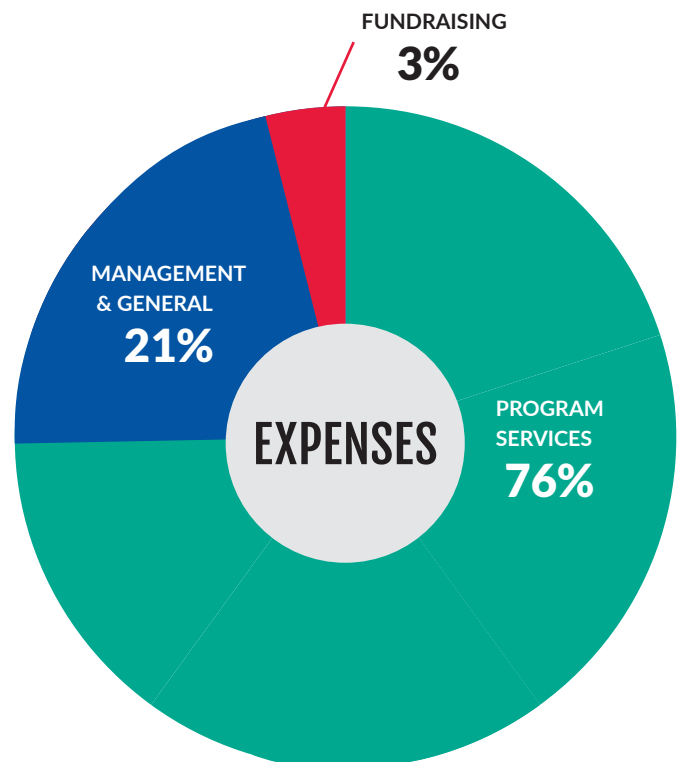


## STATEMENT OF FINANCIAL POSITION

| ASSETS                           |                     |
|----------------------------------|---------------------|
| Cash and Cash Equivalents        | \$259,235           |
| Accounts Receivable              | \$1,922,382         |
| Pledges Receivable               | \$976,500           |
| Deposits & Prepaid expenses      | \$130,435           |
| Property, Plant & Equipment, Net | \$25,176,629        |
| <b>Total Assets</b>              | <b>\$28,465,181</b> |

| LIABILITIES & NET ASSETS |                     |
|--------------------------|---------------------|
| Accounts Payable         | \$1,134,639         |
| Accrued Expenses         | \$494,003           |
| Deferred Revenue         | \$300,472           |
| Lines of Credit          | \$600,000           |
| Notes Payable, Net       | \$23,800,157        |
| <b>Total Liabilities</b> | <b>\$26,329,271</b> |

| NET ASSETS                                |                     |
|---|---------------------|
| Without Donor Restrictions                | \$883,163           |
| With Donor Restrictions                   | \$1,252,747         |
| <b>Total Net Assets</b>                   | <b>\$2,135,910</b>  |
| <b>Total Liabilities &amp; Net Assets</b> | <b>\$28,465,181</b> |



# 2019 FUNDERS & SUPPORTERS

We express our sincere gratitude to the following funders and supporters for their commitment to CRCRD and the South Los Angeles community. With your partnership, CRCRD is channeling the collective strength of South Los Angeles to revitalize our neighborhoods, improve the quality of life, and create new economic opportunities for our residents through education and workforce development.

|  |   |  |
|--|---|--|
| Annie E. Casey Foundation  | Green Fidler & Chaplin LLP                                | Nonprofit Finance Fund                                   |
| Annenberg Foundation   | JPMorgan Chase Foundation                                 | OneWest Bank   |
| AT&T Foundation  | Carl & Roberta Deutsch Foundation                         | Opportunity Youth United (OYU)                           |
| The California Wellness Foundation   | Enterprise Community Partners                             | Orange County Community Foundation                       |
| The California Workforce Development Board (CWDB)                          | Edison International                                      | Pacific Western Bank                                     |
| California Community Foundation  | The Conrad N. Hilton Foundation                           | RBC Community Investments Capital Markets                |
| California Bank & Trust  | Housing Authority of the City of Los Angeles              | REDF   |
| California Governor's Office of Business and Economic Development          | Integrated Recovery Network (IRN)                         | Shelter Partnership                                      |
| Capital One  | Jobs for America's Graduates                              | South Los Angeles Transit and Empowerment Zone (SLATE-Z) |
| Cathay Bank Foundation   | Keck Foundation   | Southern California Gas Company                          |
| City National Bank   | LISC LA   | Southern California Grantmakers Program                  |
| City of LA Council District 8  | Los Angeles Housing + Community Investment Department HHH | TK Foundation  |
| City of LA Council District 9  | Los Angeles Homeless Services Authority                   | United States Department of Labor                        |
| City of LA Department of Public Works - Office of Community Beautification | Los Angeles Trade-Technical College (LATTC)               | United States Federal Emergency Management Agency        |
| City of LA Proposition HHH Facilities Program                              | Los Angeles County Development Authority                  | United Way of Greater Los Angeles                        |
| City of LA Workforce Development Board                                     | Low Income Investment Fund                                | Weingart Foundation                                      |
| Corporation for Supportive Housing   | Los Angeles Promise Fund                                  | Wells Fargo  |
| County of Los Angeles Department of Health Services                        | NALCAB  | YouthBuild Charter School of California                  |
| County of Los Angeles Probation Department                                 | National Equity Fund                                      | YouthBuild USA   |
| Dwight Stuart Youth Fund   | National Youth Alliance for Boys & Men of Color           |  |
|  | NeighborWorks America                                     |  |

## CRCRD OFFICE LOCATIONS

### Administration Department

4201 S. Central Ave., Los Angeles, CA 90011

### CRCRD Youth Development Department

1006 E. 28th St., Los Angeles, CA 90011

### Workforce & Economic Development Department

Los Angeles Trade-Technical College  
400 W. Washington Blvd., Los Angeles, CA 90015

Due to COVID-19 temporarily located at:  
1006 E. 28th St., Los Angeles, CA 90011

### Housing & Support Services Department

3101 S. Grand Ave., Los Angeles, CA 90007

### CRCRD Enterprises

#### Real Estate Department

2415 S. Central Ave., Los Angeles, CA 90011

### Ruth's Place – Drop-in Center for Homeless Youth

4775 S. Broadway, Los Angeles, CA 90037

Temporarily Relocated During Renovation:

4920 S. Avalon Blvd., Los Angeles, CA 90011



For more information:  
visit [www.coalitionrcd.org](http://www.coalitionrcd.org)  
call us at **213.743.6193**