5 Year Strategic Plan: 2020-2024

Executive Summary
MISSION

What We Do
With residents and partners, LISC forges resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business and raise families.

Strategies We Pursue
• Strengthen existing alliances while building new collaborations to increase our impact on the progress of people and places
• Develop leadership and the capacity of partners to advance our work together
• Equip talent in underinvested communities with the skills and credentials to compete successfully for quality income and wealth opportunities
• Invest in businesses, housing and other community infrastructure to catalyze economic, health, safety and educational mobility for individuals and communities
• Drive local, regional, and national policy and system changes that foster broadly shared prosperity and well-being

VISION

LISC LA will foster resilient and equitable communities throughout Los Angeles by implementing comprehensive community development strategies, investing in quality affordable housing and living wage employment opportunities, and helping families achieve financial stability and healthy lifestyles.

This will be accomplished in partnership with the public, nonprofit, private, and philanthropic sectors to train the field, design innovative financing and program models, secure more and better resources, and advocate for policy and systems change at the national, regional, and local level. LISC LA will build its staff, leadership, and organizational capacity to transform LA communities

Over the next five years, LISC LA will be a leader in the thought and practice of preventing homelessness in the Los Angeles area. LISC LA will leverage investment of $250 million to prevent 5,000 individuals from becoming homeless by:

• Financing construction of 2,500 rental units
• Supporting development of 200 housing units through innovative housing models
• Training 500 CDC project managers and staff

LISC LA will be an economic development innovator, connecting people to living wage jobs and wealth-building strategies through:

• Preserving or creating 1,000 jobs
• Training 200 individuals for careers through workforce training
• Directing $5 million in LA market contracts to local entrepreneurs

LISC LA will support projects, programs, and policies that create healthy and inclusive communities of opportunity in the LA region.
VALUES

• Our approach is comprehensive -- rooted in what neighbors want for themselves, their families and the places they call home.

• A safe, affordable home is one of the basic requisites of life—a key to individual health and wellbeing, and the foundation for sustainable, economically vibrant and diverse neighborhoods.

• Our economic development initiatives aim to create opportunities for low-income people of color to participate in the small business and economic growth of the region and build wealth within their communities.

• Racial equity and inclusion strategies are an essential component in lifting the most economically marginalized in society and creating resilient, growing communities.

• We are committed to helping people and neighborhoods get what they need to become and stay healthy in physical and social environments designed to promote healthy lifestyles.

• We believe in investing in LISC staff, our LAC, and in our community leaders to build a legacy of emerging community development professionals in the Greater Los Angeles area and the surrounding region.

GOALS AND IMPLEMENTATION STRATEGIES

1. Housing: Preserve and expand the supply of affordable housing in LA and the surrounding region.

   1.1 Leverage investment of $250 million in loans and equity into 2,500 units of affordable housing for 5,000 people.

   1.2 Support development of 200 housing units through innovative housing models

   1.3 Partner with CDCs and CDFIs to build a talent pipeline of community development professionals through expanded training (HDTI, Asset Management, AmeriCorps, etc.).

   1.4 Advocate for more inclusive and equitable policies, programs and resources for affordable housing.

2. Economic Development: Create living wage jobs, build racial wealth equity, and develop a skilled, trained workforce, growing businesses, and thriving commercial and industrial districts.

   2.1 Sustain and grow small businesses and micro enterprises and build racial wealth equity through technical assistance, access to capital and succession strategies.

   2.2 Implement the integrated LISC Economic Inclusion Demonstration Project to generate economic opportunity and investment in targeted commercial/industrial districts.

   2.3 Connect individuals and families with access to living wage jobs, career pathways and financial stability through Financial Opportunity and Bridges to Career Opportunities programs.

   2.4 Collaborate with government and anchor institutions to create a robust ecosystem for diverse small businesses.
3. Lending and Equity: Invest loans and equity in housing, small businesses and economic development.
   3.1 Deploy national and local housing funds for affordable housing.
   3.2 Deploy national and local funds for small businesses, micro enterprises and economic development.
   3.3 Support place-based initiatives for housing and economic development lending (e.g., LA Promise Zone, SLATE-Z Promise Zone, South LA/Co-design demonstration project).
   3.4 Lead efforts to design and implement alternative financing models for housing and economic development.
   3.5 Create an equity fund for small business and commercial real estate.

   4.1 Participate in and lead Federal, State and local policy discussions and advocate for policies for the preservation and development of housing and economic opportunities for under resourced communities.
   4.2 Support continuation of HUD Section 4, LIHTC, NMTC, Opportunity Zones, and other resources for LA and the surrounding region.
   4.3 Publish “white papers” and position papers and place opinion columns to educate and inform policy makers.
   4.4 Engage with municipalities in the LA market to support innovative housing and economic development policies and programs.

5. Operational Excellence: Build staff, leadership, and organizational capacity to increase the scale and impact of strategies to transform area communities.
   5.1 Recruit, engage and train a diverse, inclusive, and accomplished base of talent on the LAC, staff, and LISC partners.
   5.2 Expand and diversify the funding base of LISC LA.
   5.3 Work with National LISC to streamline loan and grant applications, and processing, disbursement and reporting procedures.
   5.4 Create and implement a comprehensive communications strategy to raise LISC’s visibility, convey its message, and attract the resources to magnify its scale and impact.
LISC LA STAFF

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