

BLAC PAC | 2026 DEVELOPMENT PROJECT STRATEGIC PLAN

People-First Political Action | Integrity-Driven Policy | Community-Led Impact



— **BLAC PAC.US** —

BLAC PAC | 2026 DEVELOPMENT PROJECT STRATEGIC PLAN

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 - b. Oklahoma: "Rebuilding resilience, restoring legacy."
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1. Email Marketing (Segmentation: policy updates, donor stewardship, general news)
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3. Social Media Strategy (Platform-specific content: LinkedIn for policy/donors, Instagram/TikTok for youth/impact stories, X for breaking news/advocacy)
 - a. Short-form video storytelling (project updates, beneficiary testimonials)
 - b. Milestone storytelling (groundbreakings, legislative wins)
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 - 3. Proactive Communications, Transparent Reporting, Ethical Conduct Policies
 - 4. Comprehensive Insurance, Emergency Response Plans
- C. Contingency Plans (Examples)
 - 1. If legislation fails, pivot to advocacy for executive actions or local ordinances.
 - 2. If funding falls short, prioritize core initiatives, seek bridge funding, scale down phases.
 - 3. If a project faces delays, re-evaluate timelines, reallocate resources, communicate transparently.

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 - 3. Fostering a learning culture within BLAC PAC
- D. Independent Evaluation (Periodic external reviews of program effectiveness)

XVI. 2026 QUARTERLY EXECUTION ROADMAP

- A. Q1 2026: Foundation & Launch
 - * Cross-Initiative:
 - * Finalize 2026 legislative targets and bill drafts.
 - * Secure anchor major donors for all three initiatives.
 - * Launch comprehensive communications plan; develop initiative-specific messaging.
 - * Initiate staff recruitment for key program and legislative roles.
 - * Establish BLAC PAC website dashboards for public progress tracking.
 - * Memphis Sustainable Housing (Homes for Honor):
 - * Secure legislative sponsorship for "Homes for Honor" bill in Tennessee.
 - * Convene Memphis Community Advisory Board (CAB) & hold inaugural meeting.
 - * Begin site identification and preliminary due diligence for housing development.
 - * Initiate partnerships for wrap-around services.
 - * Homes for Heartland (Oklahoma):
 - * Conduct initial stakeholder meetings in Oklahoma for Black Wall Street rebuild and weather-affected areas.
 - * Draft comprehensive legislation for disaster relief and historic preservation.
 - * Begin outreach to federal agencies (FEMA, HUD) for potential funding.
 - * Project SAFE STAY:
 - * Form Project SAFE STAY Youth & Community Advisory Council.
 - * Research and identify potential temporary housing sites/models.
 - * Begin curriculum development for financial literacy and mentorship programs.
 - * Outline state-level legislative advocacy strategy for foster youth support.

B. Q2 2026: Groundbreaking & Activation

- * Cross-Initiative:
 - * Execute major donor roadshows across key regions.
 - * Intensify grassroots fundraising campaigns.
 - * Expand media amplification efforts for BLAC PAC's unique model.
- * Memphis Sustainable Housing (Homes for Honor):
 - * Official Groundbreaking Ceremony for Memphis Sustainable Housing, with public officials, veterans, first responders, and donors.
 - * Secure initial tranche of development funding (\$10-15M).
 - * Begin site preparation and infrastructure development.
 - * Formalize key wrap-around service partnerships.
- * Homes for Heartland (Oklahoma):
 - * Introduce key legislation supporting Black Wall Street rebuilding and disaster-resilient housing in the Oklahoma state legislature.
 - * Initiate historical designation reinforcement/expansion process.
 - * Activate community-led planning councils for Greenwood District and disaster-affected communities.
 - * Launch specific capital commitment campaigns.
- * Project SAFE STAY:
 - * Launch pilot phase of financial literacy workshops.
 - * Begin recruitment and training for the initial cohort of mentors.
 - * Secure initial properties for temporary housing (e.g., leases, donations, small acquisitions).
 - * Host legislative briefings on foster youth aging out challenges.

C. Q3 2026: Capital Alignment & Mid-Year Impact

- * Cross-Initiative:
 - * Expand capital alignment efforts (targeting \$25M-\$40M cumulative).
 - * Publish comprehensive Mid-Year Impact Report, highlighting progress on all initiatives.
 - * Host BLAC PAC policy briefing for national media and political stakeholders.
 - * Conduct internal strategic review and adjust plans as needed based on Q1-Q2 outcomes.
- * Memphis Sustainable Housing (Homes for Honor):
 - * Reach key construction milestones (e.g., foundation completion, framing).
 - * Launch tenant selection criteria and application process.
 - * Report on initial service utilization metrics.
- * Homes for Heartland (Oklahoma):
 - * Secure initial \$15M-\$20M capital commitment for Black Wall Street rebuild and housing projects.

- * Begin procurement for rebuilding projects, emphasizing minority developer participation.
- * Host community forums on rebuilding progress and future plans.
- * Project SAFE STAY:
 - * Open first Project SAFE STAY temporary housing unit(s) and welcome the initial cohort of youth.
 - * Evaluate initial financial literacy program outcomes and mentor effectiveness.
 - * Expand partnerships for educational and employment opportunities for youth.

D. Q4 2026: Legislative Wins, Donor Renewal & 2027 Planning

- * Cross-Initiative:
 - * Celebrate 2026 legislative wins and policy advancements across all initiatives.
 - * Initiate donor renewal campaigns and cultivate new major donor prospects for 2027.
 - * Conduct comprehensive annual review of all KPIs and strategic themes.
 - * Develop 2027 pipeline plans for continued growth and impact.
 - * Hold end-of-year BLAC PAC leadership retreat.
- * Memphis Sustainable Housing (Homes for Honor):
 - * Target completion of first phase housing units, preparing for occupancy.
 - * Publicly release detailed accountability reports on construction, budget, and community benefit.
 - * Plan for ribbon-cutting ceremony and resident move-in.
- * Homes for Heartland (Oklahoma):
 - * Secure passage of key legislative initiatives in Oklahoma or significant federal funding commitment.
 - * Announce specific rebuilding projects for Black Wall Street and disaster zones.
 - * Report on minority developer and local employment targets achieved.
- * Project SAFE STAY:
 - * Host holiday event for Project SAFE STAY youth and mentors.
 - * Report on youth's progress towards self-sufficiency (education, employment, financial health).
 - * Begin planning for expansion to additional SAFE STAY units or new cities in 2027.
 - * Advocate for inclusion of Project SAFE STAY model in state-level foster care reform legislation.

XVII. CONCLUSION: BLAC PAC'S VISION FOR THE FUTURE

- A. Reaffirming the People-First Commitment
- B. The Enduring Power of Integrity and Accountability
- C. Scaling Impact: Beyond 2026
- D. Call to Action: Join Us in Building a Better Future

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BLAC PAC | 2026 Development Project Strategic Plan

I. EXECUTIVE SUMMARY

A. BLAC PAC's Defining Moment in 2026

The year 2026 represents a defining inflection point for BLAC PAC. At a time when public trust in political institutions continues to erode, and when communities most impacted by inequitable policy outcomes are increasingly demanding tangible results rather than rhetoric, BLAC PAC is positioned to demonstrate a fundamentally different model of political action, one that is people-first, integrity-driven, and anchored in measurable community impact.

Traditional political action committees have largely operated within a transactional paradigm: resources are mobilized to influence elections, access is exchanged for financial support, and accountability often dissipates once votes are cast and campaigns conclude. This model has proven insufficient in addressing structural inequities, particularly in housing, disaster recovery, veteran and first responder support, and youth transition systems such as foster care. BLAC PAC exists to challenge and replace this paradigm.

In 2026, BLAC PAC advances a full-cycle approach to political action, moving decisively from advocacy to implementation, from legislation to construction, and from policy wins to lived outcomes. This strategic plan outlines how BLAC PAC will leverage its political influence, policy expertise, and donor trust to directly catalyze three flagship development initiatives that address urgent national needs while modeling a new standard for accountability in political organizing.

The initiatives detailed in this plan are not symbolic. They are designed to produce visible, durable, and measurable change in communities that have historically been underserved, overlooked, or harmed by policy failures. Housing is treated not as a peripheral issue, but as foundational infrastructure upon which health, economic mobility, civic participation, and intergenerational stability depend.

B. Core Strategic Pillars

BLAC PAC's 2026 strategy is grounded in five interlocking pillars that guide all decision-making, partnerships, and accountability mechanisms.

People-First Political Action

BLAC PAC centers human outcomes over political optics. Every endorsed policy, legislative effort, and development project is evaluated against a single core question: does this materially improve the lives of the people most affected by the issue at hand? Political success is defined not by access or visibility, but by impact.

Integrity Over Influence

BLAC PAC rejects the notion that political effectiveness requires compromise of values. Endorsements, donor relationships, and legislative partnerships are contingent upon transparency, ethical conduct, and a demonstrated willingness to be held accountable. Influence is earned through trust and results, not proximity to power.

Community-Led Impact

Communities are not passive recipients of BLAC PAC's work; they are active partners in shaping it. Each flagship initiative incorporates community advisory structures, local leadership engagement, and feedback loops to ensure relevance, legitimacy, and sustainability.

Full-Cycle Leadership: From Bill to Build

BLAC PAC distinguishes itself by maintaining responsibility beyond the passage of legislation. The organization remains engaged through funding alignment, implementation oversight, and outcome evaluation, bridging the gap between policy intent and lived reality.

Radical Transparency and Donor Trust

Donors are treated as partners in impact, not merely funding sources. BLAC PAC commits to clear reporting, measurable benchmarks, and public accountability dashboards that track progress from legislative action through project completion.

C. Flagship Initiatives Overview

To operationalize its strategic pillars, BLAC PAC will concentrate its 2026 efforts on three flagship initiatives. Each initiative addresses a distinct but interconnected crisis, while collectively advancing a unified housing-centered strategy for equity and resilience.

1. Memphis Sustainable Housing – *Homes for Honor*

Homes for Honor is a comprehensive housing and support initiative designed to serve veterans and first responders in Memphis, Tennessee, individuals who have borne extraordinary service burdens yet frequently face housing instability, mental health challenges, and insufficient support systems upon returning to civilian life.

This initiative moves beyond traditional affordable housing models by integrating wrap-around services, including mental health support, job placement assistance, financial literacy programming, and peer-based community networks. Homes will be developed using sustainable design standards, reducing long-term costs while promoting environmental responsibility.

BLAC PAC's role encompasses legislative advocacy to secure incentives for supportive housing, capital alignment across public and private sectors, and accountability oversight throughout development and service delivery. Memphis was selected due to its acute housing needs, strong potential for cross-sector partnerships, and opportunity to establish a replicable national model for honoring service through stability and care.

2. Homes for Heartland – Oklahoma

Homes for Heartland responds to the dual crises facing Oklahoma: increasing vulnerability to extreme weather events and the unfinished work of historic repair, particularly in Tulsa's Greenwood District, once known as Black Wall Street.

