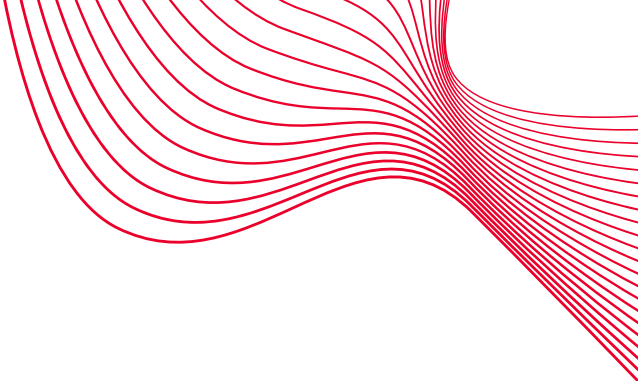


2026-2030

Strategic Roadmap



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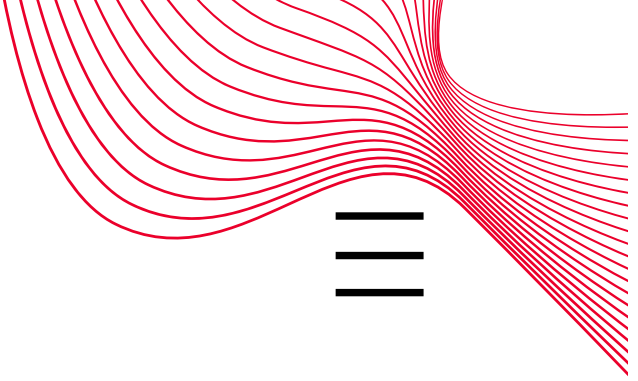
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Overview

Welcome to the Strategic Roadmap

The **2026–2030 Strategic Roadmap** serves as the operational companion to Build East Baton Rouge’s Five-Year Strategic Plan.

The Strategic Plan sets the Authority’s vision, goals, and long-term priorities. This guide outlines the priorities and deliverables needed to move from strategy to a structured implementation framework that supports disciplined execution, transparent governance, and measurable redevelopment outcomes across East Baton Rouge Parish.

This guide is intended to move the organization from strategic intent to operational action.

It provides the sequencing, tools, and controls to support the Authority’s statutory role as a neutral public steward advancing equitable redevelopment, land readiness, neighborhood stabilization, and catalytic reinvestment.

Grounded in the priorities identified through the Five-Year Strategic Plan, informed by community perception and trust insights, and operationalized through the redevelopment interventions outlined in the Baton Rouge Blight Redevelopment Playbook, this document serves as the primary execution framework for the Authority through 2030.

How This Guide Should Be Used

This guide is designed to support decision-making and execution at multiple levels across the organization.

Board of Commissioners

Used to:

- Monitor strategic progress
- Review milestone performance
- Evaluate decision points
- Support governance oversight
- Assess risk and public impact

Legal, Operations, and Redevelopment Teams

Used to:

- Manage property workflows
- Guide acquisition and disposition processes
- Track redevelopment pipeline status
- Execute operational controls
- Support implementation reporting

Executive Leadership

Used to:

- Manage implementation sequencing
- Assign workstream ownership
- Coordinate cross-functional execution
- Track performance and outcomes
- Support partner alignment

External Partners

Used to:

- Align developer and nonprofit partnerships
- Clarify process expectations
- Support funding and capital partnerships
- Coordinate jurisdictional efforts

How This Guide Is Organized

This guide is structured in two integrated layers:

Strategic Roadmap

The roadmap outlines a sequenced implementation timeline, organized into phased workstreams that define what needs to happen, when, and the dependencies that must be resolved to move redevelopment forward.

This is designed for executive and board-level use.

Guiding Implementation Principles

Execution of this roadmap should remain aligned with the Authority's guiding values established in the Strategic Plan.

- **Stability**
Redevelopment that strengthens neighborhoods without displacement.
- **Accessibility**
Processes and outcomes that remain clear, navigable, and transparent.
- **Respect for Place**
Implementation that honors neighborhood identity, community history, and local context.
- **Incremental Progress**
Visible, measurable wins that build trust through action.

These principles are particularly important given the community feedback that **visible progress builds greater confidence than long-range plans alone.**

From Plan to Progress

This guide is intended to ensure that Build EBR's work remains both strategic and executable.

Success will not be measured solely by the completion of activities, but by the Authority's ability to deliver visible, sustained improvements in land readiness, neighborhood stabilization, and redevelopment outcomes that strengthen public confidence and long-term community benefit.

The pages that follow provide the framework to move that work forward with clarity, discipline, and accountability.



Section 1

ROADMAP TIMELINE

SECTION 1: ROADMAP OVERVIEW & STRATEGIC SEQUENCING



PHASE I FOUNDATIONAL INFRASTRUCTURE 0–6 MONTHS

- Focus:**
- Governance Cadence
 - Portfolio Governance
 - Property Pipeline Criteria
 - Title Clearing Workflow
 - Developer Intake Framework
 - Public Dashboard Prototype
 - Partner MOUs
 - Funding Stack Strategy
 - Community Trust Infrastructure

Primary objective:
Establish the institutional, legal, operational, and reporting systems required to support disciplined redevelopment execution.

PHASE III SCALE & CAPITAL DEPLOYMENT 18–36 MONTHS

- Focus:**
- capital stack deployment
 - corridor packages
 - revolving acquisition strategy
 - predevelopment financing
 - multi-parcel bundling
 - developer partnership framework

Primary Objective
Transition Build EBR from early implementation and demonstration activity into a scalable redevelopment platform capable of deploying capital, packaging sites for market-ready reuse, and accelerating corridor-level reinvestment across priority areas.

PHASE II EARLY WINS & PIPELINE ACTIVATION 6–18 MONTHS

- Focus:**
- first acquisitions
 - visible blight removal clusters
 - corridor demonstration projects
 - developer pipeline launch
 - public dashboard live
 - early community trust wins

Primary objective:
Deliver visible, community-facing wins that reinforce public confidence and demonstrate implementation credibility.

PHASE IV PARISHWIDE IMPACT & SYSTEM MATURITY 36–60 MONTHS

- Focus:**
- parish-wide pipeline
 - institutional capital partnerships
 - permanent data dashboard
 - corridor transformation benchmarks
 - sustained public confidence metrics

Primary Objective
Institutionalize Build EBR’s redevelopment systems, expand successful corridor and neighborhood models parishwide, and demonstrate sustained, measurable public benefit through stabilized land pipelines, recurring capital partnerships, and long-term neighborhood impact.



Section 2

**PHASE I:
FOUNDATIONAL INFRASTRUCTURE
0–6 MONTHS**

2.1 PHASE OVERVIEW



Early Wins & Pipeline Activation

The first six months of implementation are dedicated to establishing the institutional systems, governance controls, legal workflows, and operational tools required to support disciplined redevelopment execution.

This phase is focused on **building operating capacity before scaling visible redevelopment activity**.

The work completed during this period will establish the Authority's ability to manage property pipelines, accelerate title resolution, coordinate cross-sector partners, deploy early capital strategies, and reinforce public trust through transparent reporting and visible sequencing.

Success in this phase is defined by the establishment of a functional operating model capable of supporting Phase II pipeline activation and early visible wins.

2.2 PHASE I LEADERSHIP ACTIVATION PRIORITIES

First 30–60 Days

The first 30–60 days of Phase I are critical to establishing executive momentum, governance alignment, and organizational readiness.

During this period, leadership should focus on activating the foundational systems necessary to support disciplined execution during the first six months.

These actions are intended to establish the governance, legal, parcel, partnership, and capital pathways required to move the Authority from strategic planning into operational readiness.

Immediate Leadership Actions

During the first 30–60 days, leadership should prioritize the following actions:

- Present the governance framework to the Board for consideration
- Establish recurring executive review cadence
- Identify priority corridor parcels for initial assessment
- Confirm legal support for title actions and site-readiness workflows
- Identify the first 3–5 early win sites
- Initiate first partner and developer conversations
- Align with OCD / City-Parish funding priorities and potential capital pathways

Executive Milestones

By the conclusion of the first 30–60 days, leadership should aim to achieve the following milestones:

- Board-ready committee resolution drafted
- Parcel triage criteria reviewed and refined
- Dashboard data fields and reporting categories identified
- First capital and funding conversations initiated

These milestones are intended to serve as the initial activation indicators for successful Phase I progression.



2.3 PHASE I DELIVERABLES OVERVIEW

Foundational Infrastructure Deliverables

By the end of Phase I, Build EBR should have established the foundational governance, legal, operational, transparency, developer intake, and capital-readiness deliverables needed to support Phase II pipeline activation and early visible wins.

Governance

- Board Committee Formation & Delegated Oversight Framework
- Decision-Rights Matrix
- Delegation Thresholds
- Monthly Implementation Review Cadence
- Board Dashboard Reporting Template

Legal

- Title Clearance Workflow Map
- Legal Escalation Process
- Risk Rating Model

Pipeline

- Project Status Tracker
- Public-Facing Timeline Map

Partnership & Intake

- Developer Intake & Qualification Template
- Partner MOU Template

Capital

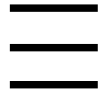
- Capital Approval Matrix
- Funding Strategy Template

Deliverable Definitions & Intended Use

To support consistent understanding across board leadership, executive staff, and implementation partners, the following section defines each deliverable, its intended purpose, and its role within the first six months of implementation.

These definitions are intended to support both board consideration and operational execution. The subsequent section will then align each deliverable to the Phase I priority areas.

