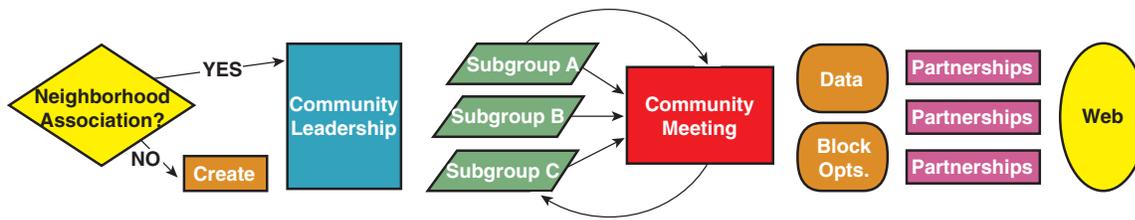


# PHASE 2



# COMMUNITY ORGANIZING

# PHASE 2: COMMUNITY ORGANIZING



- 2.1 Association Set-up
- 2.2 Meetings Guide
- 2.3 Subgroup Formation
- 2.4 Partnerships
- 2.5 Web Communications
- 2.6 Block Captain Program

The community organizing phase lays a foundation of structure and procedure for the planning and implementation phases that follow. It is important to identify the entity around which a community will organize; in many cases a neighborhood association serves this purpose. In this phase, leaders incorporate the input and feedback from Phase 1 and identify the necessary organizational structures. Smaller community meetings (Subgroup Meetings) enable residents to speak on the critical issues that are important to the specific areas in which they live. Potential partnerships can be explored, especially as the need for external support is identified. Subcommittees are identified for redevelopment planning, ranging from Urban Planning and Economic/Business Development to Education, Repopulation and Emergency Preparedness. In this phase, the repopulation strategy is further articulated and developed.



## NEIGHBORHOOD ASSOCIATIONS

The most common vehicle through which to organize and coordinate the community planning process is a formal neighborhood association. Comprised of residents and business representatives, neighborhood associations provide a forum to meet fellow neighbors and business leaders, exchange ideas, discuss projects and community priorities, identify solutions in response to problems or crises (e.g. flooding) and create a mechanism to implement plans. Many neighborhoods have associations that address issues related to the quality of life in a community. Issues can range from health and safety, to infrastructure improvements and service delivery. Residents can organize workshops for emergency preparedness and coordinate crime-prevention measures through their neighborhood associations.

A community planning process requires organization and leadership. A neighborhood association can be set up to provide such structure, and provide a central point around which the neighborhood can come together and accomplish the many tasks involved in the planning process. No matter the scope of the projects and planning that will be done by the community, it is critical that the neighborhood association be transparent and inclusive. It must serve to promote the unity of the community in the planning process; every effort should be made to ensure that those active in the association are representative of the different community stakeholders. The success and legitimacy of the planning process will be derived from the legitimacy associated with a well-run and organized neighborhood association.

### SETTING UP A NEIGHBORHOOD ASSOCIATION

There are several steps to follow in the process of setting up a neighborhood association. These include but are not limited to the following:

1. Define neighborhood boundaries. These may be defined at a city level, in conjunction with a city planning commission. Some boundaries may exist formally, whereas others may be informal places defined by a common sense of identity.
2. Organize neighbors: recruit members (flyers and mailings).
3. Develop initial neighborhood mailing list.
4. Arrange location for the initial neighborhood association organizing/set-up meetings.
5. Encourage the news of the neighborhood association to be circulated.
6. Community-wide meeting:
  - Officers nomination/election
  - Board recruitment
  - Establishment of by-laws
  - Committees (tailored to the needs of the community)
  - Mission statement
7. Through the newly elected Treasurer, open neighborhood association bank account
8. Develop association logo to be placed on signs, mailers, flyers, letterhead, etc.
9. Establish contact with other neighborhood associations in adjacent areas; share lessons
10. Establish contact with the local government (Mayor's office)
11. Register neighborhood association with Office of Community Affairs
12. Option: Register the association as a nonprofit corporation - 501(c)3 status.



## **Broadmoor Improvement Association, Inc. General Meeting**

**6:30 PM**  
**Wednesday, January 18, 2006**  
**3504 Napoleon Avenue**

### **AGENDA**

- I. **Call to Order/Welcome**      LaToya Cantrell, President
- II. **Reading of Minutes**      Maggie Carroll, Acting Secretary
- III. **Report of Officers**      LaToya Cantrell, President  
Marilyn Crump, Acting Vice-President  
Maggie Carroll, Acting Secretary  
Ernie O'Steen, Treasurer
- IV. **New Business**
  - Broadmoore Revitalization Committee  
Hal Roark, Co-Chair
  - Broadmoore Repopulation Committee
- V. **Neighborhood Concerns**      Broadmoor Residents  
*Please limit comments to 2 min.*
- VI. **Questions/Comments**
- VII. **Adjournment**

## COMMUNITY-WIDE MEETINGS

Throughout the entire community planning process, meetings should be held frequently. Some are large community-wide meetings, and many are smaller subgroup and committee meetings. Meetings should be held within the community, and organized with an agenda, moderator, and allotted time for public input. In some cases, a meeting structure may already exist through the association. But it is important to make the necessary adjustments to meetings that are solely focused on the planning process. Below are suggested guidelines for meeting structure and organization. Meeting structure should reflect the size of the community and availability of meeting spaces. Meeting advertisement is critical to increase participation levels, bringing legitimacy to the planning process. Meetings must be advertised in advance in a way that reaches the greatest possible number of residents. In a post-disaster environment marked by large-scale displacement, the media is an important tool for advertising meetings. This includes: radio, TV, newspapers, blogs, newsletters, etc. Especially in the early phases of the post-disaster period, these outlets will be very focused on gathering and disseminating information about the recovery process. Media consumers (readers, viewers, listeners) crave information about what's going on. In most cases, it is an easy and often free way to get the word out. The best strategy is to contact the media outlets and ask for the airtime.