This initiative combines disaster-resilient housing reconstruction for weather-affected families with intentional investment in historic preservation and economic revitalization. By aligning disaster recovery funding, climate-resilient building standards, and minority developer participation, Homes for Heartland seeks not only to rebuild homes, but to restore trust, legacy, and opportunity.

BLAC PAC will advocate for comprehensive disaster relief legislation, expanded historic protections, and equitable distribution of reconstruction resources. Community-led planning councils will ensure that redevelopment efforts reflect local priorities and cultural integrity, while capital mobilization strategies will emphasize long-term resilience over short-term recovery.

3. Project SAFE STAY

Project SAFE STAY addresses one of the most under-resourced transition points in the social safety net: youth aging out of the foster care system. Each year, thousands of young people exit foster care without stable housing, financial literacy, or adult mentorship, placing them at high risk for homelessness, unemployment, and long-term economic instability.

This initiative provides safe, temporary housing coupled with structured financial literacy education, mentorship, and life-skills training. The goal is not only to prevent immediate housing insecurity, but to equip young adults with the tools necessary for sustained independence.

BLAC PAC will pursue legislative reforms to extend foster care support, mandate transitional housing provisions, and secure funding streams for model replication. Partnerships with foundations, corporations, and educational institutions will expand mentorship and employment pathways, while rigorous evaluation will track long-term outcomes for participating youth.

D. Anticipated Impact and Capital Influence

Across all three initiatives, BLAC PAC targets a total capital influence of **\$75 million to \$100 million** in 2026, encompassing public funding, private investment, and philanthropic contributions catalyzed through policy alignment and advocacy. Direct fundraising by BLAC PAC is projected at **\$5 million to \$10 million**, strategically deployed to unlock significantly larger pools of capital.

By the end of 2026, BLAC PAC anticipates:

- Legislative advancement or passage of key housing, disaster recovery, and foster care reforms
- Groundbreaking or active construction of sustainable housing developments
- Measurable improvements in housing stability for veterans, first responders, disaster-affected families, and foster youth
- Demonstrated models of community-led governance and transparent accountability
- A strengthened national reputation as a political action organization that delivers tangible results

E. A New Standard for Political Action

This strategic plan is not merely a roadmap for 2026; it is a statement of intent. BLAC PAC is asserting that political action can, and must, be accountable, community-anchored, and outcome-driven. By aligning policy advocacy with development execution, and by holding itself and its partners to measurable standards, BLAC PAC seeks to redefine what success looks like in the political arena.

The initiatives outlined herein represent the beginning of a scalable, replicable model for people-first governance, one that honors service, restores legacy, and invests in the next generation with integrity and purpose.

II. INTRODUCTION

From Transactional Politics to Tangible Transformation

A. BLAC PAC: A New Paradigm in Political Action

BLAC PAC was founded in response to a growing and deeply consequential disconnect between political advocacy and lived outcomes. While political organizations routinely mobilize around elections, policy platforms, and legislative agendas, far fewer maintain responsibility for what happens after votes are cast and bills are passed. This gap, between promise and performance, has contributed to widespread public disillusionment, particularly among communities that have historically borne the cost of policy failures without receiving commensurate benefits.

BLAC PAC operates from the premise that political action must extend beyond influence and into implementation. Its work is grounded in the belief that advocacy devoid of accountability is insufficient, and that meaningful change requires sustained engagement from policy conception through execution and evaluation.

1. Mission, Vision, and Values

Mission

BLAC PAC exists to advance people-first political action that translates legislative advocacy into measurable community outcomes. The organization mobilizes political influence, capital alignment, and public accountability to address systemic inequities through housing-centered, community-led solutions.

Vision

BLAC PAC envisions a political ecosystem in which integrity is the standard, not the exception; where communities are partners rather than afterthoughts; and where policy success is measured by tangible improvements in human stability, dignity, and opportunity.

Core Values

- **Integrity:** Ethical decision-making, transparency, and accountability guide all engagements.
- **People-First Governance:** Human impact takes precedence over political convenience or optics.
- **Equity and Repair:** Historic harm requires intentional, forward-looking remedies.
- **Collaboration:** Sustainable change is achieved through aligned partnerships across sectors.
- **Accountability:** Commitments are tracked, measured, and publicly reported.

These values are not aspirational statements; they are operational standards embedded throughout BLAC PAC's strategic planning, candidate alignment, fundraising, and program execution.

2. The People-First Philosophy

At the center of BLAC PAC's approach is a people-first philosophy that reframes political success around outcomes rather than access. This philosophy rejects the normalization of symbolic wins that lack downstream impact, particularly in areas such as housing, disaster recovery, and youth transitions where policy failures have compounding, generational consequences.

People-first political action requires:

- Designing policy with implementation in mind
- Anticipating barriers to execution before legislation is passed
- Engaging communities as co-designers, not beneficiaries
- Remaining accountable for results beyond election cycles

This approach demands longer timelines, deeper partnerships, and a willingness to remain publicly answerable, conditions that many political organizations avoid. BLAC PAC embraces these conditions as essential to restoring trust and delivering results.

3. Integrity Over Influence

BLAC PAC deliberately distinguishes itself from traditional political action models that prioritize access to power over ethical consistency. While influence is a necessary tool, it is not the objective. The objective is impact.

Endorsements, donor relationships, and legislative partnerships are contingent upon:

- Alignment with BLAC PAC's people-first values
- Demonstrated commitment to transparency
- Willingness to participate in post-legislative accountability processes
- Openness to community oversight and public reporting

This integrity-driven framework ensures that BLAC PAC's political capital is deployed in service of durable outcomes, not short-term gains.

4. Community-Led Impact

Communities most affected by policy decisions possess essential expertise about their own needs, assets, and constraints. BLAC PAC institutionalizes this expertise through structured community engagement mechanisms embedded in every flagship initiative.

Community-led impact includes:

- Local advisory boards with defined oversight authority
- Regular listening sessions and feedback loops
- Transparent reporting of project progress and financial allocations
- Mechanisms for community input to inform course corrections

This approach strengthens legitimacy, enhances program relevance, and increases the likelihood of long-term sustainability.

B. Context: The Imperative for Change

BLAC PAC's 2026 Strategic Plan is shaped by converging national challenges that demand a departure from conventional political responses.

1. The Broken PAC System and Transactional Politics

The prevailing political action committee model has increasingly emphasized transactional relationships: funding in exchange for access, endorsements without accountability, and policy wins unaccompanied by implementation responsibility. This model has contributed to:

- Erosion of public trust
- Policy outcomes disconnected from community needs
- Limited follow-through after legislative success
- Donor fatigue driven by opaque impact reporting

Communities facing housing insecurity, disaster displacement, and systemic neglect have been disproportionately affected by these shortcomings.

BLAC PAC's model confronts these failures directly by extending responsibility beyond elections and insisting on full-cycle engagement.

2. Societal Challenges BLAC PAC Addresses

The strategic focus areas outlined in this plan reflect urgent, interrelated crises:

- **Housing Instability:** Rising costs, inadequate supply, and lack of supportive services continue to undermine stability for veterans, first responders, families affected by disasters, and youth aging out of foster care.
- **Climate and Disaster Vulnerability:** Increased frequency and severity of extreme weather events disproportionately affect under-resourced communities and historically marginalized neighborhoods.
- **Historic Disinvestment:** The legacy of racialized policy decisions continues to shape access to housing, capital, and economic opportunity, particularly in historically significant areas such as Tulsa's Greenwood District.
- **Youth Transition Failures:** Foster youth aging out of care face systemic barriers that place them at heightened risk of homelessness and economic instability.

These challenges require coordinated policy, capital, and community responses, precisely the alignment BLAC PAC is structured to facilitate.

C. The 2026 Strategic Plan: From Advocacy to Tangible Transformation

The 2026 Development Project Strategic Plan represents BLAC PAC's most ambitious operationalization of its mission to date. Rather than dispersing efforts across numerous initiatives, the organization has chosen to concentrate its influence on three flagship projects that exemplify its full-cycle approach.

This plan is intentionally action-oriented. It integrates:

- Legislative strategy with implementation readiness
- Fundraising with capital alignment and leverage
- Communications with accountability and transparency
- Community engagement with decision-making authority

The goal is not merely to support good policy, but to ensure that policy results in:

- Homes constructed or rehabilitated
- Services delivered
- Lives stabilized
- Communities strengthened

By committing to this level of responsibility, BLAC PAC positions itself not only as an advocacy organization, but as a trusted convener capable of translating political action into measurable, enduring impact.

III. SITUATIONAL ANALYSIS

Understanding the Landscape to Drive Accountable Impact

A. Current Landscape

BLAC PAC's 2026 strategy is shaped by a complex and evolving political, economic, and social environment. Effective execution requires a clear-eyed assessment of the conditions in which policy advocacy and development efforts will occur. This situational analysis examines the legislative climate, socioeconomic pressures, and technological dynamics that inform both opportunity and risk across BLAC PAC's flagship initiatives.

1. Political Environment: Legislative Opportunities and Obstacles

The current political environment presents a paradox. On one hand, there is heightened polarization and legislative gridlock at both state and federal levels. On the other, there is growing bipartisan recognition, particularly at the local and state levels, that housing instability, disaster recovery failures, and youth homelessness are reaching unsustainable levels.

Key dynamics shaping the 2026 legislative landscape include:

- **Decentralization of Impact:** While federal legislation remains important, states and municipalities increasingly serve as the primary arenas for housing innovation, disaster recovery programs, and foster care reform. This creates opportunities for targeted advocacy and pilot models.
- **Accountability Pressures:** Public demand for transparency and results has intensified, creating space for organizations that can demonstrate outcomes rather than intent.
- **Competing Fiscal Priorities:** Budget constraints and competing policy agendas necessitate strong evidence-based advocacy and coalition-building to secure funding and legislative support.
- **Increased Scrutiny of Political Organizations:** Donors, regulators, and the public are demanding higher standards of disclosure and ethical conduct from political action entities.

BLAC PAC's full-cycle model is well-positioned to navigate these conditions by aligning legislative advocacy with implementation readiness and post-passage accountability.

2. Socioeconomic Factors Driving Urgency

The strategic focus on housing-centered initiatives is informed by converging socioeconomic pressures that disproportionately affect marginalized and historically under-resourced populations.

Housing Crisis

Across urban and rural contexts, housing affordability has deteriorated due to rising construction costs, limited supply, and insufficient supportive services. Veterans, first responders, disaster-affected families, and foster youth face compounded barriers, including income instability, trauma exposure, and lack of access to credit or capital.

Veteran and First Responder Needs

Despite public recognition of their service, many veterans and first responders encounter housing insecurity, mental health challenges, and fragmented support systems. Existing programs are often siloed, underfunded, or inaccessible, underscoring the need for integrated housing and service models.

Climate and Disaster Impact

States such as Oklahoma experience recurrent weather-related disasters that strain emergency response systems and exacerbate housing shortages. Recovery efforts frequently prioritize speed over equity, resulting in uneven resource distribution and prolonged displacement for vulnerable populations.