2.4 DELIVERABLE DEFINITIONS



1. Board Committee Formation & Delegated Oversight Framework

What It Is

To strengthen oversight, improve implementation cadence, and reduce decision bottlenecks, leadership should present for Board consideration a recommended committee framework aligned with the Authority's statutory powers and governance structure.

Pursuant to the Authority's enabling statute, certain board functions may be delegated by majority vote to specified officers or committees under terms and conditions established by the Board.

Recommended committee structures should be established through formal board resolution and committee charter adoption, consistent with the Board's statutory delegation authority under **La. Rev. Stat. § 33:4720.151(G)(10)(b)**.

Strategic Purpose

This deliverable creates the governance architecture necessary to support recurring oversight, delegated review, risk escalation, and board-ready recommendations.

Its purpose is to improve governance agility while reinforcing transparency and public legitimacy.

Core Components

Recommended committees may include:

- **Executive & Governance Committee**
- **Redevelopment Pipeline & Disposition Committee**
- **Finance & Capital Strategy Committee**
- **Community Transparency & Public Impact Committee**

Each committee should include:

- defined charter
- delegated authority
- meeting cadence
- membership structure
- escalation triggers
- reporting responsibilities

Any committee structure should be formally established through board resolution and incorporated into the Authority's bylaws, operating rules, or committee charters.

Ownership / Oversight

Primary Owner: CEO / EVP

Approval Authority: Full Board

Ongoing Oversight: Board Chair + Executive Committee



Committee Membership Standards & Appointment Framework

To support timely implementation and strengthen governance capacity, executive leadership should be authorized to develop and present to the Board for approval a **Committee Membership Standards & Appointment Framework**.

This framework should define the recommended qualifications, experience profiles, conflict-of-interest safeguards, term expectations, quorum requirements, and nomination pathways for committee membership.

This framework creates a clear distinction between **board authority and leadership-led governance administration**, ensuring the Board retains its statutory oversight role while empowering executive leadership to manage the operational design and administration of the committee ecosystem.

Under this model, the **Board of Commissioners** would retain formal authority for:

- committee creation
- committee charter adoption
- delegated authority scope
- appointment methodology
- term lengths
- quorum and voting rules
- formal committee appointments

Executive leadership, including the CEO and designated executive staff, would be responsible for developing and presenting for Board consideration:

- qualifications matrix
- nomination criteria
- conflict-of-interest standards
- attendance and participation expectations
- subject matter expertise requirements
- candidate recruitment and outreach pipeline

Once committees are established, the relevant committee chair or the Executive & Governance Committee may be responsible for ongoing review and recommendations related to:

- nominee review
- committee vacancies
- member performance and attendance
- reappointments and term renewals

Recommended Governance Model

Board Approves • Leadership Designs • Committee Recommends

The recommended governance model for committee administration is structured as follows:

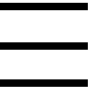
Board Approves

The Board retains formal authority to approve and adopt the governance framework, including the creation of committees and the delegation of scope.

Leadership Designs

Executive leadership develops the operational requirements, membership criteria, and nomination process.

Committee Membership Standards & Appointment Framework (continued)



Committee Recommends

Standing committees, or the Executive & Governance Committee, review nominations and provide recommendations for Board consideration.

This governance model is intended to support efficiency, accountability, and timely implementation without concentrating recurring operational decisions at the full Board level.

Recommended Membership Structure

Voting and Advisory Participation Model

To strengthen community trust, broaden subject-matter expertise, and reduce the appearance of concentrated political alignment, committees should be structured to include both voting Board members and, where appropriate, advisory, non-voting external representatives.

Core Voting Members

Voting membership should be limited to appointed Board commissioners, consistent with the bylaws and the delegated committee's authority.

Advisory Members (Non-Voting)

Advisory members may include appointed subject matter and community representatives whose expertise supports the committee's function.

Recommended advisory representation may include:

- neighborhood leaders
- housing and title experts
- corridor residents
- community development practitioners
- economic development partners
- finance and redevelopment subject matter experts

This structure broadens community voice and strengthens public legitimacy while preserving the Board's formal decision-making authority.

Conflict-of-Interest & Ethics Standards

All committee members, whether voting or advisory, should be subject to clearly defined conflict-of-interest and ethics standards.

Recommended standards should include:

- no direct financial interest in active redevelopment packages
- no current bidding or contracting relationships with active Build EBR projects
- required conflict-of-interest disclosure at appointment and annually thereafter
- annual recusal certification
- acknowledgment of applicable public ethics and transparency standards

These safeguards are designed to protect both the Authority and committee members from real or perceived conflicts while reinforcing public confidence in the governance process.



2.4 DELIVERABLE DEFINITIONS

2. Decision-Rights Matrix

What It Is

A governance tool that clearly defines who is accountable, responsible, consulted, and informed for key implementation decisions.

Strategic Purpose

Reduces ambiguity in decision-making and ensures timely action across governance, operations, legal, and capital workflows.

Core Components

- Board / Executive decision pathways
- committee review roles
- operational approvals
- legal consultation triggers
- escalation routing
- RACI structure

Ownership / Oversight

Primary Owner: CEO / EVP

Committee Oversight: Board Chair + Executive Committee

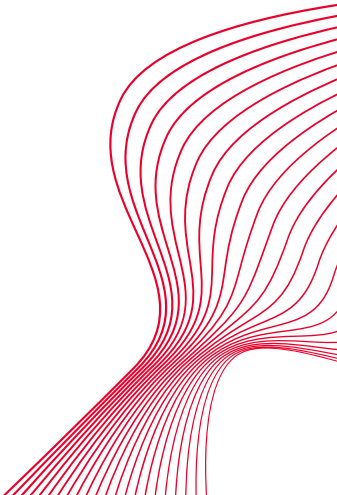
Function	Board	CEO	EVP/COO	Legal	Ops
Acquisitions	A	C	R	C	I
Disposition	A	C	R	R	I
Capital Deployment	A	R	R	C	I
Partner MOUs	C	A	R	C	I
Public Reporting	I	A	R	I	C

A = Accountable

R = Responsible

C = Consulted

I = Informed





2.4 DELIVERABLE DEFINITIONS

3. Delegation Thresholds

What It Is

A formal approval threshold framework that establishes monetary and operational limits for delegated authority below full board approval.

Strategic Purpose

Prevents routine implementation actions from stalling while preserving board oversight for high-risk or high-value decisions.

Core Components

- financial thresholds
- contract approval limits
- capital authorization bands
- legal escalation thresholds
- emergency action authority

Ownership / Oversight

Primary Owner: CEO + Finance Lead

Committee Oversight: Finance & Capital Strategy Committee

4. Monthly Implementation Review Cadence

What It Is

A recurring executive and board review schedule that establishes the formal rhythm for milestone oversight and strategic course correction.

Strategic Purpose

Creates organizational rhythm, accountability, and performance visibility during the first six months.

Core Components

- monthly leadership review meetings
- quarterly board reviews
- biannual strategic recalibration
- standard agenda template
- milestone review checkpoints

Ownership / Oversight

Primary Owner: EVP / COO

Committee Oversight: Executive & Governance Committee

2.4 DELIVERABLE DEFINITIONS



5. Board Dashboard Reporting Template

What It Is

A standardized reporting framework used for board and executive performance reviews.

Strategic Purpose

Provides consistent visibility into milestones, risk reporting, and implementation status tracking.

Core Components

- parcels in pipeline
- title status
- capital deployed
- risk escalations
- corridor milestones
- public confidence indicators

Ownership / Oversight

Primary Owner: Operations + Communications

Committee Oversight: Community Transparency Committee

6. Title Clearance Workflow Map

What It Is

A legal and operational workflow that maps the process for moving properties from title review to redevelopment-ready status.

Strategic Purpose

Accelerates site readiness by standardizing title, lien, succession, and expropriation pathways.

Core Components

- title review stages
- lien resolution workflow
- succession triggers
- legal escalation path
- expropriation checkpoints
- readiness milestone gates

Ownership / Oversight

Primary Owner: Legal Counsel

Committee Oversight: Redevelopment Pipeline Committee

2.4 DELIVERABLE DEFINITIONS



7. Legal Escalation Process

What It Is

A formal escalation framework that identifies when legal review is mandatory.

Strategic Purpose

Ensures statutory compliance and timely intervention for legal risks.

Core Components

- Title disputes
- Lien conflicts
- Condemnation issues
- Succession claims
- Environmental encumbrances
- Board escalation triggers

Ownership / Oversight

Primary Owner: Legal Counsel

Committee Oversight: Executive & Governance Committee

8. Risk Rating Model

What It Is

A standardized scoring framework used to assess operational, legal, financial, and reputational risk across projects.

Strategic Purpose

Supports risk-informed prioritization and governance escalation.

Core Components

- risk categories
- severity scale
- probability scale
- mitigation plan
- escalation threshold

Ownership / Oversight

Primary Owner: Operations + Legal

Committee Oversight: Pipeline + Finance Committees

2.4 DELIVERABLE DEFINITIONS



9. Project Status Tracker

What It Is

A centralized tracking tool used to monitor milestone progress, parcel status, ownership, dependencies, and risk flags across active workstreams.

Strategic Purpose

Creates operational visibility and ensures milestone accountability.

Core Components

- Workstream status
- Parcel status
- Milestone dates
- Owners
- Risk flags
- Dependency notes

Ownership / Oversight

Primary Owner: PM / Operations

Committee Oversight: relevant committee by workstream

10. Public-Facing Timeline Map

What It Is

A community-facing progress tool that visually communicates implementation milestones and visible wins.