### MEETING ADVERTISEMENT

- Flyers (posted on houses & online)
- Banners & Signs at roadways
- Newspapers (often free in calendar section)
- Website Announcement & Email blast
- Radio

### MEETING SPACES

- Churches
- Trailers
- Schools/Universities
- Residents' homes
- Community Center/Library
- Outdoor tent

### MEETING ORGANIZATION

- Agendas handed out at beginning
- Meeting moderator/facilitator
- Public Input: microphones if necessary
- Public Sign-in forms: attendance
- Minutes taken & published online



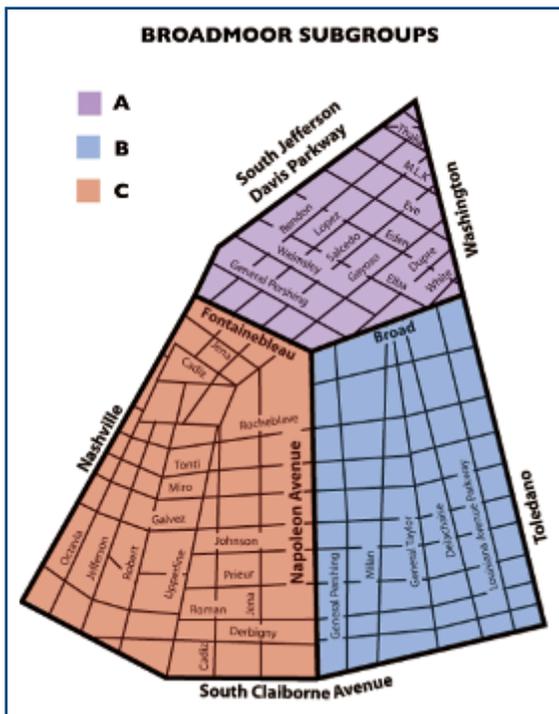
## Managing Toward Consensus

The role of community leadership is critical in bringing **diverse opinions** together in order to **build a consensus**.

It will be necessary to **mediate** between people who want different things: show them the **commonalities**, and that their goals are far more aligned than they might first appear.

A “**consensus document**” that has elements from subgroup meetings can help residents see the unity. A vote should be taken on these issues, where the goal is **60% -80% of resident support**.

Acknowledge the points that are **not yet agreed upon**, but do not allow discussion on these points – refer these issues back to the subgroup meetings for further discussion. Then work these issues offline using shuttle diplomacy between subgroups and individuals with differing views.



## COMMUNITY SUBGROUPS: FORMATION & MEETINGS

Community Subgroups are formed in order to provide a smaller meeting environment where neighbors can gather and begin the community conversations on issues for the redevelopment planning process. The neighborhood can be divided into as many subgroups as deemed necessary. In a neighborhood with 150 square blocks, three subgroups was sufficient division: A, B, and C. Each subgroup met once a week, with a topic planned for each week (same topic for all three groups). Typically, the cycle would break down as: three weeks of subgroup meetings, then a general, community-wide meeting, followed by another three weeks of subgroup meetings and another community-wide meeting, and so on. The general community-wide meetings are used to establish points of consensus for the entire community. This process should culminate in a final general meeting where a “consensus document” is distributed and discussed, based on the input from all the subgroups.

### MEETING SET-UP & MODERATORS

Two or three community leaders active in the beginning stages of the community planning process should organize the subgroup meetings (outline the week’s themes, etc). But it is also important that the meetings allow for open dialogue and are not constrained by a meeting chairperson. A designated moderator, who lives in the respective subgroup, should guide the discussion. A separate person should be present at all Subgroup meetings to take minutes and send them to the community leadership for inclusion in consensus document at the larger meeting.

### ADVERTISING

Flyers are an effective method of meeting advertisement (see examples). The website should prominently display meeting notices for all subgroups, as well as downloadable flyers. A large banner can be posted in a visible location (ex: busy street’s neutral ground or median strip).



## WHY THE SUBROUP MEETINGS ARE IMPORTANT

The subgroup meetings are critical because they influence all of the different phases of the planning process. In a diverse community, different subgroups may have different needs and face different challenges. Subgroups may vary based on race, age ethnicity, socio-economic status, or by issues such as poverty, drugs, or crime. The styles of meetings across the different subgroups may vary, depending on needs of the participants. That is why the subgroup meetings concept is so important. It allows these specific problems and challenges to be addressed and not drowned out by other voices. The goal is to find the common points of agreement across all subgroups, then come together in a general, community-wide meeting to vote on these consensus points

