

# LA Black Worker Center Strategic Plan

---

## I. Welcome

Dear Los Angeles Black Worker Center Community,

We present our organization's strategic plan for 2024-2029 with great enthusiasm and commitment. At the LABWC, we are driven by a collective mission to increase access to quality jobs, combat employment discrimination, and improve industries that employ Black workers. We aim to ensure Black workers thrive with equitable access to quality employment and workplaces that uphold our rights and guide every decision and action we take.

This strategic plan serves as our roadmap, outlining the key objectives and strategies that will propel us to achieve our mission and realize our vision. It has been meticulously crafted through collaboration, drawing upon the insights and expertise of our dedicated staff, members, and stakeholders.

As we navigate through a rapidly evolving landscape, we must remain agile, innovative, and responsive to the needs of those we serve. Our strategic objectives are designed to address the challenges and opportunities that lie ahead, ensuring that we remain relevant and impactful in our efforts.

Throughout the implementation of this plan, we are committed to fostering open communication, transparency, and accountability. We recognize that our success depends on the collective efforts of all members of our community, and we value the diverse perspectives and contributions that each individual brings to the table.

As we embark on this journey together, we invite you to join us in realizing our shared aspirations for the LABWC. Together, we have the power to create meaningful change and make a lasting difference in the lives of Los Angeles' Black workers.

Thank you for your unwavering dedication and support.

Sincerely,  
Co-EDs names  
Los Angeles Black Worker Center

## II. Introduction

### Background of the organization

Under the visionary leadership of Lola Smallwood Cuevas, the Los Angeles Black Worker Center stands as a beacon of inclusivity and empowerment. As the project director for the UCLA Labor Center, Lola has guided the LA Black Workers Center to become the first worker center in California dedicated to tackling the Black job crisis head-on. With a mission to foster access to quality jobs, combat employment discrimination, and advocate for industry transformation through unionization and policy reform, the LA Black Worker Center embodies a commitment to uplifting Black workers across diverse sectors. Together, a community of Black leaders that span industries, social and economic lines, barriers, and diverse backgrounds are committed to closing the employment equity gap for Black workers. Lola's extensive experience, including her role as coordinator of the UCLA African American Leadership School, underscores her dedication to cultivating the next generation of workplace leaders through innovative educational approaches and mentorship programs. Her background in journalism and grassroots organizing, coupled with her advocacy within SEIU's National Security Organizing campaign, reflects a lifelong commitment to amplifying the voices and advancing the rights of marginalized communities. Lola's leadership fosters an environment of inclusivity, where all Black workers are empowered to thrive and effect meaningful change in their workplaces and communities.

Since opening its doors in 2011 at the Paul Robertson Center in South Central Los Angeles, the Los Angeles Black Worker Center has become the nation's most prominent and the only worker organization to create a union-based municipal and state-wide program to help address the Black jobs crisis. Understanding that Black workers are the leading force for equity and justice in the labor market while bearing the brunt of employment and workplace discrimination, the Los Angeles Black Worker Center advocates for policies dismantling discriminatory practices while building an empowered, engaged, and determined Black labor force to solve the Black Jobs crisis by 2050.

Make no mistake: the Los Angeles Black Worker Center is leading national change.

The LABWC's initiatives, such as the 1000 Strong campaign, aim to secure quality jobs for Black Angelenos, recognizing the historic importance of unionized public sector jobs in increasing economic mobility. Through strategic planning and community oversight, the LABWC creates equitable employment opportunities that value and support Black workers.

The LABWC's Ready 2 Work program provides essential support to Black workers by offering workshops and mentorship to enhance job skills and navigate workplace challenges. Since its inception in 2009, the LABWC has significantly improved wages, job opportunities, and labor protections for Black workers in Los Angeles. With the continued support of donors, the LABWC

remains committed to building a future where Black workers thrive and workplaces are accountable to all workers.

### Purpose of the Strategic Plan

The Los Angeles Black Worker Center is ready to build on the success of its most recent wins, including establishing the first Civil and Human Rights Department in the City of LA, a commitment from the City of LA to hire 200 Black workers, and a \$2.5M building support donation. Understanding the challenges Black workers face during an ongoing global pandemic, rising inflation, and an elitist job market, the LABWC is ready to meet the moment with a member-led, community-focused plan that relies on base-building, political understanding, and a robust commitment to change. This plan focuses on three key issues: Name Recognition, 1000 Strong, and Finding a Permanent Home.

Inclusivity and diversity were fundamental in shaping the strategic planning process at the Los Angeles Black Worker Center. We intentionally engaged Black individuals from diverse backgrounds, from members to community allies, ensuring that every voice was heard and valued. Adopting an internal lens of diversity, queerness, and social competency, we recognized the intersecting identities within our community and prioritized inclusivity at every step. To facilitate this process, we formed a Strategic Planning Action Team of members, member leaders, organizers, and staff, reflecting the diverse perspectives within our community. This team played a pivotal role in guiding our facilitation process, outcomes, and goals, ensuring that the resulting plan truly reflected the needs and aspirations of our community. Additionally, we developed a community survey with targeted questions tailored to members, allies, staff, and guides for group and one-on-one conversations with staff, leaders, and members. This inclusive approach allowed us to gather comprehensive insights and perspectives, ensuring that our strategic plan is rooted in the lived experiences and aspirations of all those we serve.