Strategic Purpose

Builds trust through transparency and accessible reporting.

Core Components

- project timeline
- visible wins
- corridor milestones
- community meeting dates
- expected next steps

Ownership / Oversight

Primary Owner: Communications

Committee Oversight: Community Transparency Committee

2.4 DELIVERABLE DEFINITIONS



11. Partner MOU Template

What It Is

A standardized agreement template for formalizing partner roles and implementation responsibilities.

Strategic Purpose

Creates operational visibility and ensures milestone accountability.

Core Components

- scope
- roles
- deliverables
- reporting expectations
- data-sharing terms
- termination clauses

Ownership / Oversight

Primary Owner: CEO / Legal

Committee Oversight: Executive Committee

12. Capital Approval Matrix

What It Is

A financial governance tool that maps approval pathways for capital deployment.

Strategic Purpose

Supports disciplined financial governance and funding readiness.

Core Components

- funding bands
- approval authority
- committee routing
- board escalation
- documentation requirements

Ownership / Oversight

Primary Owner: Finance Lead

Committee Oversight: Finance Committee

2.4 DELIVERABLE DEFINITIONS



13. Funding Strategy Template

What It Is

A structured framework for identifying and sequencing capital sources.

Strategic Purpose

Establishes Phase I financial readiness and supports Phase III scale.

Core Components

- grants
- philanthropy
- revolving funds
- capital stack
- deployment timing
- assumptions

Ownership / Oversight

Primary Owner: Finance + CEO

Committee Oversight: Finance Committee

14. Developer Intake & Qualification Template

What It Is

A standardized intake and qualification framework used to evaluate external development partners, nonprofit implementers, and mission-aligned builders for alignment with Build EBR's redevelopment priorities.

Strategic Purpose

Creates a transparent and repeatable process for onboarding qualified development partners while ensuring alignment with corridor priorities, public benefit objectives, and project readiness standards. This deliverable supports equitable partner selection and reduces reliance on informal relationship-based engagement.

Core Components

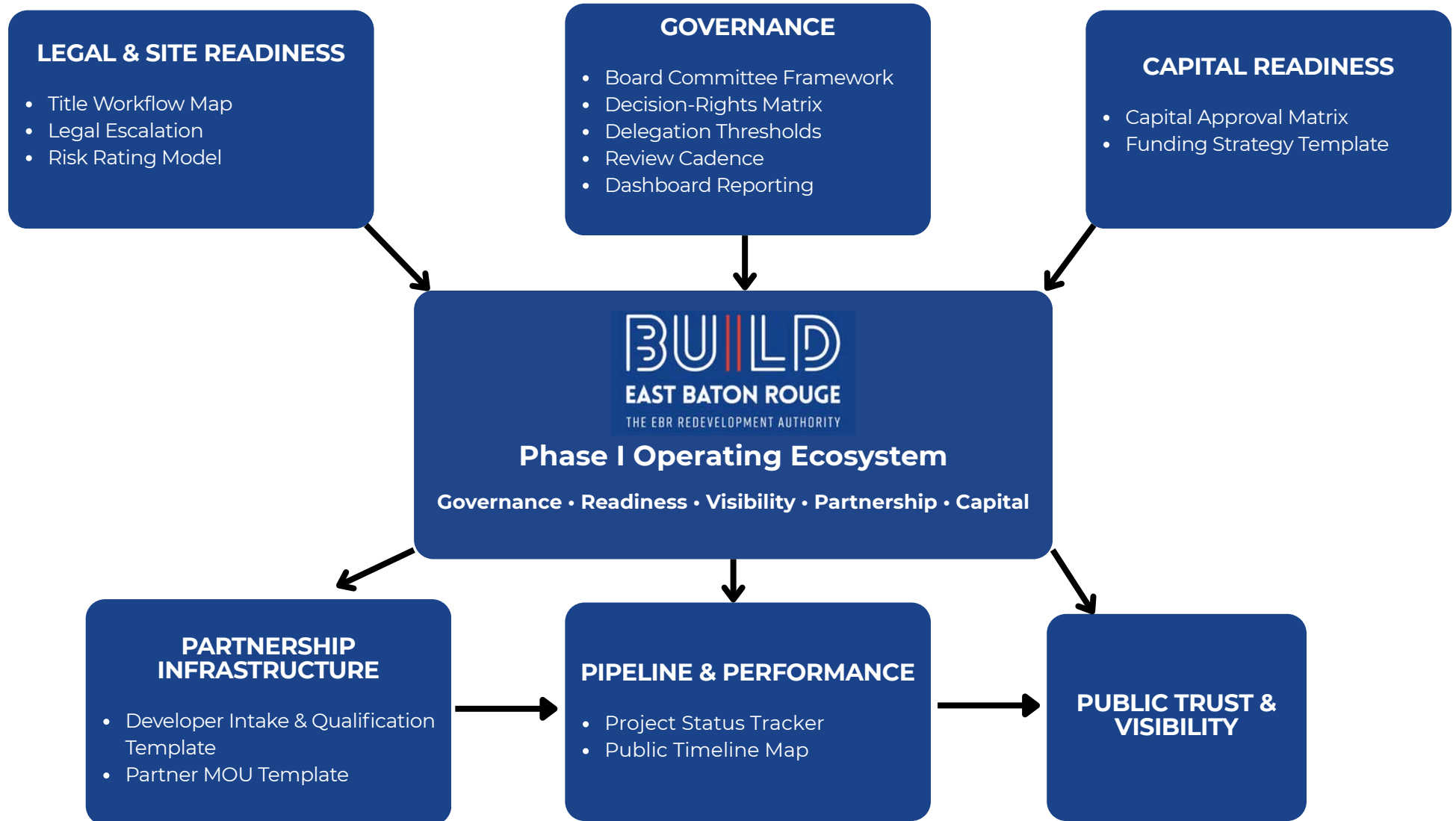
- Developer intake form
- Capacity assessment criteria
- Financial readiness review
- Project alignment scoring
- Community impact criteria
- Prior project performance indicators
- Corridor fit assessment

Ownership / Oversight

Primary Owner: EVP / Partnerships

Committee Oversight: Redevelopment Pipeline & Disposition Committee + Finance & Capital Strategy Committee

2.5 PHASE I OPERATING ECOSYSTEM



Phase I operating controls create the legal, governance, and capital foundation necessary to activate partnership alignment, pipeline execution, and visible public progress in Phase II.

2.6 PRIORITY AREA ALIGNMENT



From Foundational Deliverables to Strategic Priority Alignment

The Phase I deliverables and operating ecosystem collectively define the foundational systems required to support Build EBR’s first six months of execution.

These systems establish the governance controls, site-readiness pathways, capital frameworks, partnership structures, and public visibility mechanisms necessary to transition from planning into disciplined action.

The next section translates these foundational systems into the Authority’s core Phase I priority areas. This alignment is designed to demonstrate how each deliverable contributes to specific strategic outcomes, reinforces organizational readiness, and advances the roadmap toward Phase II activation.

By moving from deliverable definition to priority-area alignment, this section provides a clear line of sight between the tools established in Phase I and the broader strategic outcomes they are intended to produce.

Priority Area Overview

Priority Area	Strategic Purpose
Governance Cadence	Establishes leadership and board oversight rhythm
Portfolio Governance	Creates controls for property and corridor portfolio decisions
Property Pipeline Criteria	Standardizes parcel intake and prioritization
Title Clearing Workflow	Formalizes legal and title resolution pathway
Developer Intake Framework	Structures external development partner onboarding
Public Dashboard Prototype	Establishes transparency and visibility systems
Partner MOUs	Formalizes cross-sector implementation roles
Funding Stack Strategy	Builds capital readiness and financing framework



2.7 DELIVERABLE ALIGNMENT CROSSWALK



1. Governance Cadence

Strategic Purpose

Establishes the formal rhythm for executive leadership oversight, board visibility, milestone review, and strategic course correction during the first six months of implementation.

This priority area ensures Build EBR has a disciplined governance cycle that supports timely decision-making, performance accountability, and sustained alignment between leadership and the board.

This capability aligns the **organization to turn the strategic plan from intent into disciplined action.**

Supporting Deliverables

- **Monthly Implementation Review Cadence**
- **Board Dashboard Reporting Template**
- **Board Committee Formation & Delegated Oversight Framework**

How the Deliverables Support This Priority

This priority area is operationalized through a formal governance rhythm that supports leadership oversight, board visibility, and timely strategic course correction throughout the implementation period.

The **Monthly Implementation Review Cadence** establishes the recurring schedule for leadership and board oversight, including:

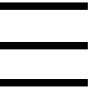
- monthly leadership implementation meetings
- quarterly board performance reviews
- biannual strategic recalibration sessions

This cadence helps BEBR monitor milestones, surface implementation barriers, and make timely adjustments.

The **Board Dashboard Reporting Template** standardizes performance visibility by providing a consistent reporting structure for milestone progress, redevelopment pipeline status, risk escalations, capital readiness, and community trust indicators. This ensures that both leadership and the Board are reviewing implementation progress through a shared performance lens.

The **Board Committee Formation & Delegated Oversight Framework** assigns recurring oversight to specialized committees, creating clear paths for delegated review, issue escalation, and board-ready recommendations. This strengthens accountability, reduces bottlenecks at the full board level, and ensures ongoing governance support between formal board meetings.

Together, these deliverables set the formal rhythm, reporting visibility, and delegated oversight needed to support disciplined execution.



