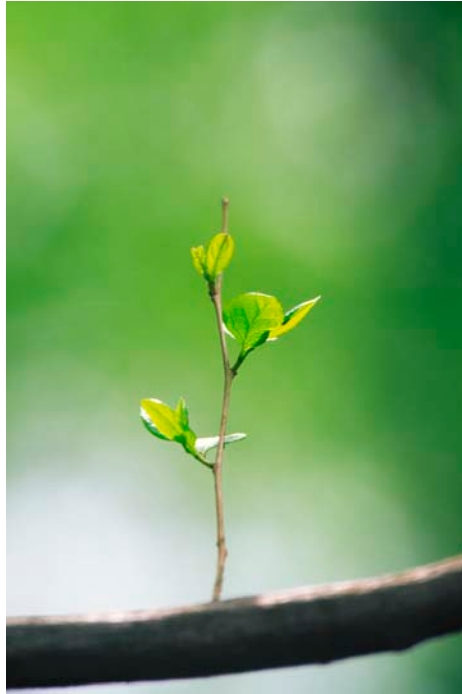


2008-2009 STRATEGIC PLAN



East Baton Rouge Redevelopment Authority
Adopted by Board of Commissioners on December 16, 2008

By
The Jholdas Group of Ga. LLC
with
The Center for Planning Excellence

www.jholdas.com

Background

The East Baton Rouge Redevelopment Authority (EBRRA) was created by Act 417 of the 2007 Louisiana Legislature “to provide for the formation of programs in the East Baton Rouge Parish for the use of private or public funds to eliminate or prevent the development or spread of slum, blighted or distressed areas; to allow the rehabilitation, clearance or redevelopment of slum, blighted and distressed areas; to provide for the expeditious conversion of blighted or underused property into habitable residential dwellings needed to address the influx of displaced persons into the East Baton Rouge Parish.” EBRRA is comprised of all territory within East Baton Rouge Parish including the municipalities of Baker, Baton Rouge, Central and Zachary.

EBBRA is governed by a five-member Board of Commissioners. Its members are appointed by the Baton Rouge Area Foundation (1), the Baton Rouge Area Chamber (1) and the Mayor-President of the City of Baton Rouge and East Baton Rouge Parish (3). These current Board members include: John Noland, Chairman; Van Mayhall, Vice-Chairman; Dr. Huel Perkins, Secretary; Ms. Susan Turner, Treasurer; and Dr. William Jenkins.

Purpose

A public meeting of the Board of Commissioners and other interested parties was convened on August 27, 2008, for the purpose of developing a Strategic Plan for EBRRA. This plan focuses on articulating a Vision for the organization and supporting that Vision with clear Goals within a set of organizational Values. Because EBRRA is a new organization, the plan also contains several Priorities for 2008-2009, as well as specific measurable goals to enable EBBRA to accomplish its Vision.

EBBRA’s Strategic Plan sets a course for action. In this and future years, EBBRA will develop its business plans and budget in alignment with the Goals and Priorities adopted by the Board of Directors. Each year, or from time to time as requested by the Board, the Chief Executive Officer will report to the Board on EBBRA’s Strategic Plan accomplishments. Through effective planning, budgeting, program delivery, and performance reporting, EBBRA will continually discover the most effective ways to achieve its Vision and be an accountable steward of public and private resources.

Methodology

Prior to the planning session, an assessment of the situation including current strengths, weaknesses, opportunities and threats of EBBRA was conducted by The Jholdas Group of Ga. LLC, in concert with the Center for Planning Excellence. This information was used as a launching point for the strategic planning session on August 27, which was facilitated by The Jholdas Group of Ga. LLC. Key input was provided by experts in redevelopment including:

EBRRA Strategic Plan

- The former Mayor of Pittsburgh, Tom Murphy along with Tom Cox, former Chair of the Urban Redevelopment Authority, regarding cases studies on redevelopment in the City of Pittsburgh
- John Kromer of The Fels Institute on strategies for redevelopment nationwide
- Representatives of the Annie E. Casey Foundation on strategies for responsible redevelopment

By accomplishing the Goals and Priorities developed as part of the EBBRA Strategic Plan, the vision of EBBRA will be attained. It is important to note that this is an evolving plan and Goals and Priorities may change, particularly as EBBRA hires a CEO in the coming months.

