

**Project Charter  
for  
Building Futures Initiative MKE: Community  
Empowerment and Revitalization Project**

**2025-01-02**

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Authorized by:  
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*the void is calling*

and i must go

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 initiates the Building Futures Initiative MKE: Community Empowerment and Revitalization Project, marking the first major step in establishing a flagship community hub under The Black Flag’s mission to address homelessness, foster economic growth, and empower underserved communities. The initiative focuses on the acquisition of a property in Milwaukee to house transitional housing, educational programs, and cultural engagement spaces.

By leveraging a comprehensive funding strategy—securing an initial loan of \$2,416,638 supported by diversified revenue streams—this project ensures both immediate impact and long-term sustainability. The hub will serve as a prototype for future expansions, fulfilling The Black Flag’s vision of scalable societal transformation.

This charter grants the Project Manager authority to develop a detailed project plan, which will be presented to The Black Flag for decision-making. Upon approval, the project will proceed to the Execution stage, releasing funds and commencing operations.

## 2. **Sponsor**

The sponsor of this project is The Black Flag, which will:

- Secure the loan to fund the property acquisition and associated costs.
- Approve the project plan and any subsequent changes to the baseline.
- Oversee the project’s alignment with organizational objectives and ensure the initiative fulfills its mission.

The Black Flag’s support extends beyond financial contributions, offering strategic guidance and access to its established network of subsidiaries and partners to strengthen the project’s foundation.

## 3. **Customer**

The primary customers of this project are the residents of Milwaukee, particularly those from underserved and marginalized communities. These individuals represent:

- **Direct Beneficiaries:**
  - Participants in transitional housing programs.
  - Residents engaging in educational and vocational training.
  - Community members attending cultural and social events.
- **Stakeholders:**
  - Residents who contribute to defining the scope and priorities of the project.
  - Individuals and groups providing feedback and validating outcomes to ensure alignment with community needs.

By actively involving customers in the planning and implementation phases, this initiative guarantees that the hub’s offerings directly address the needs of Milwaukee’s diverse population while fostering community ownership and long-term success.

## 4. **Scope**

This section outlines the project’s objective, assumptions, and constraints for the Building Futures Initiative MKE: Community Empowerment and Revitalization Project, ensuring clarity in planning and execution phases.

### 4.1 **Objective**

The primary objective of this project is to establish a flagship community hub in Milwaukee through the acquisition and development of a property. The hub will serve as a multifaceted center addressing homelessness, fostering economic growth, and providing essential services to underserved communities. Specific goals include:

1. **Transitional Housing:** Establish dedicated spaces for temporary housing to support individuals experiencing homelessness and assist in their transition to stability.
2. **Educational Programs:** Implement vocational and life-skills training to empower participants with tools for self-sufficiency and career growth.
3. **Cultural Engagement:** Create spaces for community events, arts, and cultural activities to foster inclusivity and strengthen social connections.
4. **Economic Impact:** Stimulate local economic growth by creating jobs, supporting local businesses, and fostering partnerships with community stakeholders.

This hub will act as a prototype for future expansions, setting the foundation for The Black Flag’s national and global network of transformative community spaces.

### 4.2 **Assumptions**

The following assumptions underpin the project’s planning and execution:

1. **Community Engagement:**
  - Local stakeholders, grassroots organizations, and residents will actively support the project through participation, feedback, and collaboration.
2. **Funding Secured:**
  - The project assumes the approval of an initial budget of \$2,416,638, supplemented by grants, donations, and subsidiary contributions to cover operational and repayment needs.
3. **Regulatory Compliance:**
  - The project will obtain all necessary zoning and regulatory approvals without significant delays, leveraging The Black Flag’s legal structure and community partnerships.
4. **Operational Integration:**
  - Subsidiaries will generate immediate revenue streams to support loan repayment and operational costs.<sup>i</sup>

### 4.3 **Constraints**

The project is subject to the following constraints:

1. **Budget:**
  - The project operates within an initial budget of \$2,416,638, which includes property acquisition, renovations, and startup operational costs.
2. **Timelines:**
  - The project must transition from planning to execution within 3 months, requiring efficient decision-making and rapid resource mobilization.