Youth Aging Out of Foster Care

Young adults transitioning out of foster care face systemic gaps in housing, financial literacy, and mentorship. Without intervention, these gaps contribute to cycles of homelessness, unemployment, and involvement with the justice system, outcomes that carry significant long-term social costs.

These socioeconomic realities reinforce the necessity of BLAC PAC's strategic focus and underscore the urgency of moving from policy discussion to tangible solutions.

3. Technological and Data Trends

Technological advancements are reshaping advocacy, fundraising, and accountability practices across the political and nonprofit sectors.

Relevant trends include:

- **Data-Driven Advocacy:** Increased use of legislative tracking, outcome metrics, and impact dashboards to inform strategy and demonstrate effectiveness.
- **Digital Engagement:** Expanded capacity to mobilize supporters, donors, and community members through targeted digital campaigns.
- **Transparency Tools:** Public-facing dashboards and reporting platforms are becoming expectations rather than differentiators.
- **Operational Efficiency:** Project management and CRM systems enable tighter coordination across complex, multi-stakeholder initiatives.

BLAC PAC's commitment to radical transparency and measurable impact aligns with these trends and positions the organization to meet evolving stakeholder expectations.

B. SWOT Analysis

A comprehensive SWOT analysis provides a structured assessment of BLAC PAC's internal capabilities and external environment.

1. Strengths

- **Distinctive Full-Cycle Model:** BLAC PAC's integration of advocacy, capital alignment, implementation oversight, and evaluation differentiates it from traditional PACs.
- **Integrity-Centered Brand:** A clear commitment to ethical conduct and transparency enhances donor trust and partner confidence.
- **Focused Issue Expertise:** Concentration on housing, disaster recovery, and youth transitions enables depth rather than dilution of impact.
- **Community-Centered Approach:** Formal mechanisms for community input strengthen legitimacy and effectiveness.
- **Scalable Framework:** Flagship initiatives are designed as replicable models adaptable to additional geographies.

2. Weaknesses

- **Organizational Capacity Constraints:** Ambitious initiatives require rapid scaling of staff, systems, and partnerships.
- **Brand Recognition:** As a differentiated but emerging model, BLAC PAC must continue to build national visibility and credibility.
- **Funding Dependency:** Successful execution depends on timely fundraising and capital alignment.
- **Operational Complexity:** Managing simultaneous legislative, development, and service components increases execution risk.

3. Opportunities

- **Demand for Authentic Political Action:** Growing dissatisfaction with transactional politics creates space for BLAC PAC's model.
- **Housing Policy Momentum:** Heightened attention to housing affordability and disaster resilience supports advocacy efforts.
- **Cross-Sector Partnerships:** Increased openness among public, private, and philanthropic actors to collaborative approaches.
- **Data and Transparency Expectations:** BLAC PAC's accountability framework aligns with evolving donor and public standards.

4. Threats

- **Political Polarization:** Legislative opposition or gridlock may delay or dilute policy objectives.
- **Economic Volatility:** Inflation, interest rate fluctuations, or recessionary pressures could impact fundraising and construction costs.
- **Funding Competition:** Increased competition for limited public and philanthropic resources.
- **External Shocks:** Additional natural disasters or public health crises could disrupt timelines and priorities.

C. BLAC PAC's Competitive Advantage: Service Over Self-Interest

BLAC PAC's primary competitive advantage lies in its explicit rejection of self-interested political engagement. Where many organizations measure success by access or visibility, BLAC PAC measures success by outcomes delivered and trust maintained.

Key differentiators include:

- **Outcome Accountability:** Clear benchmarks tied to housing units, services delivered, and lives stabilized.
- **Extended Responsibility:** Engagement does not end with legislation; it extends through implementation and evaluation.
- **Transparency Infrastructure:** Public reporting mechanisms reinforce credibility and deter mission drift.
- **Community Partnership:** Local voices inform strategy and oversight, reducing the risk of misalignment or backlash.

This advantage is particularly salient in an environment marked by skepticism toward political institutions. By demonstrating that political action can produce visible, verifiable results, BLAC PAC positions itself as both a trusted partner and a credible steward of capital.

IV. 2026 STRATEGIC FRAMEWORK

From Vision to Disciplined Execution

A. Core Strategic Themes

BLAC PAC's 2026 work is organized around five core strategic themes that guide all advocacy, investment, and accountability decisions. These themes are not aspirational concepts; they are operational principles that inform resource allocation, partnership selection, and performance measurement across all initiatives.

1. Housing as Foundational Infrastructure

BLAC PAC treats housing as essential civic infrastructure, on par with transportation, education, and public safety. Stable housing is the prerequisite for physical health, mental well-being, workforce participation, and community cohesion. When housing systems fail, downstream costs are borne by emergency services, healthcare systems, and the justice system.

Accordingly, BLAC PAC's flagship initiatives prioritize:

- Permanent or transitional housing models designed for stability, not temporary relief
- Integration of supportive services that address root causes of instability
- Long-term affordability and sustainability protections
- Housing solutions that strengthen, rather than displace, existing communities

This framing enables BLAC PAC to engage housing not as a siloed social issue, but as a cross-cutting policy lever with broad economic and societal implications.

2. Legislation with Unwavering Accountability

BLAC PAC's legislative strategy is defined by a commitment to accountability before, during, and after policy passage. Advocacy efforts are evaluated not solely on legislative success, but on implementation readiness and outcome feasibility.

Key components include:

- Vetting legislation for clarity, enforceability, and funding mechanisms
- Establishing post-passage accountability expectations with sponsors and partners
- Tracking implementation timelines, appropriations, and regulatory actions
- Publicly reporting progress and barriers

This approach mitigates the risk of symbolic legislation and ensures that policy victories translate into lived benefits.

3. Historic Repair and Future Equity

BLAC PAC recognizes that contemporary inequities are rooted in historic policy decisions that systematically excluded or harmed certain communities. Addressing these inequities requires more than neutral solutions; it requires intentional repair coupled with forward-looking investment.

The 2026 initiatives reflect this dual mandate by:

- Prioritizing historically disinvested communities for housing and economic development
- Integrating historic preservation with modern resilience and opportunity
- Expanding access to capital for minority developers and local contractors
- Embedding equity safeguards in policy design and implementation

This theme is particularly central to the Homes for Heartland initiative, while informing equity considerations across all projects.

4. Radical Donor Trust and Transparency

BLAC PAC positions donors as partners in impact, not passive contributors. Trust is cultivated through clarity, consistency, and candor.

Operational commitments include:

- Clearly defined impact goals tied to donor contributions
- Regular, standardized reporting on financial and programmatic progress
- Public-facing dashboards that track key milestones and expenditures
- Independent audits and evaluations where appropriate

Transparency is treated not as a compliance obligation, but as a strategic asset that strengthens credibility and long-term sustainability.

5. Full-Cycle Leadership: From Bill to Build

The defining feature of BLAC PAC's strategic framework is its insistence on full-cycle leadership. The organization remains actively engaged through every phase of the policy-to-impact continuum.

This includes:

- Early involvement in policy design
- Alignment of funding and implementation partners
- Oversight during construction and program launch
- Continuous evaluation and adaptation

By maintaining ownership across the full lifecycle, BLAC PAC reduces fragmentation and increases the likelihood of durable outcomes.

B. Overarching 2026 Goals

Guided by these strategic themes, BLAC PAC has established the following overarching goals for 2026. These goals apply across all flagship initiatives and serve as the primary reference points for organizational performance.

1. Advance and Support High-Impact Legislation

Champion and support legislation at local, state, and federal levels that enables sustainable housing development, disaster resilience, historic preservation, and foster youth transition support.

2. Catalyze Significant Capital Alignment

Influence and align between **\$75 million and \$100 million** in public, private, and philanthropic capital toward housing-centered initiatives with clear accountability structures.

3. Deliver Tangible Housing Outcomes

Achieve visible progress in housing development, rehabilitation, or occupancy across all three initiatives within the 2026 calendar year.

4. Institutionalize Accountability and Transparency

Implement robust tracking, reporting, and evaluation systems that provide real-time visibility into progress, challenges, and outcomes.

5. Strengthen Community Governance

Establish and operationalize community advisory structures that meaningfully inform decision-making and oversight.

6. Build Organizational Capacity for Scale

Invest in staff, systems, and partnerships necessary to execute complex, multi-site initiatives while maintaining quality and integrity.

C. Key Performance Indicators (Cross-Initiative)

To ensure disciplined execution, BLAC PAC will monitor a set of cross-initiative Key Performance Indicators (KPIs). These indicators complement initiative-specific metrics and enable board-level and donor-level oversight.

1. Policy and Legislative KPIs

- Number of priority bills introduced, supported, or passed
- Number of active legislative sponsors and champions
- Timeliness of appropriations and regulatory actions
- Compliance with post-passage accountability commitments

2. Capital and Fundraising KPIs

- Total capital influenced (public, private, philanthropic)
- Direct fundraising revenue raised by BLAC PAC
- Number of major donors and institutional partners
- Donor retention and renewal rates
- Cost per dollar raised

3. Housing and Programmatic KPIs

- Number of housing units approved, under construction, or occupied
- Timelines met for key development milestones
- Utilization rates of wrap-around services
- Participant satisfaction and stability indicators

4. Community Engagement KPIs

- Number and frequency of community advisory meetings
- Participation rates and diversity of representation
- Community feedback incorporation rate
- Public reporting cadence and accessibility

5. Organizational Capacity KPIs

- Key staff positions filled
- System implementation milestones (CRM, dashboards)
- Partner performance against MOUs
- Internal project management benchmarks

D. Strategic Alignment Across Initiatives

While each flagship initiative responds to distinct community needs, they are unified by a common strategic architecture. This alignment enables BLAC PAC to:

- Leverage shared policy frameworks
- Apply consistent accountability standards
- Communicate a coherent narrative to donors and policymakers
- Scale successful models to additional geographies

The 2026 Strategic Framework ensures that BLAC PAC's efforts are mutually reinforcing rather than fragmented, maximizing both impact and institutional learning.

V. FLAGSHIP INITIATIVE 1

Memphis Sustainable Housing – *Homes for Honor*

A. Initiative Overview

Purpose and Scope

Homes for Honor is BLAC PAC's inaugural flagship development initiative for 2026. The initiative is designed to deliver **sustainable, service-enriched housing** for veterans and first responders in Memphis, Tennessee, populations whose contributions to public safety and national service are frequently honored rhetorically but insufficiently supported in practice.

The initiative recognizes that housing insecurity among veterans and first responders is not solely a function of income, but often the result of compounded challenges including trauma exposure, mental health needs, workforce reintegration barriers, and fragmented service systems. *Homes for Honor* responds to this reality by integrating **stable housing with coordinated wrap-around services**, creating an ecosystem of support that prioritizes long-term stability, dignity, and reintegration.

