



EAST LA COMMUNITY CORPORATION

2917 EAST 1ST STREET, SUITE 101
LOS ANGELES, CA 90033

SUMMARY
STRATEGIC PLAN DRAFT
ELACC STAFF

SEPTEMBER 20, 2022

PLANNING TEAM

Araceli Sandoval-Gonzalez, Board Chair

Manuel Bernal, Board Vice-Chair

Sara Yun, Board Member

Roberto Viramontes, Board Member

Monica Mejia, President/CEO

Adalia Rodriguez, COO

Ilan Slovin, Director of Finance

Abigail Wood, Director of Finance

Elba Schildcrout, Director of Community Wealth

Jacqueline Figueroa Monterosas, former Director of Real Estate
Development



PLANNING MEETINGS

May 21 and 22, 2021 ,
June 25 and 26, 2021,
August 6 and 7, 2021
September 24 and 25, 2021,
March 11 and 12, 2022
May 14, 2022.
November 18, 2022



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- A. Corporate Governance
- B. Organizational Infrastructure
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- D. Programs and Services
- E. Power Building



VISION STATEMENT

- I. Core Values
- II. Core Purpose
- III. Big Hairy Audacious Goal (BHAG)
- IV. Vivid Description



EAST LA COMMUNITY CORPORATION

CORE VALUES

Community: Uplifting and contributing to the cultural, economic, and social fabric of the people we serve.

Organizational Excellence: Strategically strengthening the organization.

Equity- Inclusive and just access to resources and opportunities for low income people of color.



CORE PURPOSE

To develop equitable and thriving communities.



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BIG HAIRY AUDACIOUS GOAL (BHAG)

To transform ELACC into a high-performing and influential community institution which impacts 30,000 people annually.



EAST LA COMMUNITY CORPORATION

VIVID DESCRIPTION

Ten years from now...

ELACC is a value-driven, high-performing, and fiscally sustainable organization with effective systems and an engaged, visionary Board that governs fairly, plans toward the future, and develops checks and balances for organizational leadership.

Residents, elected officials, and partners view ELACC as a community anchor, industry leader, and trusted stakeholder.

Our programs, projects, advocacy efforts, campaigns, and organizational culture have developed an organizational reputation that positions us as a highly-visible regional and national thought leader with significant influence in support of equity and the interests of low- income people of color.



VIVID DESCRIPTION

ELACC staff has professional integrity and holds the organization accountable to community members and partners. Our internal organizational structure offers ample professional development opportunities that result in staff gaining key experiences that lead to extended tenures.

Our team delivers high-quality programming, manages efficient controls, and designs and oversees services options that respond to pressing community needs.

Our organization offers high-opportunity, community-serving jobs with competitive wages and room for professional growth to attract talented professionals who perceive ELACC as a desired place to work.



VIVID DESCRIPTION

ELACC's programs are interconnected and share goals that bring impactful services and campaigns to residents. Our work has a lasting impact on our community by creating more equitable and accommodating land-use policies and practices that challenge gentrification and has led to more community-owned land and spaces.

We support our tenants and community members in strengthening their financial well-being and build generational wealth through innovative approaches that are informed by partners, and address community needs and changes to unjust systems.

Our programmatic and advocacy efforts reduce rent burden, increase homeownership, and promote a healthy small business ecosystem on the Eastside.



VIVID DESCRIPTION

When we realize our vision, the Eastside will become a safe and affordable community, with high-quality housing and a thriving small business sector that brings economic vitality to our corridors and mitigates the displacement of our most vulnerable families.

Through our community engagement efforts, we improve the quality of life for families through a healthier and cleaner environment and thriving arts and culture spaces.



VIVID DESCRIPTION

As a result of our work, existing Eastside families have economic stability, greater educational opportunities, safe and adequate housing, and improved access to jobs, leading to a better quality of life and human development outcomes in LA County.

Our programs, advocacy, and campaigns empower community members to be more civically engaged and increase voter turnout. Increased home and business ownership have led to a wealth transfer to the next generation.

And an improved economic ecosystem and social network have created space for rich cultural experiences and emotionally and physically healthy families.



STRATEGIC PERSPECTIVE

- I. Past
- II. Present
- III. Future

STRATEGIC PERSPECTIVE (PAST)

- In 25 years, ELACC has grown to a multi-programmatic non-profit.
- 750 AH units, 40 commercial spaces,
- HUD approved service provider
- Provides financial counseling to small businesses, renters and first time home buyers.
- Changed METRO land development system.
- Changing state street vending laws.
- Plan del Pueblo
- Built and participated in several coalitions to empower the community
- In coalition, we advanced education opportunities, promote the arts, protect our culture
- Develop political leaders and neighborhood advocates
- Seen as a representative of our community by City, County, State and National representatives.
- Financial crisis in 2019 and 2020
- In 2020, one of our buildings burned down.
- Staff and the Board re-grouped to bring stability.