### III. Assessment from Members

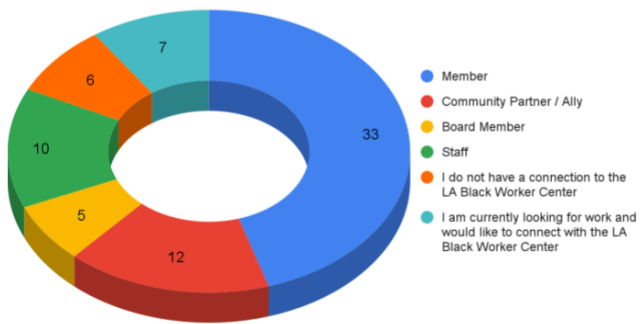
The member feedback received regarding the visionary leadership and the Los Angeles Black Worker Center initiatives has been overwhelmingly positive across the board. Members expressed deep admiration and appreciation for their founder's visionary leadership. The 1000 Strong program has generated immense excitement among members, who view it as a transformative opportunity to advance their skills and opportunities in the workforce. Additionally, there is palpable enthusiasm surrounding the building fund and the prospect of establishing a permanent space in Crenshaw. Members view this as a pivotal step towards strengthening community ties, fostering collaboration, and expanding the reach and impact of the center's mission. The feedback reflects the membership's strong sense of unity, purpose, and optimism, underscoring their unwavering support for Black workers in Los Angeles and the center's initiatives.

#### Demographic Snapshot: Los Angeles Black Worker Center

We heard from 43% of the membership throughout this process, and here is what we learned:

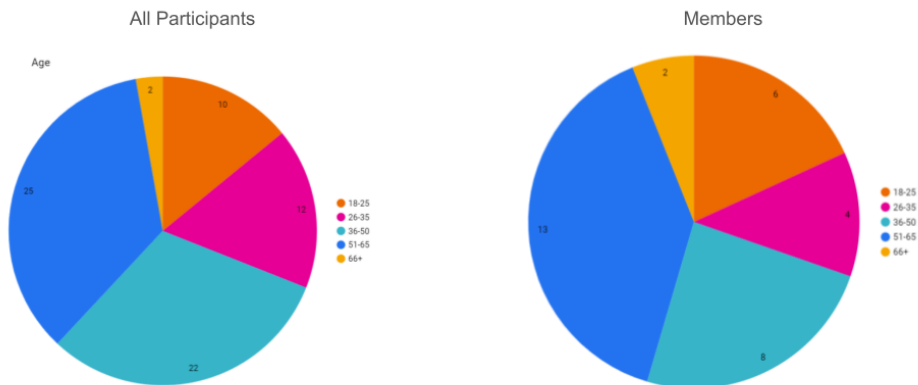
These graphs provide an insightful glimpse into the demographics the Los Angeles Black Worker Center includes. By analyzing critical demographic data such as age, race, gender, employment status, and geographic distribution, we gain a deeper understanding of this diverse and dynamic community of Black workers. This data informs LABWC programs and initiatives and underscores the importance of addressing Black workers' unique needs and challenges in Los Angeles. As the LABWC continues to empower Black workers and promote equity in the labor market, this demographic snapshot is a valuable tool for strategic planning and advocacy efforts.

## Who we heard from

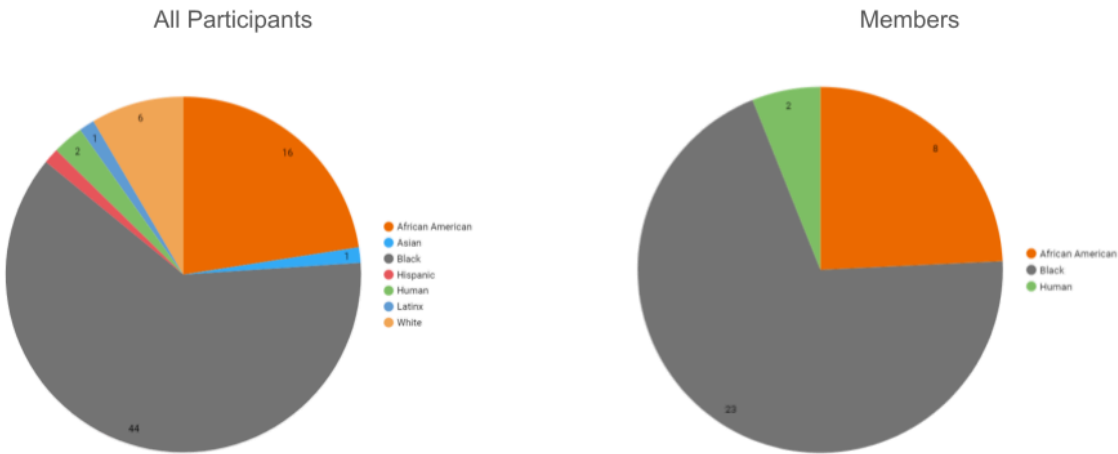


B.C.

