



## "Developing Small Deal"

In developing and revitalizing communities, here's was a successful developer's advice for you all:

- Financials – Emphasis of “sources & uses” as a universal and basic development tool.
- Banking - Underwriting considerations in financing decisions. (How bankers think?)
- Environmental – Flood Zones and the impact of flood insurance costs in light of the recent 1000 year flood.
- Legal Structures Considerations - Importance of choosing the proper Organizational Structure.

Archie L. Jones CPA  
Gemini Real Estate Holdings, Inc.



# **“CREATING NEIGHBORHOOD DEVELOPERS PROGRAM”**

*Revitalizing Communities through Emerging Developers through Quality Training*

## **Course 2: Emerging Developers – Acquisition**

Saturday, February 25, 2017, 9:00 AM – 11:30 AM

Room 313, College of Business, Southern University, Baton Rouge

# COURSE OVERVIEW



- This course is designed to provide beginning and small developers with the basic knowledge and methodology needed to identify, research and acquire properties for potential development projects through various processes.

# BLIGHTED ACQUISITION



- Properties that were abandoned and acquired by a municipality through the adjudicated process.
- The developer benefits from acquiring this type of property because of the minimum capital investment required for these transactions.

# PUBLIC BID PROCESS



- The local municipality or sheriff will dispose of these properties through a bidding process.



# INHERITANCE

- These are properties that are passed down through family wills, successions or titles.

# PURCHASE PROPERTIES



- The developer directly purchases the property from an owner via a monetary transaction.

# STRATEGIC PLANNING



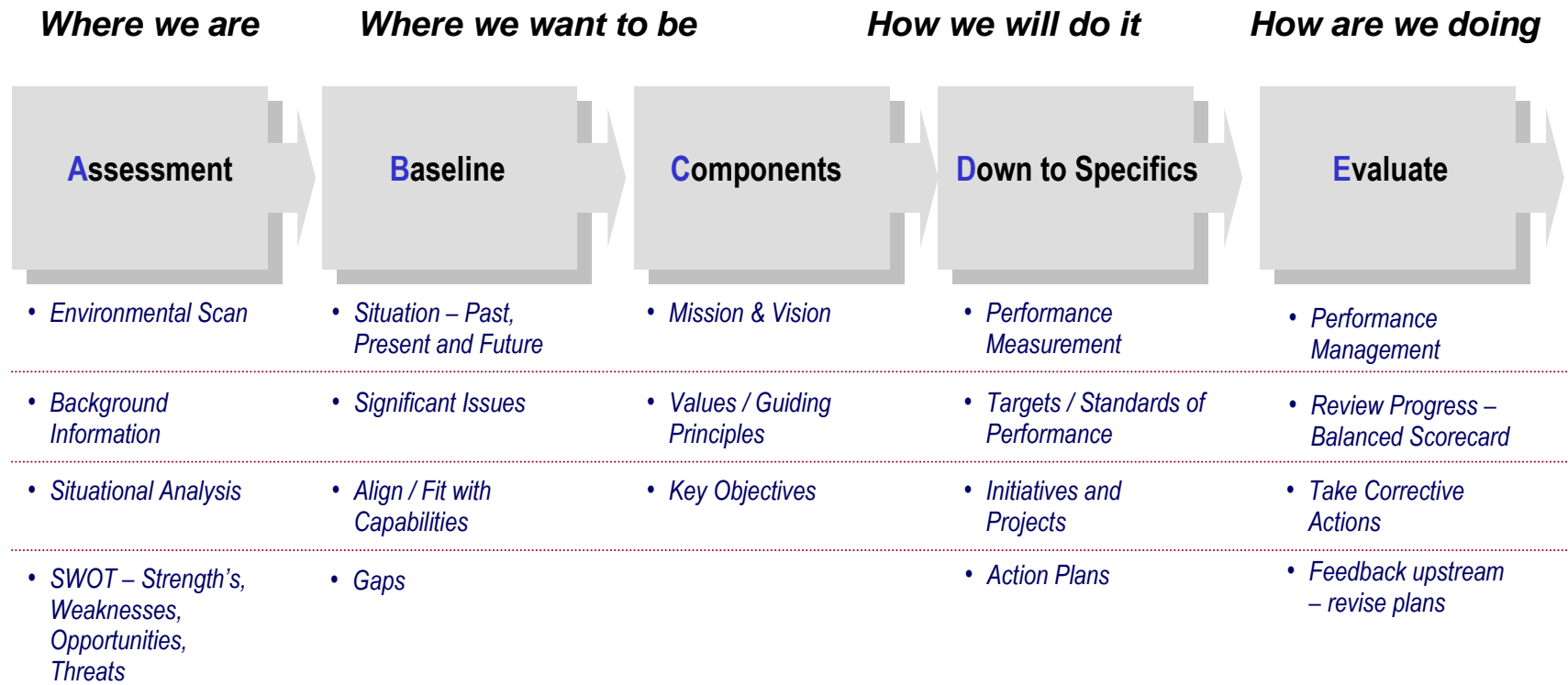
- Basic template for developing an acquisition plan.