STRATEGIC PERSPECTIVE (PRESENT)

- Board of directors for ELACC grew from five to eight.
- Began to set policy for the organization.
- Hired new President and many new staff persons.
- Staff unionized.
- Proceeded to re-organize and improve financial controls and reporting.
- COVID-19 pushed for remote work
- COVID-19 also shut down community rooms, isolating our residents.
- COVID-19 exposed the inequity of our housing options and our health outcomes.
- Tapped ERAP funding to mitigate impacts of COVID-19
- Worked in coalition to advocate for a Tenant Bill of Rights.
- Resolved many of our development problems at Rosa De Castilla
- Closed financing to re-build El Nuevo Amanacer
- Close of the refinance of Kern Villa and we replenished our savings accounts that had been so badly depleted in 2019.
- The end of 2021, was the strongest financial year we have had in XXX years.
- We entered 2022 with the possibility that we had overcome the crisis and now needed to re-grow the organization.



STRATEGIC PERSPECTIVE (FUTURE)

BH & ELA will continue welcoming to immigrants, but the neighborhood will experience gentrification.

Lower rents and home prices compared to the rest of the region will continue creating market pressure for people outside of the neighborhood to move into the neighborhood.



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STRATEGIC PERSPECTIVE (FUTURE)

However, the Boyle Heights Community Plan will provide capacity for up to 115,000 persons by increasing density.

Displacement of extremely low income persons is the biggest risk to our neighborhood and will continue.



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STRATEGIC PERSPECTIVE (FUTURE)

Affordable housing development will not keep pace with demand.

Affordable housing development will continue addressing homeless, not low income families.

Conversely, the City of Los Angeles will pass “United to House LA,” a transfer tax initiative that will fund affordable housing for decades.

STRATEGIC PERSPECTIVE (FUTURE)

LA County's options for affordable housing are less certain because County and or State funding for affordable housing is nearly exhausted.

Current residents will find it hard to ride the wave of positive impacts of gentrification.



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STRATEGIC PERSPECTIVE (FUTURE)

In 2022, the economic adjustment slowdown will reduce market investment in the neighborhood, giving us more time to serve residents who are at risk of displacement.

The future of the neighborhood could also include a more stable street vending environment, a federal historic designation status for Mariachi Plaza, improved environmental conditions for Boyle Heights, with more green spaces for air quality improvements.



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STRATEGIC ANALYSIS

- I. Political Power
- II. Wealth Creation
- III. Resource Allocation



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STRATEGIC ANALYSIS: ISSUE #1: POLITICAL POWER

Strategic Issue/Opportunity

We have not consistently nurtured, grown and leveraged our political power to strategically support and further our work.

Key Findings/Conclusions

1. ELACC has more political power than it realizes (Board, coalitions, tenants...)
2. ELACC has benefitted from political power and action to grow the organization.
3. We currently do not have a political strategy.

Key Recommendations

ELACC needs to invest resources to grow and manage its political power through the development and implementation of a political strategy that supports ELACC's work.

STRATEGIC ANALYSIS: ISSUE #2: WEALTH CREATION

Strategic Issue/Opportunity

We are not doing enough to increase economic stability and build wealth.

Key Findings/Conclusions

1. Gentrification, and other ills are displacing our families and small businesses.
2. Our asset and wealth building programs alone are not enough to close wealth gap.
3. Our community needs access to more capital and wealth building opportunities.

Key Recommendations

1. Adopt impact metrics for financial stability, wealth creation and impact.
2. Expand current programs and create new ones to increase stability and wealth.
3. Engage in the systems change opportunities that can have greater impact in our community.

STRATEGIC ANALYSIS: ISSUE #3: RESOURCE ALLOCATION

Strategic Issue/Opportunity

Organizational resources are not aligned with the organization strategic plan's BHAG.

Key Findings/Conclusions

1. To grow from serving 4,000 to 30,000 people/year, ELACC will need to either: (1) Significantly increase its staff size; and/or (2) Explore new higher-leverage program models for maximizing impact (e.g. partnerships, best practice-sharing, etc).
2. ELACC's real estate work is self-sustaining and generates unrestricted net income, while non-RE programs bring in grant funding that covers direct costs but yields net losses overall.
3. ELACC's housing projects require significant capital investment and cash reserves that tie up organizational resources, whereas grant-funded services achieve higher-leverage impact with minimal capital needs.



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STRATEGIC ANALYSIS: ISSUE #3: RESOURCE ALLOCATION

Key Recommendations

1. ELACC needs to continue to focus on stabilizing and strengthening the organization near term to create the foundation necessary to support its growth in the coming years.
2. ELACC needs to scale existing Real Estate Development and Community Wealth departments, with stronger risk management of the real estate pipeline.
3. ELACC needs to bring back community organizing and advocacy in some form to restore ELACC's connection to community, once ELACC reaches a stable launching pad for growth.