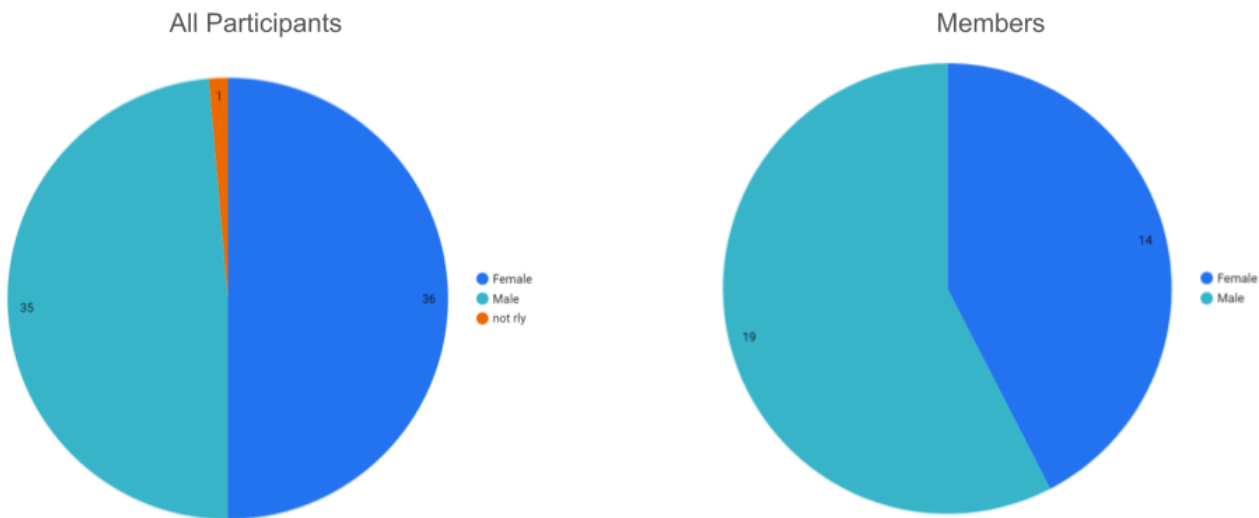
## Demographics - Age



# Demographics - Race



# Demographics - Gender



## Topline Survey Results:

We wanted to know how members viewed the LABWC about other influential people and organizations in LA Black communities and found that among audiences, the LABWC was considered a leading and powerful force in Los Angeles.

Half of the members who responded stated they interact with the LABWC weekly, with another 42% saying they interact with the LABWC weekly. On a scale from 1 to 10, responding members gave the LABWC an 8.96 on improving the working conditions of Black workers in LA, and all members had participated in some programming with the LABWC.

Members, Community Partners, and Allies answered, ***“Were you aware the LABWC offered the following programs?”*** Members were primarily aware of all programs unfamiliar with the Stewards Council. Among external community partners/allies, they were most unfamiliar with the legal clinic and Workforce Equity Demonstration. They were overwhelmingly unfamiliar with the Stewards Council, which leads us to believe this is more of a membership-focused activity.

Member			Community Partners / Allies		
1,000 Strong			1,000 Strong		
Yes	No	I have participated in the program	Yes	No	I have participated in the program
21	6	5	9	2	1
Ready To Work			Ready To Work		
Yes	No	I have participated in the program	Yes	No	I have participated in the program
21	2	8	9	2	1
Legal Clinic			Legal Clinic		
Yes	No	I have participated in the program	Yes	No	I have participated in the program
22	8	1	5	6	0
Workforce Equity Demonstration			Workforce Equity Demonstration		
Yes	No	I have participated in the program	Yes	No	I have participated in the program
22	5	3	5	6	1

Southern California Black Worker Hub			Southern California Black Worker Hub		
Yes	No	I have participated in the program	Yes	No	I have participated in the program
19	7	2	7	4	1
Stewards Council			Stewards Council		
Yes	No	I have participated in the program	Yes	No	I have participated in the program
16	13	1	2	10	0

When asked, ***“What are the top ways you have observed the LABWC impacting Black workers?”*** all respondents named “Connecting people to potential jobs” as the number one way they observed the LABWC impacting Black workers. Members agree to view the LABWC impact on workers through all available methods. Community partners differed slightly from members when they saw the LABWC speak out against anti-worker policies at the same rate as connecting people to potential jobs. There were very few responses from people who don’t have a connection to the LABWC or those currently looking for work, and the low rate of their responses would track along with their lack of connection to the LABWC and their programs.