Geographic Focus: Memphis, Tennessee

Memphis was selected as the pilot location for *Homes for Honor* due to:

- A documented shortage of affordable and supportive housing
- A significant population of veterans and first responders facing housing instability
- Existing public and nonprofit infrastructure capable of partnership
- Municipal openness to innovative housing and sustainability models

Memphis also offers the opportunity to demonstrate how targeted policy advocacy and capital alignment can produce tangible outcomes in a mid-sized American city, creating a replicable model for expansion.

Alignment with BLAC PAC Strategic Pillars

Homes for Honor directly advances BLAC PAC's core strategic themes:

- **Housing as foundational infrastructure** through permanent, service-integrated housing
- **Legislation with accountability** by tying policy advocacy to development outcomes
- **People-first governance** by centering resident needs and community engagement
- **Full-cycle leadership** from bill drafting through construction and service delivery

B. Background and Rationale

1. The Silent Crisis Facing Veterans and First Responders

While veterans and first responders are often framed as resilient by virtue of their service, data and lived experience reveal a different reality. Many face elevated risks of:

- Housing instability or homelessness
- Post-traumatic stress and mental health challenges
- Substance use disorders
- Employment transition difficulties

Existing housing programs frequently operate in silos, addressing housing, healthcare, or employment independently rather than holistically. Homes for Honor is predicated on the understanding that **housing stability and service integration must be delivered together** to achieve durable outcomes.

2. Why Memphis?

Memphis presents both acute need and strategic opportunity. The city faces:

- Rising housing costs relative to median incomes
- Aging housing stock
- Gaps in supportive housing for specialized populations

At the same time, Memphis benefits from:

- Established veteran service organizations
- Healthcare and mental health providers open to collaboration
- Municipal leadership seeking innovative solutions
- Community stakeholders committed to inclusive development

This convergence creates a fertile environment for a pilot initiative capable of demonstrating proof of concept at scale.

3. The Homes for Honor Vision

Homes for Honor is intentionally designed as **more than a housing development**. It is a comprehensive support environment that:

- Honors service through stability, not symbolism
- Promotes independence without isolation
- Builds community among residents
- Reduces long-term public costs through prevention

The vision is a community where residents are supported, connected, and positioned to thrive.

C. Goals and Objectives

1. Legislative Objectives

- Secure passage or advancement of legislation that incentivizes supportive and sustainable housing for veterans and first responders
- Advocate for state and local tax credits, zoning allowances, and funding streams aligned with the Homes for Honor model
- Establish policy language that embeds accountability and reporting requirements

2. Development Objectives

- Identify and acquire a suitable site or sites for development
- Construct or rehabilitate housing units using sustainable design standards
- Ensure long-term affordability and operational viability

3. Service Objectives

- Establish formal partnerships with mental health, workforce, and financial literacy providers
- Deliver coordinated wrap-around services on-site or through aligned partners
- Implement resident support protocols focused on stabilization and self-sufficiency

4. Community Impact Objectives

- Reduce housing instability among participating veterans and first responders
- Improve resident well-being and employment outcomes
- Strengthen community trust through transparent engagement and reporting

D. Implementation Strategy

1. Legislative Advocacy and Policy Development

BLAC PAC will lead targeted advocacy efforts at the local and state levels to:

- Identify legislative champions aligned with veteran and first responder support
- Draft and promote enabling legislation for supportive housing development
- Secure incentives for sustainable construction and service integration

Legislative engagement will be continuous, with clear expectations for post-passage follow-through.

2. Funding and Resource Mobilization

Homes for Honor will leverage a blended capital strategy, including:

- Federal and state housing and veteran support grants
- Municipal funding allocations
- Philanthropic contributions from foundations and individual donors
- Private-sector partnerships with developers and service providers

BLAC PAC's role is to **align capital**, not merely raise funds, ensuring that public and private dollars move in concert toward defined outcomes.

3. Development and Construction Phases

Key development phases include:

- Site selection based on accessibility, community integration, and service proximity
- Sustainable design emphasizing energy efficiency and durability
- Rigorous contractor vetting to ensure quality, equity, and accountability

Construction oversight will incorporate regular reporting and milestone reviews.

4. Wrap-Around Services Model

Homes for Honor will integrate services including:

- Mental health counseling and peer support
- Workforce development and job placement assistance
- Financial literacy and benefits navigation
- Community-building activities and resident leadership opportunities

Service delivery will be coordinated through formal MOUs with partner organizations and monitored for quality and outcomes.

5. Community Engagement and Integration

Community engagement is integral to project success and will include:

- Establishment of a local Community Advisory Board
- Regular public updates and listening sessions
- Coordination with existing neighborhood services and institutions

E. Timeline and Milestones (2026)

- **Q1:** Legislative sponsorship secured; site identification initiated; advisory board convened
- **Q2:** Groundbreaking; initial funding secured; service partnerships formalized
- **Q3:** Construction milestones achieved; resident application process launched
- **Q4:** Phase-one units completed or nearing completion; accountability report released

F. Risk Assessment and Mitigation

Key Risks

- Funding shortfalls
- Legislative delays
- Community concerns or opposition
- Service delivery gaps

Mitigation Strategies

- Diversified funding streams
- Early and sustained community engagement
- Strong partner vetting and performance monitoring
- Contingency budgeting and timeline flexibility

G. Measurement and Evaluation

Homes for Honor success will be measured through:

- Legislation advanced or passed
- Capital aligned and deployed
- Housing units developed
- Service utilization rates
- Resident satisfaction and stability metrics
- Sustainability performance indicators

VI. FLAGSHIP INITIATIVE 2

Homes for Heartland – Oklahoma

A. Initiative Overview

Purpose and Strategic Intent

Homes for Heartland is BLAC PAC's second flagship initiative for 2026, designed to respond to two interrelated and urgent challenges facing Oklahoma: the increasing frequency and severity of weather-related disasters, and the enduring legacy of historic disinvestment in communities such as Tulsa's Greenwood District, widely known as Black Wall Street.

This initiative integrates **disaster-resilient housing reconstruction with historic preservation and economic restoration**, recognizing that recovery efforts which ignore history, equity, and local leadership often reproduce the very harms they aim to address. *Homes for Heartland* positions housing not merely as emergency relief, but as a vehicle for long-term resilience, cultural preservation, and economic empowerment.

Geographic Focus

Homes for Heartland will focus on:

- Oklahoma communities disproportionately impacted by extreme weather events (tornadoes, flooding, severe storms)
- Tulsa's Greenwood District, where housing stability, historic repair, and economic revitalization are deeply intertwined

This dual focus allows BLAC PAC to demonstrate how disaster recovery and restorative justice can be aligned within a single, cohesive strategy.

Alignment with BLAC PAC Strategic Pillars

Homes for Heartland advances BLAC PAC's core pillars by:

- Treating **housing as foundational infrastructure** for disaster recovery and economic stability
- Advancing **legislation with accountability** tied to reconstruction outcomes
- Centering **historic repair and future equity** through intentional investment in Greenwood
- Operationalizing **community-led impact** via local planning councils
- Exercising **full-cycle leadership** from policy advocacy through rebuilding and evaluation

B. Background and Rationale

1. Oklahoma's Vulnerability to Extreme Weather

Oklahoma consistently ranks among the states most affected by severe weather events. Tornadoes, flooding, and severe storms regularly displace families, damage housing stock, and strain local recovery systems. Low-income and historically marginalized communities are often the least equipped to recover, facing prolonged displacement and limited access to rebuilding resources.

Disaster recovery funding mechanisms frequently prioritize speed over equity, resulting in:

- Uneven resource distribution
- Delays in rebuilding for vulnerable populations
- Reconstruction that fails to improve long-term resilience

Homes for Heartland addresses these gaps by pairing recovery funding with policy reforms and accountability structures that ensure equitable outcomes.

2. The Legacy of Black Wall Street

The Greenwood District represents both historic achievement and historic harm. Once a thriving center of Black economic life, Greenwood was devastated by the 1921 Tulsa Race Massacre and subjected to decades of disinvestment and displacement. While recent years have brought renewed attention and symbolic gestures, substantive restoration remains incomplete.

Homes for Heartland recognizes that:

- Historic preservation without housing stability is insufficient
- Economic development disconnected from community leadership risks displacement
- Restorative justice must be paired with forward-looking opportunity

This initiative seeks to align housing reconstruction with cultural preservation and local economic participation.

3. The Dual Challenge: Recovery and Repair

Homes for Heartland intentionally bridges disaster recovery and historic repair, acknowledging that both require:

- Long-term commitment
- Community governance
- Capital alignment beyond emergency relief

By addressing these challenges together, BLAC PAC advances a more holistic and durable model of recovery.

C. Goals and Objectives

1. Legislative Objectives

- Advocate for comprehensive disaster relief legislation that prioritizes equitable rebuilding
- Secure expanded historic preservation protections and funding for Greenwood
- Promote climate-resilient building standards and incentives
- Embed accountability and reporting requirements into recovery policies

2. Housing Reconstruction Objectives

- Rebuild or rehabilitate homes for weather-affected families
- Integrate resilient design standards to mitigate future disaster risk
- Ensure affordability and long-term housing stability

3. Economic and Cultural Restoration Objectives

- Support minority developers and local contractors
- Align housing development with commercial revitalization in Greenwood
- Protect residents from displacement through affordability safeguards

4. Community Resilience Objectives

- Strengthen local capacity for disaster preparedness and recovery
- Ensure transparent and equitable distribution of resources
- Foster community ownership of rebuilding efforts

D. Implementation Strategy

1. Legislative and Policy Advocacy

BLAC PAC will lead coordinated advocacy efforts to:

- Advance disaster relief reforms that emphasize equity and accountability
- Secure state and federal support for historic preservation initiatives
- Promote funding mechanisms for resilient housing construction

Advocacy efforts will be supported by data, community testimony, and coalition partnerships.

2. Funding and Capital Mobilization

Homes for Heartland will leverage a diverse funding mix, including:

- Federal disaster relief programs (e.g., FEMA, HUD)
- State and municipal reconstruction funds
- Historic preservation grants and endowments
- Private-sector investment aligned with community benefit standards

BLAC PAC's role is to ensure that capital flows are coordinated, transparent, and outcome-driven.