3. **Regulatory and Zoning:**

- The property must meet all zoning and regulatory requirements. Renovations will need to align with local laws and building codes, potentially limiting scope or requiring adjustments.

4. **Scalability:**

- The design and implementation of the hub must align with The Black Flag’s scalable template for future locations, ensuring consistent quality and operational efficiency across all sites.

## 5. **Conceptual Solution**

The Building Futures Initiative MKE: Community Empowerment and Revitalization Project focuses on establishing a flagship community hub in Milwaukee to address homelessness, foster economic growth, and provide essential community services. By combining strategic property acquisition with a scalable financial and operational model, this initiative sets the stage for transformative community impact.

### **Key Components of the Solution:**

1. **Property Acquisition and Development:**

- Securing a property that meets the project’s operational needs, including housing, educational facilities, and community engagement spaces.
- Prioritizing safety, accessibility, and energy efficiency in renovations to reduce long-term costs and environmental impact.

2. **Integrated Services:**

- **Housing Solutions:** Transitional units offering individuals a path to permanent stability.
- **Educational and Skill-Building Programs:** Training in life skills, technology, and trades to create economic opportunities.
- **Cultural Engagement:** Events and activities celebrating Milwaukee’s diversity and fostering social connections.

3. **Revenue Generation:**<sup>ii</sup>

- Leveraging cultural events, merchandise, and partnerships to ensure financial sustainability.
- Supplementing operations through grants, donations, and for-profit subsidiary contributions.

4. **Community Collaboration:**

- Partnering with local organizations and businesses to align programs with community needs.
- Regular stakeholder engagement to ensure transparency and trust.

This solution provides a replicable model for future community hubs, combining immediate social impact with long-term financial viability.<sup>iii</sup>

## 6. **Business Case**

The Building Futures Initiative MKE is a transformative project designed to provide immediate community benefits while ensuring financial sustainability and scalability. Through a robust and well-defined revenue generation model, the initiative guarantees dependable financial returns, complemented by supplemental contributions that enhance cost efficiency.

## Funding and Revenue Generation

To initiate this project, a comprehensive funding and revenue strategy has been developed, ensuring reliable financial performance and compliance with 501(c)(3) standards. The model prioritizes diversified and dependable revenue streams while leveraging in-kind contributions as cost-saving measures, not primary funding sources.<sup>iv</sup>

### 1. Initial Funding Needs:

The project requires an initial investment of \$2,416,638, allocated for property acquisition, renovations, and the first year of operations. The financial strategy ensures the project's self-sustainability, with detailed revenue models designed to generate returns capable of meeting operational needs and future growth.

### 2. Revenue Generation Model:

The revenue model is anchored in reliable and scalable income streams, ensuring financial stability from the project's inception. While in-kind donations and supplemental grassroots contributions provide cost savings, primary revenue generation includes:

- Structured income derived from mission-aligned programs and initiatives.
- Public-facing activities that blend community engagement with financial returns.
- Innovative approaches that maximize efficiency while delivering measurable social impact.

### 3. Cost Management:

Operational efficiency is central to the project's success, with strategies including:

- Energy-efficient upgrades reducing utility costs by 30%.
- Volunteer involvement and in-kind contributions to offset expenses while maintaining quality.

## Return on Investment and Community Impact

The Building Futures Initiative MKE delivers significant returns on investment for stakeholders while creating substantial benefits for the Milwaukee community:

### 1. ROI for Stakeholders:

- **Dependable Revenue:** Initial Year 1 revenue projected at \$5.5 million, ensuring early financial stability.
- **Benefit-Cost Ratio (BCR):** 1.8, highlighting significant value creation for every dollar invested.
- **Sustainable Growth:** Surplus revenue from the first year reinvested into operations and expansion opportunities.

### 2. Community Impact:

- **Transitional Housing:** Over 200 individuals annually supported with housing and services, reducing homelessness and fostering long-term stability.
- **Educational Programs:** Empowering 500+ participants in Year 1 with vocational and life skills training to improve economic outcomes.
- **Economic Growth:** Direct contributions to local job creation and stimulation of over \$1 million in annual local economic activity.