What are the top ways you have observed the LABWC impacting Black workers?	Members	Community Partners and Allies	I do not have a connection to the LA Black Worker Center	I am currently looking for work and would like to connect with the LA Black Worker Center
Connecting people to potential jobs	81.82%	83.33%	50.00%	28.57%
Placing people in jobs	75.76%	66.67%	16.67%	28.57%
Speaking out against anti-worker policies	75.76%	83.33%	16.67%	14.29%
Creating Community Space	75.76%	75.00%	33.33%	14.29%

#### What we heard across the membership, community allies, and staff:

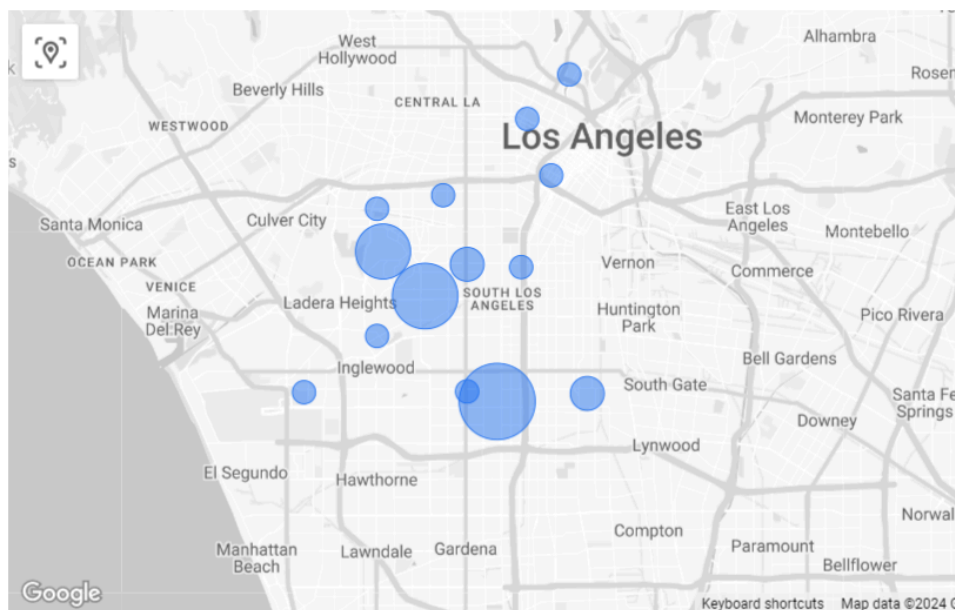
1. The LABWC can’t tackle the Black Jobs Crisis alone.
2. There is a need to re-envision the 1000 Strong Campaign
3. We want to create a permanent footprint in Crenshaw (invest in our current campus while planning for a substantial future investment.)

We recognize that addressing the Black jobs crisis requires a collaborative and multifaceted approach. While our organization plays a crucial role in advocating for equitable employment opportunities and supporting Black workers, we understand that we cannot tackle this challenge



alone. We must cultivate partnerships with diverse stakeholders, including community organizations, labor unions, policymakers, and employers.

- To facilitate effective collaboration, we'll assign dedicated staff members as liaisons to these different groups, fostering communication, alignment of goals, and mutual support.
- Additionally, we show our commitment to transparency and accountability by providing quarterly updates to our partners on our progress and initiatives.
- Recognizing the importance of policy advocacy in driving systemic change, we will establish a dedicated policy department within our organization. This department will serve as the eyes and ears for our organizing team, monitoring legislative developments, conducting research, and advocating for policies that advance the interests of Black workers and promote equity in the labor market.
  - Based on where the membership is located, the initial focus should be on the policy department connecting with low-hanging fruit, making sure those folks know there is a voting block behind them, and establishing relationships with those offices to move the agenda of the LABWC further.
    - LA City Council District 8 - Marquee Harris-Dawson
    - La County Supervisor District 2 - Holly J Mitchell
    - Assemblymember Isaac G. Bryan



We envision the next phase of the 1000 Strong Campaign to include a sister/accountability campaign designed to give it political teeth and enhance its impact.

- This accountability campaign will serve as a mechanism to hold stakeholders, including policymakers, employers, and community leaders, accountable for their commitments to creating quality job opportunities for Black Angelenos.

- By leveraging grassroots organizing efforts and strategic advocacy tactics, we will amplify the voices of Black workers and demand tangible action to achieve the campaign's goal of securing 1,000 quality jobs.
- Additionally, we'll create clear pathways for individuals to access these job opportunities through targeted outreach, training programs, and support services.
- To effectively navigate diverse job markets and build sustainable relationships with employers, we'll assign dedicated staff and organizers to focus on different industries and sectors, expanding our reach and influence.

**Investing in our current campus** while planning for a substantial commitment later requires a strategic approach that balances short-term needs with long-term goals.