EBRRA VALUES

- Trust
- Collaboration
- Courage
- Stewardship
- Excellence

EBRRA VISION

Transform the quality of life for all citizens who live, work and play in East Baton Rouge Parish by returning blighted properties to productive use, fostering redevelopment through facilitating partnerships, and creating a vibrant, globally competitive community while preserving character of place.

EBRRA GOALS

- Transform the quality of life for all citizens
- Foster redevelopment
- Facilitate partnerships
- Create a vibrant, globally competitive community
- Preserve and enhance character of place

EBRRA PRIORITIES FOR 2008-2009

1. Organizational development
2. Funding
3. Project development
4. Community engagement and partnership building

The following table lays out Action Steps for addressing EBBRA's 2008-2009 Priorities. A designated individual is responsible for each Action Step, and a target date has also been

EBRRA Strategic Plan

provided for each. This information comes directly from the Strategic Planning Retreat in August 2008.

EBRRA Strategic Plan

Priority 1.0: Organizational Development			
Action Steps	Target	Responsibility	Result
1.1 Assemble staff			
a. Hire CEO	02.28.09	Board	
b. Hire support staff	05.30.09	CEO	
1.2 Develop budget & timeline			
a. Prepare draft	11.30.08	CPEX	
b. Adopt budget	12.31.08	Board	
1.3 Prepare standard operating procedures	TBD	CEO	
1.4 Visit other cities for best practices			
a. Richmond	TBD	Board	
b. Other	TBD	Board	

Priority 2.0: Funding & Financing			
Action Steps	Target	Responsibility	Result
2.1 Identify & pursue federal funding	12.31.09	Board & Staff	
a. EPA(includes Brownfields coalition grant)			
b. HERA 2008			
c. HUD: CDBG, HOME, Sec. 108			
d. Dept. of Commerce/EDA			
e. Tax credits			
2.2 Identify & pursue state funding	12.31.09	Board & Staff	
a. Tax credits			
b. TIF			
c. Economic development			
2.3 Identify & pursue local funding	12.31.09	Board & Staff	
a. Leverage CDBG, HOME			
b. Property tax abatements			
c. TIF/tax revenue re-capture			
d. EBR Housing Authority			
2.4 Identify & pursue private funding, financing	12.31.09	Board & Staff	
a. Foundations			
b. Corporations			
c. Banks			
d. BRAC			

Priority 3.0: Project Development			
Action Steps	Target	Responsibility	Result
3.1 First "win" identified & underway	02.28.09	CPEX	
a. Identify using input from community			
b. Invite neighborhoods to share existing plans			
c. Explore rehab program			
d. Investigate REACH program in MS			
3.2 Assess existing programs			
a. City-Parish housing rehab program	12.31.08	CPEX	

EBRRA Strategic Plan

b. CPEX interviews	10.10.08	CPEX	
3.3 Property evaluation tool completion	TBD	CPEX	
3.4 Wrap up legal work	TBD	Counsel	
3.5 Land assembly	Ongoing	CEO/staff	
a. Master planning			
b. Environmental remediation			
c. Site prep & infrastructure			
3.6 Owner-occupied property strategy	TBD	CEO/staff	
a. Preservation			
b. Code enforcement			
c. Employer-assisted programs			
3.7 Quality rental property strategy	TBD	CEO/staff	
a. Asset management			
b. Code enforcement			
c. Local agents for absentee owners			
d. Inspections at sale			

Priority 4.0: Community Engagement & Partnership Building			
Actions Steps	Target	Responsibility	Result
4.1 Identify partners	Ongoing	CEO	
a. Partners in planning			
b. Partners in implementation			
c. Partners in funding			
4.2 Develop communication strategy			
a. Initiated	TBD	BRAF	
• Public report on strategic plan			
• Reach out to CDC's			
• Reach out to ministers			
• Engage different communities			
• Clear definition of blight			
b. Finalized	05.30.08	CEO	
4.3 Develop community standard for design	TBD	CEO	
4.4 System to report accountability	TBD	CEO	

While accomplishing the aforementioned Action Steps will be critical to EBRRA's ultimate success as a redevelopment organization, it is equally important to keep focus on its goals. The following chart in Appendix A demonstrates the relationships between EBRRA's Vision, Goals, Priorities, and Action Steps. Although this Strategic Plan is intended to be a living document - subject to change as the organization grows - the Priorities and Action Steps should always reinforce EBRRA's Goals, and the Goals the Vision.