## Operational Efficiency and Risk Mitigation

The project integrates forward-thinking strategies to maximize efficiency and minimize risks:<sup>y</sup>

- **Efficient Operations:** Cost-saving measures, such as energy-efficient infrastructure and volunteer participation, enhance financial resilience.
- **Compliance and Oversight:** Full adherence to 501(c)(3) requirements ensures operational integrity and alignment with organizational values.

- **Risk Mitigation:** Diverse and dependable revenue streams safeguard against economic fluctuations, while early engagement with stakeholders reduces regulatory and operational risks.

## 6.1 Options

The following options were thoroughly examined to determine the most viable and impactful approach for the Building Futures Initiative MKE: Community Empowerment and Revitalization Project:

### 1. **Status Quo** (Rejected):

Maintaining the current state, without taking action, was dismissed as it perpetuates systemic issues such as homelessness, economic stagnation, and social inequity.

#### ▪ **Drawbacks:**

- Continued deterioration of vacant properties in Milwaukee.
- Missed opportunities for community revitalization, job creation, and economic stimulation.
- Increasing long-term social and economic costs due to inaction.

#### ▪ **Supporting Analysis:**

- DW Rowlands (2021): Cost of inaction in community revitalization exceeds immediate intervention investments.
- Shalini Vajjhala (2020): Economic consequences of ignoring community engagement opportunities.
- Brookings Institution (n.d.): Long-term fiscal and social costs of neglecting urban underutilization.

### 2. **Best Value Option** (Selected):

The chosen approach involves the acquisition of a strategically identified property, balancing reasonable costs with significant community, social, and economic benefits.

#### ▪ **Advantages:**

- Provides transitional housing and economic opportunities for underserved populations.
- Creates a scalable template for future community hubs.
- Generates immediate revenue streams via subsidiary operations to ensure financial sustainability.

#### ▪ **Supporting Analysis:**

- GOV.UK (2022): Successful implementation of community revitalization projects with modest budgets demonstrates long-term ROI and broad societal benefits.
- Projected financial gains and community impacts significantly outweigh initial investments.

### 3. **High-Cost Option** (Rejected):

A more expansive and resource-intensive approach was considered but ultimately deemed infeasible due to its high upfront cost and delayed returns.

#### ▪ **Drawbacks:**

- Higher risk of financial overextension without proportional benefits.
- Longer implementation timelines, delaying community impact.

#### ▪ **Supporting Analysis:**

- Cambridge Core (n.d.): High-cost urban revitalization projects often lack sustainable ROI.
- U.S. Environmental Protection Agency (EPA, n.d.): Community revitalization must balance cost and impact for scalability and sustainability.

By selecting the Best Value Option, the Building Futures Initiative MKE strikes a balance between financial feasibility and meaningful community outcomes. This approach ensures efficient resource

utilization while delivering scalable and impactful results, aligning with The Black Flag’s mission of equity-driven transformation.

## 6.2 Assumptions

The business case for the Building Futures Initiative MKE is built on a set of key assumptions that underpin the project’s viability, sustainability, and success. These assumptions are designed to ensure that the project’s financial, operational, and community impact goals are achievable.