2.7 DELIVERABLE ALIGNMENT CROSSWALK

2. Portfolio Governance

Strategic Purpose

Creates the governance controls, delegated review pathways, and decision architecture necessary to manage Build EBR's redevelopment portfolio across parcels, corridors, and catalytic projects.

This priority area ensures that acquisitions, stabilization efforts, redevelopment packaging, and disposition activities are reviewed through structured governance channels that balance operational agility with public accountability.

At its core, this capability establishes the **oversight framework for disciplined portfolio management and risk-informed decision-making flow**.

Supporting Deliverables

- **Board Committee Formation & Delegated Oversight Framework**
- **Decision-Rights Matrix**
- **Delegation Thresholds**

How the Deliverables Support This Priority

This priority area is operationalized through a governance framework that establishes how redevelopment assets, corridor initiatives, and disposition decisions are reviewed, prioritized, and advanced through the Authority's approval pathways.

The **Board Committee Formation & Delegated Oversight Framework** creates a specialized governance structure for recurring portfolio review, most notably through the **Redevelopment Pipeline & Disposition Committee** and the **Finance & Capital Strategy Committee**.

These committees provide delegated oversight for:

- acquisition prioritization
- corridor sequencing
- redevelopment packaging
- disposition recommendations
- Capital Allocation Review
- project escalation

The **Decision-Rights Matrix** formalizes accountability across the Board, executive leadership, legal counsel, and operations teams, ensuring clarity in who is responsible for portfolio decisions at each stage of the property lifecycle.

The **Delegation Thresholds** establish the approval limits for operational, financial, and redevelopment actions that do not require full board approval.

Together, these deliverables create the governance controls necessary to manage a multi-asset redevelopment portfolio while reducing decision bottlenecks.

This priority area is fundamentally about portfolio oversight, delegated review, and disciplined decision flow.

2.7 DELIVERABLE ALIGNMENT CROSSWALK



3. Property Pipeline Criteria

Strategic Purpose

Standardizes the criteria, scoring mechanisms, and operational controls used to evaluate, prioritize, and advance properties through the redevelopment lifecycle.

This priority area ensures that parcels are assessed consistently across legal complexity, redevelopment readiness, neighborhood visibility, and community impact.

This capability **creates a decision framework that turns site identification into a disciplined redevelopment pipeline.**

This directly supports Pipeline 1 of the Playbook.

Supporting Deliverables

- **Property Intake & Prioritization Framework**
- **Risk Rating Model**
- **Board Committee Formation & Delegated Oversight Framework**
- **Project Status Tracker**

How the Deliverables Support This Priority

This priority area is operationalized through a structured intake and prioritization framework that supports disciplined parcel evaluation and redevelopment sequencing.

The **Property Intake & Prioritization Framework** establishes the criteria, scoring methodology, and decision thresholds for evaluating properties entering the redevelopment pipeline.

This includes assessment of:

- legal complexity
- blight severity
- redevelopment feasibility
- corridor alignment
- community impact
- catalytic potential

The **Risk Rating Model** helps consistently evaluate parcel complexity and redevelopment readiness by assigning standardized risk indicators that guide sequencing and escalation.

The **Board Committee Formation & Delegated Oversight Framework**, through the **Redevelopment Pipeline & Disposition Committee**, ensures recurring oversight of parcel prioritization decisions and alignment with corridor strategy.

The **Project Status Tracker** supports visibility into pipeline progression by monitoring each parcel's movement from intake through acquisition, title clearance, stabilization, and disposition readiness.

Together, these deliverables establish the operational criteria and governance controls needed to turn site identification into a disciplined redevelopment pipeline.

This priority area is fundamentally about parcel intake, prioritization, and redevelopment sequencing.

2.7 DELIVERABLE ALIGNMENT CROSSWALK



4. Title Clearing Workflow

Strategic Purpose

Creates a repeatable legal and operational pathway for resolving title barriers, ownership complications, liens, succession issues, and site control challenges that may delay redevelopment.

This priority area is critical to accelerating land readiness and reducing the delays historically associated with redevelopment in East Baton Rouge.

This capability builds the **legal infrastructure to move properties from encumbered status to redevelopment-ready assets.**

This aligns directly with the strategic plan's emphasis on title resolution and site control.

Supporting Deliverables

- **Title Clearance Workflow Map**
- **Board Committee Formation & Delegated Oversight Framework**
- **Legal Escalation Process**
- **Risk Rating Model**
- **Project Status Tracker**

How the Deliverables Support This Priority

This deliverable operationalizes this priority area by establishing a structured legal and operational workflow to accelerate site readiness, reduce redevelopment delays, and address title-related risks through appropriate governance pathways.

The **Title Clearance Workflow Map** provides the standardized process architecture for moving properties through title review, lien resolution, succession issues, expropriation pathways, and final site control readiness.

The **Board Committee Formation & Delegated Oversight Framework**, specifically through the **Redevelopment Pipeline & Disposition Committee** and the **Executive & Governance Committee**, creates delegated oversight for title-related escalations, complex legal barriers, and milestone approvals tied to acquisition readiness.

The **Legal Escalation Process** establishes mandatory triggers for legal review, including title disputes, lien conflicts, succession claims, environmental encumbrances, and condemnation or expropriation actions, ensuring statutory compliance and risk mitigation.

The **Risk Rating Model** and **Project Status Tracker** turn legal and title milestones into operational tools that give leaders visibility and deliver board-ready reports.

Together, these deliverables ensure that title clearing is not treated as a parcel-by-parcel legal task, but as a formal governance and operational workflow critical to redevelopment readiness.

This priority area focuses on **legal readiness, faster site control, and governance-led risk mitigation.**

2.7 DELIVERABLE ALIGNMENT CROSSWALK



5. Developer Intake Framework

Strategic Purpose

Defines the criteria, qualification pathways, and onboarding process for external development partners, nonprofit implementers, and mission-aligned builders.

This priority area helps Build EBR move quickly from property readiness to redevelopment execution by keeping the developer engagement framework clear, transparent, and equitable.

This capability builds the external partnership infrastructure needed to activate Phase II redevelopment workstreams.

Supporting Deliverables

- **Board Committee Formation & Delegated Oversight Framework**
- **Developer Intake & Qualification Template**
- **Partner MOU Template**
- **Decision-Rights Matrix**
- **Project Status Tracker**

How the Deliverables Support This Priority

This priority area is operationalized through a structured developer engagement and qualification system designed to support transparent partner onboarding, project alignment, and pipeline readiness.

The **Developer Intake & Qualification Template** provides the standardized intake architecture for evaluating developers, nonprofit builders, and mission-aligned partners based on capacity, financial readiness, project alignment, and community impact objectives.

The **Board Committee Formation & Delegated Oversight Framework**, specifically through the **Redevelopment Pipeline & Disposition Committee** and the **Finance & Capital Strategy Committee**, creates delegated oversight for developer review, project matching, and approval recommendations tied to redevelopment opportunities.

The **Partner MOU Template** formalizes roles, performance expectations, public benefit requirements, and milestone responsibilities for approved development partners.

The **Decision-Rights Matrix** and **Project Status Tracker** turn partner onboarding and project alignment milestones into clear approval and reporting paths for leadership and board visibility.

Together, these deliverables ensure that developer engagement is treated as a formal governance and implementation function, not an informal relationship-based process, and supports equitable, scalable redevelopment.

This priority area focuses on partner readiness, transparent qualification, and governance-supported redevelopment activation.

2.7 DELIVERABLE ALIGNMENT CROSSWALK



6. Public Dashboard Prototype

Strategic Purpose

Establishes the initial reporting and transparency infrastructure required to support leadership visibility, board oversight, and public trust.

This priority area makes implementation progress, visible wins, and corridor milestones available in reporting tools for internal governance and community transparency.

This capability builds visibility and trust, showing progress and reinforcing legitimacy. This addresses the confidence and awareness findings in the Strategic Insights.

Supporting Deliverables

- **Board Dashboard Reporting Template**
- **Board Committee Formation & Delegated Oversight Framework**
- **Public-Facing Timeline Map**
- **Project Status Tracker**

How the Deliverables Support This Priority

This priority area is operationalized through a structured transparency and reporting system designed to support both internal oversight and public visibility.

The **Board Dashboard Reporting Template** provides the internal reporting architecture for leadership and board review.

The **Board Committee Formation & Delegated Oversight Framework**, through the **Community Transparency & Public Impact Committee**, delegates oversight of dashboard performance, public communication cadence, and community-facing progress reporting.

The **Public-Facing Timeline Map** and **Project Status Tracker** turn implementation milestones into easy-to-understand tools that show progress and build trust.

Together, these deliverables ensure that transparency is not treated as a communications afterthought, but as a formal governance function.

This priority area is fundamentally about **performance visibility, public legitimacy, and trust-building through structured reporting.**

2.7 DELIVERABLE ALIGNMENT CROSSWALK



7. Partner MOUs

Strategic Purpose

Formalizes the roles, responsibilities, scope, and accountability mechanisms for cross-sector partners involved in redevelopment execution.

This includes public agencies, legal partners, community organizations, developers, philanthropic entities, and neighborhood stakeholders.

At its core, this capability creates the implementation alignment framework necessary for coordinated execution across multiple institutions.

Supporting Deliverables

- **Board Committee Formation & Delegated Oversight Framework**
- **Partner MOU Template**
- **Decision-Rights Matrix**

How the Deliverables Support This Priority

This priority area is operationalized through a governance structure that formalizes cross-sector roles, delegated review, and partnership accountability.