### Sample Subgroup Meeting Schedule

<p><b>Week 1- TOPIC #1</b> (ex: Intro &amp; Strategy)</p> <p>Subgroup A Meeting [time &amp; place]</p> <p>Subgroup B Meeting [time &amp; place]</p> <p>Subgroup C Meeting [time &amp; place]</p>	<p><b>Week 4- TOPIC #4</b> (ex: Housing)</p> <p>Subgroup A Meeting [time &amp; place]</p> <p>Subgroup B Meeting [time &amp; place]</p> <p>Subgroup C Meeting [time &amp; place]</p>
<p><b>Week 2- TOPIC #2</b> (ex: Planning Goals)</p> <p>Subgroup A Meeting [time &amp; place]</p> <p>Subgroup B Meeting [time &amp; place]</p> <p>Subgroup C Meeting [time &amp; place]</p>	<p><b>Week 5- TOPIC #5</b> (ex: Education)</p> <p>Subgroup A Meeting [time &amp; place]</p> <p>Subgroup B Meeting [time &amp; place]</p> <p>Subgroup C Meeting [time &amp; place]</p>
<p><b>Week 3- TOPIC #3</b> (ex: Safety &amp; Security)</p> <p>Subgroup A Meeting [time &amp; place]</p> <p>Subgroup B Meeting [time &amp; place]</p> <p>Subgroup C Meeting [time &amp; place]</p>	<p><b>Week 6- TOPIC #6</b> (ex: Wrap-up)</p> <p>Subgroup A Meeting [time &amp; place]</p> <p>Subgroup B Meeting [time &amp; place]</p> <p>Subgroup C Meeting [time &amp; place]</p>

# BROADMOOR ORGANIZING MEETING

For Residents of Subgroup C  
**First Presbyterian Church**  
**5401 S. Claiborne**  
**Monday, Feb. 13th**  
**6:30 p.m.**

- Topic: Housing
- Housing Repopulation Report
- Housing Policy Recommendations



**Subgroup C**

**[www.broadmoorimprovement.com](http://www.broadmoorimprovement.com)**

Rebuilding is a tremendous task that requires thousands of people-hours. This investment of time can be made by paid professionals or by the residents of the community themselves. The problem with paid professionals is that when their work is done, all the community has is an externally created vision for their future. But when the residents invest the thousands of hours into determining their own vision for their community, they emerge with a plan that is uniquely theirs – a plan in which they are heavily invested. The process is not easy. Below is a list of the community meetings in Broadmoor between January and July of 2006 as they were creating the plan for rebuilding their community.

<b>WEEK 1</b>			
<b>1.14.06</b>	Broadmoor Neutral Ground Rally		
10:00am-	Napoleon Ave. Neutral Ground		
<b>1.18.06</b>	BIA General Meeting		
6:30pm-	Irwin Isaacson's lawn- Tent		
<b>WEEK 2</b>			
<b>1.25.06</b>	Revitalization Planning Meeting		
9:00am-	Café Luna		
<b>1.25.06-</b>	Formation of Subgroups,		
<b>1.27.06</b>	Themes, Meetings, Conversations		
<b>WEEK 3</b>			
<b>1.28.06</b>	Flyer Distribution: Subgroup Meeting		
8:00am-	3700 Napoleon Ave. Neutral Ground		
<b>1.30.06</b>	Subgroup C Meeting (Intro/Strategy)		
6:30pm-	First Presbyterian Church		
<b>2.2.06</b>	Subgroup A Meeting (Intro/Strategy)		
6:30pm-	First Presbyterian Church		
<b>2.3.06</b>	Subgroup B Meeting (Intro/Strategy)		
6:30pm-	First Presbyterian Church		
<b>WEEK 4</b>			
<b>2.6.06</b>	Subgroup C Meeting (BNOBC Plan)		
6:30pm-	First Presbyterian Church		
2.9.06	Subgroup A Meeting (BNOBC Plan)		
6:30pm-	First Presbyterian Church		
2.10.06	Subgroup B Meeting (BNOBC Plan)		
6:30pm-	First Presbyterian Church		
<b>WEEK 5</b>			
<b>2.13.06</b>	Combined Subgroups A, B, C Meeting (BNOBC Plan)		
6:30pm-	First Presbyterian Church		
<b>2.15.06</b>	BIA General Meeting		
6:30pm-	Loyola University, Roussel Hall		
<b>WEEK 6</b>			
<b>3/2/06</b>	BIA Board Meeting w/Harvard		
11:00am-	Home of Irwin Isaacson		
<b>3/4/06</b>	BIA Committee Co-Chairs Meeting		
12:00pm-	Home of John Burrows		
<b>3/6/06</b>	Subgroup C (Security & Housing)		
6:30pm-	First Presbyterian Church		
<b>3/9/06</b>	Subgroup A (Security & Housing)		
6:30pm-	Church of the Annunciation		
<b>3/10/06</b>	Subgroup B (Security & Housing)		
6:30pm-	Church of the Annunciation		
<b>WEEK 7</b>			
<b>3.13.06</b>	Subgroup C (Education & Culture)		
6:30pm-	First Presbyterian Church		
<b>3.16.06</b>	Subgroup A (Education & Culture)		
6:30pm-	Church of the Annunciation		
<b>3.17.06</b>	Subgroup B (Education & Culture)		
6:30pm-	Church of the Annunciation		
<b>WEEK 8</b>			
<b>3.19.06</b>	BIA Committee- HBS Meetings		
5:00pm-	Church of the Annunciation		
<b>3.20.06</b>	Subgroup C (improvements)		
6:30pm-	First Presbyterian Church		
<b>3.20.06</b>	Final Document Writing Committee		
6:30pm-	Church of the Annunciation		
<b>3.21.06</b>	Final Document Writing Committee		
6:30pm-	Church of the Annunciation		
<b>3.22.06</b>	Urban Planning Subcommittee		
6:30pm-	Church of the Annunciation		
<b>3.23.06</b>	Subgroup A Meeting (improvements)		
6:30pm-	Church of the Annunciation		
<b>3.24.06</b>	Subgroup B Meeting (improvements)		
6:30pm-	Church of the Annunciation		
<b>WEEK 9</b>			
<b>3.26.06</b>	Community-wide Planning Meetings		
6:30pm-	Loyola University, Nunemaker Hall		
<b>3.26.06</b>	Flood Mitigation Team Meeting		
11:30am-	Joe Thompson's home		
<b>3.26.06</b>	Housing Team Meeting		
11:30am-	Joe Thompson's home		
<b>3.26.06</b>	Urban Planning Subcommittee Mtg.		
12:00pm-	Joe Thompson's home		
<b>3.26.06</b>	Education Subcommittee Meeting		
5:30pm-	Church of the Annunciation		
<b>3.26.06</b>	Repopulation Committee Meeting		
3:00pm-	Church of the Annunciation		
<b>3.26.06</b>	Legal Affairs Committee Meeting		
4:30pm-	Church of the Annunciation		
<b>3.27.06</b>	Repopulation Committee Meeting		
3:00pm-	Church of the Annunciation		
<b>3.27.06</b>	Economic Subcommittee Meeting		
6:30pm-	Church of the Annunciation		
<b>3.27.06</b>	Education Subcommittee Meeting		
6:30pm-	Church of the Annunciation		
<b>3.27.06</b>	Transportation Subcommittee Mtg.		
6:30pm-	Church of the Annunciation		
<b>3.27.06</b>	Urban Planning Subcommittee Mtg.		
6:30pm-	Church of the Annunciation		
<b>3.27.06</b>	Emergency Preparedness Meeting		
6:00pm-	Church of the Annunciation		
<b>3.28.06</b>	Education Subcommittee Meeting		
6:00pm-	Church of the Annunciation		
<b>3.28.06</b>	Flood Mitigation Team Meeting		
6:30pm-	Church of the Annunciation		

