

# **Project Charter for Building Futures Initiative: Community Hub Revitalization Project**

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Authorized by:  
The Black Flag



The documents enclosed are now publicly accessible following our 501c3 qualification as a public charity. Please note that the content within these documents is dynamic and subject to updates as our project evolves. We encourage stakeholders to review the latest versions to stay informed of any changes or developments.

For further information or inquiries, please contact us at [info@theblackflag.org](mailto:info@theblackflag.org) .

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## 1. **Executive Summary**

This document outlines the initiation stage of the Building Futures Initiative: Community Hub Revitalization Project. It grants the Project Manager authority to develop a detailed project plan for presentation to the sponsor(s)<sup>1</sup>, The Black Flag, for decision-making and potential approval to move to the Execution stage. This project aligns with the strategic objective to revitalize underutilized urban spaces, addressing homelessness and economic stagnation through community engagement and infrastructure improvement. The initiative responds to the critical need for community spaces that support social, educational, and economic development. Approval of the project plan will lead to an updated Execution stage charter, authorizing fund release and project commencement.

## 2. **Sponsor**

The sponsor(s)<sup>2</sup> of this project is The Black Flag, responsible for funding the project and granting approval for the project plan and any subsequent changes to the baseline if approved for execution.

## 3. **Customer**

The customers of this project are the residents of Salt Lake City<sup>3</sup>, representing the end-users of the project's outcomes. They are responsible for participating in the definition of the project scope and for the sign-off of requirements and acceptance of the final deliverables, ensuring the project's success in addressing the community's needs and expectations.

## 4. **Scope**

This section describes the project objective and current assumptions and constraints.

### 4.1 **Objective**

The project objective is to revitalize a vacant commercial building in Salt Lake City into a thriving community hub that addresses homelessness, provides essential services, and stimulates local economic growth.

### 4.2 **Assumptions**

The project assumptions are:

- Community engagement and support will facilitate project implementation.
- Adequate funding will be secured from grants, donations, and partnerships.
- The project will receive necessary approvals from local authorities without significant delays.

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<sup>1</sup> Stakeholders can request access to this information as needed.

<sup>2</sup> We are currently identifying additional sponsors. Financial commitments must be secured before this information can be updated and finalized.

<sup>3</sup> The Black Flag, representing a key segment of the community, is committed to the project's success and will gather regular feedback from all community subgroups. The scheduling for feedback collection will depend on the initial project funding.

### 4.3 Constraints

The project constraints are:

- The project is constrained by a fixed budget of approximately \$9,966,856.53 for the first year<sup>4</sup>.
- Timelines are tight, with a goal to move from planning to execution within 3 months.
- Regulations and zoning laws may limit the scope of renovations performed.

## 5. Conceptual Solution

The conceptual solution to meet the project objective is ...

The conceptual solution involves securing the building for occupancy, renovating the structure to meet safety and operational standards, and launching a suite of services aimed at community upliftment. Services include support for the homeless, educational programs, and economic opportunities for local businesses. This solution, chosen from multiple options, promises a multi-faceted approach to revitalizing the area and fostering community engagement.

## 6. Business Case

The initial business case analysis, currently within a +/- 50% accuracy range, indicates the project's benefits outweigh the estimated costs. Detailed analysis is available in a separate document, suggesting a positive return on investment (ROI) based on preliminary financial projections<sup>5</sup>.

### 6.1 Options

The following options were examined:

- **Status Quo:** Rejected due to high costs of inaction and lost community opportunities. (DW Rowlands, 2021); (Shalini Vajjhala, 2020); (Brookings Institution, n.d.)
- **Best Value Option:** Selected for offering reasonable costs with significant benefits, including community revitalization and economic stimulation. (GOV.UK, 2022)
- **High-Cost Option:** Rejected as too expensive, reinforcing the chosen option as the best value. (Cambridge Core, n.d.); (U.S. Environmental Protection Agency (EPA), n.d.)<sup>6</sup>

### 6.2 Assumptions

The business case is based on the following assumptions:

Assumptions include stable funding sources, consistent community support, and favorable regulatory conditions, underpinning the business case's validity.

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<sup>4</sup> Our budget is flexible and designed to adapt to the funding available. If we secure just a building to start, we'll manage by leveraging The Black Flag's direct involvement, fundraising efforts, and existing resources to fulfill the project's deliverables.

<sup>5</sup> The nonprofit's mission focuses on promoting equitable economic growth within underserved communities, prioritizing impact over profit. The true measure of return on investment (ROI) will emerge 18 months after project launch, contingent on securing necessary initial funding. This approach allows stakeholders and sponsors to evaluate financial outcomes, emphasizing investment in equity and community stability as key to realizing meaningful ROI.

<sup>6</sup> Future expansions, including those like the EPA's higher cost initiatives, will be pursued through subsidies after this project's completion and treated as separate projects. These future projects also hinge on obtaining initial funding.