The **Board Committee Formation & Delegated Oversight Framework** establishes the appropriate committee pathway for review and recommendation of major intergovernmental, nonprofit, legal, and redevelopment partnership agreements.

Depending on scope, these may route through:

- Executive & Governance Committee
- Finance & Capital Strategy Committee
- Community Transparency & Public Impact Committee

The **Partner MOU Template** standardizes agreement structure, scope, milestone responsibilities, and performance expectations.

The **Decision-Rights Matrix** clarifies which agreements may be approved at the executive level and which require board action.

This priority area is fundamentally about **role clarity, delegated partnership review, and implementation accountability.**

2.7 DELIVERABLE ALIGNMENT CROSSWALK



8. Funding Stack Strategy

Strategic Purpose

Builds the financial-readiness framework to support property acquisition, stabilization, predevelopment, and corridor-level redevelopment.

This priority area supports early identification of funding pathways and alignment with implementation sequencing, enabling Build EBR to move from planning to capital-supported execution.

At its core, this capability creates the financial architecture necessary to support scale, sustainability, and Phase III capital deployment.

Supporting Deliverables

- **Board Committee Formation & Delegated Oversight Framework**
- **Delegation Thresholds**
- **Capital Approval Matrix**
- **Funding Strategy Template**

How the Deliverables Support This Priority

This priority area is operationalized through a governance and approval structure that supports disciplined capital planning and deployment.

The **Board Committee Formation & Delegated Oversight Framework**, particularly through the **Finance & Capital Strategy Committee**, provides delegated oversight for:

- acquisition capital
- stabilization funding
- predevelopment financing
- philanthropic partnerships
- private capital stack review

The **Delegation Thresholds** and **Capital Approval Matrix** establish clear approval pathways for funding actions.

The **Funding Strategy Template** standardizes capital source mapping, timing assumptions, and deployment readiness.

Together, these deliverables ensure the capital strategy remains aligned with implementation milestones and board-approved risk tolerance.

This priority area is fundamentally about **capital governance, funding discipline, and financial readiness**.

2.8 PHASE I CLOSEOUT & READINESS TRANSITION



By the end of Phase I, Build EBR should have established the governance, legal, operational, partnership, and capital-readiness systems needed to support disciplined redevelopment execution.

This phase moves the Authority from strategic planning to functional operating readiness.

Success in this phase is defined not by visible redevelopment activity alone, but by the establishment of the institutional systems required to support sustainable and accountable execution.

By the end of the first six months, Build EBR should be positioned to:

- Operate with a formal governance cadence and delegated oversight structure
- Evaluate and prioritize parcels through standardized pipeline criteria
- Accelerate title resolution and site-readiness workflows
- Onboard external development partners through structured intake pathways
- Coordinate capital readiness and funding strategies
- Communicate progress through transparent public visibility tools

Collectively, these systems establish the operating foundation required to support Phase II pipeline activation and early visible wins.

This phase lays the internal infrastructure needed to support subsequent acquisitions, corridor demonstration projects, and community-facing progress with disciplined governance and execution controls.

Phase II shifts the Authority's work from internal readiness to visible activation, with an emphasis on early acquisitions, targeted corridor projects, and public trust-building through observable progress.



Section 3

**PHASE II:
EARLY WINS & PIPELINE ACTIVATION
6–18 MONTHS**

3.1 PHASE II OVERVIEW



Early Wins & Pipeline Activation (6–18 Months)

Phase II represents the Authority's transition from internal readiness to visible redevelopment execution.

With the governance, legal, capital, and partnership systems established in Phase I, this phase is focused on activating Build EBR's first visible wins through strategic acquisitions, site stabilization, and corridor-based demonstration projects.

The primary objective of this phase is to build public confidence and institutional credibility by demonstrating that the foundational systems established in Phase I are producing measurable neighborhood outcomes.

This includes advancing priority parcels through acquisition, title clearance, stabilization, and redevelopment pathways while launching the Authority's first community-facing project milestones.

A key part of this phase is implementing the **Build EBR Playbook** as the operating framework for parcel movement and corridor redevelopment.

The Playbook's acquisition, title resolution, stabilization, and disposition pathways should be actively integrated into the parcel lifecycle during this phase to support disciplined pipeline progression and visible corridor activation.

This phase is fundamentally about translating strategic infrastructure into observable community progress.

Visible wins during this period should be intentionally selected to reinforce trust, demonstrate momentum, and establish proof of concept for larger corridor packages anticipated in Phase III. By the conclusion of Phase II, Build EBR should have established a functioning parcel pipeline, activated early development partnerships, and demonstrated measurable corridor-level progress.

Playbook Integration Focus

During Phase II, the Playbook should be actively leveraged to support:

- Acquisition pathway selection
- Title and lien resolution routing
- Stabilization sequencing
- Developer handoff readiness
- Disposition pathway planning

This phase represents the first operational deployment of the Playbook as a redevelopment decision-support framework.

Phase I Systems → Phase II Playbook Deployment → Phase III Scale



3.2 PHASE II LEADERSHIP ACTIVATION PRIORITIES



First 60–120 Days of Phase II

The first 60–120 days of Phase II are focused on translating the foundational systems established in Phase I into visible redevelopment activity and measurable community progress.

During this period, leadership should prioritize activating the parcel pipeline, deploying acquisition and stabilization pathways aligned to the Playbook, and launching early corridor demonstration projects.

These actions are intended to establish visible momentum, reinforce public confidence, and demonstrate the Authority's ability to move priority sites from assessment into active redevelopment.

The Build EBR Playbook will be the primary decision-support and execution framework during this period, guiding parcel movement through acquisition, title resolution, stabilization, and partner alignment pathways.

Immediate Leadership Actions

During the first 60–120 days of Phase II, leadership should prioritize the following actions:

- Advance the first **3–5 priority parcels** into Playbook-aligned acquisition pathways
- Initiate title clearance and legal site-control actions for early win properties
- Identify and launch the first **corridor demonstration project**
- Activate the **Developer Intake & Qualification Template** for prospective partners
- Formalize first partner agreements and development MOUs
- Launch the **public-facing progress dashboard and corridor timeline map**
- Conduct the **first community progress briefing / visible wins update**
- Align initial corridor activity with City-Parish and OCD funding priorities

Executive Milestones

By the conclusion of the first 60–120 days of Phase II, leadership should aim to achieve the following milestones:

- First acquisition package advanced through the Playbook
- First title-cleared parcel ready for redevelopment or disposition
- First visible stabilization/blight removal milestone completed
- First corridor-based demonstration project activated
- First external development partner formally onboarded
- Public dashboard live with parcel-level progress indicators
- First community-facing progress communication issued

These milestones should serve as early indicators of successful Phase II progression.

Leadership Intent

Completing these activation priorities will position Build EBR to move from demonstration activity into broader corridor bundling, capital deployment, and multi-parcel redevelopment in Phase III.

3.3 PHASE II MILESTONES / SUCCESS INDICATORS



Key Deliverables & Phase Outcomes (6–18 Months)

By the end of Phase II, Build EBR should move from foundational readiness to visible redevelopment execution, with measurable corridor progress and public-facing wins.

This phase validates the systems from Phase I by deploying the Playbook across early acquisitions, stabilization workstreams, and redevelopment partnerships.

The following milestones represent the core deliverables and success indicators for this phase:

- First 3–5 strategic parcels advanced through acquisition pathways
- First title-cleared parcel positioned for redevelopment or disposition
- First corridor-based demonstration project launched
- Visible blight removal and stabilization activity completed
- Developer Intake & Qualification process activated for external partners
- First redevelopment partner MOU or formal agreement executed
- Public-facing dashboard and timeline map fully launched
- Quarterly community progress briefing cadence established
- The playbook-aligned parcel lifecycle process is actively in use

Success Indicators

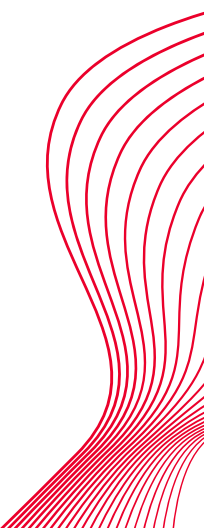
Successful completion of Phase II should be evidenced by:

- Visible neighborhood and corridor-level progress
- Measurable increase in community awareness and public trust
- Active parcel pipeline movement across multiple sites
- Demonstrated ability to move parcels from assessment to action
- First external development partnership activated
- Strengthened confidence among City-Parish and funding stakeholders
- Increased readiness for bundled redevelopment packages in Phase III

Phase II Completion Outcome

By the end of this phase, Build EBR should have established a functioning redevelopment pipeline with visible proof points that reinforce organizational credibility and community confidence.

Phase II should conclude with the Authority ready to move into capital deployment, corridor bundling, and redevelopment-scale activities in Phase III.



3.4 PHASE II CRITICAL DEPENDENCIES & RISKS



Phase II Critical Dependencies

Successful execution of Phase II is dependent upon the Authority's ability to translate Phase I foundational systems into visible redevelopment activity and early pipeline momentum.

Key dependencies include:

- **Board approval of Phase I governance pathways**, including committee structure and delegated oversight
 - **Legal support for title clearance and site control actions**
 - **Availability and prioritization of early-win parcels**
 - **Partner responsiveness and developer interest** in early redevelopment opportunities
 - **Alignment of capital pathways with City-Parish and OCD funding priorities**
 - **Community trust and visible communication cadence** to reinforce early progress
-

Phase II Risks

As Build EBR transitions into visible redevelopment activity, the following risks should be actively monitored and managed:

- **Title delays**, slowing parcel readiness and early project timelines
 - **Developer onboarding lag**, limiting the ability to activate redevelopment partners
 - **Funding timing mismatches**, where capital availability does not align with project readiness
 - **Insufficient visible wins**, impacting public confidence and stakeholder support
 - **Corridor stakeholder resistance**, slowing project activation or alignment
-

Risk Management Intent

Phase II requires close coordination among governance, legal, partnership, and capital to ensure early redevelopment delivers visible, credible results.