Here are some steps to consider:

- Conduct a comprehensive assessment of the campus's current condition, including infrastructure, facilities, and technology. Identify areas that require immediate attention and prioritize investments based on urgency and impact.
- Create a short-term improvement plan that addresses critical needs and enhances the campus's functionality and safety. This plan may include repairs, upgrades, or renovations to existing facilities and investments in technology, equipment, and security measures.
- Allocate resources to ensure that short-term investments align with the organization's overall budget and financial sustainability. Consider alternative funding sources, such as grants, donations, or partnerships, to supplement existing funds and maximize the impact of investments.
- Engage stakeholders, including staff and community members, in the decision-making process to gather input, gain support, and ensure that investments reflect the community's needs and priorities.
- Develop a long-term master plan that outlines the vision, goals, and strategies for future campus development and expansion. This plan should consider projected growth, evolving needs, and emerging trends in the job market.
- Explore potential funding opportunities for long-term commitments, such as capital campaigns, bond initiatives, or public-private partnerships. Develop a fundraising strategy to secure the necessary resources and support for future investments in the campus.
- Incorporate sustainability measures into campus improvements and developments to reduce environmental impact, conserve resources, and lower operating costs over the long term. This may include energy-efficient building designs, renewable energy sources, and waste reduction initiatives.
- Monitor progress towards short-term goals regularly and assess the effectiveness of investments. Adjust plans as needed based on changing circumstances, new opportunities, and feedback from stakeholders.

By taking a strategic and proactive approach to investing in our current campus while planning for a substantial commitment later, we can ensure that our campus remains vibrant, inclusive, and supportive of our mission and values.

### Graphs and charts representing focus group findings

We asked all focus groups to share five words that described the Worker Center

#### Black Allies Focus

How do you react to the following affirmation: The Los Angeles Black Worker Center will be a powerful force in influencing the working conditions of Black people in LA in the next decade?

**Yes, but only if they win 1,000 Strong! 1000 strong is the key to breaking barriers and creating a labor force of Black people who know their rights in the workplace, and that's the game changer. All it takes is a handful of union-minded folks in a department or office to make a real-lasting change.**

Mentimeter

When you think of LABWC what five words come to mind

13 responses



When you think of LABWC what five words come to mind  
10 responses



### Membership

Will the Los Angeles Black Worker Center be a powerful force in influencing the working conditions of Black people in LA in the next decade?

The Los Angeles Black Worker Center is poised to become a transformative force in shaping the working conditions of Black people in LA over the next decade. However, its impact hinges on its ability to become a narrative shifter regarding the dignity of work, particularly among young people. By reframing the narrative around work as a source of empowerment, fulfillment, and dignity, the LA BWC can inspire the next generation to actively shape their futures and advocate for their rights in the workplace. By empowering young Black workers to assert their worth and demand fair treatment, the center can catalyze systemic change that addresses longstanding inequities and challenges Black workers face in LA. Through advocacy, education, and community organizing efforts, the LA BWC has the potential to foster a culture of solidarity, resilience, and empowerment within the Black community, ensuring that the voices and rights of Black workers are championed and protected for years to come.

When you think of LABWC what five words come to mind  
25 responses



## Staff

Mentimeter

When you think of LABWC what five words come to mind  
25 responses



## Non-Black Allies

Mentimeter

When you think of LABWC what five words come to mind  
10 responses



## LABWC Board

Mentimeter

When you think of LABWC what five words come to mind  
20 responses



### V. Key objectives and goals

- [Reviving Campaigns:](#)
  - Develop and implement targeted campaigns to advance policies that promote equitable employment and dismantle systemic barriers for Black workers.
  - Strengthen community engagement and mobilization efforts to build support for LABWC campaigns among Black workers and allied organizations.
  - Evaluate campaign effectiveness through data analysis and feedback mechanisms and adapt strategies to maximize impact.
- [Improving Internal and External Communications:](#)
  - Enhance internal communication channels and processes to ensure effective coordination and collaboration among LABWC's staff, volunteers, and partners.
  - Continue to build the external communications strategy to amplify the LABWC's message, engage stakeholders, and build public awareness of issues impacting Black workers.
  - To communicate the LABWC's mission, initiatives, and achievements effectively, it should build a relationship with the partners' communications team and regularly cross-post across communication platforms, including social media, newsletters, and community events.
- [Building a Sustainable Plan for Property Acquisition:](#)
  - Conduct a feasibility study to assess the potential benefits and challenges of purchasing property in the Los Angeles area for the LABWC's operations and programs.

- Explore funding opportunities to finance property acquisition and development initiatives, including grants, donations, and partnerships.
- Develop a strategic plan for property acquisition that aligns with the LABWC's long-term goals and ensures financial sustainability through prudent budgeting and resource management.
- Making the current space work for our needs in the interim.
- Capacity Building and Infrastructure Development:
  - Invest in capacity-building initiatives to strengthen the LABWC's organizational capacity, leadership development, and programmatic effectiveness.
  - Enhance infrastructure and technological capabilities to support the LABWC's operations, outreach efforts, and data management needs.
  - Foster a culture of continuous learning and improvement within the LABWC through professional development opportunities and knowledge-sharing initiatives.
  - Formalize a process for becoming a member and sustaining that membership.