### 6.3 Benefits

The benefits are expected to be as follows ...

- Reduced homelessness.<sup>7</sup>
- Enhanced community safety.<sup>8</sup>
- Economic growth through local business engagement.<sup>9</sup>
- Improved quality of life for residents.<sup>10</sup>

### 6.4 Costs

The costs are estimated to be as follows ...

Estimated costs encompass initial renovations, operational expenses for the first year (~\$9.97M), and ongoing maintenance, balanced against potential funding and revenue sources.

### 6.5 Analysis

Benefit/Cost Ratio (BCR) and ROI analyses suggest the selected option presents a positive financial outlook, with substantial long-term community and economic benefits justifying the upfront investment.<sup>11</sup>

## 7. Stakeholders

This section describes the Building Futures Initiative: Community Hub Revitalization Project key stakeholders. The project stakeholders are affected and can affect the project, and therefore will be included in definition of the project scope and development of the project plan and will be included in regular communications as the project progresses if approved for execution.

The key project stakeholders, along with their role, key need, priorities, and planned communications are described in the below<sup>12</sup>.

Key stakeholders include local government officials, community organizations, homeless advocacy groups, local businesses, and residents. Their needs range from ensuring project alignment with community goals to directly benefiting from the project's services. Priorities encompass scope (meeting community needs), schedule (timely completion), and budget (cost-effectiveness). Regular updates and stakeholder meetings are planned for communication.

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<sup>7</sup> The current approaches to tackling homelessness are not fully effective and often overlook the unique dynamics of underground communities, of which The Black Flag is a member. These efforts, despite being well-intentioned, miss addressing the needs and realities of such groups, highlighting the gap in understanding and inclusion.

<sup>8</sup> The proposed benefit emphasizes the potential for engaging indoor activities to contribute positively to community safety by providing constructive alternatives that will reduce the likelihood of criminal behavior. Advocating for comprehensive support and understanding from stakeholders is crucial to harnessing this potential effectively, underscoring the importance of collaboration in addressing community issues.

<sup>9</sup> This initiative recognizes the inherent entrepreneurial spirit within the community, aiming to transform promising ideas into tangible businesses. By facilitating the bureaucratic process, including paperwork filing, the program is dedicated to nurturing local talent and fostering economic growth through direct support and engagement with aspiring entrepreneurs.

<sup>10</sup> The initiative aims to significantly enhance residents' quality of life by fostering an environment where entrepreneurship is supported, and cultural inclusivity is celebrated. Through hosting concerts, providing spaces for jam sessions and parties, and ensuring a safe environment for all community members—regardless of identity or socio-economic status—the program seeks to create a vibrant, inclusive community where everyone feels empowered to express themselves and pursue their passions.

<sup>11</sup> Investing in this project not only signals a commitment to economic and community revitalization but also positions the initiative as a catalyst for sustainable development. By focusing on inclusive growth and leveraging grassroots creativity, the initiative's approach to calculating ROI incorporates both economic and social returns, anticipating a BCR that reflects substantial long-term benefits. Such an investment strategy underscores the transformative potential of prioritizing equity and community engagement, promising a future where every dollar spent is an investment in a more vibrant, inclusive community.

<sup>12</sup> The Stakeholder Register will be created and shared once funding is secured, as this step is essential for providing accurate details.

## 8. Issues

Significant issues identified at the initiation stage to be considered during planning include ...

- Securing adequate funding.

## 9. Risks

Significant risks identified at the initiation stage to be further considered during planning are described below.

- Funding shortfalls
- Delays in regulatory approvals
- Unforeseen construction issues.

These will be analyzed further for their probability and impact on the project<sup>13</sup>.

## 10. Project Manager

The assigned Project Manager shall prepare an optimized plan documenting the project scope, schedule, budget, and risks for sponsor review before proceeding to the execution stage.

The Project Manager is authorized to call on support from within and outside the organization as required to prepare a complete and accurate plan.

The Project Manager, planning budget, and planning schedule are defined as follows:

- **Project Manager:** Brandon Jeanpierre
  - E-mail: [brandon.jeanpierre@theblackflag.org](mailto:brandon.jeanpierre@theblackflag.org)
  - Mobile: (209) 324-0431
  - Office: (801) 747-9225
  - Responsibilities: Tasked with crafting a thorough project plan.
- **Budget:** Allocated as 3% of the estimated project cost, covering planning activities<sup>14</sup>.
- **Schedule:** The final plan review is scheduled for 5/24/2024, with interim reviews as necessary.

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<sup>13</sup> Further analysis is on hold until necessary project funding is obtained, since a significant portion of the early work relies on the project sponsor's direct involvement and the immediate use of available resources.

<sup>14</sup> The planning budget, constituting 3% of the total estimated project cost, is allocated specifically for planning activities and is integrated into the overall budget as operational expenses, given that the Project Manager operates on a non-salaried basis.