

Strategic Plan 2021-2025

UNIDAD
UNITED NEIGHBORS IN
DEFENSE AGAINST
DISPLACEMENT

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01

Table of Contents

Background • 2

Who We Are • 2

Vision • 3

Goals • 3

What We Do • 4

How We Do It • 4

Current Context • 5

5-Year Strategic Plan • 6

Process & Context • 6

2021-25 Strategic Priorities • 6

Proactively Advance UNIDAD's Vision • 7

Clearly Define How UNIDAD Promotes

Racial Equity • 9

Refine & Strengthen UNIDAD's Power

Building & Civic Engagement

Strategies • 11

Update UNIDAD's Coalition Governance to

Align With Its Strategic Direction • 13

At A Glance: Moving Our Strategic Priorities Forward • 15

Internal Appendices • 16

Appendix A – Member Assets + Contributions

Appendix B – Fundraising Context + Potential

Leads



02 Background



WHO WE ARE

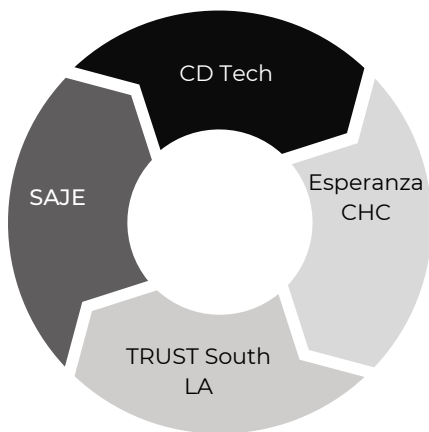
The United Neighbors in Defense Against Displacement (UNIDAD) Coalition is the product of a community collaboration formed to prevent the displacement of residents in South Central Los Angeles (LA).

UNIDAD is a coalition of residents and their organizations in South Central LA dedicated to keeping families in their homes and improving the health and economic well-being of low-income communities of color through responsible development. We recognize that structural racism and exploitative economic systems linked to housing, policing, land use and employment policies have caused great harm to Black, Latino, Native, Asian, immigrant and low-income communities. UNIDAD works to reverse these harms by promoting healthy and equitable neighborhoods through planning and land use that is rooted in community.

Governing Board & Members

Historically, UNIDAD’s Governing Board has held responsibility for staffing and sustaining the Coalition. The Governing Board includes:

- Community Development Technologies (CD Tech)
- Esperanza Community Housing Corporation
- Tenemos Que Reclamar y Unidos Salvar la Tierra South LA (T.R.U.S.T. South LA)
- SAJE (Strategic Actions for a Just Economy)



The following organizations represent current and past UNIDAD members:

- | | |
|---|---|
| Los Angeles Black Worker Center | St. John's Well Child and Family Center |
| The Blazers | St. Mark's Lutheran Church |
| Dignity & Power Now | Women in Non-Traditional Employment Roles |
| Los Angeles County Bicycle Coalition | Watts Labor Community Action Committee |
| Los Angeles Neighborhood Land Trust | |
| PV Jobs | |
| Physicians for Social Responsibility-LA | |
| St. Francis Center | |

03

Vision



An equitable & healthy South Central LA
without removing our neighbors

Goals

1. Ensure investment happens without displacement & with specific benefit to the community
2. Maximize reductions in greenhouse gas production
3. Maximize green space
4. Reverse overcrowding & ensure safe, healthy affordable housing regardless of income
5. End the rising homelessness crisis & respect the rights of the homeless
6. Create a precedent & standard for responsible, equitable development in Los Angeles
7. Support local residents – including low-income tenants & the homeless – in leading the design of plans & policies for our community