Maintaining alignment across these areas will be critical to building public trust, sustaining momentum, and positioning the Authority for scaled redevelopment in Phase III.



Section 4

**PHASE III:
SCALE & CAPITAL DEPLOYMENT
18-36 MONTHS**

4.1 PHASE III OVERVIEW



Capital Readiness & Redevelopment Scale

Phase III represents the Authority's transition from early visible wins into scalable corridor redevelopment and structured capital deployment.

With a proof of concept established through early acquisitions, stabilization efforts, and demonstration projects advanced in Phase II, this phase focuses on expanding redevelopment activity across multiple parcels and priority corridors.

The primary objective of this phase is to move from site-level **activation to portfolio-level redevelopment scale.**

This includes bundling parcels into investable corridor packages, formalizing capital stack deployment strategies, and expanding the Authority's ability to move sites through acquisition, predevelopment, and disposition at scale.

During this phase, the **Build EBR Playbook** should evolve from a parcel-level workflow framework into a **portfolio management and corridor packaging tool.**

The Playbook's acquisition, stabilization, developer alignment, and disposition pathways should be actively leveraged to support:

- Multi-parcel bundling
- Corridor investment sequencing
- Redevelopment package design
- Predevelopment financing readiness
- Recurring partner deployment

Phase III is fundamentally about building the institutional capacity and financial structure required to support recurring redevelopment activity.

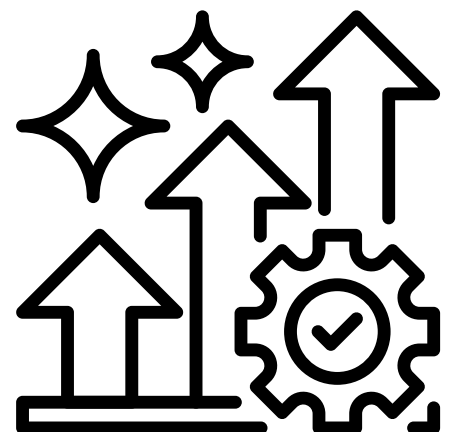
By the conclusion of this phase, Build EBR should have established a repeatable capital deployment model and a sustained redevelopment pipeline capable of supporting parishwide expansion in Phase IV.

Playbook Scale Integration

During Phase III, the Playbook should support:

- Parcel bundling logic
- Corridor package readiness
- Developer routing
- Capital stack sequencing
- Disposition strategy

This phase represents the Playbook's evolution into a corridor-scale redevelopment management framework.



4.2 PHASE III LEADERSHIP ACTIVATION PRIORITIES



First 90–180 Days of Phase III

Phase III is focused on scaling redevelopment through structured capital deployment, multi-parcel bundling, and expanded partner coordination.

During this period, leadership should prioritize transitioning from site-level execution to corridor-level portfolio management, ensuring that redevelopment activity is coordinated, financially supported, and aligned with broader investment strategies.

This phase requires activating repeatable processes so multiple parcels can move simultaneously through acquisition, predevelopment, and disposition

The **Build EBR Playbook** should serve as the primary framework for bundling parcels, sequencing corridor activity, and aligning development partners with capital-ready opportunities.

Immediate Leadership Actions

During the first 90–180 days of Phase III, leadership should prioritize the following actions:

- Bundle priority parcels into **corridor-based redevelopment packages**
- Initiate **predevelopment planning and financing strategies** for bundled sites
- Activate the **Capital Approval Matrix** to support structured funding decisions
- Formalize **capital stack strategies** for acquisition, stabilization, and redevelopment
- Expand the **developer pipeline** through targeted partner recruitment and qualification
- Align development partners to corridor-based redevelopment opportunities
- Initiate the **first multi-parcel redevelopment package issuance**
- Coordinate with City-Parish, state, and funding partners to align capital deployment
- Refine public reporting to reflect corridor-level progress and investment activity

Executive Milestones

By the conclusion of the first 90–180 days of Phase III, leadership should aim to achieve the following milestones:

- First corridor-based redevelopment package structured and released
- Capital stack defined for initial bundled redevelopment projects
- Predevelopment financing strategy activated for priority sites
- Multiple parcels advancing simultaneously through the redevelopment pipeline
- Expanded roster of qualified development partners
- The first capital-supported redevelopment project is initiated
- Public reporting reflects corridor-level investment activity

These milestones are intended to serve as early indicators of successful Phase III progression.

Leadership Intent

Successfully executing these activation priorities will position Build EBR to move into sustained redevelopment operations, recurring capital partnerships, and broader parishwide impact in Phase IV.

4.3 PHASE III MILESTONES / SUCCESS INDICATORS



Key Deliverables & Phase Outcomes (18-36 Months)

By the conclusion of Phase III, Build EBR should have transitioned from early, visible wins to scalable corridor redevelopment, supported by structured capital deployment and repeatable portfolio management systems.

The success of this phase will be evidenced by the Authority's ability to move multiple parcels simultaneously through acquisition, predevelopment, and redevelopment pathways while aligning capital and external partners to corridor-based opportunities.

The following milestones represent the core deliverables and success indicators for this phase.

Key Deliverables / Milestones

By the end of Phase III, the following deliverables and milestone outcomes should be achieved:

- First corridor-based redevelopment package structured and released
- First capital stack formally deployed for bundled redevelopment activity
- Predevelopment financing pathway activated for priority corridors
- Multiple parcels advancing simultaneously through the pipeline
- First multi-parcel redevelopment agreement executed
- Expanded roster of qualified development partners actively engaged
- Recurring capital and funding partner conversations formalized
- Public reporting reflects corridor-level investment and project progress
- Playbook actively supports parcel bundling and corridor sequencing

Success Indicators

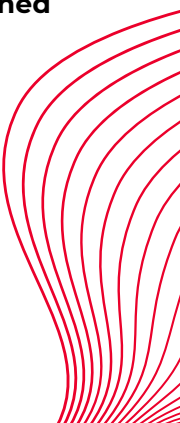
Successful completion of Phase III should be evidenced by:

- visible corridor-level redevelopment momentum
- ability to manage multiple active redevelopment sites simultaneously
- increased external developer and capital partner confidence
- repeatable parcel bundling and packaging processes
- measurable acceleration of parcel movement through the pipeline
- increased organizational readiness for parishwide scale

Phase III Completion Outcome

By the end of this phase, Build EBR should have established a functioning corridor-scale redevelopment model supported by recurring capital pathways, active development partners, and a mature parcel pipeline.

Phase III should conclude with the Authority positioned to move into **parishwide expansion, sustained redevelopment operations, and long-term neighborhood stabilization outcomes** in Phase IV.



4.4 CRITICAL DEPENDENCIES & RISKS



Phase III Critical Dependencies

The successful execution of Phase III depends on the Authority's ability to transition from early demonstration activities to structured, capital-supported redevelopment at scale.

Key dependencies include:

- **Successful completion of Phase II early wins**, including demonstrated parcel movement and visible corridor activity
- **Availability and alignment of capital partners**, including public, private, and philanthropic funding sources
- **Legal readiness and title clearance capacity** to support multi-parcel bundling and redevelopment packaging
- **Developer pipeline depth and responsiveness**, including qualified partners capable of executing bundled projects
- **Predevelopment financing availability** to support planning, design, and site preparation activities
- **Alignment with City-Parish, state, and regional investment priorities**, including funding and policy support
- **Organizational capacity to manage multiple concurrent projects**, including coordination across legal, operations, and partnerships
- **Continued public confidence and stakeholder support**, reinforced through visible progress and transparent reporting

Phase III Risks

As Build EBR advances into scaled redevelopment activity, the following risks should be actively monitored and managed:

- **Capital timing mismatches**, where funding availability does not align with project readiness
- **Title and legal delays** that slow multi-parcel bundling and redevelopment timelines
- **Developer capacity constraints**, limiting the ability to execute larger or simultaneous projects
- **Insufficient predevelopment funding**, delaying project readiness, and packaging
- **Market conditions impacting redevelopment feasibility**, including cost escalation or financing challenges
- **Overextension of organizational capacity**, particularly in managing multiple active workstreams
- **Misalignment between corridor priorities and available funding sources**
- **Declining or uneven public confidence** if visible progress is not sustained across corridors

Risk Management Intent

This phase requires close coordination between governance, legal, capital, and partnership to keep scaling disciplined, financially viable, and aligned with corridor priorities.

Successful navigation of these dependencies and risks will position Build EBR to transition into sustained, parishwide redevelopment operations in Phase IV.



Section 5

**PHASE IV:
PARISHWIDE IMPACT & SYSTEM
MATURITY
36-60 MONTHS**

5.1 PHASE IV OVERVIEW



Parishwide Impact & System Maturity

Phase IV represents the Authority's transition from corridor-scale redevelopment into sustained parishwide impact and long-term system maturity.

With recurring capital pathways, active redevelopment partners, and a functioning corridor-scale model established in Phase III, this phase is focused on institutionalizing the Authority's redevelopment framework and expanding proven systems across additional neighborhoods and priority corridors.