# STRATEGIC PLAN FORMAT & TEMPLATE

# STRATEGIC PLAN FORMAT and TEMPLATE

## Strategy Development Process



Note: All Strategic plan proposals should be accompanied with a 'Table of Contents' and should be in the order depicted below.

**Executive Summary**

Give brief outline of the (Org/Dept).

## Environmental Analysis

### Internal Environment

[Internal Assessment: Organizational assets, resources, people, culture, systems, partnerships, suppliers, etc]

### External Environment

[External Assessment: Marketplace, competitor's, social trends, technology, regulatory environment, economic cycles, etc]

## Tools for comparison analysis

[It involves specifying the objective of the institution or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.]

Examples:

SWOT Analysis; Six Forces Model; VRIO; PEST analysis; Porter's Four Corners Model

## **Benchmarking**

[Benchmarking is the process of comparing one's business processes and performance metrics to industry bests and/or from other industries. Dimensions typically measured are quality, time, and cost. Improvements from learning mean doing things better, faster, and cheaper.

Benchmarking involves management identifying the best institutions in their industry, or any other industry where similar processes exist, and comparing the results and processes of those studied (the "targets") to one's own results and processes to learn how well the targets perform and, more importantly, how they do it.]

## **Best practices**

[A best practice is a technique, method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance. The idea is that with proper processes, checks, and testing, a desired outcome can be delivered with fewer problems and unforeseen complications. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.]

## **Gap Analysis**

[Identify the gap between the optimized allocation and integration of the inputs, and the current level of allocation. This helps provide the institution with insight into areas which could be improved. The gap analysis process involves determining, 'where you are now' and 'where you want to be'.]

### **Strategic Plan**

The strategic plan should be communicated to all relevant individuals, including stakeholders and sponsors. It should include the following:

#### **Vision**

[What the org/dept wants to be; it should be compelling, vivid and concise,, challenges everyone to reach for something significant – inspires a compelling future; it is time bound. An organisation's **Vision** sets out its aspirations for the future. The Vision is the 'dream' of the future, a picture painted in words, which is intended to inspire people by appealing to the heart as well as the head.]

#### **Mission**

[Our purpose of existence; should be brief and to the point; it provides context for major decisions and capable of infinite fulfilment; it is not time bound].

## MISSION Formulation

Answer each of these questions.

What services and/ or products will the organization/department offer?

Who are the people who may use or benefit from this services or products?

What are the reasons for the organization/ department?

Why will the organization/ department exist?

Now combine all the answers into one statement of purpose.

## Values

[Values will guide every major decision making; it embodies the spirit of the org/ dept; revisit Vision and Mission statement.]



