



# 2021 - 2023 STRATEGIC PLAN



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PEOPLE  
PLACES  
PROGRESS!

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We develop and promote the growth and revitalization of Mid City Baton Rouge by attracting new and retaining current residents and businesses.



## ABOUT US

As the first nonprofit in Baton Rouge created to address the challenges of a specific geographic region, Mid City Redevelopment Alliance has established itself as the most dynamic and successful community development organization in Baton Rouge.

We were founded in 1991 to focus on community organizing, home repair initiatives, and homeownership education. Our experience working with low-and moderate-income households has led us to a number of initiatives that have grown beyond our Mid City boundaries, and in 1997, we added affordable housing development.



Families  
Counseled

6,152

Home  
Rehabbed

249

Partners, Volunteers  
& Residents Engaged

+9,800

Homes  
Built

97

## OUR VISION

We practice comprehensive community development through the **prioritization of people and place**. Collaboration is central to the work, and is enhanced by diverse relationships and resources that advance holistic community revitalization.

We strive to provide all members of the community an opportunity to share in the benefits of this revitalization, and we are committed to empowering individuals and neighborhoods across the city to effect impactful and sustainable change from within the community.





# OUR WORK

Homeownership is a central aspect of the American Dream, and while the homeownership rate for Baton Rouge is 67.8%, the rate of homeownership in poor and minority neighborhoods is less than 30%.

Homeownership allows space for people to engage with their community, increase membership in local services, improve feelings of safety, and encourage community ownership over the physical appearance of their street.

However, one of the most important impacts is the stabilizing effect homeownership has on a struggling neighborhood. When a first time home buyer purchases a home in a neighborhood, that sends a signal to the market that the community is progressing, or at least has a potential to progress. A similar signal is sent when an existing homeowner demonstrates a willingness to invest in the improvement of his or her property.



**In either case, a flow of investment into the neighborhood usually opens, and blight and crime begin to retreat, while educational outcomes, household wealth, and economic stability grow.**



## Creating a Better Mid City



### Homeownership Promotion

We provide homeownership counseling and education, working with families to develop and stick to a budget.



### Homeownership Preservation

We ensure Mid City residents can remain in their homes through home repair and foreclosure prevention.



### Real Estate Development

We build quality, affordable homes in neighborhoods that may be struggling, but have strong assets and benefits to buyers.



### Community Engagement

We engage neighbors and businesses to drive revitalization through leadership training and support for community improvement projects.

# THEORY OF CHANGE

Change doesn't happen overnight, and it doesn't happen with just one intervention. Try as we might, there is no magic bullet. Instead, Mid City Redevelopment Alliance has developed a theory of change with several programs and hundreds of projects that changes the experiences of residents in their neighborhood.

Here's our model.



# OUR PROGRESS

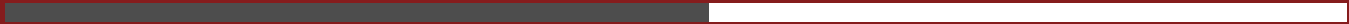
In 2015, we initiated a Five-Year Strategic Planning Process. Our goal?  
To hold our partners, our Board of Directors and our team accountable to the needs of our community. The strategic plan has since served as a clear bench mark for programs and a road map to success. Since 2015, we've seen improvements in all four lines of business.



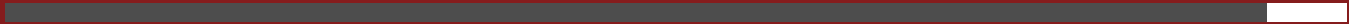
Secure NeighborWorks Homeownership Designation **100%**



Strengthen Home Preservation Services **60%**



Maintain Robust Community Engagement Program **95%**



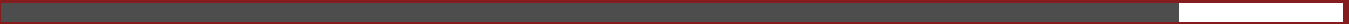
Launch a Real Estate Development Program **75%**



Ensure Financial Security of the Organization **80%**



Maximize NeighborWorks Alignment for Long-Term **85%**



## Major Successes

- Maintained the highest NeighborWorks rating, Exemplary or Strong, for an organization.
- Received the Dorothy Richardson Award for one of our resident leaders.
- Built a certified foreclosure prevention service.
- Attained NeighborWorks Home Ownership Designation, Full Cycle Lending Designation, and Financial Capability Designation.
- Completed six single-family new construction or owner-occupied rehabs.
- Secured funds to hire a real estate development team.
- Developed the revenue potential of our warehouse.