**3.28.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**3.28.06** Emergency Preparedness Meeting  
6:00pm- Church of the Annunciation

**3.29.06** Legal Affairs Committee Meeting  
12:00pm- Church of the Annunciation

**3.29.06** Repopulation Committee Meeting  
6:00pm- Church of the Annunciation

**3.29.06** Emergency Preparedness Meeting  
6:00pm- Church of the Annunciation

**3.29.06** Flood Mitigation Team Meeting  
6:30pm- Church of the Annunciation

**3.29.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**3.30.06** Education Subcommittee Meeting  
6:30pm- Church of the Annunciation

**3.30.06** Transportation Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**3.30.06** Economic Devel Subcommittee  
6:30pm- Church of the Annunciation

**3.30.06** Emergency Preparedness Meeting  
6:00pm- Church of the Annunciation

**3.31.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**3.31.06** Emergency Preparedness Meeting  
6:00pm- Church of the Annunciation

**WEEK 10**

**4.01.06** Repopulation Meeting and  
Block Captain Training  
10:00am- Church of the Annunciation

**4.03.06** Combined Subcommittee Meeting  
6:00pm- Church of the Annunciation

**4.06.06** City Council District B Forum  
6:30pm- First Presbyterian Church

**4.07.06** Final Document Writing Committee  
6:30- Church of the Annunciation

**WEEK 11**

**4.08.06** Repopulation Meeting and  
Block Captain Training  
10:00am- Church of the Annunciation

**4.10.06** Final Document Writing Committee  
6:00pm- Church of the Annunciation

**4.10.06** Education Subcommittee Meeting  
6:30pm- Church of the Annunciation

**4.11.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**4.12.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**WEEK 12**

**4.15.06** Repopulation/Block Captain Meeting  
10:00am- Church of the Annunciation

**4.18.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**4.19.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**WEEK 13**

**4.22.06** Repopulation/Block Captain Meeting  
10:00am- Church of the Annunciation

**4.24.06** Education Subcommittee Meeting  
6:30pm- Church of the Annunciation

**4.25.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**4.26.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**4.27.06** Community-wide BIA General Mtg.  
6:30pm- First Presbyterian Church

**WEEK 14**

**4.29.06** Repopulation Meeting  
and Block Captain Training  
10:00am- Church of the Annunciation

**4.30.06** Final Document Writing Committee  
6:00pm- Church of the Annunciation

**5.01.06** Education Subcommittee Meeting  
6:30pm- Church of the Annunciation

**5.02.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**5.02.06** Final Document Writing Committee  
6:30pm- Church of the Annunciation

**5.03.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**WEEK 15**

**5.06.06** Repopulation Meeting  
and Block Captain Training  
10:00am- Church of the Annunciation

**5.08.06** Final Document Writing Committee  
6:00pm- Church of the Annunciation

**5.08.06** Education Subcommittee Meeting  
6:30pm- Church of the Annunciation

**5.09.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**5.10.06** Urban Planning Subcommittee Mtg.  
6:30pm- Church of the Annunciation

**WEEK 16**

**5.13.06** Repopulation Meeting  
and Block Captain Training  
10:00am- Church of the Annunciation

**5.15.06-** Draft Urban Planning  
**5.20.06** Drawings- Community Viewing  
Daily- Church of the Annunciation

**5.16.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**WEEK 17**

**5.20.06** Repopulation/Block Captain Meeting  
10:00am- Church of the Annunciation

**5.20.06** Community-wide Design Workshop  
5:30pm- First Presbyterian Church

**5.22.06** Education Subcommittee Meeting  
6:30pm- Church of the Annunciation

**5.23.06** Economic Development Meeting  
6:30pm- Church of the Annunciation

**5.24.06** Committee Leadership & Final  
Document Meeting  
6:30pm- Church of the Annunciation

**WEEK 18**

**5.27.06** Repopulation Meeting  
and Block Captain Training

10:00am- Church of the Annunciation  
**5.30.06** Final Document Writing Committee  
 6:30pm- Church of the Annunciation  
**5.31.06** Economic Development Meeting  
 6:30pm- Church of the Annunciation  
**5.31.06** Urban Planning Subcommittee Mtg.  
 6:30pm- Church of the Annunciation  
**6.01.06** Final Document Writing Committee  
 6:30pm- Church of the Annunciation

**WEEK 19**

**6.03.06** Repopulation Meeting  
 and Block Captain Training  
 10:00am- Church of the Annunciation  
**6.05.06** Education Subcommittee Meeting  
 6:30pm- Church of the Annunciation  
**6.05.06** Final Document Writing Committee  
 6:30pm- Church of the Annunciation  
**6.06.06** Economic Development Meeting  
 6:30pm- Church of the Annunciation  
**6.07.06** Final Document Writing Committee  
 6:30pm- Church of the Annunciation  
**6.08.06** Community Development  
 Corporation Organizing Mtg.

