

# STRATEGIC PLAN



**cafa**  
Capital Area Finance Authority

2025-2030



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# INTRODUCTION

The Capital Area Finance Authority (CAFA) stands at the forefront of transformative growth and economic opportunity in Louisiana. With a strong legacy of service and innovation, CAFA’s mission is clear: to advance economic and community development by financing and investing in projects and expanding pathways to homeownership across our region and state.

As we look toward the next decade, CAFA’s 2025-2030 Strategic Plan outlines an ambitious roadmap rooted in our values, guided by data, and powered by collaboration. This plan builds on decades of trusted leadership and forward-thinking investment, positioning CAFA as a catalyst for bold development, inclusive prosperity, and long-term regional resilience.

Anchored in a compelling Vision, CAFA aspires to be nationally recognized as a leader in innovative financing, transformational development, and equitable housing opportunity. This vision will be realized through strategic partnerships, high-impact programs, and intentional community engagement.

With four clearly defined strategic priorities — Optimizing Working Capital, Positioning CAFA as a Regional Leader, Developing a Community Investment Program, and Enhancing Operational Performance — this plan reflects both the maturity of the organization and its readiness to scale.

Each goal is designed to support CAFA’s core mission and unlock the full potential of our communities. From investing in catalytic projects to championing ethical governance, CAFA is prepared to lead with integrity, inclusion, and bold action.

This Strategic Plan is not just a blueprint — it is a shared call to action. As we embark on this journey, CAFA invites stakeholders, partners, and community leaders to join us in building a future where all people and businesses in our region thrive.



# TRANSFORMATIVE DECADE

## A Letter from the President and CEO

Founded in 1974, CAFA has a long legacy of empowering communities through innovative financing and strategic investment. Since 1979, we've issued over \$1.3 billion in mortgage revenue bonds, helping more than 15,500 families become homeowners. We've expanded our reach from East Baton Rouge Parish to serve a nine-parish region and have created pathways to prosperity through housing, infrastructure, and community development.

We are honored to share the CAFA's Strategic Plan for 2025–2030 — a bold roadmap that reflects both our deep roots and our forward-looking vision. This plan marks a pivotal chapter in CAFA's history, positioning us to lead transformative growth across Louisiana's capital region.

As we look to the decade ahead, our vision is clear: to be a catalyst for economic opportunity and inclusive growth. We aim to be recognized nationally for our leadership in public-purpose financing and our ability to deliver lasting impact.

This plan is built around four strategic priorities:

- Optimizing Working Capital for Strategic Projects
- Positioning CAFA as a Regional Development Leader
- Building a Structured Community Investment Program
- Enhancing Operational Performance and Efficiency

Together, these priorities provide a framework to deepen our impact, expand access to homeownership, and foster vibrant, resilient communities.

We are excited for what lies ahead and grateful for the trust and collaboration of our partners, stakeholders, and neighbors. Together, we will build on our strong foundation and create lasting progress for generations to come.

Sincerely,



Mark Drennen, President and CEO  
Capital Area Finance Authority



# BOARD OF TRUSTEES

---

Russell L. Mosely, Chair

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Sharon Perez, Vice-Chair

---

Jay Gaudet, Sect./Treasurer

---

Dennis Blunt

---

Lauren Crump

---

Anthony Gambino, Jr.

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Blaine Grimes

---

Domoine D. Rutledge

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Valerie Schexnayder

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Ex-Officio: Office of the Parish Attorney and  
Office of the Parish Director of Finance



# VISION

CAFA will drive bold development, expand homeownership, and spark lasting growth in our region — building stronger communities and a brighter future for Louisiana. We will be recognized nationally as a leader in innovative financing, transformational development, and housing opportunity.

CAFA will empower communities by investing in catalytic projects, nurturing local talent, and creating pathways to homeownership and economic prosperity.

Through strategic partnerships, bold leadership, and an unwavering commitment to excellence, we will unlock the full potential of our region — building vibrant communities where people and businesses thrive.

# MISSION

The Capital Area Finance Authority **advances** economic and community **development** by financing and investing **in** projects and home ownership in our **region** and **state**.