3. Housing Reconstruction and Development

Key strategies include:

- Rapid rehousing for displaced families
- Construction of resilient, sustainable homes
- Prioritization of local and minority-owned contractors
- Phased development aligned with funding availability

4. Black Wall Street Rebuild and Restoration

Homes for Heartland will support Greenwood through:

- Community-led planning councils with decision-making authority
- Alignment of housing, commercial development, and cultural preservation
- Support for minority developers and small businesses
- Protections against displacement and speculative development

5. Community Empowerment and Resilience

Community empowerment efforts will include:

- Education on disaster preparedness and recovery resources
- Transparent reporting of funding and progress
- Ongoing feedback mechanisms to inform implementation

E. Timeline and Milestones (2026)

- **Q1:** Stakeholder engagement; legislative drafting; federal agency outreach
- **Q2:** Introduction of key legislation; activation of planning councils; capital campaigns launched
- **Q3:** Initial capital commitments secured; procurement and rebuilding initiated
- **Q4:** Legislative progress achieved; reconstruction milestones reached; public reporting released

F. Risk Assessment and Mitigation

Key Risks

- Delays in disaster funding approvals
- Political resistance to restorative justice framing
- Equity challenges in resource distribution
- Additional weather-related disruptions

Mitigation Strategies

- Early engagement with funding agencies
- Broad coalition-building across political lines
- Transparent allocation criteria
- Contingency planning for additional disasters

G. Measurement and Evaluation

Homes for Heartland performance will be measured through:

- Legislation introduced or passed
- Capital committed for reconstruction and preservation
- Number of homes rebuilt or rehabilitated
- Minority developer participation rates
- Local hiring metrics
- Community satisfaction and trust indicators

VII. FLAGSHIP INITIATIVE 3

Project SAFE STAY

A. Initiative Overview

Purpose and Strategic Rationale

Project SAFE STAY addresses one of the most persistent and under-resourced transition failures in the American social support system: the experience of young people aging out of foster care. Each year, tens of thousands of youth exit foster care with limited financial resources, unstable housing prospects, and little access to consistent adult guidance. The consequences of this transition gap are well documented, including heightened risks of homelessness, unemployment, justice system involvement, and long-term economic insecurity.

Project SAFE STAY is designed as a **temporary housing and empowerment model** that combines safe, stable living environments with structured financial literacy education, mentorship, and life-skills development. The initiative recognizes that housing alone is insufficient; stability must be paired with preparation for independence.

Target Population and Scope

The initiative focuses on young adults who have recently aged out of the foster care system, typically between the ages of 18 and 24. Priority will be given to individuals at high risk of housing instability or homelessness, including those lacking family support networks or consistent income.

Project SAFE STAY is intentionally designed as a scalable model that can be piloted in select jurisdictions and expanded as legislative and funding support increases.

Alignment with BLAC PAC Strategic Pillars

Project SAFE STAY advances BLAC PAC's strategic framework by:

- Treating **housing as foundational infrastructure** for youth stability
- Advancing **people-first policy** focused on prevention rather than crisis response
- Embedding **legislation with accountability** into foster care reform efforts
- Centering **community-led support systems** through mentorship and partnerships
- Demonstrating **full-cycle leadership** from policy advocacy to program delivery

B. Background and Rationale

1. The “Aging Out” Crisis

Youth aging out of foster care face a uniquely precarious transition. Unlike their peers, they often lack:

- Stable housing options
- Financial literacy and access to credit
- Adult mentors or advocates
- Reliable pathways to education or employment

Research consistently shows that within a few years of aging out, a significant proportion of foster youth experience homelessness, unemployment, or incarceration. These outcomes are not inevitable; they are the result of systemic gaps that Project SAFE STAY seeks to address.

2. The Need for Transitional Housing and Life Skills

Traditional foster care systems frequently prioritize placement and safety during childhood but offer limited transitional support once youth reach adulthood. Where transitional housing exists, it is often time-limited, underfunded, or disconnected from skills development.

Project SAFE STAY responds by integrating:

- Safe, temporary housing
- Financial education and workforce preparation
- Mentorship and community connection

This integrated approach acknowledges that independence is a learned process, not an automatic outcome.

3. Long-Term Societal Benefits

Investing in foster youth transitions yields measurable long-term benefits, including reduced public expenditures on emergency services, corrections, and healthcare. By supporting youth at a critical juncture, Project SAFE STAY aims to shift trajectories toward stability and contribution.

C. Goals and Objectives

1. Legislative Objectives

- Advocate for extended foster care support and transitional funding
- Promote mandates for life-skills and financial literacy programming
- Secure funding mechanisms for replication of the Project SAFE STAY model
- Embed accountability standards into foster care reform legislation

2. Housing Objectives

- Provide safe, supportive, temporary housing environments
- Develop small-scale, community-integrated housing models
- Establish clear transition pathways to permanent housing

3. Program Objectives

- Deliver structured financial literacy curricula
- Establish a robust mentorship program
- Provide job readiness and educational support

4. Youth Empowerment Objectives

- Increase educational attainment and workforce participation
- Improve financial confidence and self-sufficiency
- Foster long-term mentorship relationships

D. Implementation Strategy

1. Legislative Advocacy and Policy Reform

BLAC PAC will advocate for policy reforms that:

- Extend eligibility for foster care supports beyond age 18
- Fund transitional housing and life-skills programs
- Support public-private partnerships focused on youth outcomes

Advocacy efforts will be supported by data, youth testimony, and coalition engagement.

2. Funding and Resource Mobilization

Project SAFE STAY will leverage:

- Federal and state grants (e.g., John H. Chafee Foster Care Independence Program)
- Foundation funding focused on youth development and homelessness prevention
- Corporate partnerships providing mentorship, internships, and employment pathways
- Individual donor campaigns centered on youth empowerment

3. Housing Model Development

Housing strategies include:

- Leasing or acquiring small-scale apartment units
- Renovating properties to ensure safety and dignity
- Establishing clear house rules and support structures

Housing environments will balance structure with autonomy to promote independence.

4. Financial Literacy and Mentorship Program Design

Core program components include:

- Financial literacy curriculum covering budgeting, banking, credit, and entrepreneurship
- Mentorship recruitment, training, and matching processes
- Workshops on job readiness, interview skills, and educational pathways

Programs will be delivered through partnerships with experienced service providers and volunteers.

5. Comprehensive Wrap-Around Support

Project SAFE STAY will connect participants to:

- Educational resources (GED, postsecondary, vocational training)
- Employment and internship opportunities
- Mental health and wellness services
- Legal aid and advocacy

E. Timeline and Milestones (2026)

- **Q1:** Legislative strategy finalized; housing sites identified; curriculum development initiated
- **Q2:** Pilot financial literacy workshops launched; mentor recruitment completed; housing secured
- **Q3:** First cohort housed; mentorship program operational; employment partnerships activated
- **Q4:** Outcomes evaluated; legislative advocacy advanced; expansion planning initiated

F. Risk Assessment and Mitigation

Key Risks

- Funding sustainability challenges
- Youth engagement and retention
- Program capacity and staffing constraints

Mitigation Strategies

- Diversified funding streams
- Trauma-informed engagement practices
- Strong partner vetting and staff training

G. Measurement and Evaluation

Project SAFE STAY outcomes will be measured through:

- Legislation advanced or passed
- Capital committed to transitional housing
- Number of youth housed
- Financial literacy program completion rates
- Mentorship engagement levels
- Education and employment placement rates
- Youth satisfaction and self-sufficiency indicators

VIII. POLICY & LEGISLATIVE STRATEGY

Building Law That Delivers Lives Changed

A. 2026 Policy Priorities

BLAC PAC's legislative agenda for 2026 is intentionally focused, outcome-oriented, and aligned with its three flagship initiatives. Rather than pursuing broad, diffuse policy platforms, BLAC PAC concentrates on legislative actions that unlock housing stability, resilience, and opportunity, while embedding accountability mechanisms that ensure implementation follows intent.

1. Sustainable Housing Incentives (Cross-Initiative)

Across all initiatives, BLAC PAC will advocate for policies that:

- Expand tax credits and financing tools for affordable and supportive housing
- Incentivize sustainable and energy-efficient construction
- Support mixed-use and community-integrated housing models
- Protect long-term affordability through deed restrictions and covenants

These incentives are foundational to enabling development while reducing long-term public costs.

2. Historic Preservation Funding and Protections

(Homes for Heartland)

For the Greenwood District and similar historic communities, BLAC PAC will pursue:

- Expanded historic designation protections
- Dedicated funding streams for preservation-aligned housing development
- Safeguards against displacement and speculative redevelopment

This policy focus recognizes historic preservation as both cultural responsibility and economic strategy.

3. Community Land Trusts and Affordable Housing Protections

(Memphis and Project SAFE STAY)

BLAC PAC will support legislation that:

- Enables or expands community land trusts
- Protects affordability for vulnerable populations
- Ensures community governance in housing decisions

These tools are essential for preventing displacement and sustaining long-term impact.

4. Minority Developer Access to Capital

(Homes for Heartland; Memphis)

BLAC PAC will advocate for:

- Targeted financing programs for minority-owned developers
- Equitable access to public procurement opportunities
- Technical assistance and capacity-building support

This priority aligns economic empowerment with housing delivery.

5. Long-Term Affordability Safeguards (All Initiatives)

To prevent mission drift and displacement, BLAC PAC will pursue:

- Affordability covenants and compliance monitoring
- Transparent reporting requirements
- Penalties for non-compliance

6. Foster Care System Reform and Transitional Support

(Project SAFE STAY)

Key priorities include:

- Extending foster care benefits beyond age 18
- Mandating transitional housing and life-skills programming
- Securing sustainable funding for youth transition models

7. Veteran and First Responder Housing Integration

(Homes for Honor)

BLAC PAC will promote policies that:

- Integrate housing and supportive services
- Streamline access to benefits and care
- Incentivize supportive housing models

8. Climate Resilience and Disaster Recovery Funding

(Homes for Heartland)

Advocacy efforts will focus on:

- Equitable disaster recovery funding formulas
- Climate-resilient building standards
- Long-term resilience planning

B. Advocacy Tactics and Tools

BLAC PAC deploys a disciplined set of advocacy tools designed to maximize effectiveness while maintaining integrity.

1. Direct Lobbying and Legislative Briefs

- Targeted engagement with legislators and staff
- Data-driven policy briefs
- Clear implementation pathways and fiscal analysis

2. Grassroots Advocacy and Community Mobilization

- Community testimony and storytelling
- Coalition-led advocacy days
- Digital mobilization campaigns

3. Coalition Building and Strategic Partnerships

- Partnerships with nonprofits, advocacy groups, and service providers
- Alignment with local and national coalitions
- Shared messaging and coordinated advocacy

4. Public Hearings and Expert Testimony

- Testimony from policy experts and community leaders
- Evidence-based recommendations
- Follow-up engagement to support implementation

5. Model Legislation Development

- Drafting scalable, replicable policy language
- Embedding accountability and reporting standards
- Sharing models across jurisdictions

C. Legislative KPIs

To ensure accountability, BLAC PAC will track:

- Number of bills supported, introduced, or passed
- Number of active policy coalitions
- Lawmakers engaged and retained
- Public hearings and testimonies delivered
- Policy research and briefing materials produced

D. Integrity-Driven Policy Engagement

BLAC PAC's legislative strategy is anchored in ethical engagement. The organization:

- Discloses advocacy positions and funding sources
- Avoids conflicts of interest
- Prioritizes transparency and community voice
- Holds supported leaders accountable post-passage

By combining policy expertise with ethical discipline, BLAC PAC advances legislation that not only passes, but performs.