04

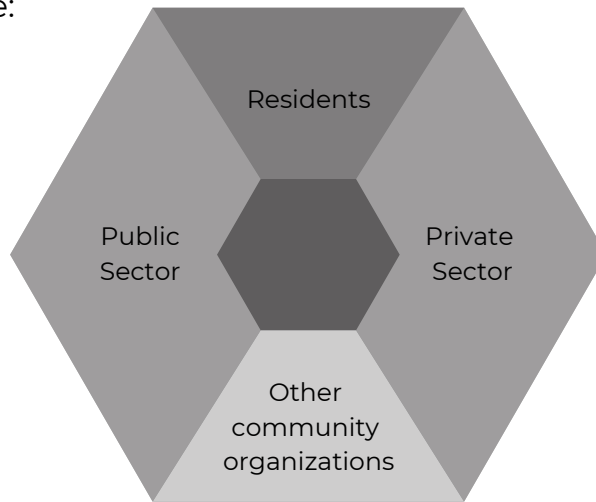
WHAT WE DO

The UNIDAD Coalition is unique in its history of a cross-sector and holistic community-led approach.

UNIDAD is embedded in South Central LA for the long-term, bringing diverse subject matter expertise ranging from power building, public health, policy and law, affordable housing, community land trusts, community benefit agreements, jobs and economic development, and environmental justice. Over the years UNIDAD has secured tens of millions of dollars and hundreds of good jobs for South Central LA, while also advancing policies supporting environmental justice, green space, local small businesses, and affordable housing.

HOW WE DO IT

We engage:



Through the following methods, means and products:

- civic engagement
- leadership development
- public education
- policy development
- health impact assessment
- resource development
- development agreements
- community land trusts
- community benefit agreements

05 Current Context

UNIDAD’s Strategic Planning process commenced in late 2019, before the worldwide COVID-19 pandemic. For the most part, the community needs of South Central LA in late 2020 remain the same community needs of a year ago, only further exacerbated by the ongoing public health and economic impacts of the pandemic.

As a place-based and community-driven coalition, UNIDAD’s work always has been and will continue to be rooted in the needs of residents and workers in South Central LA.



06 5-Year Strategic Plan

PROCESS & CONTEXT

This 5-Year Strategic Plan process began in Fall 2019 with funding from The California Endowment. Originally expected to be completed in Summer 2020, the planning process was delayed due to COVID-19 and the ongoing public health pandemic. The process included:

- In-person and virtual meetings with the Steering Committee and a selection of UNIDAD members; and
- Confidential consultant-led interviews with Steering Committee-identified external stakeholders and partners, including philanthropy, public agencies, other nonprofits and advocates in the community.

This Strategic Plan is meant to provide strategic direction to UNIDAD over the next five years, with an understanding that now, more than ever, we are living in uncertain and quickly evolving times. Therefore, the priorities identified herein are intentionally broad enough to stay relevant over the next five-years. More detailed, annual UNIDAD work plans are suggested to identify specific activities and associated timelines for advancing these strategic priorities, though initial areas for exploration were identified through the Strategic Planning process and are documented here.

2021-25 STRATEGIC PRIORITIES



Proactively advance UNIDAD's Vision



Clearly define how UNIDAD promotes racial equity



Refine & strengthen UNIDAD's power building & civic engagement strategies



Update UNIDAD's Coalition governance to align with its strategic direction

07 Proactively Advance UNIDAD's Vision

While UNIDAD has a long history of successful community benefit agreement (CBA) and private development-responsive campaigns in South Central LA, the Coalition looks to now build on its work on the 2017 People's Plan for the Southeast and South LA Community Plan Areas and increase its proactive and affirmative efforts to further an equitable and healthy South Central LA without displacement. We acknowledge there will continue to be a need to react to harmful private development and monitor, implement and enforce existing CBAs; this work will not end. However, UNIDAD will be intentionally identifying and exploring additional, proactive strategies which are under the community's control and advance our Vision.



- Coalition members are aware of desired orientation towards more proactive efforts
- Every year the Coalition has identified work that is proactively advancing its vision

GUIDING VALUES & PRINCIPLES

- Start from a place of abundance & hope, rather than scarcity & fear
- Lead with imagination & vision
- Be clear about what we want, not just what we don't want
- Know who we are & the power we possess
- Intentionally advance racial equity
- Prioritize comprehensive, holistic, multi-issue strategies that reflect the vision & approach of the Coalition