9:00am- **WEEK 20**

**6.10.06** Repopulation Meeting  
 and Block Captain Training  
 10:00am- Church of the Annunciation  
**6.12.06** Final Document Writing Committee  
 6:30pm- Church of the Annunciation

**6.13.06** Broadmoor Business Community Mtg  
 6:30pm- Church of the Annunciation  
**6.15.06** Economic Development/CDC Mtg.  
 6:30pm- Church of the Annunciation  
**6.16.06** Repopulation Committee Meeting  
 9:00am- Church of the Annunciation

**WEEK 21**

**6.17.06** Repopulation Meeting  
 and Block Captain Training  
 10:00am- Church of the Annunciation  
**6.19.06** Education Subcommittee Meeting  
 6:30pm- Church of the Annunciation

**WEEK 22**

**6.24.06** Repopulation Meeting  
 and Block Captain Training  
 10:00am- Church of the Annunciation  
**6.24.06** Hurricane Preparedness Day  
 10:30am- Church of the Annunciation  
**6.26.06** Education Subcommittee Meeting  
 6:30pm- Church of the Annunciation  
**6.27.06** Economic Development Meeting  
 6:30pm- Church of the Annunciation  
**6.28.06** BIA Leadership Meeting w/Robin  
 Jarvis (Recovery School District)

3:00pm- **WEEK 25**

**7.17.06** Neighborhood-Wide Meeting to  
 Review the Broadmoor Revitalization  
 Plan (Approve the Draft Version)



## PARTNERSHIPS

Because displaced residents cannot rebuild a neighborhood on their own, partnerships are a critical component of the broader redevelopment process. Early in Phase 2, the community leadership should identify and explore as many partnership opportunities as possible.

An important distinction about partnerships (versus philanthropic organizations) is that they are characterized by collaboration with the community, not pure one-off charity donations. They must function in a supportive capacity and not impose views, opinions or agendas from the outside. Residents will be more inclined to welcome the help of an outside partner that does not attempt to provide “the” answer, but rather comes to the table in a collaborative, supportive way. Partners can serve as an important “sounding board” to allow the community to float ideas and get feedback from companies and other organizations that have the technical expertise in a range of fields. Partners can help research and identify best practice models from around the world, network and secure resources, and provide assistance in formatting reports to bring a greater degree of professionalism to the community. It is important for potential partners to be properly vetted by the community leadership (interviewed by neighborhood association board members). Although partners should be welcomed, especially when their support will increase the range of options for recovery and development, there must be a degree of accountability and understanding that in the end, the community is the ‘client,’ and the goals of the partnership initiatives must be aligned accordingly.

### ANCHOR PARTNER ORGANIZATION

An anchor partner organization (such as a foundation or even university) is important in that it provides the underlying foundation for building the network of public-private partnerships. This anchor can function as the place onto which other partners can latch. Harvard’s Kennedy School of Government has taken a lead in this role in Broadmoor, with a “Commitment” stemming from the Clinton Global Initiative (CGI) being phased in later in the process. Organizations such as these

lend a degree of legitimacy that acts as a signal to other potential partners that this is a community worth engaging with.

### UNIVERSITIES

Partnerships with universities can bring a myriad of resources to the community in terms of volunteer assistance with planning and documentation, survey administration, as well as consultation on specific projects (business development initiatives, urban design, etc). Many graduate programs offer students the flexibility to spend time in real-world planning contexts that are linked to the content of their program of study. It is important for the community to seek out these partners by contacting relevant school departments.

### FAITH-BASED ORGANIZATIONS

Many churches are active in recovery efforts. These local institutions, located within the affected communities, can be a very important resource for assistance in the community organizing efforts. External faith-based partners can also be linked in from around the country or world and become involved in rebuilding efforts. It is important to reach out to as many of the faith organizations in the community as possible.

### PRIVATE SECTOR

Corporations are an additional partnership source, especially those with specific outputs that can benefit the community planning process. Corporations can bring their core competencies to the partnership, and also link the projects to their own employees as volunteers or technical consultants as a way of community outreach work. It is important that communities be able to articulate a clear vision of how a corporate partnership can fit into the redevelopment context. Tangible, measurable results set a precedent for future partnerships.