1. **Stable Funding Sources**<sup>vi</sup>
  - **Seed Funding:** The project assumes securing \$2,416,638 through a primary funding mechanism, covering property acquisition, renovations, and initial operational setup.
  - **Supplementary Income:** Secondary funding strategies—including HUD grants, grassroots support, philanthropic contributions, and program revenue—will provide ongoing financial stability and operational flexibility.
  - **Revenue Generation:** Reliable income streams from cultural events, merchandise sales, and aligned programmatic activities will reduce reliance on external funding within the first year.
2. **Community Engagement and Support**
  - **Grassroots Participation:** The project expects active involvement from local residents and community organizations in planning, feedback, and program utilization.
  - **Business Partnerships:** Collaboration with local businesses and service providers will enhance program offerings, increase outreach, and strengthen stakeholder buy-in.
3. **Favorable Regulatory Conditions**
  - **Property Compliance:** The selected property is expected to meet zoning and regulatory requirements, with no significant legal or procedural delays anticipated.
  - **Nonprofit and Religious Status:** The Black Flag’s dual status facilitates eligibility for grants and supports favorable interactions with regulatory bodies.
4. **Operational Efficiency**
  - **Streamlined Model:** The project will leverage The Black Flag’s scalable operational framework to reduce costs and improve efficiency.
  - **Energy Efficiency:** Renovations will prioritize sustainability, resulting in lower utility costs and long-term operational savings.
5. **Scalability**
  - **Replicable Template:** The Milwaukee hub will serve as a prototype for future expansion, aligning with The Black Flag’s strategic plan for national and global growth.
  - **Foundation for Expansion:** The hub’s design and operational success are expected to drive interest and support for subsequent projects in new regions.

These assumptions ensure the financial stability, community alignment, and operational success of the Building Futures Initiative MKE. They collectively establish a foundation for achieving impactful and scalable results.

## 6.3 Benefits

The Building Futures Initiative MKE: Community Empowerment and Revitalization Project is designed to deliver transformative benefits for the Milwaukee community. These benefits include measurable improvements in social, economic, and community well-being:

1. **Reduced Homelessness:**
  - The hub will provide transitional housing for over 200 individuals annually, offering comprehensive support services to facilitate stable and sustainable transitions into permanent housing.

- By addressing root causes of homelessness, the project reduces the strain on local shelters and public resources.
- 2. **Enhanced Community Safety:**
  - By creating a safe and inclusive space for residents, the hub will help foster stronger community ties and reduce crime rates associated with poverty and homelessness.
  - Harm reduction programs will provide resources and peer counseling, ensuring a safer environment for all residents.
- 3. **Economic Growth through Local Business Engagement:**
  - Job creation through hub operations, subsidiary businesses, and vocational training programs will boost the local economy.
  - Partnerships with local vendors and service providers will inject over \$1M annually into the local economy, fostering long-term economic resilience.
- 4. **Improved Quality of Life for Residents:**
  - Community programs in education, arts, and culture will enrich the lives of participants, providing opportunities for personal and professional growth.
  - Access to essential services such as mental health counseling, harm reduction resources, and life skills training will improve the overall well-being of community members.
- 5. **Scalable Impact:**
  - The hub's success will serve as a model for replication, creating a framework for addressing systemic inequities and fostering community-driven growth in additional cities.

These benefits underscore the project's alignment with The Black Flag's mission of equity-driven transformation, ensuring tangible and lasting improvements for Milwaukee's residents and setting the stage for broader societal impact.

## 6.4 Costs

The estimated costs for the Building Futures Initiative MKE align with The Black Flag's scalable and efficient operational model. The project's comprehensive budget of \$2,416,638 is designed to establish a flagship community hub, balancing initial investments with robust revenue generation strategies to ensure both financial sustainability and impactful community outcomes.<sup>vii</sup>

### Total Budget Overview

The total budget of \$2,416,638 is allocated to cover the acquisition, development, and operationalization of the Milwaukee hub. These funds are strategically invested to maximize financial returns and social impact, supporting the rapid deployment of services that meet community needs while positioning the hub as a model for future expansion.

### Return on Investment and Benefit-Cost Ratio

#### The financial model projects:

- **Year 1 Revenue:** \$5.5 million.
- **Cumulative Revenue** (Years 1–5): \$42 million.
- **Benefit-Cost Ratio** (BCR): 1.8, indicating that for every \$1 invested, the initiative returns \$1.80 in value.

This positive BCR highlights the project's financial viability and its potential to generate surplus revenue that will be reinvested into operations and expansion.

### Revenue Strategy

Revenue streams are structured to recover costs and generate sustainable growth:

1. **Program and Service Revenue:** Financial returns generated by community-driven programs.
2. **Cultural Engagement and Merchandise:** Festivals, workshops, and branded products projected to generate significant returns.
3. **Strategic Partnerships and Philanthropy:** Contributions from local businesses, philanthropic organizations, and aligned stakeholders.
4. **Energy and Cost Efficiencies:** Green retrofits and volunteer labor significantly reduce ongoing operational costs.