Appendix A

VISION:				
Transform the quality of life for all citizens who live, work, and play in EBR by returning blighted properties to productive use, fostering redevelopment through facilitating partnerships, and creating a vibrant and globally competitive community while preserving character of place.				
EBRRA GOALS:				
Transform the quality of life for all citizens	Foster redevelopment	Facilitate partnership	Create a vibrant, globally competitive community	Preserve & enhance character of place
2008-2009 PRIORITIES:				
Organizational development	Funding	Project development	Community engagement & partnership building	
<ul style="list-style-type: none"> • Assemble staff • Develop budget & timeline • SOPs prepared • Best practices 	<ul style="list-style-type: none"> • Federal sources • State source • Local sources • Private sources 	<ul style="list-style-type: none"> • First “win” underway • Assess existing programs • Property evaluation tool • Legal work • Land assembly • Owner-occupied strategy • Rental strategy 	<ul style="list-style-type: none"> • Identify partners • Develop communication • Develop design standards 	

Appendix B

Prioritized SWOT Analysis for EBRRA
(Board Identified Short-term Priorities in Bold)

Strengths of EBRRA	Weaknesses of EBRRA
<ul style="list-style-type: none"> -Baton Rouge Area Foundation -Potential strong CEO candidates -Board member prominence, servant leadership, character & integrity -Very enthusiastic and excited Board -Timing is perfect, positive...a real need -Power granted by the legislature -EBRRA structure set up that follows best practices of Redevelopment Authorities -Business community is excited -Community is ready -Close relationships & cooperation with Mayor and Chief Administrative Officer -Impressed with resources that have flocked around this (CPEX, BRAF, Mortgage Finance Authority) -Strong Board network of relationships -Anchors exist(Old South Baton Rouge, Mid City, Downtown) to leverage -Parish work already done on GIS Mapping -For now, flying under the radar -\$1.5M/year funding in place for the next 3 years. -No mistakes yet! :) 	<ul style="list-style-type: none"> -Lack of CEO/staff and immature organization with no track record as yet -Lack of true understanding of what to do -Unfamiliarity of Board members in the intricacies of public forums -Public education and communication---getting name out there and educating community on the EBRRA/benefits -Lack of diversity of the Board. Not reflective of the community -No assets right now -No power or authority to sway right now -No secure long term funding -Historically, planning commission has not been involved in redevelopment -Succession candidates for Board members
Opportunities of EBRRA	Threats to EBRRA
<ul style="list-style-type: none"> -3-4 areas in Parish that are centers of poverty -A number of blighted properties where property values are low; adjacent to higher end properties -Go into tougher communities to aggregate property and make commercially viable and right on the heels of this an opportunity to play bigger role in the higher profile projects the Mayor has like the “Alive Project” along the River -Aggressive public/private partnerships could be sought after -Partner with Housing Authority on mixed use to get something done -The DDD has done a great job as catalyst for downtown development and people are taking note—the community is ripe! -All over the city, City needs EBRRA -Home repair and rehab efforts -Massive improvement in children’s education -Mirror the success and experience of “Plan Baton Rouge... things can happen. -Local economy better than elsewhere -New young people moving from New Orleans -Community has embraced need for better planning post-Katrina -Large groups of neighborhood associations 	<ul style="list-style-type: none"> -Fear/resistance to change: -“I’m not sure I want to change the way things are done.” -Inertia of helplessness in some neighborhoods -Lack of trust in the community including perceived elitism -Monumental bureaucracy in government based on years of dysfunction -Not enough knowledge/education on the topic in the community -The loss of leadership on the city side -Economy, if something happens to oil & gas -Other organizations try the same process as an EBRRA -If the wrong first project is selected -Presence of mediocrity in other levels of government -Jealousy over power and money/politics -Need to engage civic leadership -Integrate EBRRA into day-to-day activities of City-Parish government -EBRRA should drive deals in EBR -Have to manage multiple relationships -Willingness of Board to support an innovative, creative, dynamic leader who will push the organization -Engage capital market leaders -Political interference (EBRRA will be tested) -not being open (protocol for public comment)