The primary objective of this phase is to move from project and corridor-based success into repeatable, sustained neighborhood stabilization and measurable parishwide outcomes.

This includes expanding redevelopment activity beyond initial demonstration corridors, strengthening recurring capital partnerships, and embedding public trust, transparency, and performance reporting as permanent institutional functions.

During this phase, the **Build EBR Playbook** should function as a mature redevelopment management framework supporting:

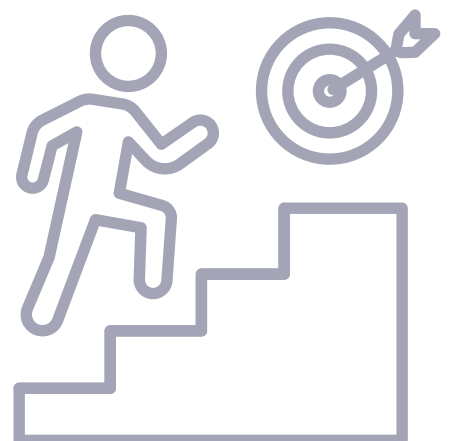
- Parishwide parcel prioritization
- Recurring acquisition and disposition cycles
- Sustained corridor sequencing
- long-term capital deployment strategies
- Institutional dashboard maturity
- Measurable neighborhood stabilization indicators

Phase IV is fundamentally about ensuring that the systems established in earlier phases become durable, repeatable, and resilient over time.

By the conclusion of this phase, Build EBR should have established a sustained redevelopment pipeline, recurring capital partnerships, and measurable indicators of neighborhood stabilization and community confidence.

Strategic Intent

This phase marks the Authority's shift from **building systems and demonstrating wins to institutionalizing long-term impact and sustained community outcomes.**



5.2 PHASE IV LEADERSHIP ACTIVATION PRIORITIES



First 120–180 Days of Phase IV

The opening period of Phase IV is focused on institutionalizing the systems, partnerships, and redevelopment practices established in earlier phases to support sustained parishwide impact.

During this period, leadership should prioritize expanding proven corridor strategies into additional neighborhoods, strengthening recurring capital and development partnerships, and embedding performance visibility as a permanent institutional function.

This phase requires leadership to transition from managing active redevelopment packages to stewarding a mature redevelopment ecosystem capable of producing long-term neighborhood stabilization outcomes.

The **Build EBR Playbook** should function as the Authority's permanent redevelopment management framework, guiding parishwide parcel prioritization, recurring acquisition cycles, and performance measurement.

Immediate Leadership Actions

During the first 120–180 days of Phase IV, leadership should prioritize the following actions:

- Expand redevelopment activity into **additional priority corridors and neighborhoods**
- Formalize **recurring capital partnership agreements** and long-term funding pathways
- Establish a **sustained acquisition and disposition cycle** for recurring pipeline movement
- Strengthen long-term **developer and community partner relationships**
- Refine and institutionalize the **public-facing dashboard and neighborhood impact reporting cadence**
- Implement **neighborhood stabilization indicators** and performance benchmarks
- Align parishwide redevelopment priorities with City-Parish and regional economic development initiatives
- Embed recurring governance reviews for long-term strategy recalibration

Executive Milestones

By the conclusion of the first 120–180 days of Phase IV, leadership should aim to achieve the following milestones:

- Redevelopment activity expanded into new corridors
- Recurring capital pathways formalized
- Sustained parcel acquisition and disposition cycle is active
- Public reporting reflects parishwide progress and impact indicators
- Neighborhood stabilization metrics identified and tracked
- Recurring board and executive strategy recalibration cadence established

These milestones are intended to serve as the early maturity indicators for successful Phase IV progression.

Leadership Intent

Successfully executing these activation priorities will position Build EBR as a mature redevelopment authority with a sustained pipeline, recurring capital partnerships, and measurable community impact across the parish.

5.3 PHASE IV MILESTONES / SUCCESS INDICATORS



Key Deliverables & Phase Outcomes (36-60 Months)

By the conclusion of Phase IV, Build EBR should have established a mature, sustained redevelopment ecosystem capable of delivering consistent neighborhood impact and long-term community stabilization outcomes.

This phase represents the institutionalization of the Authority's redevelopment model, where systems established in earlier phases operate as recurring, repeatable processes rather than one-time initiatives.

The following milestones represent the expected outcomes and success indicators for this phase.

Key Deliverables / Milestones

By the end of Phase IV, the following deliverables and outcomes should be achieved:

- **Parishwide redevelopment pipeline is actively operating across multiple corridors**
- **Recurring acquisition, stabilization, and disposition cycles established**
- **Multiple corridor redevelopment programs are sustained simultaneously**
- **Long-term capital partnerships supporting ongoing redevelopment activity**
- **Mature developer ecosystem with recurring participation across projects**
- **Institutionalized public dashboard reflecting parishwide performance and outcomes**
- **Playbook is fully integrated as a standing redevelopment management framework**
- **Consistent pipeline throughput from acquisition to disposition across multiple sites**

Success Indicators

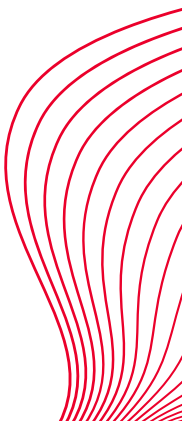
Successful completion of Phase IV should be evidenced by:

- Measurable reduction in blight and vacancy across targeted areas
- Sustained redevelopment activity without reliance on one-time initiatives
- Consistent parcel movement through the redevelopment lifecycle
- Increased private and public investment confidence
- Improved neighborhood stability indicators (occupancy, utilization, redevelopment activity)
- Strong community awareness and trust in the Authority's work
- Ability to maintain multiple active redevelopment corridors concurrently

Phase IV Completion Outcome

By the end of this phase, Build EBR should be operating as a fully mature redevelopment authority with sustained pipeline activity, recurring capital partnerships, and measurable parishwide impact.

The Authority should have established a durable redevelopment model that adapts to changing market conditions while continuing to deliver long-term neighborhood stabilization and community benefit.



5.4 CRITICAL DEPENDENCIES & RISKS



Phase IV Critical Dependencies

The successful execution of Phase IV depends on the Authority's ability to sustain the systems, partnerships, and capital pathways established in earlier phases.

Key dependencies include:

- **Successful completion of Phase III scale activities**, including corridor bundling and recurring capital deployment
- **Continued availability of recurring capital partners**, including public, private, and philanthropic funding sources
- **Sustained legal and operational capacity** to support ongoing acquisition and disposition cycles
- **Developer ecosystem maturity**, including recurring participation across multiple projects and corridors
- **Continued alignment with City-Parish, state, and regional investment priorities**
- **Institutional governance stability**, including board continuity and delegated oversight effectiveness
- **Continued public trust and community support**, reinforced through visible outcomes and transparent reporting
- **Internal capacity to manage multiple concurrent corridors and long-term performance reporting**

Phase IV Risks

As Build EBR moves into long-term system maturity, the following risks should be actively monitored and managed:

- **Capital partnership instability**, including shifts in funding priorities or economic conditions
- **Organizational fatigue or capacity strain** from managing sustained multi-corridor operations
- **Developer concentration risk**, where too few partners are relied upon for recurring work
- **Market volatility impacting redevelopment feasibility and investment confidence**
- **Governance turnover or changes in political alignment** that affect continuity
- **Declining community trust if visible outcomes slow or reporting cadence weakens**
- **Insufficient measurement of neighborhood stabilization outcomes**, limiting the Authority's ability to demonstrate long-term impact
- **Pipeline imbalance**, where acquisitions outpace disposition and redevelopment capacity

Strategic Risk Management Intent

Phase IV requires the Authority to shift from growth-oriented risk management to **sustainability-oriented governance and performance management**.

Leadership should ensure that recurring reviews, public reporting, capital partner engagement, and corridor performance assessments remain part of the Authority's ongoing institutional functions.

Successful navigation of these dependencies and risks will support long-term parishwide impact and preserve Build EBR's credibility as a mature redevelopment authority.



Section 6

EXECUTION SUPPORT & CLOSE

6.1 STRATEGIC PLAN & STRATEGIC ROADMAP CROSSWALK



Goal-to-Phase Alignment

The Strategic Roadmap is designed as the phased execution companion to the 2026–2030 Five-Year Strategic Plan.

While the Strategic Plan organizes Build EBR's work through five integrated goals, the Roadmap translates those goals into sequenced leadership priorities, operational milestones, and phased activation requirements.

The following crosswalk provides clear alignment between the adopted Strategic Plan goals and the phased implementation structure outlined in this guide.

Strategic Plan Goal	Primary Roadmap Phase Alignment	How the Roadmap Advances the Goal
Goal 01 — Establish a Trusted, Transparent, and Capable Redevelopment Authority	Phase I	Governance framework, delegated oversight, reporting cadence, dashboard visibility, risk controls
Goal 02 — Advance Parish-Wide Redevelopment through Strategic Planning and Coordinated Action	Phase II & IV	Corridor activation, partner alignment, parishwide sequencing, public trust visibility
Goal 03 — Build and Protect Capital Readiness and Financial Credibility	Phase I & III	Funding stack strategy, capital approval pathways, recurring capital partnerships, capital deployment
Goal 04 — Clear Title, Stabilize Land, and Prepare Property for Redevelopment	Phase I & II	Title workflow, legal escalation, parcel triage, site readiness, early acquisition pipeline
Goal 05 — Reduce Blight and Advance Transformational Redevelopment	Phase II, III & IV	Early visible wins, corridor packaging, capital deployment, parishwide impact and stabilization

Strategic Alignment Narrative

This crosswalk is intended to reinforce that the Strategic Roadmap does not replace the Five-Year Strategic Plan.