STRATEGY STATEMENT

- I. Driving Force
- II. Market Characteristics
- III. Product/Service Characteristics
- IV. Core Competencies
- V. Changes Needed



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DRIVING FORCE the primary determiner of the scope of future products and the markets it serves; used to decide which products and services to offer and in which markets.

- We identified ELACC’s driving force as a “User-Driven Driving Force.”

A User-Driven organization focuses its time and resources to serve the needs of particular market segments. As the needs of a market segment may be many and varied, so too the products and services offered by the organization will be broad and diverse.

As a User-Driven organization we are committed to addressing the varied needs of our identified user group – the Eastside community.

- Offer a variety of related and unrelated services to our user group
- Become experts in understanding our users.
- Market research will be a key competency

MARKET CHARACTERISTICS: GEOGRAPHIC

ELACC's future work will remain focused in our historic strongholds of Boyle Heights, El Sereno, Lincoln Heights and unincorporated East Los Angeles. This will remain ELACC's geographic area of focus, i.e. ELACC's Target Area.



MARKET CHARACTERISTICS: DEMOGRAPHIC

Families, seniors, the unhoused, veterans, emancipated youth, LGBTQ, single mothers, recent immigrants, multi-generational community residents, poor, apartment-dwelling working families, the burgeoning Latino middle class, aspiring homeowners, single-parent households, and historically-marginalized and underserved sub-markets.

PRODUCT/SERVICE CHARACTERISTICS

Innovative, scalable, inherent and recognizable value, increase financial sustainability, contribute to organizational financial stability, create wealth and/or address basic daily needs, culturally-competent, economically-accessible, contribute to our planned growth, stabilize our community, enhance the ELACC brand, adapt to changing social and economic conditions, and yield on-going positive social impact.



CORE COMPETENCIES

As part of our User-Driven identity, we have identified the following Core Competencies for ELACC:

Community: It is the community knowledge and relationships that we have. The social, physical and political capital that we have in the community.

Multi-programmatic: Our combination of real estate, organizing, asset and wealth building services. It has been fundamental since creation.

A **Track Record** in advocacy wins for the community (SV, TOD).

Latino Expertise: Outside of LA we are the go to for serving the Latino community. In LA we are seen as the to go for the eastside community

ELACC is the “**Go to**” housing entity in the Eastside



STRATEGIC OBJECTIVES

- I. Corporate Governance
- II. Organizational Infrastructure
- III. Sustainability
- IV. Programs and Services
- V. Power Building



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STRATEGIC OBJECTIVES: CORPORATE GOVERNANCE

To enhance ELACC's corporate governance in order to provide proper oversight and direction to an increasingly complex organization by December 31, 2025.

Develop, adopt and implement a Board Membership, Development and Succession Plan

Formalize the annual budget review and approval process that strictly adheres to the Strategic Plan

Populate and activate committees for Fund Development, Community Organizing, Community Wealth and Administrative Services

Conduct annual organizational operations assessments for alignment to the Strategic Plan.



STRATEGIC OBJECTIVES: ORGANIZATIONAL INFRASTRUCTURE

Enhance ELACC's organizational infrastructure by December 31, 2025.

Complete the Financial Management overhaul

Modify, as needed, the organizational operating structure to align with the Strategic Plan

Develop and implement an organization-wide Information Technology Plan

Update all organizational policies and procedures, as needed

Staff development and professional development plan

STRATEGIC OBJECTIVES: SUSTAINABILITY

Sustainability: Achieve positive revenue over expense of at least 25% annually by December 31, 2025.

Develop, adjust and distribute accurate and timely multi-level financial reports

Develop plans for each program to achieve at least 25% revenue over expense

Implement plans for each program to achieve at least 25 revenue over expense

STRATEGIC OBJECTIVES: PROGRAMS AND SERVICES

Scale-up programs and services in order to meet the Big Hairy Audacious Goal by December 31, 2025.

Align current programs and services to the Strategic Plan

Develop and implement plans to expand current programs and services

Develop and implement plans to launch related programs and services



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STRATEGIC OBJECTIVES: POWER BUILDING

Develop and launch an initiative that rebuilds ELACC's systems change work by December 31, 2025.

Recruit, hire and onboard a Director of Community Organizing

Develop and secure Board approval of a Community Organizing Strategic Plan

Develop, implement and fully-fund ELACC's Good Trouble Endowment

Implement the Community Organizing Strategic Plan Long-term Objectives

PROCESS AND TIMELINE

- ❖ INITIAL BOARD INPUT:
 - ❖ July 28-August 15

- ❖ STAFF REVIEW AND COMMENT:
 - ❖ August 16-September 15

- ❖ COMMUNITY INPUT:
 - ❖ September 16-October 15

- ❖ STRATEGIC PLAN COMMITTEE FINAL REVIEW
 - ❖ October 16- November 30

- ❖ FINAL BOARD ADOPTION:
 - ❖ January 2023

QUESTIONS AND COMMENTS

Submit your in writing to comments to:

Juan Rocha

Deadline: September 30, 2022



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