## Strategic Objectives

List specific actionable results needed to support the vision and the mission. Use the mnemonic SMART/ER

S Specific  
M Measurable  
A Attainable  
R Relevant  
T Time bound  
And  
E Evaluate  
R Reevaluate

## Initiatives

[These are actions that will lead to achievement of your objectives, often taking the form of **projects** or **programs**]

## Measures (KPI(s), Timeline and Deliverables

[These are objective, quantifiable methods for measuring success. Indicators and monitors of success. It includes; performance measurement, initiatives and projects and action plans.]

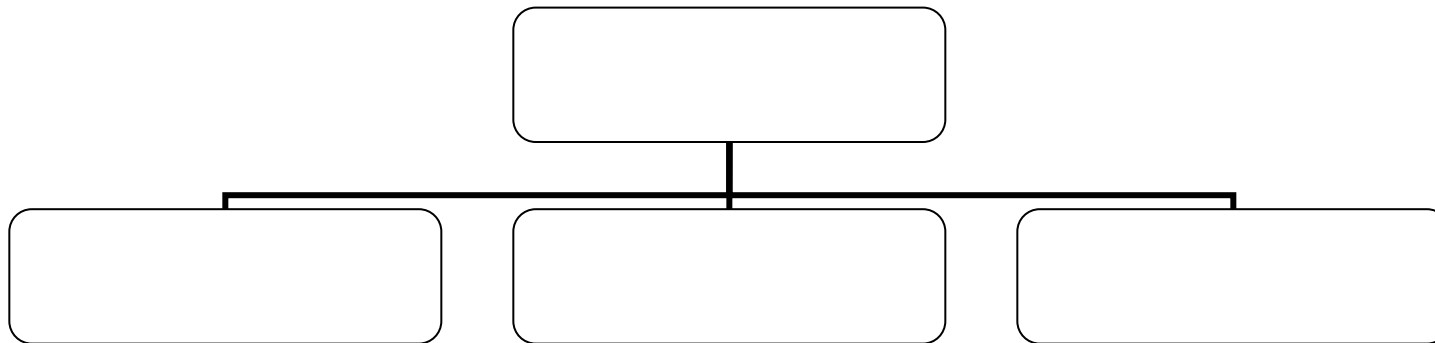
[Each Initiative has a supporting Action Plan(s) attached to it. Action Plans are geared toward operations, procedures, and processes They describe who does what, when it will be completed, and how the organization knows when steps are completed Like Initiatives; Action Plans require the monitoring of progress on Objectives, for which measures are needed]

### Quick wins

[These are improvement which is expected to provide a Return on Investment in a short period of time with relatively small cost and effort.]

### Organization Structure

[Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the department, workgroup and individual. Please provide a diagram]



**Resource**

Personnel

Finance/ Budget

Facilities/ equipment

**Summary** (include a 5 by 5 year timeline towards 2030)

## ONE-PAGE STRATEGIC PLANNING TEMPLATE

### ABOUT US

PAST - where we have been	
TODAY - where we are now	
VISION - where we should go and why	
MISSION - who we are, how we work toward our vision, what makes us unique	
CORE VALUES - guiding principles of our work and how we operate	

### GOALS

OBSTACLES - what could prevent us from realizing our vision	
LONG-TERM GOALS - what we will do to realize our vision	
SHORT-TERM GOALS - what will be done YR1, YR2, YR3, etc.	
MEASUREMENTS OF SUCCESS - what benchmarks will be used as indicators of success	

**STRATEGY**

RESOURCE ASSESSMENT - infrastructure required to realize vision

IMPLEMENTATION - Plan what will be done along with completion deadlines

DISSEMINATION - how the plan will be announced / assigned and to whom

PROGRESS ASSESSMENT PLAN - how we will oversee progress, monitor success, and implement revisions

# THE JARVIS GREEN FOUNDATION

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## RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN

### Introduction

The Board of Directors and Staff of The Jarvis Green Foundation developed this strategic plan with assistance from Southern University Small Business Development Center. It provides The Jarvis Green Foundation with a three-year roadmap for support, services and organization development by providing affordable housing through rentals and homeownership to working parents in low income and previous blighted areas. These properties will in some cases cater to able and disable veterans.