### Efficiency and Impact

Cost-saving measures and a focus on operational efficiency ensure that resources are utilized effectively:

- **Energy Savings:** Sustainability measures reduce utility expenses by up to 30%, contributing to long-term savings.
- **Volunteer Contributions:** Community engagement offsets labor costs and increases the project's reach and impact.

### Projected Impact

The Milwaukee hub is designed to deliver transformative outcomes, including:

- **Transitional Housing:** Over 100 individuals housed annually with pathways to stability.
- **Workforce Development:** Training for 300 participants in Year 1, providing skills for economic self-sufficiency.
- **Harm Reduction and Community Services:** Support for 500+ individuals, improving health outcomes and overall community wellbeing.

These projections demonstrate the initiative's ability to drive tangible community change while achieving financial sustainability and scalability.

## 6.5 Analysis

### Financial and Impact Analysis

The Building Futures Initiative MKE has been analyzed in terms of its Benefit/Cost Ratio (BCR) and Return on Investment (ROI). The selected option demonstrates a robust financial and community impact case, with substantial long-term benefits that justify the upfront investment of \$2,416,638.

#### Benefit/Cost Ratio (BCR):

The BCR evaluates the project's anticipated benefits relative to its costs, demonstrating the financial efficiency of the investment.

- **Total Estimated Benefits (Year 1-5):**
  - **Community Services:** \$8.5M in economic value through housing, education, and harm reduction.
  - **Subsidiary Revenue:** \$10M cumulative contribution from for-profit subsidiaries.<sup>viii</sup>
  - **Economic Impact:** \$5M in local economic activity through job creation and vendor partnerships.
  - **Cultural Contributions:** \$3.5M from events, merchandise, and public engagement.
- **Total Costs (Year 1-5):**
  - Initial investment: \$2.416M.

- Operational costs (Years 2–5): \$8.5M.
- BCR Calculation:

$$\text{BCR} = \frac{\text{Total Benefits}}{\text{Total Costs}} = \frac{27\text{M}}{10.916\text{M}} = 2.47$$

A BCR of 2.47 indicates that for every \$1 invested, the project generates \$2.47 in benefits, demonstrating strong financial and societal returns.

### **Return on Investment (ROI):**

The ROI measures the project’s financial gains relative to its costs, showcasing profitability and long-term sustainability.

- **Projected Revenue Streams:**
  - Year 1 Revenue: \$5.5M.
  - Year 5 Cumulative Revenue: \$27M.
- **ROI Calculation (Year 5):**

$$\text{ROI} = \frac{\text{Net Benefits}}{\text{Total Costs}} \times 100$$

- Net Benefits (Year 5): \$27M - \$10.916M = \$16.084M.
- ROI: (16.084M ÷ 10.916M) x 100 = 147%

An ROI of 147% by Year 5 highlights the project’s profitability and capacity for scalable impact.

### **Community and Economic Impact:**

1. **Social Impact:**
  - Reduction of homelessness for 100+ individuals annually.
  - Empowerment through education and job training for 300+ participants annually.
  - Creation of 50+ direct and indirect jobs within the local economy.
2. **Economic Impact:**
  - Stimulates \$1M+ annually in local economic activity through vendor partnerships and job creation.
  - Strengthens small businesses by leveraging partnerships and community collaborations.
3. **Cultural Impact:**
  - Promotes inclusivity and engagement through cultural events attended by 10,000+ participants in Year 1, increasing to 30,000 by Year 5.

### **Conclusion:**

The BCR and ROI analyses confirm that the selected option is both financially viable and socially transformative. The upfront investment is justified by the measurable economic and community benefits, making this project a compelling opportunity for lenders, investors, and stakeholders.

## **7. Stakeholders**

The Building Futures Initiative MKE: Community Empowerment and Revitalization Project identifies and engages key stakeholders who are integral to its success. Stakeholders are defined as individuals or groups directly affected by the project or capable of influencing its outcome. Their inclusion ensures that the project aligns with community needs, meets regulatory standards, and achieves its operational objectives.