By prioritizing these strategic planning goals, we can continue to advance our mission of empowering Black workers, promoting equity in the labor market, and building a more just and inclusive society for all workers.

## VI. Strategic Recommendations and Timelines

### Expand Campaigns

#### 1,000 Strong background

**The 1000 Strong campaign**, initiated by the Los Angeles Black Worker Center, is a bold and ambitious endeavor to secure 1000 quality jobs for Black Angelenos. Recognizing the historical significance of union jobs in the public sector in increasing economic mobility for Black communities, the campaign primarily focuses on securing unionized public sector jobs. These jobs offer higher wages, stronger protections, more significant benefits, housing security, and job stability, which are crucial for addressing the Black jobs crisis in Los Angeles.

However, the campaign also welcomes employers from all sectors to join in the effort to create quality jobs that support and value Black workers. The overarching goal is to address systemic barriers to employment and create equitable employment opportunities that uplift Black workers and their families.

Key features of the 1000 Strong campaign include:



- **Robust Funding:** The campaign is supported by robust funding to ensure its effectiveness and sustainability. This funding is essential for implementing strategic initiatives to create quality job opportunities for Black Angelenos.
- **Strategic Planning:** Strategic planning is at the core of the campaign's approach. Through careful planning and analysis, the campaign identifies areas of need and develops targeted strategies to address them. This includes identifying industries with potential for job creation and developing partnerships with employers to facilitate job placements.
- **Community Oversight:** The campaign is guided by community oversight, ensuring that the voices and needs of Black Angelenos are central to its efforts. Community input and feedback shape the campaign's direction and ensure its initiatives meet the community's needs.

The 1000 Strong campaign works with the Ready 2 Work program, transforming the economic landscape of Los Angeles for Black communities. Ready 2 Work provides tailored workforce development training and direct placement into quality jobs, creating direct pathways for Black workers to access career-track employment opportunities with union wages.

By combining targeted strategies, community involvement, and direct pathways to employment, the 1000 Strong campaign and the Ready 2 Work program pave the way for Black Angelenos's prosperous economic future. Through these efforts, the campaign addresses systemic inequalities and creates lasting change in the Los Angeles workforce.

#### Reasons for Revival

The 1000 Strong Campaign was launched in 2018 to address the lack of Black Workers in public sector city-wide union jobs. Since its inauguration, the campaign has presented hundreds of qualified applicants to the City with minimal response or follow-through.

#### Proposed Strategies

##### Public Accountability

- Create a Black Jobs Action Committee, the public accountability arm of the 1,000 Strong campaign. These people will be trained on public and direct action techniques to engage with any and all roadblocks to the 1,000 Strong campaign's goal of placing Black people in jobs. This includes:
  - Storytelling - How the delay is impacting R2W graduates and their families
  - Research - Who are these entities hiring if NOT Black people?!
  - Consistent direct action that is publicly shared for the community to see.

##### Team Training

- Regular power mapping helps us understand the industry's culture and how we navigate it.
- How to merge organizing practices with the current public sector job market and political space
- Understand how to connect and network with industry leaders.

Look into other industries.

- Green Jobs: We research the jobs and then serve as an intervention point with the unions or companies that hold them. Then, we build in on the back end of the workforce development pipeline.
- Technology: A large influx of infrastructure dollars is expected in Southern California, and the Black Worker Center should strategize on how to draw that down. Demand equity requirements prompt employers to seek Black workers.
- Reconnecting with the industry legacies such as construction.

## Improving Internal and External Communications

### A. Building Social Capital - Brand Name

Building name recognition and brand awareness is crucial for an organization for several reasons:

- Credibility and Trust: When people are familiar with an organization's name and reputation, they are more likely to trust its mission, values, and services.
- Visibility and Exposure: Heightened visibility allows the organization to reach its audience, attract potential clients or customers, and expand its impact and influence.
- Differentiation and Positioning: A well-defined brand identity sets the organization apart, clarifies its value proposition, and communicates its distinctiveness to target audiences.
- Support and Advocacy: People who feel connected to an organization's brand are more likely to support its initiatives, engage in advocacy efforts, and contribute to its success.
- Fundraising and Revenue Generation: Donors, sponsors, and investors are more inclined to support organizations with strong brands and a clear impact. Additionally, a well-known brand can attract partnerships, collaborations, and funding opportunities that contribute to financial sustainability.
- Recruitment and Talent Acquisition: Job seekers are more likely to apply for positions at organizations with strong brands and positive reputations in the industry.

Building name recognition and brand awareness for the Los Angeles Black Worker Center (LABWC) requires a strategic approach that leverages various channels and tactics to effectively reach our target audiences.