IX. FUNDRAISING & CAPITAL STRATEGY

Mobilizing Capital With Accountability and Purpose

A. Capital Philosophy and Strategic Rationale

BLAC PAC's fundraising and capital strategy is intentionally designed to move beyond traditional PAC fundraising models that emphasize short-term political influence without durable outcomes. Instead, BLAC PAC operates as a **capital alignment engine**, using political advocacy to unlock, coordinate, and steward significantly larger pools of public, private, and philanthropic investment toward measurable community impact.

Fundraising is therefore not an isolated function; it is a strategic lever that enables:

- Policy implementation
- Housing development and service delivery
- Long-term affordability and resilience
- Transparent accountability to donors and communities

This approach reflects BLAC PAC's belief that donors are not purchasing access or influence, they are **co-investors in visible, verifiable change**.

B. Total Capital Influence Target

1. Aggregate Capital Target: \$75M–\$100M

For the 2026 cycle, BLAC PAC is targeting the influence and alignment of **\$75 million to \$100 million** in combined capital across its three flagship initiatives. This figure includes:

- Public funding (federal, state, municipal)
- Private-sector investment
- Philanthropic grants and program-related investments

BLAC PAC's political advocacy, legislative success, and convening power are the mechanisms through which this capital is catalyzed and coordinated.

2. Direct BLAC PAC Fundraising Goal: \$5M–\$10M

Within the broader capital ecosystem, BLAC PAC's direct fundraising goal is **\$5 million to \$10 million**. These funds will be strategically deployed to:

- Seed early-stage development and planning
- De-risk larger public and private investments
- Fund advocacy, accountability, and reporting infrastructure
- Support pilot programming and service integration

The leverage ratio, direct dollars unlocking significantly larger capital flows, is a core measure of fundraising effectiveness.

C. Allocation Across Initiatives

While precise allocations will remain flexible based on legislative progress and capital readiness, indicative allocations include:

- **Homes for Honor (Memphis):** 35–40%
- **Homes for Heartland (Oklahoma):** 40–45%
- **Project SAFE STAY:** 15–20%

These allocations reflect relative capital intensity, development timelines, and service integration needs.

D. Revenue Mix and Fundraising Strategies

BLAC PAC's fundraising model emphasizes diversification to reduce risk and enhance sustainability.

1. Major Donors and Family Offices (45%)

Target Profile:

- Individuals or families with demonstrated interest in housing, equity, veterans, youth, or climate resilience
- Capacity for gifts of \$50,000+

Strategies:

- Targeted donor research and cultivation
- Personalized briefings on initiative progress and policy wins
- Exclusive policy and impact briefings
- Invitation-only site visits and milestone events

Value Proposition:

Major donors are offered a clear line-of-sight between their contribution, legislative outcomes, and tangible projects on the ground.

2. Institutional and Philanthropic Partners (25%)

Target Profile:

- Foundations focused on housing, disaster recovery, youth development, or racial equity
- Institutions interested in systems change and scalable models

Strategies:

- Initiative-specific grant proposals
- Relationship-building with program officers
- Collaborative funding and co-investment models
- Joint reporting and evaluation frameworks

Value Proposition:

BLAC PAC offers foundations a rare opportunity to align policy advocacy with implementation and measurable outcomes.

3. Mid-Level Donors (15%)

Target Profile:

- Individuals capable of sustained giving (\$1,000–\$25,000 annually)

Strategies:

- Structured engagement campaigns
- Regular impact storytelling and updates
- Recognition programs and milestone acknowledgments

4. Grassroots and Recurring Donors (10%)

Target Profile:

- Community members and supporters aligned with BLAC PAC's mission

Strategies:

- Digital acquisition campaigns
- Monthly and quarterly giving programs
- Peer-to-peer fundraising initiatives

5. Events and Policy Briefings (5%)

Strategies:

- High-profile fundraising events
- Educational webinars and conferences
- Community engagement events tied to project milestones

E. Donor Messaging Pillars

BLAC PAC's fundraising communications are anchored in consistent, outcome-driven messaging.

Key pillars include:

- **“You are funding a policy that breaks ground and builds lives.”**
- **“This is legislation you can see.”**
- **“Historic repair with future equity.”**
- **“Protecting those who serve and investing in those who will lead.”**

Messaging is tailored to each initiative while reinforcing BLAC PAC's overarching narrative.

F. Stewardship and Transparency

Donor trust is sustained through rigorous stewardship practices, including:

- Quarterly impact reports
- Annual comprehensive financial and programmatic reports
- Public dashboards tracking progress and expenditures
- Independent audits and evaluations

BLAC PAC treats transparency as both an ethical obligation and a strategic advantage.

G. Fundraising KPIs

Performance will be monitored using the following indicators:

- Number of major donors secured
- Total dollars raised and capital aligned
- Donor retention and renewal rates
- Cost per dollar raised
- Grant success rate
- Event revenue and attendance

X. COMMUNICATIONS & MEDIA STRATEGY

Building Public Trust Through Clarity, Consistency, and Accountability

A. Strategic Communications Philosophy

BLAC PAC's communications strategy is designed to reinforce its core differentiator: visible, accountable political action that produces tangible community outcomes. In an environment characterized by skepticism toward political organizations and information saturation, BLAC PAC prioritizes **clarity over volume, substance over spectacle, and evidence over rhetoric**.

Communications are treated not as a promotional function, but as an extension of accountability. Messaging is aligned with verified progress, legislative milestones, and measurable impact, ensuring that public narratives remain grounded in fact and transparency.

B. Narrative Architecture

1. Core Organizational Narrative

The central narrative guiding all communications is:

“From bill → to build → to community impact.”

This narrative reinforces BLAC PAC's full-cycle leadership model and differentiates the organization from advocacy entities whose engagement ends with legislation or elections.

Supporting narrative elements include:

- Donors as partners in visible, measurable change
- Communities as co-designers and overseers
- Integrity as a non-negotiable operating principle

2. Initiative-Specific Narrative Framing

While unified by a common architecture, each flagship initiative carries a tailored narrative emphasis:

- **Homes for Honor (Memphis):**
“Honoring service through stability, dignity, and care.”
- **Homes for Heartland (Oklahoma):**
“Rebuilding resilience while restoring legacy.”
- **Project SAFE STAY:**
“Investing early to prevent lifelong instability.”

These frames ensure relevance to local audiences while maintaining coherence across the portfolio.

C. Channel Strategy

1. Email Communications

Email serves as a primary channel for donor stewardship, policy updates, and progress reporting.

Segmentation includes:

- Major donors and institutional partners
- Mid-level and recurring donors
- Community stakeholders and advocates

Content cadence emphasizes substance, including legislative updates, construction milestones, and evaluation findings.

2. Earned Media

BLAC PAC will pursue proactive earned media strategies, including:

- Op-eds authored by leadership and partners
- Targeted pitches to local, national, and issue-specific outlets
- Media briefings aligned with legislative wins and project milestones

Media engagement prioritizes credibility and depth over volume.

3. Social Media Strategy

Social platforms are used strategically rather than indiscriminately.

Platform emphasis includes:

- **LinkedIn:** Policy thought leadership, donor communications
- **Instagram and TikTok:** Human-centered storytelling, visual progress updates
- **X (formerly Twitter):** Legislative updates and real-time advocacy

Content emphasizes milestones, beneficiary stories (with consent), and verified outcomes.

4. Public Briefings and Town Halls

BLAC PAC will host:

- Virtual and in-person town halls
- Policy briefings for stakeholders
- Community listening sessions

These forums reinforce transparency and invite dialogue.

5. Website and Digital Hub

The BLAC PAC website will function as the central repository for:

- Initiative updates
- Impact reports
- Public dashboards
- Calls to action

Accessibility and clarity are prioritized.

6. Partner Communications

Joint communications with partners include:

- Co-branded press releases
- Shared reporting
- Coordinated announcements

D. Message Development

1. Core Message Pillars

- Integrity-driven political action
- Housing as foundational infrastructure
- Community-led accountability
- Measurable impact

2. Audience-Specific Adaptation

Messages are tailored for:

- Policymakers
- Donors and foundations
- Community members
- Media audiences

Consistency in values is maintained across all adaptations.

E. Crisis Communications Framework

BLAC PAC maintains a proactive approach to reputational risk management.

1. Potential Risk Scenarios

- Legislative setbacks
- Project delays
- Funding gaps
- Negative media coverage

2. Response Protocols

- Designated spokespersons
- Pre-approved messaging frameworks
- Rapid internal coordination
- Transparent disclosure of challenges and corrective actions

The objective is to maintain trust through honesty and responsiveness.

F. Communications KPIs

Performance metrics include:

- Media placements and quality
- Website traffic and engagement
- Email open and click-through rates
- Social media reach and engagement
- Video completion rates
- Sentiment analysis

XI. COMMUNITY ENGAGEMENT & ACCOUNTABILITY

Operationalizing Community-Led Impact

A. Governance Structures for Engagement and Oversight

BLAC PAC's commitment to community-led impact is institutionalized through formal governance and accountability structures. Community engagement is not treated as consultation alone, but as a shared responsibility for oversight, decision-making, and continuous improvement.

1. Community Advisory Boards (CABs)

For each flagship initiative, BLAC PAC will establish a dedicated Community Advisory Board.

Role and Authority

- Provide local insight and contextual expertise
- Review project plans, timelines, and major decisions
- Monitor implementation progress and flag risks
- Serve as a conduit between BLAC PAC and the broader community

Composition

CABs will include:

- Local residents and community leaders
- Subject matter experts
- Service providers
- Beneficiaries or participant representatives

Membership will reflect demographic and experiential diversity.

2. Quarterly Listening Sessions

BLAC PAC will host structured listening sessions to:

- Share progress updates
- Gather feedback on implementation
- Identify emerging concerns or opportunities

Sessions will be accessible and documented, with summaries incorporated into decision-making.

3. Transparent Reporting Dashboards

Public-facing dashboards will provide:

- Real-time updates on project milestones
- Financial allocations and expenditures
- Legislative progress and outcomes

Dashboards reinforce accountability to donors, communities, and partners.

4. Feedback Loop Mechanisms

BLAC PAC will maintain multiple feedback channels, including:

- Surveys
- Digital submission portals
- Designated community liaisons

Feedback will be systematically reviewed and integrated into adaptive management.

B. Principles of Community-Led Impact

1. Empowering Local Voices

Communities possess essential knowledge about their own needs and assets. BLAC PAC's role is to elevate, not override, local leadership.

2. Ensuring Relevance and Sustainability

Projects designed with community input are more likely to achieve long-term success and community ownership.

3. Building Trust Through Transparency

Open communication and visible responsiveness strengthen trust and legitimacy.

C. Community Engagement KPIs

BLAC PAC will track:

- Number of community meetings and sessions held
- Participation rates and diversity metrics
- Resident satisfaction survey results
- Frequency and quality of public reporting
- Feedback incorporation rates

D. Accountability to Communities and Donors

Accountability is bi-directional. BLAC PAC commits to:

- Clear articulation of commitments and limitations
- Timely disclosure of challenges and corrective actions
- Independent evaluations where appropriate

E. Ethical Standards and Safeguards

BLAC PAC maintains:

- Conflict-of-interest policies
- Ethical engagement guidelines
- Data privacy and consent protocols

These safeguards protect participants and reinforce integrity.