## Key Stakeholders and Engagement Plan

Key stakeholders, their roles, needs, priorities, and communication plans are outlined below:

### 1. Local Government Officials

- **Role:** Regulators and approving authorities responsible for ensuring compliance with zoning laws, safety regulations, and alignment with urban development priorities.
- **Key Need:** Compliance with city regulations and alignment with Milwaukee's urban goals.
- **Priorities:** Expedite permitting and approvals, ensure public safety, and foster collaboration for urban development.
- **Planned Communication:** Periodic review meetings, updates through official channels, and participation in collaborative urban initiatives.

### 2. Community Organizations

- **Role:** Partners supporting outreach, advocacy, and program delivery.
- **Key Need:** Collaborative alignment with community services, programs, and advocacy efforts.
- **Priorities:** Ensure program accessibility for underserved populations and foster inclusivity in service design.
- **Planned Communication:** Monthly coordination meetings, shared feedback loops, and co-hosted community events.

### 3. Homeless Advocacy Groups

- **Role:** Advocacy for individuals experiencing homelessness and collaboration on harm reduction and housing programs.
- **Key Need:** Access to transitional housing and resources that address systemic barriers to stability.
- **Priorities:** Deliver effective housing-first initiatives and ensure sustainable support systems for individuals experiencing homelessness.
- **Planned Communication:** Bi-weekly strategy meetings and open access to project updates and metrics.

### 4. Local Businesses

- **Role:** Economic stakeholders and collaborators in local commerce and employment initiatives.
- **Key Need:** Economic growth and opportunities for collaboration through project activities.
- **Priorities:** Create jobs, foster partnerships, and increase local economic activity.
- **Planned Communication:** Quarterly business forums and partnership meetings.

### 5. Residents of Milwaukee

- **Role:** Community beneficiaries and end-users of hub resources and services.
- **Key Need:** Access to affordable housing, educational programs, and community resources.
- **Priorities:** Promote inclusivity, ensure the hub addresses pressing local issues, and build a sense of community ownership.
- **Planned Communication:** Regular town hall meetings, newsletters, and feedback sessions.

### 6. Volunteer Groups

- **Role:** Direct contributors to operational and programmatic success through manpower and engagement.
- **Key Need:** Meaningful involvement in the project's mission and recognition for their contributions.
- **Priorities:** Effective coordination and integration into hub operations.
- **Planned Communication:** Weekly volunteer briefings and training sessions.

### 7. Investors

- **Role:** Financial stakeholders providing essential funding to enable project execution.
- **Key Need:** Transparency in financial management and measurable ROI.
- **Priorities:** Timely ROI, revenue growth, and ongoing financial updates.
- **Planned Communication:** Monthly financial reports, investor briefings, and access to performance dashboards.

### **Stakeholder Engagement Strategy**

To ensure alignment with stakeholder needs and priorities, the following engagement strategies will be employed:

- **Regular Communication:** Tailored updates provided to stakeholders through preferred channels, including email, newsletters, meetings, and online dashboards.
- **Feedback Mechanisms:** Suggestion boxes, forums, and direct consultations to capture community input and stakeholder concerns.
- **Collaborative Planning:** Active inclusion of stakeholders in scope definition and program development to ensure the project's relevance and impact.

This comprehensive stakeholder engagement approach positions the Building Futures Initiative MKE to achieve its objectives effectively while fostering broad-based community and institutional support.

## **8. Issues**

### **Significant Issues Identified at the Initiation Stage**

The Building Futures Initiative MKE has proactively identified key issues that require attention during the planning phase. These issues are being addressed to ensure the project's success and sustainability:

#### **1. Securing Adequate Funding**

- **Description:** The success of this initiative hinges on securing the necessary seed funding to acquire the property and launch operations. Additional backfill funding strategies will be deployed to ensure financial sustainability.
- **Mitigation Strategy:**
  - Diversified funding streams, including potential grants and community-driven campaigns, are in place to secure cash flow.
  - Detailed financial planning ensures alignment with fiscal goals and stakeholder expectations.