## Proposed Strategies and Timelines:

- Hosting regular community events, workshops, and forums focused on topics relevant to Black workers, such as employment rights, job training, and career advancement. These events provide valuable resources and information and help raise awareness of LABWC's mission and services within the community.
- Forging strategic partnerships with local organizations, labor unions, advocacy groups, and community leaders who share the LABWC's goals and values. Collaborative initiatives and joint campaigns can help amplify the LABWC's message and reach new audiences.
- Developing a comprehensive media outreach strategy to secure coverage in local newspapers, radio stations, TV networks, and online publications. Press releases, op-eds, and interviews with representatives from the LABWC can generate media interest and increase visibility.
- Utilizing digital marketing tactics such as social media advertising, email campaigns, and search engine optimization (SEO) to reach a broader audience online. Engaging content, targeted messaging, and regular updates can help attract followers and drive traffic to LABWC's website and social media channels.
- Developing a solid and cohesive branding strategy that reflects the LABWC's values, mission, and identity. Consistent branding across all communication channels, including logos, colors, and messaging, helps build recognition and reinforce brand awareness.
- Sharing compelling stories and personal narratives of Black workers who have benefited from the LABWC's programs and services. Authentic storytelling humanizes the organization's mission and resonates with audiences on an emotional level.
- Mobilizing volunteers, supporters, and community members to engage in grassroots organizing efforts, such as door-to-door outreach, phone banking, and community canvassing. Building relationships and trust within the community is essential for long-term brand recognition and support.
- Positioning the LABWC as a thought leader and expert in issues related to Black labor rights and economic justice. Publish articles, white papers, and research studies on relevant topics, and participate in panel discussions, conferences, and speaking engagements to showcase expertise and credibility.

By implementing these strategies, the Los Angeles Black Worker Center can effectively expand its reach and impact with and for Black workers in the Los Angeles area.

## Building a Sustainable Plan for Property Acquisition

### Expanding the Current Campus

Purchasing a permanent place for the LA Black Worker Center to call home is a challenge, partly because the cost of real estate in Los Angeles is incredibly high, and to afford a building reasonably, they need a Director of fundraising with experience and campaign. Until then, we have gathered insight about what people would like the LABWC to offer on their current campus, given the expanded space, and things they would ultimately like to have in the space to reach Black workers.

#### A. Assessment of Current Campus

The current campus is strategically located in the historic neighborhood of Crenshaw, with ample offices and space. The current team is very proud of their growth in the last five years and wants to ensure that the Black community knows they are a resource for them.

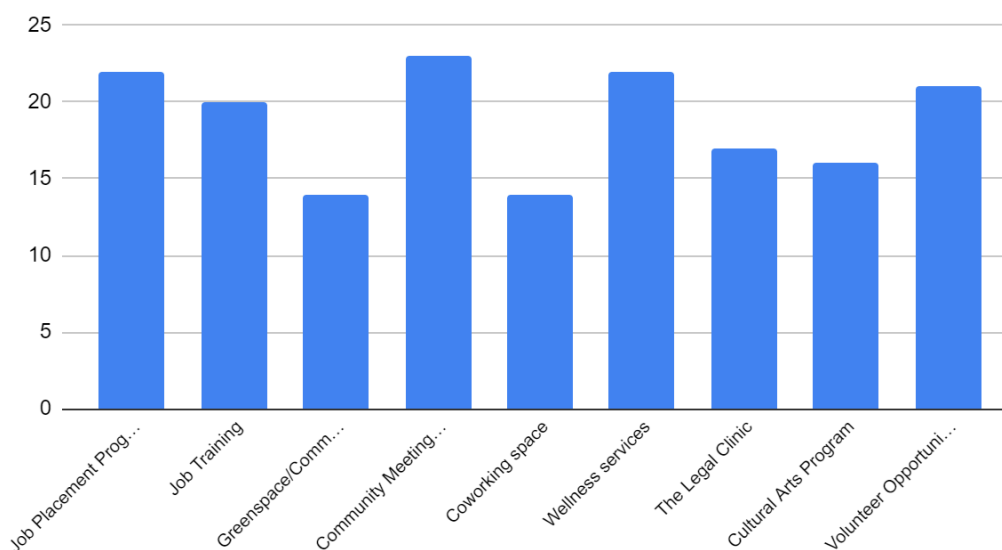
#### B. What do we need before we expand?

- Capital Committee is committed to research & building relationships & resources.
- Development Director with capital campaign experience.
- Consider a donated city property as a potential site for permanent space.

##### 1. Expand services at the current Campus.

We asked what services should be provided at the LA Black Worker Center campus to make it more welcoming and accessible.

What features would entice you to visit the LABWC facilities?



Members also had the option to respond to the open-ended question: How ***could we make our community space accessible and hassle-free for you to enter and engage with?*** Here are the top four responses:

- Creating a space for an online community and more Zoom or virtual meetings
- Ensuring people are safe when they visit the center
- There is adequate parking for events at the center
- And having expanded hours for programming so people who are working can interact with the center



## Strategic Outcomes

- Create a Capital Committee of board members, community members, and financial experts who will monitor the organization's economic health and research grants that would improve its financial longevity.
- This committee also works directly with the Development Director to ensure the building fund is robust and active.