# OUR STRATEGIC PRIORITIES



**OPTIMIZE WORKING CAPITAL TO INVEST IN STRATEGIC PROJECTS**

**POSITION CAFA AS A REGIONAL LEADER IN COMMUNITY DEVELOPMENT**



**DEVELOP A COMMUNITY INVESTMENT PROGRAM ALIGNED WITH CAFA'S MISSION**

**ENHANCE OPERATIONAL PERFORMANCE AND EFFICIENCY**



# STRATEGIC PRIORITY 1

## Optimize Working Capital to Invest in Strategic Projects

- Develop a five-year financial pro forma to serve as a financial roadmap for the Board and staff by January 30, 2026, and provide the Board with updates annually.
  - Focus on revenue-generating projects, consistent with our trust indenture.
  - Leverage CAFA's amended trust indenture and bylaws to expand our role as an issuer of conduit bonds, lease revenue bonds, and tax increment finance bonds, actively marketing these services.
  - Develop projections for the maximum amount of capital CAFA is willing to invest annually over the five-year period, balancing growth goals with prudent risk tolerance.
- Annually, by December 1<sup>st</sup>, establish a bond issuance target for the following year, based on prevailing market conditions and forecasts.
  - Plan a targeted visit to Moody's Investors Service (when appropriate) to present CAFA's performance, financial strength, and strategic direction.
  - Request definition of "assets" to determine if physical property is considered in determining General Obligation (GO) bond ratings from Moody's.
- Establish a target real estate investment amount as part of a long-term strategy to invest in projects aligned with CAFA's mission by December 1, 2025. Re-analyze and adjust annually.
  - Utilize the expertise of the President and Board for early-stage evaluations, lend staff time to projects, explore complementary partnerships, and engage external financial advisors as needed for complex projects.

# STRATEGIC PRIORITY 1 *cont...*

## Optimize Working Capital to Invest in Strategic Projects

- Investigate promising investment opportunities and present them to the New Initiatives Committee at their monthly meeting for review and recommendation to the full Board; ongoing.
  - The approval process is documented in the application form for transparency purposes.
- Pursue a working relationship with Build Baton Rouge and the Mayor-President's Office to access federal funds and other grant sources to eliminate blight and place land and other properties back into commerce.
  - Finalize Memorandum of Agreement (MOA) with Build Baton Rouge.
  - Meet with other similar organizations to coordinate and eliminate redundancy. These could include, but are not limited to the Louisiana Housing Corporation (LHC) and other regional affordable housing and land banking agencies.
- Encourage property donations in strategically targeted areas of the region.
  - Reach out to developers in town and take proposals from them to redevelop the properties.

# STRATEGIC PRIORITY 2

## Position CAFA as a Regional Leader in Community Development

- Develop and implement a business plan for CAFA-owned properties by March 31, 2026.
  - Continue to purchase property on the same block as the current CAFA office.
  - Add North Baton Rouge properties to the CAFA portfolio.
- Enhance public awareness through the use of social media and updates to the CAFA website.
  - Continue to strengthen CAFA's social media presence and develop an annual calendar for postings.
  - Utilize the CAFA website to promote community investment and success stories.
- Strengthen CAFA's impact through strategic partnerships and stakeholder engagement.
  - Create partnerships and programs, such as an Ambassadors Group, with universities, including Historically Black Colleges and Universities (HBCUs) and community colleges, to promote retention of graduates, redevelopment efforts near campuses, and awareness of CAFA's potential contributions to the region.
    - Offer interns the opportunity to work in the CAFA office during the school year or summer.
- CAFA Board and CEO will appoint a small ad-hoc task force to define the charter, role, leadership, timeline, and implementation plan to form the Ambassadors Group.
- Foster relationships with the local legislative delegation to educate them on CAFA's successes and encourage them to proactively protect CAFA's interests.
  - Host an annual legislative reception at the CAFA office.