#### **2. Regulatory Compliance**

- **Description:** Adherence to zoning, safety, and operational regulations is essential to maintain project timelines and approvals.
- **Mitigation Strategy:**
  - Early engagement with city officials and regulatory experts is underway.
  - Provisions for compliance-related expenses are included in the budget.

#### **3. Community Buy-In**

- **Description:** Ensuring alignment with community needs and fostering local trust is critical for the project's success.
- **Mitigation Strategy:**
  - Regular community forums and inclusive planning sessions are planned to gather input and feedback.
  - Local partnerships will amplify the initiative's positive impact and engagement.

#### **4. Volunteer and Staffing Coordination**

- **Description:** The hybrid workforce model, which integrates volunteers and core staff,

must operate efficiently.

- **Mitigation Strategy:**
  - Streamlined coordination and clear roles will maximize operational efficiency.
  - Volunteer training programs and recognition strategies are integral to the project's success.

## 9. Risks

### Significant Risks Identified at the Initiation Stage

A comprehensive risk management approach ensures potential challenges are anticipated and mitigated effectively. Below are key risks identified for the project:<sup>ix</sup>

#### 1. Funding Challenges

- **Risk:** Delays or shortfalls in funding could impact acquisition and launch timelines.
- **Mitigation:**
  - Utilize diverse funding strategies to ensure liquidity.
  - Deploy flexible budgeting practices to adapt to potential funding fluctuations.

#### 2. Regulatory Delays

- **Risk:** Zoning or compliance issues may delay operational milestones.
- **Mitigation:**
  - Early consultations with legal and regulatory experts.
  - Identification of alternative strategies to address unexpected delays.

#### 3. Community Resistance

- **Risk:** Misalignment with community priorities may generate pushback or reputational concerns.
- **Mitigation:**
  - Build trust through transparent communication and collaborative planning.
  - Highlight the project's alignment with local priorities in all public communications.

#### 4. Construction Challenges

- **Risk:** Structural issues discovered post-acquisition could result in unexpected costs.
- **Mitigation:**
  - Rigorous property inspections prior to acquisition.
  - Contingency planning for minor structural repairs and upgrades.

#### 5. Economic Instability

- **Risk:** Market shifts or economic downturns may affect fundraising and operational scaling.
- **Mitigation:**
  - Diversify revenue streams to ensure operational resilience.
  - Leverage the project's community impact to maintain stakeholder confidence.

## 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](tel:(209)324-0431)

**Office:** [\(414\) 502-8269](tel:(414)502-8269)

**Responsibilities:** Tasked with crafting a thorough project plan.

**Budget:** Allocated as 3% of the estimated project cost, covering planning activities.

**Schedule:** The final plan review is scheduled for 2/24/2025, with interim reviews as necessary.

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<sup>i</sup> Holding details withheld until funding secured and proprietary data no longer requires an NDA for access. Until then, granular details reserved for qualified and interested funding sources.

<sup>ii</sup> Detailed revenue generation strategies and operational metrics are available in supporting documents provided to serious investors.

<sup>iii</sup> The full project management plan, including granular cost breakdowns, will be developed following funding approval, consistent with industry-standard practices.

<sup>iv</sup> Detailed revenue strategies and proprietary methodologies are reserved for investors under NDA.

<sup>v</sup> Additional operational details will be included in the Project Management Plan upon funding approval.

<sup>vi</sup> Specific funding methods and subsidiary contributions are detailed in internal documents reserved for serious investors under an NDA. Additional operational details will be finalized in the Project Management Plan post-funding.

<sup>vii</sup> Detailed cost allocations and proprietary methodologies are reserved for qualified investors under NDA. These details will be publicly released following secured funding.

<sup>viii</sup> Holding details withheld until funding secured and proprietary data no longer requires an NDA for access. Until then, granular details reserved for qualified and interested funding sources.

<sup>ix</sup> The full Risk Register, including granular details of risk likelihoods, financial impacts, and mitigation plans, is reserved for inclusion in the comprehensive Project Management Plan (PMP). This level of specificity is available to stakeholders or investors under NDA.