## Timeline

- Capital Committee formed by April 2025
- The Committee should consist of
  - Two Board Members
  - Two Community Members
  - National Association of Black Accountants
  - CO-Eds
  - Development Director
  - Two LABWC Members
- Significant milestones for the committee

- Fall 2025 research completed on funding needed for the three different building options.
  - Staying in the current space
  - Building new space
  - Rehabbing existing buildings in LA outside of the current space
- Winter 2025/Spring 2026 final decisions made about what is financially sound for the org based on research
- Summer 2026 capital campaign begins to fund office space.

## Capacity Building and Infrastructure Development

### Define + Expand Membership

One way to position the LABWC as a powerful organization is to expand the number of people who consider themselves members of the center. By extending its membership, the LABWC will increase its reach and create a sustainable base for its future. From the last strategic plan, the organization had 600 members. The plan is to get 1,000 active members by the end of 2030. This plan ramps from a 5% increase in year one to a 10% increase in years four and five. This gives benchmarks a plan to grow that doesn't strain any department.

A simple chart demonstrates the modest 10-15% growth expected over the next five years.

		% increase
Membership as of January 2025	650	
Jan 2026	683	5%
Jan 2027	724	6%
Jan 2028	775	7%
Jan 2029	837	8%
Jan 2030	912	9%
December 2030	1003	10%

In addition to gradually expanding membership, the LABWC should create a structure to define what it means to be a member. Strategic membership recommendations.

- 1) Become a recurring donor: if a person's monthly donations lapse, they will remain a member for a year with reminders to reinstate their donations.
- 2) Attend two events hosted by the LABWC quarterly. As we heard from the existing membership, they want to expand to more social media and virtual education events. This will allow for more event participation and expansion to people who don't have time to come to the center for events.
- 3) All participants in the ready-to-work will be automatic members and will be engaged via email and text messages to participate in membership activities.
- 4) Individuals placed in roles through 1,000 strong are also automatic members for the first three years after job placement. After that, they will need to complete either activity one or two.

Members must have a name, email, and phone number (preferably cell) on file to communicate with them based on their interests and how they came into the membership.

## Proposed Strategies and Timelines

Assessing the organization's current culture and making necessary improvements and changes requires a comprehensive strategy that involves hiring key personnel, implementing training programs, and fostering a culture of inclusivity and empowerment.

Here's a step-by-step plan:

- Culture Assessment:
  - Share strengths, weaknesses, and areas for improvement per focus group and community ally survey results.
- Strategic Hiring:
  - Hire a Development Director with experience in capital campaigns to lead fundraising efforts and secure resources for organizational growth and sustainability.
  - Hire a Policy Director to lead advocacy efforts, develop strategic policy initiatives, and advocate for systemic change that advances the organization's mission and goals.
  - Hire a Job Market Research Coach to research, analyze labor market trends, and guide job seekers in navigating employment opportunities.
  - Hire a Digital Organizer to develop static content and manage online to offline relationships and organizing.
- Training Programs:
  - Implement direct action training to equip staff, members, and volunteers with the skills and knowledge to advocate for change effectively and mobilize grassroots support.
  - Implement power mapping training to help staff and leaders identify key stakeholders, influencers, and decision-makers and strategically leverage relationships and resources to advance organizational goals.
- Cultural Transformation:
  - Provide open dialogue, feedback, and reflection opportunities to foster a culture of transparency, accountability, and continuous improvement.
  - Promote diversity, equity, and inclusion through policies, practices, and initiatives prioritizing representation, belonging, and equal opportunity for all organization members.
  - Empower staff and members to participate in decision-making processes actively, contribute their unique perspectives and talents, and take ownership of their roles and responsibilities.
- Monitoring and Evaluation:
  - Regularly monitor progress toward cultural change and organizational goals through key performance indicators, metrics, and feedback mechanisms.



- Evaluate the effectiveness of strategies and initiatives and make adjustments to ensure alignment with evolving needs and priorities.

By following this strategy, the organization can assess its current culture, make necessary improvements and changes, and create a more inclusive, impactful, and empowered environment for staff, members, and stakeholders.

## VII. Conclusion

The strategic organizational plan outlined for the Los Angeles Black Worker Center (LABWC) embodies our commitment to advancing the rights and opportunities of Black workers in Los Angeles. By focusing on critical areas such as community engagement, policy advocacy, capacity building, and organizational development, we create lasting change that empowers Black workers and promotes equity in labor markets across Los Angeles.

Through strategic partnerships, targeted initiatives, and a culture of collaboration and accountability, we will continue to build upon our legacy of advocacy and service to ensure that all Black workers have access to quality jobs, fair wages, and dignity in the workplace. With the support of dedicated staff, members, donors, and community partners, the LABWC is poised to make a meaningful impact in the lives of Black workers and contribute to a more just and inclusive society for generations to come.

## VIII. Appendices

### **Additional supporting documents**

[Detailed data from surveys and focus groups](#)