# STRATEGIC PRIORITY 3

## Develop a Community Investment Program Aligned with CAFA's Mission

- Once a Memorandum of Understanding is in place with a particular entity, transition to a structured Community Investment Program focused on sustainable, positive outcomes as set forth in each Cooperative Endeavor Agreement (CEA) by March 31, 2026.
  - Require recipients of community investment funds to submit periodic reports with targeted performance metrics to ensure accountability and alignment with CAFA's strategic objectives.
    - Rework Community Investment form to add a checkbox for potential recipients to identify how their projects enhance CAFA's strategic objectives.
    - Ensure that the CEAs clearly outline the selected measurements.



# STRATEGIC PRIORITY 4

## Enhance Operational Performance and Efficiency

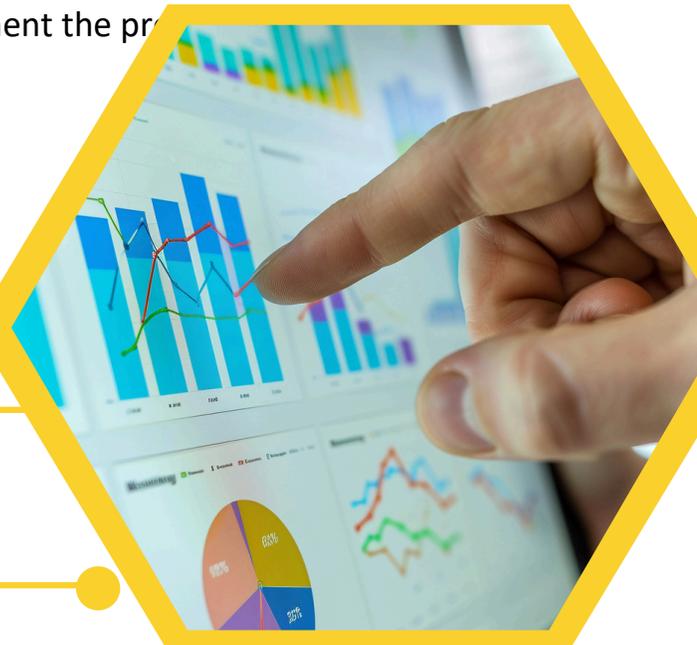
- Design and implement a comprehensive staffing model to support CAFA’s vision and operational needs, including succession planning for key positions and cross-training to retain institutional knowledge.
  - Create an Annual Operational and Efficiency Report to present to the Board on staffing, including progress on cross-training and staff capacity at the first quarter Board meeting beginning in 2026.
  - Develop a timeline and succession plan for the current Vice-President by July 1, 2025.
- Develop succession planning steps and timeline for the CEO’s position upon the CEO’s announcement of intended departure to allow for a six-month search and a 60 day+ transition by December 31, 2025.
- Develop a robust Board orientation program to retain and transition institutional knowledge at the Board level by July 1, 2026.
- Develop performance assessment tools for all full-time staff to ensure accountability, growth, and alignment with organizational goals by January 1, 2026.



# STRATEGIC PRIORITY 4 *cont...*

## Enhance Operational Performance and Efficiency

- Create a competitive Request for Proposals (RFP) process for Executive Search Services by March 1, 2026.
- Implement policies and guidelines aligned with Louisiana Ethics Commission standards and current Board and staff policies for contractors and community investment recipients by July 1, 2026.
- Continue to pursue opportunities to capitalize on AI, automation, and project management software and Customer Relationship Management (CRM) systems to better track projects, relationships, and data to reduce staff time and improve efficiency. Include progress in the Annual Operational and Efficiency Report as referenced in 4.A.1.
- Develop a formal policy – beyond a best practice – that establishes a competitive and inclusive process for selecting contract vendors, in alignment with CAFA’s mission to foster community growth and development by December 1, 2026.
  - Conduct desk research on similar programs and vendor databases.
  - Develop program guidelines, goals, and metrics.
  - Schedule legal review of the policy to ensure there is emphasis on the intentional inclusion of Louisiana-based businesses without unlawful or noncompliant language that may imply preferential treatment.
  - Begin marketing opportunities and implement the pr



# STRATEGIC PLAN DASHBOARD

This strategic planning dashboard is designed to track and manage the key steps outlined in the CAFA’s 2025–2030 Strategic Plan. It highlights essential outcomes and responsible team members. As a dynamic tool, it supports ongoing progress monitoring, ensures accountability, and informs strategic decisions to keep the organization aligned with its long-term goals.