## TEN WAYS TO BUILD PUBLIC-PRIVATE PARTNERSHIPS

**Defined:** A cooperative venture between the public (community) and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through appropriate allocation of resources, risks, and rewards

1. **Commitment:** There must be a commitment from the 'top' leadership executives of a company or organization, who are willing to support the partnership, as well as leadership within the community.
2. Identify the needs, then think creatively about **potential partners** who might fit these needs. You can always **start small** – get them hooked into doing something and then build the relationship. (Tree replanting can be accomplished with partners ranging from Scott's to the Garden Club of America to the forestry school at a university).
3. **Realism:** Don't over ask – potential partners have limited resources and many good causes to partner with. Think about **what's in it for them** – it is not charity, it is a partnership. It has to be win-win. Be willing to be flexible to make sure they get what they need.
4. **Dialogue:** Invite potential partners to come in and see/discuss the challenges facing the community.
5. Tie into your **social networks** to find your way in - 6-degrees of separation – Someone knows someone.
6. A partnership is a relationship: It is about people first and foremost. Find the right fit of personalities. **Relationships** take work and effort – in order to last, it must be a good fit up front.
7. **Communication** with stakeholders: A partnership is ongoing and must be maintained.
8. Be 100% **open, honest, & accountable:** tell partners about the bad as well as the good; Honesty & integrity is key.
9. Only work with **partners who are respected;** A bad or disreputable partner will poison the well.
10. Reporting mechanisms: Make sure to be able to measure and communicate the progress and success

## THE BROADMOOR PARTNER NETWORK

### CORPORATE SPONSORS

#### CH2M Hill

#### Digitas

- Marketing & promotional materials

#### PlanReady

- Emergency Management System
- Property condition & repopulation database

#### Shell

- Funding of Harvard work

#### Deutsche Bank

- Development staff funding

#### Eskew-Dumez-Ripple

- Visual communication support
- Design workshop facilitation

#### Travelocity

#### Turner Construction

#### Xtech

- Technology

### FOUNDATIONS & PRIVATE FUNDERS

#### The Carnegie Corporation

#### The RosaMary Foundation

#### Individual contributions of Broadmoor Residents

#### Anonymous philanthropist

- CDC seed and capital grant
- BIA planning process grant

#### Digitas

- Charitable cash donation

#### Surdna Foundation

- Housing Case Worker

#### Mercy Corps

- Capacity-building grants

### UNIVERSITIES

#### Harvard

- Consulting (volunteer faculty, staff & students)
- Community Engagement Project (Research, training for community leaders, technical guidance, documenting lessons learned)

#### MIT

- Urban Planning/Architecture

#### Purdue University

#### Xavier

- Developing area of Broadmoor adjacent to Xavier
- Developing programs for the educational corridor

#### Bard College

- Inventory of every property in Broadmoor
- Resident Need Assessment
- Volunteer Network
- House and school gutting

### FAITH-BASED

#### Free Church of the Annunciation

- Annunciation House volunteer house-building army
- Neighborhood community center
- Mobile health-services
- BIA office space & meeting space
- Teen after-school program
- Emergency relief services

#### First Presbyterian Church

- Preschool
- Community meeting space

#### St. Matthias

- Educational corridor

#### St Albans School and the National Cathedral School

#### Volunteer church groups from around the country who spend a week in New Orleans

## COMMUNITY PLANNING: WEB COMMUNICATIONS

As the community planning goes into Phase 2, a central mechanism for organizing and communicating with residents within the community and those outside/displaced is through a website. A simple, user-friendly layout will make navigation relatively easy for residents regardless of computer skill level. It is also best to have a site that is free of advertising clutter.

A successful neighborhood website is one that is updated often, and communicates information in a concise and relevant way that speaks to the entire community. The website content must be straightforward and provide the important information that residents will be seeking. In a post-disaster context where neighborhoods need to work together to organize, meet, plan, and help each other in the process of recovery, a website is a critical tool. A slick, over-designed website is not necessary and may even intimidate residents – the point is to have a website that belongs to the residents and acts as an online extension of the neighborhood (an online community). The Broadmoor Improvement Association website exemplifies the many ways, in practice, that a website is a core piece of the community-driven planning and revitalization process. The following sections describe the ways that the Broadmoor neighborhood has utilized its website in the community planning process.

## MESSAGE BOARD

The message board serves the critical function of being a forum for debate and information-sharing both for residents within the community and those who have been displaced. The discussions are given themes, so those who sign in to participate in the discussion forum can select a particular topic that they wish to receive or share information about. The discussion board provides a different format for community ‘meetings’ – especially if there are more focused details about the community planning process that are not covered in the community-wide meetings.

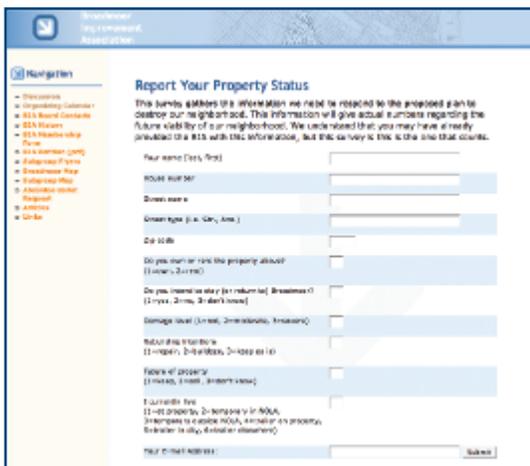


Visit [www.broadmoorimprovement.com](http://www.broadmoorimprovement.com)



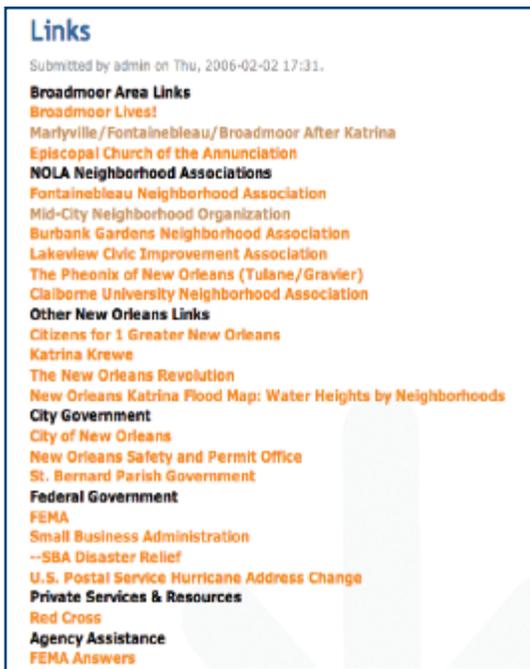
## ORGANIZING CALENDAR

The organizing calendar functions as a tool to advertise community events, festivals and meetings. Meeting times and places are posted on these calendars, which can be searched by month (dating back six months or more). The calendar program that is used by the Broadmoor neighborhood (powered by Trumba) allows users to receive email updates on select events, and place selected events into personal calendar formats (e.g. Yahoo! Calendar, Outlook Calendar, MSN Hotmail Calendar, Apple Calendar, Google Calendar). In addition to day-to-day outreach, the calendar also provides a record of what has been accomplished for community planning, and that the information has been public. Any planning process must be carefully documented.