This plan was developed with broad involvement and guidance from the Staff and it's construction management subcontractor, ComNet LLC. The Strategic Planning Committee included two board members, the staff and the construction management subcontractor, ComNet, LLC. This Committee including the executive director and a board member met twice to reflect on the mission, the vision, core operating values and assumptions underlying the organization's approach to it's work. These meetings set the stage for a work session of which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan. The staff will name this project; "Red Stick Revitalization Project".

ComNet , LLC facilitated the estimating costs and fees associated with new construction of Affordable Rental housing with a mixture of Affordable Housing for new construction by using Xactomate building construction software pricing tool. ComNet, LLC conducted a site survey of the maps and areas of the properties that will be made available to The Jarvis Green Foundation for the development of bettering the community. An organizational assessment helped The Jarvis Green Foundation assess both the challenges and opportunities it is likely to face over the next three years and set the context for the choices reflected in this strategic plan.

### Executive Summary

The Jarvis Green Foundation mission is to:

PROVIDE SUPPORT TO WORKING PARENTS IN DISADVANTAGED, LOW-INCOME AREAS WHOM DESIRE OWNERSHIP OF THEIR OWN PROPERTIES AND WHOM DESIRE TO ADVANCE THE LIVES OF THEIR CHILDREN THROUGH HOME OWNERSHIP.

### Background and History

The Jarvis Green Foundation began in 2007 as a 501©3 organization providing support to single working mothers in disadvantaged, low income areas whose lives had been affected by tragic and uncontrollable circumstances.

The Jarvis Green Foundation support and services includes nationally recognized fund raising events such as wine tasting, grants, donors for the purpose of seeing out the mission of this organization.

### Direction and Results

# THE JARVIS GREEN FOUNDATION

## RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN

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The strategic direction and goals included in this plan are The Jarvis Green Foundation's response to its understanding of what its clients value most about the organization, and current opportunities and

challenges for offering a high quality system of support in the community for working parents that needs **affordable rental housing and or affordable homeownership**.

The three-year period of this strategic plan will be in a time of assessing and deepening The Jarvis Green Foundation approaches to its work. Concurrently, The Jarvis Green Foundation will take more of a leadership role in working with a broader array of community resources, and it will explore actively engaging more grants, donors, fund raisers and volunteers.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, in addition to compliance with the Cooperative Endeavor Agreement, Agreement to Donate, and the Donation of Property Agreement, The Jarvis Green Foundation will pursue the following strategic direction:

1. The Jarvis Green Foundation will deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with potential working parents seeking home ownership and making their communities a better place to live.
2. The Jarvis Green Foundation will take a leadership role in working with range of accepting and administering gifts, donors, grants, endowments and bequests of any and all type of property and funds, in trust or otherwise, whether in principal or income, vested or contingent, to borrow or make loans and investments, purchase and acquire assets.
3. The Jarvis Green Foundation will explore the feasibility of expanding the organization's visibility in the community and making greater use of volunteers such as churches and local municipalities.
4. The Jarvis Green Foundation will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets.
5. The Jarvis Green Foundation will further involve its sub-contractors and sub-consultants and lending institutions to ensure its working parents clients seeking affordable rental and affordable homeownership within the low income and previously blighted properties is done effectively.

### Goals

The following goals for The Jarvis Green Foundation over the next three years are the organization's response to the important issues that has been identified. These goals provide a roadmap for fulfilling the strategic direction.