# OUR GOALS

- 1

Secure a **\$3 million construction line of credit** for real estate development in order to **produce 100 housing units** through new construction, acquisition/ rehab, and CHDO sponsorships.
- 2

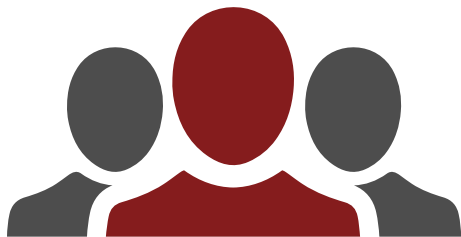
Manage & grow revenue generating real estate line of business capable of **contributing 20%** to the overall operational budget annually.
- 3

Create and maintain cash reserves of **\$500,000** to ensure organization's core operations are healthy and stable.
- 4

Secure diverse investment portfolio - lines of credit, grants, contributions - to support organization's venture with **multi-year commitments**.
- 5

Double MCRA's **operational budget** through an increase in diversified revenue streams - to include fee-for-service and annual fund campaign - plus operational efficiencies.
- 6

Maximize **NeighborWorks America alignment** for long-term viability to include business line enhancements and maintaining highest OHTS ratings.



## Our Priorities



Marketing



Fundraising



Evaluation



**REAL ESTATE DEVELOPMENT**



Establish a robust real estate development line of business with an annual diversified pipeline of projects capable of generating self-sustaining revenue.

**HOME OWNERSHIP PRESERVATION**



Preserve homeownership by providing aging in place, foreclosure, and rehab services that protect owner occupancy.

**HOME OWNERSHIP PROMOTION**



Provide homeownership promotion services to include counseling, education, financial capability, and real estate

**COMMUNITY BUILDING & ENGAGEMENT**



Facilitate community development that engages residents and local business so everyone can benefit and experience the positive outcomes.

# STRATEGIES FOR **SUCCESS**

Since 1991, we have worked side by side with those who understand that the heart of our city is a unique place. Not South Baton Rouge or North Baton Rouge, not downtown or the suburbs; Mid City is common ground: **a place where people and businesses of diverse backgrounds can build, grow and thrive.**





### Improved Communications

Effective communication is at the root of every nonprofit’s operations and efforts. Without it, there’s no good way to get a message across to the people we serve. If our message isn’t reaching our community, we won’t ever expand the reach and impact of our programs.

Moreover, we’re entering a new era in nonprofit outreach. Digital communication is transforming how we work with others and how we share our message. Our goal is to build on our digital marketing in the next five years as we expand our services city-or even state-wide.





# MAKING THE **IMPACT**

We're nothing without our team of partners, board members, and staff. They work hard every day to make sure our community is growing and thriving, so that everyone in Mid City can enjoy the benefits of revitalization.

## BOARD OF DIRECTORS

- Theo Richards, **Board President**
- Kendall Johnson, **1st Vice Chair**
- Julie Pleasant, **2nd Vice Chair**
- Jackie Patin, **Treasurer**
- Heidi Sonnier, **Secretary**
- Aneatra Boykin, **Immediate Past Chair**
- Andy Piner

- Candace B. Ford
- Erika L. Green
- Gilles Morin
- Jeff English
- Rex Cabaniss
- Ryan Holcomb
- Tracy White

## COMMUNITY PARTNERS

- NeighborWorks America
- Baton Rouge General
- Mayor's Office of Community Development
- BUILD Baton Rouge
- LA Office of Community Development
- LA Housing Corporation
- Federal Home Loan Bank of Dallas

- ExxonMobil
- Capital One
- HancockWhitney
- JPMorgan Chase
- Mid City Merchants Association
- Mid City Gras
- Mid City Neighborhoods & Civic Associations



**Sam Sanders**  
Executive Director

Sanders has been with Mid City Redevelopment Alliance since 2003 and became its third Executive Director in 2006. In 2016, the organization became a chartered member of NeighborWorks America, an accomplishment he considers one of his most significant achievements. Sanders is a 2009 graduate of Leadership Baton Rouge, Baton Rouge Business Report's Top Forty Under 40 Class of 2009, and a 2014 John W. Barton Sr. Excellence in Non-Profit Management honoree by the Baton Rouge Area Foundation.



**Ashley Orphe**

Operations  
Director



**Shervisa S. Battley**

Real Estate Development  
Director



**Marlee Pittman**

Community Relations  
Director



**Omar  
Ledezma**

Operations  
Coordinator



**Lauren  
Domingue**

Real Estate Services  
Coordinator



**Rayna  
Winnfield**

Home Ownership  
Center Manager



**Symphony  
Malveaux**

Community Relations  
Coordinator



**Terrell  
Gill**

Capacity Corps  
Manager



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