XII. CANDIDATE & LEADERSHIP ALIGNMENT

Ensuring Accountability Beyond Endorsement

A. BLAC PAC's Full-Cycle Leadership Model

BLAC PAC's approach to candidate and leadership engagement is grounded in the principle that political support must extend beyond elections. Endorsement is treated not as an endpoint, but as the beginning of a long-term accountability relationship.

The full-cycle leadership model encompasses:

- 1. Pre-Support Vetting**
- 2. Active Leadership Support**
- 3. Post-Office and Post-Legislation Accountability**

This model ensures that leaders supported by BLAC PAC remain aligned with people-first values throughout their tenure and beyond.

1. Pre-Support Vetting

Before offering support, BLAC PAC conducts rigorous vetting to assess:

- Alignment with BLAC PAC's policy priorities
- Track record of ethical decision-making
- Willingness to engage in transparent accountability processes
- Demonstrated community leadership and engagement

This vetting process reduces reputational risk and strengthens impact.

2. Active Leadership Support

During campaigns and terms of office, BLAC PAC provides:

- Policy research and legislative support
- Strategic guidance on housing and equity initiatives
- Communications and media training
- Coalition-building and stakeholder engagement assistance

Support is contingent upon ongoing alignment and performance.

3. Post-Office and Post-Legislation Accountability

BLAC PAC remains engaged after elections and legislative victories by:

- Tracking implementation of supported policies
- Monitoring adherence to public commitments
- Publishing performance scorecards and reports

This extended engagement differentiates BLAC PAC from traditional political organizations.

B. Candidate Standards for 2026

BLAC PAC has established explicit standards that all supported candidates must meet.

Core Standards

1. Legislative Alignment

Commitment to sponsoring or supporting legislation aligned with BLAC PAC's 2026 priorities.

2. Public Accountability Commitments

Willingness to make measurable, time-bound pledges.

3. Community Engagement

Demonstrated history of responsiveness and presence in affected communities.

4. Transparency and Ethics

Adherence to ethical guidelines and disclosure requirements.

5. People-First Governance

Prioritization of human outcomes over political expediency.

6. Willingness to Be Evaluated

Acceptance of ongoing monitoring and public reporting.

C. Support Mechanisms for Endorsed Leaders

BLAC PAC provides:

- Legislative briefings and policy toolkits
- Data and impact analysis
- Media and communications support
- Peer learning opportunities among aligned leaders

These mechanisms enhance effectiveness while reinforcing accountability.

D. Accountability Framework

1. Performance Monitoring

BLAC PAC tracks:

- Legislative activity
- Implementation progress
- Community engagement efforts

2. Public Scorecards

Scorecards provide:

- Transparent reporting on commitments and outcomes
- Clear benchmarks and timelines

3. Recourse Mechanisms

In cases of non-compliance, BLAC PAC may:

- Issue public statements
- Withdraw support
- Reallocate resources

E. Candidate KPIs

Performance indicators include:

- Number of leaders supported
- Percentage meeting accountability benchmarks
- Policy outcomes achieved
- Community trust indicators

XIII. ORGANIZATIONAL CAPACITY & RESOURCES

Building the Infrastructure to Deliver on Impact

A. Organizational Structure and Staffing Model

The successful execution of BLAC PAC's 2026 Strategic Plan requires a deliberate investment in organizational capacity. Given the scope, complexity, and multi-jurisdictional nature of the flagship initiatives, BLAC PAC must operate with the discipline and professionalism of an implementation-oriented institution rather than a traditional advocacy organization.

1. Executive Leadership

BLAC PAC's executive leadership provides strategic direction, institutional stewardship, and accountability.

- **Chief Executive Officer (CEO):**

Responsible for overall strategic leadership, external relations, donor engagement, and alignment across advocacy, fundraising, and implementation.

- **Chief Operating Officer (COO):**

Oversees day-to-day operations, cross-initiative coordination, systems implementation, and performance management.

Together, the CEO and COO ensure alignment between mission, strategy, and execution.

2. Program and Initiative Leadership

Each flagship initiative will be supported by a dedicated **Program Director** responsible for:

- Initiative-specific strategy and execution
- Partner coordination and performance oversight
- Budget management and reporting
- Community engagement and advisory board facilitation

3. Policy and Legislative Affairs Team

The policy team will:

- Lead legislative research and drafting
- Manage relationships with lawmakers and staff
- Coordinate testimony, briefs, and advocacy campaigns
- Track policy implementation and compliance

4. Fundraising and Development Team

Responsibilities include:

- Major donor and institutional partner cultivation
- Grant writing and reporting
- Event planning and execution
- Donor stewardship and retention

The development team operates in close coordination with program and policy staff to ensure alignment between fundraising narratives and actual progress.

5. Communications and Marketing Team

This team will:

- Manage external messaging and media relations
- Produce impact reports and digital content
- Oversee crisis communications
- Maintain brand consistency and integrity

6. Community Engagement and Accountability Specialist

A dedicated role responsible for:

- Supporting Community Advisory Boards
- Managing feedback mechanisms
- Ensuring community voice is integrated into decision-making
- Monitoring engagement KPIs

7. Administrative and Finance Functions

These functions include:

- Financial management and compliance
- Human resources
- Contract and vendor management
- Audit coordination

8. Volunteer and Intern Program

BLAC PAC will develop structured volunteer and intern opportunities to:

- Support research, outreach, and events
- Build a pipeline of future talent
- Expand capacity cost-effectively

B. Technology and Infrastructure

Operational effectiveness and transparency require modern systems such as GHL

1. Customer Relationship Management (CRM)

A centralized CRM will support:

- Donor management and stewardship
- Outreach tracking
- Reporting and analytics

2. Project Management Systems

Project management tools will enable:

- Cross-initiative coordination
- Timeline and milestone tracking
- Risk identification and mitigation

3. Communications Tools

Integrated platforms will support:

- Internal collaboration
- External communications
- Document management

4. Data Analytics and Reporting Platforms

These platforms will:

- Aggregate KPI data
- Power public dashboards
- Inform adaptive management

5. Secure IT Infrastructure

Security protocols will protect sensitive data and ensure compliance with privacy standards.

C. Strategic Partnerships

BLAC PAC's model depends on high-quality partnerships.

1. Nonprofit and Service Partners

Provide:

- Direct service delivery
- Program expertise
- Community trust

2. Academic Institutions

Support:

- Research and evaluation
- Policy analysis
- Evidence-based learning

3. Advocacy and Coalition Partners

Enhance:

- Legislative reach
- Grassroots mobilization
- Shared messaging

4. Private Sector Partners

Contribute:

- Capital and investment
- Development expertise
- Workforce pathways

5. Government Agencies

Enable:

- Grant funding
- Policy implementation
- Regulatory alignment

D. Budget Overview (High-Level)

BLAC PAC's budget allocations will reflect strategic priorities.

Indicative allocations include:

- Program and initiative implementation
- Advocacy and policy development
- Fundraising and communications
- Administrative and operational costs
- Contingency reserves

Detailed budgets will be developed annually and reviewed by the Board.

E. Capacity-Building as a Strategic Investment

BLAC PAC treats organizational capacity as a strategic asset rather than an overhead cost. Investments in staff, systems, and partnerships are essential to delivering credible, scalable, and accountable impact.

XIV. RISK MANAGEMENT & CONTINGENCY PLANNING

Protecting Mission Integrity in an Uncertain Environment

A. Risk Management Philosophy

BLAC PAC recognizes that ambitious, multi-sector initiatives operating at the intersection of policy, capital, and community inevitably encounter risk. Rather than avoiding risk, BLAC PAC approaches risk management as a discipline of **anticipation, mitigation, transparency, and adaptability**.

Risk management is integrated into strategic planning, operational execution, and governance oversight. The objective is not only to protect projects and resources, but to safeguard public trust, donor confidence, and community well-being.

B. Identification of Key Risk Categories

1. Political and Legislative Risks

Risk Factors

- Legislative gridlock or partisan opposition
- Shifts in political leadership or priorities
- Delays in appropriations or regulatory implementation
- Policy dilution during negotiation processes

Mitigation Strategies

- Diversified advocacy across local, state, and federal levels
- Bipartisan coalition-building where feasible
- Early engagement with legislative staff and agencies
- Development of alternative policy pathways (e.g., executive action, local ordinances)

2. Financial and Funding Risks

Risk Factors

- Failure to meet fundraising targets
- Delays in public funding disbursement
- Economic downturns affecting donor capacity
- Inflation and rising construction or service delivery costs

Mitigation Strategies

- Diversified revenue streams across donor types and sectors
- Conservative budgeting and contingency reserves
- Phased project implementation aligned with confirmed funding
- Active monitoring of economic indicators and cost drivers

BLAC PAC prioritizes financial discipline to avoid overextension and protect core initiatives.

3. Operational and Execution Risks

Risk Factors

- Project delays or cost overruns
- Partner non-performance or withdrawal
- Staffing shortages or turnover
- Coordination challenges across multiple initiatives

Mitigation Strategies

- Rigorous partner vetting and formal MOUs
- Clear performance benchmarks and reporting requirements
- Redundant staffing plans and succession planning
- Robust project management systems

Operational risks are monitored continuously, with escalation protocols in place.

4. Reputational and Ethical Risks

Risk Factors

- Negative media coverage or public criticism
- Perceived conflicts of interest
- Accountability failures or unmet commitments
- Misinformation or misrepresentation of impact

Mitigation Strategies

- Proactive transparency and public reporting
- Clear ethical guidelines and conflict-of-interest policies
- Crisis communications planning
- Independent audits and evaluations

BLAC PAC treats reputation as a core asset requiring active stewardship.

5. External and Environmental Risks

Risk Factors

- Natural disasters affecting project sites
- Public health emergencies
- Supply chain disruptions
- Unforeseen geopolitical or economic events

Mitigation Strategies

- Insurance coverage and emergency response planning
- Flexible timelines and adaptive project design
- Scenario planning and stress testing
- Strong local partnerships for rapid response

These risks are particularly relevant to disaster-prone regions such as Oklahoma and are factored into planning assumptions.

C. Contingency Planning Scenarios

BLAC PAC maintains scenario-based contingency plans to respond effectively to adverse developments.

Scenario 1: Legislative Failure or Delay

Response Options

- Pivot advocacy to executive or administrative actions
- Advance local ordinances or pilot programs
- Leverage private and philanthropic funding to maintain progress
- Adjust timelines and scope transparently

Scenario 2: Funding Shortfall

Response Options

- Prioritize core initiatives and high-impact components
- Secure bridge funding or short-term financing
- Scale projects in phases
- Intensify donor cultivation and grant efforts

Scenario 3: Project Delay or Partner Withdrawal

Response Options

- Activate backup partners
- Reallocate internal resources
- Revise project sequencing
- Communicate changes clearly to stakeholders

Scenario 4: Reputational Challenge

Response Options

- Immediate fact-finding and internal review
- Transparent public communication
- Corrective action and policy reinforcement
- Engagement with affected stakeholders

D. Governance Oversight and Accountability

Risk management is overseen by BLAC PAC's leadership and Board, with:

- Regular risk assessments
- Dashboard monitoring of key indicators
- Escalation protocols for high-impact risks
- Documentation of mitigation actions

This governance framework ensures that risk considerations inform strategic decision-making rather than reacting after the fact.