### Service Delivery

The Jarvis Green Foundation will provide an application for its working parent seeking to acquire home ownership from Iberia Bank Mortgage Company. Iberia Bank Mortgage Company will provide the working parent seeking home ownership the newest LMI Census Tract Home Financing package that includes the following:

- Up to \$4,000 Down Payment Assistance (DPA)
- FHA, VA and USDA Loans Available

# THE JARVIS GREEN FOUNDATION

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## RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN

- Program Available to Qualifying Low-to-Moderate (LMI) Borrowers
- A wide Range of Credit Scores will qualify ( a minimum of 600 required)
- All loans approved locally
- All loans funded locally

To Qualify, the borrower must:

- Fall within the designated credit score range
- Attend HUD approved Home Buyers Counseling class for first time buyers
- Property must be located in eligible area
- Borrow income levels do apply (each household cannot exceed \$51,000 annually)

Furthermore, The Jarvis Green Foundation will provide application to working parents for properties that will be Affordable Rentals.

### **Human Resources**

The Jarvis Green Foundation will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

### **Resource Development**

The Jarvis Green Foundation will be a highly visible, well-respected, nonprofit organization that attracts increased numbers of higher levels of contributions to support operations and the endowment fund.

Successful implementation of this strategic plan will result in more quality supports and services delivered to clients and consumers, more consumers welcomed in the community and actively involved in community life, and a broader array of resources in the community valuing and supporting families in need of affordable rental housing/ home ownership in their communities. The ultimate result The Jarvis Green Foundation aspires to achieve is far beyond high quality supports and services for people who seek renting or purchasing a new home in low income and disadvantaged areas. It is about changing community conditions that make full community life possible for every person.

### **Funding Sources**

While private donations is still a significant source of funding through private sources including individuals and businesses, The Jarvis Green Foundation has a robust and innovative program by seeking governmental grants through alliances. With the construction of the affordable rental properties and the affordable housing for new construction, The Jarvis Green Foundation will utilize governmental funding and private sources for the purposes of construction.

### **Core Operating Values**

The following core operating values influence the culture and public image of The Jarvis Green foundation as an effective community-based organization serving a wide variety of individuals and families.

**Caring Attitude** - The Jarvis Green Foundation demonstrates compassionate support and concern for people with disabilities and their families. As a part of this caring attitude, we educate and inform consumers and their families.

**Responsiveness** – The Jarvis Green Foundation finds solutions that meet the needs and preferences of working parents and their families through direct service or referrals to other providers.



# THE JARVIS GREEN FOUNDATION

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## RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN

**Respectfulness** - The Jarvis Green Foundation honors the choices of people with the need to find a home to own in low income areas, encouraging each person to take control over his/her own life, and helps to shape these based on what is important to each consumer. We respect the role that families have in helping to shape these choices as well.

**Individualized Support** – The Jarvis Green Foundation knows that people’s needs vary significantly and can change over time, we seek to understand the individual consumer and co-create the right supports for each person’s development needs to acquire an affordable home.

**Diversity** – The Jarvis Green Foundation understands that parents in the need for an affordable homeownership in low income areas are part of all races, ethnicities and religions; we seek to assist as many people as our financial resources support.

**Integrity and Accountability** – The Jarvis Green Foundation has the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

**Partnerships** – The Jarvis Green Foundation works with a wide variety of partners and advocates for quality service by all partners.

**Advocacy** – The Jarvis Green Foundation educates the public and advocates for the long term bests interest of people with disabilities and their families.

**Financial Sustainability** – The Jarvis Foundation believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

### **Strengths**

The Jarvis Green Foundation key strengths include the organization’s demonstrated ability to provide high quality, necessary services, which help working parents live a fuller life in the community by providing them with affordable rentals properties and home ownership. Investors, Financial Institutions and donors are eager to participate. The staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. The Jarvis Green Foundation has an excellent reputation and has a desire to be looked to by other service providers as a leader.