## ON-LINE SURVEYS

A key interactive feature of the website is related to ongoing data collection efforts. For communities affected by a disaster that have displaced residents, repopulation is very important. One element of a repopulation strategy utilizes the website for communication with exiled residents by offering on-line repopulation surveys to report the status of their property and their future intentions. In conjunction with direct mail outreach strategies, the website allows for additional data collection.



## DOWNLOADABLE DOCUMENTS

An area for downloadable documents is an important part of the website. Such documents (in Word or PDF format) can include, but are not limited to: **repopulation forms** for Block Captains and residents, **maps** of the community and the subgroups, and any **flyers** for the meetings. This allows residents to participate in the community outreach efforts, and facilitates the more rapid dissemination of information. Later in the process, electronic versions of the **redevelopment plan**, **rebuilding guides**, and other related documents can be posted.

## ADMINISTRATION AND MAINTENANCE

It is important to identify someone in the community who will be the designated website administrator. If there are no web experts, it will be important to identify someone willing to be trained. This individual will be responsible for updating the website in a timely manner, and inputting calendar updates. To be an effective organizing tool within the community, it must be maintained and updated so that residents can benefit from its usefulness.

## REPOPULATION: BLOCK CAPTAIN PROGRAM DEVELOPMENT

The expansion and acceleration of repopulation efforts in Phase 2 can be accomplished through a targeted house-by-house Block Captain Program model. This program has proven to be an effective way to harness community volunteers to gather data about residents who have returned (or are in the process of returning), and to be a mechanism through which critical outreach can take place. Block Captains are the ‘eyes and ears’ of the community on the ground. The development of the Block Captain Program necessitates recruitment and training programs, repopulation surveys for Block Captain use, ‘Welcome Back’ packets, and design of a communications strategy.

### BLOCK CAPTAIN RECRUITMENT

The “Each One, Reach One” Block Captain recruitment program is an example of how to mobilize residents and get them to participate in the repopulation campaign. Block Captains are instrumental to neighborhood repopulation efforts, and are a great resource for reaching more people on the ground. If properly implemented, “Each One, Reach One” can systematically increase the number of residents serving as Block Captains and will improve the effectiveness of the program as the primary information-gathering and dissemination source for a neighborhood.

### THE PROCESS

Each Block Captain who joins the “Each One, Reach One” program in the early stages will serve as the primary vehicle (“Lead Block Captain”) to expand the overall number of Block Captains. The following is a step-by-step description of the recruitment and expansion process.

1. Current Block Captains identify one other resident on their block to serve as the new Block Captain for that block.
2. The new Block Captains will take over information-gathering for all residents on that block. This will include going back to residents residing on the block to collect secondary information (i.e. contact information and the intentions of residents who have not returned).
3. The lead Block Captains will then be assigned a new block in an effort to increase information gathering in underrepresented areas of the community.
4. The lead Block Captains will complete the questionnaire for residents currently residing on the newly assigned blocks. Then the lead Block Captains should identify a resident on each new block to serve as the block captain. [“Each One, Reach One” cycle continues]

### RECRUITMENT GOALS

- Identify potential Block Captains
- Increase Block Captains from underrepresented sections
- Expand Block Captain ‘community reach’
- Data Collection
- Recruit Block Captains until all blocks are represented

## “EACH ONE, REACH ONE” MODEL

- Two-Way Information Flow: Communicate with residents as well as gather information
- System for empowering residents
- Develop a manageable workload for each Block Captain so no one person is overloaded with responsibilities
- Provide neighborhood stability to residents by identifying a block captain that will remain in touch with residents on the designated block
- Distribute helpful info through the “I’m Back Now What?” Guidebook
- Support Block Captains – need to solve residents’ problems when block captains bring them to the attention of neighborhood leadership

## EXAMPLE OF BLOCK CAPTAIN DUTIES

The following are components of a Block Captain program that has been successfully implemented in the Broadmoor community. The key to mobilizing the volunteer support of resident Block Captains is to communicate with them the importance of their contribution to the repopulation and redevelopment efforts for the community. It is also important to emphasize with residents that their involvement is vital to the recovery of the community.



The following are components of a Block Captain program that has been successfully implemented in the Broadmoor community. The key to mobilizing the volunteer support of resident Block Captains is to communicate with them the importance of their contribution to the repopulation and redevelopment efforts for the community. It is also important to emphasize with residents that their involvement is vital to the recovery of the community.

**Report your block by designated time.** This means knock on doors, make phone calls, swoop in on your neighbors when they come in for the weekend to work on their homes. Do not hesitate to ask questions. Have them fill out the Repopulation Data Form (Name, address, phone number, signature, and their intentions) or direct them to the neighborhood website to report their status. Get them involved with the future of the community.

**Report delivery.** Paper forms can be dropped into the mailbox of the designated Block Captain coordinator. It is important to have verifiable data (signed Repopulation Data Forms).