## Priority 1: Optimize Working Capital

Key Performance Indicators	Status	Due Date	Lead
Develop five-year financial pro forma		January 30, 2026	VT
Establish annual bond issuance target		December 1 <sup>st</sup> Annually	VT
Real estate investment target		December 1, 2025 Annually	MD
Present investment opportunities to committee		On-going	MD
Build Baton Rouge and Mayor-President’s Office MOA		On-going	MD
Property donations strategy		On-going	MD

# STRATEGIC PLAN DASHBOARD

## Priority 2: Regional Leader in Community Development

Key Performance Indicators	Status	Due Date	Lead
Engage with regional leaders		On-going	MD
Access Federal Home Loan Bank funds		On-going	MD
Partner with local governments and organizations		On-going	MD
Investigate starter home development		On-going	MD
Expand mortgage programs		On-going	MD
Business plan for CAFA-owned properties		March 31, 2026	MD
Enhance public awareness		On-going	KD/BH
Establish university partnerships and Ambassadors Group		On- going	MD
Legislative delegation engagement		Annually	MD

## Priority 3: Community Investment Program

Key Performance Indicators	Status	Due Date	Lead
Structured community investment program		March 31, 2026	VT
Recipient performance metrics reporting		On-going	VT

# STRATEGIC PLAN DASHBOARD

## Priority 4: Enhance Operational Performance and Efficiency

Key Performance Indicators	Status	Due Date	Lead
Annual Operational and Efficiency Report		Q1 2026	MD
Succession planning for current Vice-President		July 1, 2025	MD
Succession planning for CEO		December 31, 2025	MD
Board orientation program		July 1, 2026	MD
Staff performance assessment tools		January 1, 2026	VT
Executive search RFP process		March 1, 2026	VT
Implement ethics-aligned policies		July 1, 2026	VT
AI, automation, PM, and CRM software		On-going	CM
Vendor selection policy		December 1, 2026	VT
Research similar programs/databases		Q3 2026	VT
Develop guidelines, goals, metrics		Q3 2026	VT
Schedule legal review		Q3 2026	VT
Implement program		December 1, 2026	VT

# CAFA 2025-2030 ANNUAL METRICS

2025-2030 KEY PERFORMANCE INDICATORS (KPIs)		RESPONSIBILITY	BASELINE 2025		TARGET 2030	
<b>FINANCIAL AND INVESTMENT KPIs</b>						
<b>Annual Revenue Growth</b>	Increase in annual revenues generated from strategic projects and bond issuances, year over year and from 2025-2030.	President and CEO	\$XXXX		\$XXXX	
<b>Bond Issuance Volume</b>	Number and total value of bonds issued annually, segmented by bond type (conduit, lease revenue, tax increment finance), year over year and from 2025-2030.	EVP or VP of Development	\$XXXX	\$XXXX	\$XXXX	\$XXXX
<b>COMMUNITY DEVELOPMENT KPIs</b>						
<b>Number of Catalytic Projects Initiated</b>	Annual count and categorization by project type and geographic area (need definition of how/what to measure).	President and CEO	#XXXX	Type	#XXXX	Type
<b>Mortgage Program Utilization</b>	Annual growth in participation rates for new or expanded mortgage programs (need definition of how/what to measure).	Director of Homeownership Programs	% Growth		% Growth	
<b>OPERATIONAL EXCELLENCE KPIs</b>						
<b>Succession Planning and Readiness</b>	CEO and VP roles have active succession plans, timelines, and identified successors per timeline targets.	President and CEO, EVP	CEO Yes/No	EVP Yes/No	CEO Yes/No	EVP Yes/No
<b>Staff Training and Development</b>	Completion rates for cross-training programs, measured annually.	President and CEO, EVP	% Complete		% Complete	