Rather, it serves as the sequenced implementation framework that operationalizes the goals, outcomes, and strategies established within the adopted Plan.

The Strategic Plan defines what Build EBR seeks to accomplish through 2030.

The Roadmap defines how leadership should sequence, activate, and scale that work over time.

Together, these documents provide an integrated framework for strategic governance, operational execution, and public accountability.

6.2 EXECUTIVE KPI & PERFORMANCE MEASURES



KPIs & Performance Measures

To support recurring executive reviews, board reporting, and public accountability, Build EBR should establish a standardized performance measurement framework aligned with the Strategic Plan and the phased Strategic Roadmap.

The following key performance indicators are recommended as leadership-level measures to monitor progress, identify risks, and support phase transition readiness.

These measures are intended to function as executive performance indicators rather than operational staff metrics.

Governance & Organizational Performance

- board and committee meeting cadence adherence
- delegated action turnaround time
- milestone completion rate by phase
- risk escalations resolved within target timeframe
- board decision cycle time

Land Readiness & Legal Progress

- parcels entered into pipeline
- parcels with active title actions
- parcels successfully title-cleared
- average time from acquisition to site readiness
- legal escalations resolved

Redevelopment & Corridor Activation

- parcels moved to active redevelopment
- early visible wins completed
- active redevelopment sites by corridor
- multi-parcel packages released
- corridor activation milestones achieved

Capital & Partnership Performance

- capital conversations initiated
- capital commitments secured
- recurring capital partners active
- developer partners onboarded
- active MOUs and partnership agreements

Community Trust & Public Visibility

- dashboard reporting cadence maintained
- public updates / community briefings completed
- visible wins communicated
- corridor progress snapshots published
- community confidence/engagement indicators

Long-Term Impact Indicators

- reduction in blighted parcels in priority corridors
- parcels returned to commerce
- private investment leveraged
- neighborhood stabilization indicators
- recurring pipeline throughput rate

Strategic Use of KPIs

These indicators should be reviewed through:

- monthly executive implementation reviews
- quarterly board performance reviews
- biannual strategic recalibration sessions

This KPI framework is intended to support disciplined leadership oversight, transparent public reporting, and measurable progress toward Build EBR's long-term redevelopment outcomes.

6.3 RECOMMENDED COMMITTEE FORMATION & OVERSIGHT



Board Committee Formation & Delegated Oversight Framework

Priority Area	Primary Oversight	Executive Lead	Escalation Path
Governance Cadence	Executive & Governance Committee	CEO / EVP	Board Chair
Portfolio Governance	Redevelopment Pipeline & Disposition Committee	EVP/COO	Full Board
Property Pipeline Criteria	Redevelopment Pipeline & Disposition Committee	Ops + Legal	Executive Committee
Title Clearing Workflow	Executive & Governance + Pipeline Committee	Legal Counsel	Full Board
Developer Intake Framework	Pipeline + Finance Committee	EVP / Partnerships	Full Board
Public Dashboard Prototype	Community Transparency Committee	Communications / Ops	Executive Committee
Partner MOUs	Executive & Governance Committee	CEO / EVP	Full Board
Funding Stack Strategy	Finance & Capital Strategy Committee	CFO / CEO	Full Board

Escalation Principle

Routine oversight, preparatory review, and milestone recommendations should occur at the committee level.

The full Board should reserve time for:

- formal approvals
- capital actions
- legal risk decisions
- high-visibility public actions
- policy/by-law implications

This reduces board bottlenecks and preserves strategic oversight.

6.4 ROADMAP EXECUTION TRACKER TEMPLATE

Companion Resource

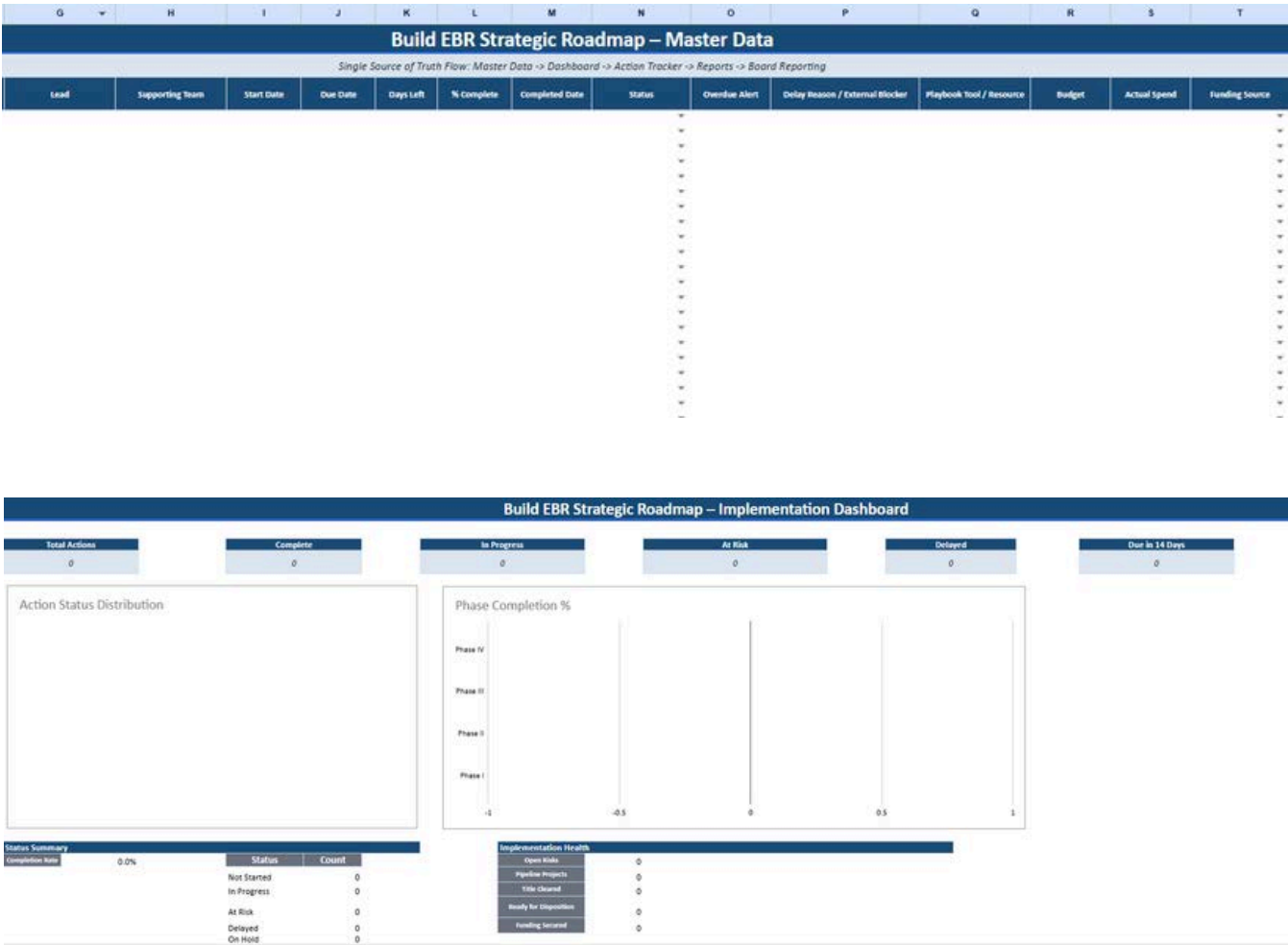
To support practical implementation oversight, Build EBR should maintain a **Roadmap Execution Tracker** aligned to the phase structure outlined in this guide.

- This resource is intended to support:
- monthly executive implementation reviews
 - quarterly board milestone reporting
 - phase transition readiness assessments
 - risk and dependency monitoring
 - public-facing progress communication

The template should function as a **living leadership dashboard** and be updated on a recurring cadence as milestones are achieved and risks emerge.

This resource is designed to complement the Strategic Roadmap and should be used as the primary internal tracking tool for roadmap execution through 2030 or as a resource to model an alternative tracking tool.

BEBR - Roadmap Execution Tracker & Dashboard



6.5 FINAL LEADERSHIP GUIDANCE & STRATEGIC CLOSE



This roadmap provides Build EBR with a disciplined, phased approach to move from strategic intent to visible, sustained redevelopment across East Baton Rouge Parish.

The sequencing outlined in this guide is intended to support both operational discipline and public legitimacy by aligning governance controls, legal readiness, capital pathways, and community-facing progress within a structured multi-year framework.

Success will not be defined solely by the completion of individual milestones, but by the Authority's ability to establish repeatable systems that accelerate land readiness, strengthen neighborhood stability, and reinforce public confidence through visible progress.

The phases outlined in this roadmap are intentionally interdependent.

Each phase should be advanced based on demonstrated readiness, risk posture, leadership capacity, and measurable progress against the milestone indicators established herein.

Leadership should use this roadmap as a **living strategic management tool**, revisiting priorities, dependencies, and risk indicators through recurring executive and board reviews.

As conditions evolve, the sequencing may require recalibration to remain aligned with statutory authority, funding opportunities, market realities, and community priorities.

The long-term success of this roadmap will depend not only on execution discipline, but on Build EBR's ability to maintain trust, transparency, and institutional continuity through visible, sustained action.

From plan to progress, this roadmap is intended to help Build EBR move with clarity, discipline, and measurable community impact through 2030.