**Defining a Block.** A block is what you make of it. If you have surveyed all the neighbors in the 2200 block on both sides of the street, think about turning the corner, or heading to the 2300 block, then the 2400 block, if a Block Captain is not already there. Taking on an extra block is encouraged, especially in underrepresented areas.

**‘Eyes and ears’ of the community.** Block Captains are the eyes and ears on the street. No one has a better idea of what is going on in the neighborhood than those who live on those blocks. The input and assistance is vital. If a neighbor is in need of help—Block Captains must be sure to let the community leadership know. There are often resources available for those in need; the key is to bring the need to the attention of those who can provide resources.

**Leadership on the block.** There will be many people in the community who are not knowledgeable about the repopulation efforts. Don’t just report their status but keep them informed. If there are questions about rebuilding homes or about the work that the community is doing in the planning process, provide them with that information or put them in touch with the Block Captain coordinator.

Sample Block Captain Letter

*Welcome Home Neighbor!*

*My name is \_\_\_\_\_ and I am your volunteer Block Leader.*

*The Broadmoor Improvement Association is one of the oldest neighborhood associations in the city of New Orleans. Since 1930, the BIA has worked continuously to advocate for community improvement, prevent and reduce crime, and stop the growth of commercial properties in our residential core. As we work together to rebuild after Hurricane Katrina, the BIA has committed to advance Broadmoor's vision of building a stronger and more united community. In order to do this successfully, we need the involvement of every resident in Broadmoor, which includes you and your family.*

*As a Block Leader I will be responsible for assisting you in your transition into the Broadmoor community and assuring that our block becomes and remains united as we continue to rebuild and look forward to the future. For your convenience we have created the attached Welcome Back packet, which provides information ranging from 'How to Obtain a Building Permit' to the status of public schools in the area.*

*You will see me walking on the block wearing a blue Block Leader t-shirt and talking to neighbors. If you would like to arrange a time when we can meet or request more information, I can be reached at the following phone number and email address:*

\_\_\_\_\_@\_\_\_\_\_

(\_\_\_\_\_)\_\_\_\_\_-\_\_\_\_\_

*Again, welcome home neighbor!*

*Sincerely,*

Sample Repopulation Data Form

**Broadmoor Improvement Association  
Repopulation Data Form**

Date: \_\_\_\_\_

**PERSONAL INFORMATION**

Name: \_\_\_\_\_

Broadmoor Address: \_\_\_\_\_

Current/Temporary Address: \_\_\_\_\_

Phone Number(s): \_\_\_\_\_

Email Address: \_\_\_\_\_

**PRIMARY INFORMATION**

Do you own or rent the property?     own     rent     landlord

Damage level?     below 50%     above 50%     don't know

Do you intend to stay in (or return to) Broadmoor by August 2008?

yes     no

What are the barriers keeping you from returning to Broadmoor? (check all that apply)

school-aged children     employment     funds to rebuild  
 elderly     other \_\_\_\_\_

What are your plans for the property?     keep     sell     undecided

What are your rebuilding intentions?     repair     elevate  
 keep as is     demolish and rebuild     undecided

For the purpose of re-opening schools for the 2006-2007 year, how many K-12 students live with you? \_\_\_\_\_

Do you currently live:

at the property     trailer on the property     trailer elsewhere  
 temporarily in NOLA     temporarily outside of NOLA

**EMERGENCY CONTACT INFORMATION**

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Email: \_\_\_\_\_

**Please return this form by XXXX** to the Broadmoor Improvement Association office at the Free Church of Annunciation at 4505 S. Claiborne Avenue.

If you have any questions, please call 1-800-XXXXXXX.

[www.broadmoorimprovement.com](http://www.broadmoorimprovement.com)

# **BROADMOOR BLOCK CAPTAIN MEETING**

**Church of the Annunciation  
(4505 S. Claiborne)**

**SATURDAY April 1**

**10am-NOON**



**Block Captain Training, Networking and Orientation**

**Helpful resources, materials, and instructions**

**[www.broadmoorimprovement.com](http://www.broadmoorimprovement.com)**

## Resources for Residents “I’m Back, Now What?” Guidebook

### Contents (sample)

Returning to your home  
Mold Remediation  
House Gutting  
Restoring Utilities  
Water & Sewer  
Building Supply Stores  
Insurance Info  
Damage Inspection  
Housing Program: Road Home  
SBA Home Loan  
Medical Information  
Animal Information  
City Trash Collection  
Community Leadership:  
Contacts  
Neighborhood Association Info

## REPOPULATION: COMMUNICATIONS STRATEGY

It is important to outline a clear communications strategy for the repopulation efforts. Especially during the early phases of the planning and recovery process, much of the information is gathered through informal networks (secondary information), where neighbors pass along news from other neighbors. Because of this, there is a need for mechanisms to translate that information into verifiable data (primary information). If a resident who heard about a neighbor’s return can knock on the door and obtain contact details, then a Block Captain or repopulation committee member can make formal contact to gather the necessary data.

Depending upon the scope of the repopulation challenges for the community, the communications strategy will have both direct and indirect elements. Direct communication involves person-to-person contact: Block Captains knocking on doors and gathering data from residents who have returned or are working on their homes. Election days are also good opportunities for direct communication, where residents’ info can be ‘captured’ by Block Captain volunteers stationed just outside the local polling stations. Indirect communication involves paper mail, web-based email, and phone communications. It is always important to respect the privacy of all neighbors when reaching out and gathering the data (i.e. respect a neighbor’s right to elect not to participate and to treat all data confidentially).

### Repopulation Data Committee Communication Strategy