# CAFA 2025-2030 ANNUAL METRICS

2025-2030 KEY PERFORMANCE INDICATORS (KPIs)		RESPONSIBILITY	BASELINE 2025	TARGET 2030
<b>COMMUNITY INVESTMENT AND IMPACT KPIs</b>				
<b>Community Investment Program Outcomes</b>	Percentage of projects meeting or exceeding targeted performance metrics.	EVP or VP of Operations	% Meeting or Exceeding	% Meeting or Exceeding
<b>Grant and External Funding Leveraged</b>	Annual amount of grant and external funding successfully accessed.	Director of Homeownership Programs or Projects Manager	% Increase	% Increase
<b>PUBLIC AWARENESS AND STAKEHOLDER ENGAGEMENT KPIs</b>				
<b>Public Engagement Metrics</b>	Annual growth in website visits, social media followers, and engagement rates, to be determined when project is approved.	Director of Homeownership Programs	% Increase	% Increase
<b>Partnership Expansion</b>	Number of new strategic partnerships formed annually, particularly with government entities, non-profits, and colleges/universities.	President and CEO	#XXXX	#XXXX

# APPENDIX 1

## Environmental Scan

### Strengths

- **Stable and Well-Respected Organization:** CAFA maintains a solid reputation and robust regional partnerships, positioning it effectively for market expansion
- **Diverse Board Expertise:** Board members bring a range of skills and experience, supporting innovation and growth initiatives
- **Robust Financing Tools and Flexibility:** Expertise in specialized financial instruments like conduit bonds, lease revenue bonds, and tax increment financing enables significant economic development impact
- **Certified Realtors**
- **Knowledgeable Staff:** Extensive expertise and institutional knowledge
- **Stable Budget and Income Stream**
- **Tax Abatement Capabilities**
- **Established Trust Indenture**
- **Comprehensive Cooperative Endeavor Agreements (CEA):** Structured effectively across multiple parishes

### Weaknesses

- **Limited Public Visibility:** Despite regional awareness, broader community recognition remains limited
- **Capacity Constraints:** The small team size poses risks to retaining institutional knowledge and presents challenges for succession planning
- **Operational Efficiency Gaps:** Continuous operational improvements are necessary to enhance organizational efficiency
- **Partner Capacity Limitations:** Some collaborative partners lack sufficient capacity or expertise
- **Public Awareness:** Limited understanding among potential partners and the public regarding CAFA's role and services



# APPENDIX 1 *cont...*

## Environmental Scan

### Opportunities

- Strategic Financial Innovations: Leveraging amendments to the Trust Indenture to diversify financial offerings and expand capabilities
- Regional Leadership and Partnership Development: Enhanced collaboration with local governments, economic development bodies, and educational institutions
- Real Estate Investment Fund: Proactive asset management and strategic leveraging through establishing a dedicated investment fund
- Expansion of Housing Programs: Innovative financing models to support renovation, rehabilitation, and energy-efficient housing initiatives
- Targeted Public Engagement: Increased strategic communication to raise awareness and clarify CAFA's mission and capabilities
- Development of Mega Data Centers: Capitalize on affordable land costs
- Capital Availability: Access to over \$50 billion in announced regional capital projects
- State Incentive Programs: Develop incentives for graduates to remain in the area, addressing talent retention
- Parish Revenue Sharing: Potential fee-splitting arrangements with parishes.
- Structured Community Investment Program: Focused and measurable community investments to increase regional influence and accountability
- Strengthening Regional Influence: Enhanced targeted collaborations to build strategic presence



# APPENDIX 1 *cont...*

## Environmental Scan

### Threats

- Political Environment Shifts: Local political changes may threaten strategic initiatives and operational autonomy
- Economic Volatility: High interest rates and fluctuating economic conditions could impact growth and investment stability
- Mission Overlap: Clear communication of CAFA's distinct role is required to mitigate confusion and redundancy
- Environmental Advocacy Pressure: Potential pushback from environmental groups regarding development projects
- Competitive Property Market: Challenges in property acquisition from entities like Build Baton Rouge
- Minority Participation Requirements: Increasing demands for minority involvement in RFP processes
- Public and Private Perception Challenges: Balancing public expectations and private sector realities
- Disruptive Public Voices: Managing influence and interference from vocal opposition
- Risk Management Concerns: Addressing fluctuating economic and political environments that could affect financial stability and strategic investment decisions