### **Weaknesses**

Some believe that The Jarvis Green Foundation’s significant growth has led to challenges to human resources and lack of structure for coordination among departments, and inconsistent administrative and clerical support. There is a perceived need for improved management practice, use of technology, and increased use of volunteers. There was a call for additional social and recreational services and for greater visibility in the community.

### **Opportunities**

The opportunities considered most important included:

- *Increasing community acceptance and opportunity to get rid of blighted properties* and allowing community families to rent properties and or build a new affordable home on the site. There

# THE JARVIS GREEN FOUNDATION

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## RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN

appears to be increased emphasis on inclusion at schools and increased openness by employers at these new recovery schools to build homes in these areas where their employees including teachers can live near the new recovery schools they are employed at. These changes make The Jarvis Green Foundation's philosophy more prevalent and my increase demand for its services and opportunities for employment and inclusion.

- *Implications:* Greater inclusion raises the community's consciousness to see our consumers as untapped resources. This can change the outlook at schools, career, and technical programs and lead to independence and economic stability for consumers. The Jarvis Green Foundation could do more selling to potential working parents looking to build a new home in low income areas.
- *Increased visibility,* which could lead to greater access to other resources. The parish and state has a range of resources including grants and support from local legislatures and council persons, community colleges, and universities with students interested in purchasing a home in these low income areas – all of which could be better tapped.
- *Implications:* The Jarvis Green Foundation could develop a program to support potential clients through screening, training and ongoing partnerships. The program should also celebrate and recognize our efforts. We also see the need for volunteers to help and at the same time, this will help increase fundraising and other may look more closely at the quality of services provided by these volunteers.

### **Threats**

The threats considered most important included:

- *Dependence on government funding.* Funding, particularly the residential funding stream is somewhat competitive at the state level. We would like to tap into the parish funding sources through the Office of Community Development.
- *Implications:* The Jarvis Green Foundation needs to assess the real demand for its service and be prepared to explore other opportunities for generating revenue. The question of what happens when private money is gone needs to be addressed.

### **Service Delivery**

The Jarvis Green Foundation will provide model supports for people who are in need of affordable rental properties and homeownership in low income areas, either directly or through partnerships with or referrals to our service. In some cases the foundation will provide to the needs of able and disable veterans whom seek housing and other services.

## **Strategic Action Plan Focus by Year**

The following is a summary of the anticipated major focus of activities by goal for The Jarvis Green Foundation's Red Stick Revitalization Project:

### **Year 1:**

# THE JARVIS GREEN FOUNDATION

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## RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN

### Service Delivery

1. Comply with Cooperative Endeavor Agreement (CEA) 2. Agreement to Donate 3. Donation of Property as it relates to Affordable Rental and New Construction for Home Ownership.

### Resource Development

- Utilize partnerships including Iberia Bank Mortgage Affordable Housing Mortgage Program.
- Engage a property management firm to manage properties.

### **Year 2:**

#### Service Delivery

1. Cooperative Endeavor Agreement (CEA) 2. Agreement to Donate 3. Donation of Property

#### Resource Development

- Utilize Partnership Including Iberia Bank Mortgage Service Mortgage Program.
- Engage a property management firm to manage properties.

### **Year 3:**

#### Service Delivery

1. Cooperative Endeavor Agreement (CEA) 2. Agreement to Donate 3. Donation of Property

#### Resource Development

- Utilize Partnership Including Iberia Bank Mortgage Service Mortgage Program.
- Engage a property management firm to manage properties.

### **Conclusion:**

In conclusion, The Jarvis Green Foundation will name it's RDA's donation properties, "Red Stick Revitalization Project". It will perform excellence service in providing affordable rental properties and affordable home ownership to it's client base. In some cases the foundation will cater to the needs of able and disable veterans that seek housing and services associated to their needs. With the CEA and the Donation of Property, the foundation will comply with all rules set forth by the Baton Rouge Redevelopment Authority.

# THE JARVIS GREEN FOUNDATION

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RED STICK REVITALIZATION PROJECT - STRATEGIC PLAN