E. Building Organizational Resilience

BLAC PAC's risk management approach reinforces resilience by:

- Encouraging adaptive learning
- Maintaining financial and operational flexibility
- Strengthening trust through transparency
- Embedding accountability at all levels

Resilience is treated as a strategic capability essential to sustaining long-term impact.

XV. MEASUREMENT, EVALUATION, & LEARNING

Using Evidence to Drive Accountability and Improvement

A. Measurement and Evaluation Philosophy

BLAC PAC's commitment to integrity-driven political action extends to how success is defined, measured, and communicated. Measurement and evaluation are not compliance exercises; they are core tools for accountability, learning, and strategic refinement.

The organization adopts an evidence-informed approach that balances quantitative metrics with qualitative insights, recognizing that complex social and policy interventions require nuanced assessment.

B. Monitoring and Evaluation Framework

1. Logic Models for Each Initiative

Each flagship initiative is guided by a logic model that articulates:

- **Inputs:** Capital, staff, partnerships, policy support
- **Activities:** Advocacy, development, service delivery, engagement
- **Outputs:** Legislation passed, units built, programs delivered
- **Outcomes:** Housing stability, employment, well-being
- **Impact:** Long-term community resilience and equity

Logic models provide a shared framework for planning, execution, and evaluation.

2. Data Collection Methods

BLAC PAC employs multiple data sources, including:

- Administrative and financial records
- Legislative tracking systems
- Surveys of residents, participants, and partners
- Interviews and focus groups
- Service utilization and outcome data

Data collection protocols prioritize accuracy, consistency, and ethical standards.

3. Data Analysis and Interpretation

Quantitative data is analyzed to track progress against KPIs, while qualitative data provides context, explains variance, and surfaces emerging issues. Findings are reviewed regularly to inform decision-making.

C. Reporting and Learning Cycles

1. Internal Performance Reviews

- Monthly operational check-ins
- Quarterly performance reviews
- Cross-initiative learning sessions

These reviews support real-time problem-solving and alignment.

2. External Reporting

- Quarterly donor and stakeholder reports
- Annual public impact reports
- Board briefings and dashboards

Reporting emphasizes clarity, honesty, and relevance.

3. Board Oversight

The Board receives regular updates on:

- Performance against goals
- Risk indicators
- Evaluation findings

This oversight reinforces accountability and strategic alignment.

D. Adaptive Management Principles

BLAC PAC embraces adaptive management, recognizing that complex initiatives require flexibility.

Key principles include:

- Using data to inform course corrections
- Responding to feedback from communities and partners
- Testing and refining models before scaling
- Documenting lessons learned

Adaptive management ensures responsiveness without sacrificing rigor.

E. Independent Evaluation

Periodic external evaluations will:

- Assess program effectiveness
- Validate impact claims
- Identify areas for improvement

Independent perspectives strengthen credibility and learning.

F. Knowledge Sharing and Scaling

BLAC PAC will document and disseminate lessons learned through:

- Policy briefs and reports
- Conferences and convenings
- Partnerships with academic and advocacy organizations

Knowledge sharing supports replication and broader field impact.

XVI. 2026 QUARTERLY EXECUTION ROADMAP

Turning Strategy into Measurable Action

Overview

The 2026 Quarterly Execution Roadmap translates BLAC PAC's strategic vision into a sequenced, time-bound plan of action. This roadmap aligns legislative advocacy, capital mobilization, development activity, communications, and accountability functions across all three flagship initiatives. It provides clarity on priorities, sequencing, and interdependencies, enabling disciplined execution and adaptive management throughout the year.

A. Q1 2026 , Foundation and Launch

Cross-Initiative Priorities

The first quarter of 2026 focuses on establishing the foundational conditions necessary for success across all initiatives.

Key actions include:

- Finalization of 2026 legislative priorities and bill drafts aligned with all three initiatives
- Identification and securing of anchor major donors and institutional partners
- Launch of the comprehensive communications strategy and initiative-specific messaging
- Recruitment and onboarding of key staff, including program directors and policy personnel
- Deployment of internal systems, including CRM, project management tools, and public-facing dashboards

These actions ensure organizational readiness and early momentum.

Homes for Honor , Memphis

- Secure legislative sponsorship for the Homes for Honor enabling legislation
- Convene the Memphis Community Advisory Board and conduct the inaugural meeting
- Initiate site identification and preliminary due diligence
- Begin formal negotiations with wrap-around service providers

Homes for Heartland , Oklahoma

- Conduct initial stakeholder engagement across disaster-affected communities and Greenwood
- Draft comprehensive disaster recovery and historic preservation legislation
- Initiate outreach to federal agencies, including FEMA and HUD

Project SAFE STAY

- Establish the Project SAFE STAY Youth and Community Advisory Council
- Identify potential housing models and sites for pilot implementation
- Begin development of the financial literacy and mentorship curriculum
- Outline state-level legislative advocacy strategies

B. Q2 2026 , Groundbreaking and Activation

Cross-Initiative Priorities

The second quarter emphasizes public activation and early execution.

Key actions include:

- Execution of major donor roadshows and institutional briefings
- Launch of grassroots and digital fundraising campaigns
- Expansion of earned media efforts highlighting BLAC PAC's full-cycle model

Homes for Honor , Memphis

- Host an official groundbreaking ceremony with public officials, donors, and community members
- Secure the first tranche of development funding
- Begin site preparation and early construction activities
- Finalize service delivery partnerships and protocols

Homes for Heartland , Oklahoma

- Introduce key legislation in the Oklahoma legislature
- Activate Greenwood and disaster-affected community planning councils
- Launch targeted capital commitment campaigns
- Advance historic designation and preservation processes

Project SAFE STAY

- Launch pilot financial literacy workshops
- Recruit and train the initial cohort of mentors
- Secure leases or acquisitions for temporary housing units
- Host legislative briefings on foster youth transitions

C. Q3 2026 , Capital Alignment and Mid-Year Impact

Cross-Initiative Priorities

The third quarter focuses on scaling execution and assessing progress.

Key actions include:

- Expansion of capital alignment efforts, targeting \$25M–\$40M in cumulative commitments
- Publication of the Mid-Year Impact Report
- National policy briefing for media and political stakeholders
- Internal strategic review and plan adjustments

Homes for Honor , Memphis

- Achieve key construction milestones
- Launch tenant selection criteria and application processes
- Report on early service utilization and engagement metrics

Homes for Heartland , Oklahoma

- Secure initial capital commitments for reconstruction and Greenwood restoration
- Begin procurement and rebuilding activities
- Host community forums to report progress and gather feedback

Project SAFE STAY

- Open the first SAFE STAY housing units and welcome the initial cohort of youth
- Evaluate early program outcomes and mentor engagement
- Expand education and employment partnerships

D. Q4 2026 , Legislative Wins, Renewal, and 2027 Planning

Cross-Initiative Priorities

The final quarter consolidates gains and prepares for future growth.

Key actions include:

- Celebration and documentation of legislative wins and policy advancements
- Launch of donor renewal and cultivation campaigns
- Comprehensive annual KPI review
- Development of 2027 initiative pipeline and growth plans
- End-of-year leadership retreat

Homes for Honor , Memphis

- Complete or near completion of first-phase housing units
- Release detailed accountability and financial reports
- Plan ribbon-cutting and resident move-in events

Homes for Heartland , Oklahoma

- Secure passage of key legislation or major federal funding commitments
- Announce specific reconstruction and restoration projects
- Report on minority developer participation and local hiring outcomes

Project SAFE STAY

- Host a year-end community and mentor celebration
- Report on youth progress toward education, employment, and financial stability
- Initiate planning for geographic or programmatic expansion in 2027
- Advocate for inclusion of the SAFE STAY model in broader foster care reform

XVII. CONCLUSION

BLAC PAC's Vision for the Future

A. Reaffirming the People-First Commitment

BLAC PAC's 2026 Development Project Strategic Plan is grounded in a clear and uncompromising commitment: political action must serve people first, not power. At a moment when public confidence in political institutions is fragile, BLAC PAC has chosen a more demanding path, one that replaces transactional engagement with accountability, and rhetoric with results.

Throughout this plan, housing emerges as the connective tissue between policy, stability, and opportunity. Whether serving veterans and first responders in Memphis, rebuilding disaster-affected and historically disinvested communities in Oklahoma, or supporting young adults transitioning out of foster care, BLAC PAC's work centers on the human realities behind legislative decisions.

This people-first commitment is not symbolic. It is operationalized through community governance, measurable outcomes, transparent reporting, and sustained engagement beyond election cycles.

B. The Enduring Power of Integrity and Accountability

Integrity is often invoked in political discourse, but rarely institutionalized. BLAC PAC has made integrity a structural feature of its model, embedded in how candidates are vetted, how donors are stewarded, how legislation is advanced, and how projects are executed.

Accountability is not treated as a risk to be managed, but as a responsibility to be embraced. By remaining accountable after legislation is passed, and by subjecting its own work to public scrutiny, BLAC PAC sets a higher standard for political action organizations.

This standard is essential not only for credibility, but for impact. Communities do not need more promises; they need institutions willing to remain present, responsive, and answerable.

C. Scaling Impact Beyond 2026

While this strategic plan focuses on the 2026 cycle, its implications extend well beyond a single year. Each flagship initiative is designed as a **replicable model**, demonstrating how policy advocacy, capital alignment, and community leadership can be integrated to produce durable outcomes.

The lessons learned from Homes for Honor, Homes for Heartland, and Project SAFE STAY will inform future expansion into additional geographies and issue areas. As BLAC PAC continues to refine its full-cycle leadership model, the organization is positioned to influence broader systems change across housing, disaster recovery, and youth transition policy.

Scaling impact will require continued discipline, partnership, and learning. BLAC PAC approaches this future with humility and resolve, committed to evolving while remaining anchored in its core values.

D. Call to Action: Building a Better Future Together

The challenges addressed in this plan are complex, deeply rooted, and urgent. They cannot be solved by any single organization or sector. Progress requires aligned leadership, coordinated capital, and communities empowered to shape their own futures.

BLAC PAC invites donors, policymakers, community leaders, and partners to join in this work, not as spectators, but as collaborators in a new model of political action. Together, we can demonstrate that politics grounded in integrity and accountability can deliver tangible, life-changing results.

The work outlined in this plan is ambitious by design. It reflects a belief that our political systems are capable of more, and that our communities deserve better. BLAC PAC stands ready to meet this moment, committed to building not only policies, but homes; not only legislation, but lives.