PHASE 3

MEETINGS & CONSENSUS BUILDING
Phase 3 is the period during which the most meetings take place at all levels. Subgroup dialogue meetings, community-wide forums, and smaller subcommittee meetings weave throughout this phase. Community input must be constantly documented as residents discuss the range of topics at weekly subgroup meetings. The meetings are structured with an emphasis on seeking greater community input and deeper involvement from as many and as diverse a group of stakeholders as possible. In this phase of the process, the Block Captain Program is more fully implemented, in conjunction with a comprehensive Housing Survey Project that can be completed with the help of outside partners. Other opportunities for partnerships are explored during this phase, with non-profit, private sector, faith-based, and academic institutions.
PHASE 3: COMMUNITY MEETINGS & CONSENSUS BUILDING

MEETINGS

SUBGROUP MEETINGS

The Subgroup meetings continue through Phase 3, as residents meet in more intimate settings to discuss the core community development issues. As the weeks go by, it is important that the meetings continue to have the involvement of community leadership in all of the subgroups. Every subgroup must feel linked to the overarching community planning process, with assurances constantly made that the subgroup dialogues will be incorporated in a community-wide consensus document. Meeting topics must reflect the issues identified by the community leadership, as well as the themes articulated by residents themselves. If the discussions of the meetings are not relevant to residents’ day-to-day lives, then the participation levels will drop. It is also important to consider the location of the meetings. Although the best meeting space may be located in a particular church or community hall, the distance residents have to travel will directly impact the level of participation. The meeting topics can also be communicated to residents prior to the meetings through flyers and banners placed strategically in areas that will be seen by most subgroup residents.

COMMUNITY PLANNING MEETINGS

Throughout the Subgroup meeting period, it is important to hold several community-wide meetings. These meetings allow neighbors from across the community to come together and discuss the different issues that were highlighted in the subgroup meetings. The community leadership should gather the minutes from all the subgroup meetings and put them into a single format 2-3 page “consensus document” that can be discussed at the community-wide meeting. It is important to take the consensus that emerges in the individual subgroup meetings and be sure there is a community-wide consensus. At the community-wide meeting, only the points of agreement amongst subgroups should be presented, discussed and voted on. Points of disagreement should be noted but not be allowed to be on the agenda for discussion – it should simply be noted that the list of issues where there is no consensus will be discussed further in the subgroup meetings. These points of difference should then be mediated offline between subgroups until consensus is reached.

SUBCOMMITTEE MEETINGS

Subcommittee meetings take a more prominent role in this phase. Residents who are interested in specific areas of the redevelopment planning process can come together in a smaller meeting setting to discuss the detailed components that will be articulated in the plan. On the left is a sample of the combined committee and subcommittee organizational chart, based on committees deemed necessary for the Broadmoor planning process. Committee structures will vary, depending on the redevelopment planning needs of the community. Meetings can be advertised on the website calendar as well as via email ‘blasts’. All committees should be open to whoever wishes to participate. Announcements at general meetings and subgroup meetings should encourage residents to join a committee. Committee leaders should appoint members to take minutes at every meeting in order to document the process. All meetings should be run with an agenda.
REPOPULATION

Every community’s repopulation strategy will be tailored to the context in which the repopulation efforts are taking place. It is equally important to clearly identify the goals of the repopulation strategy.

Sample Goals

Locate all displaced residents and determine the status of return within three months

Improve infrastructure and public services to make the community livable (residents will be more likely to return)

80% repopulation of former residents within one year of disaster

Mechanisms/Strategies

• Outreach & Persuasion through Block Captain Program
• Marketing
• Work with agencies and public officials
• Media exposure: Publicize community’s story
• Advertise in local newspapers
MARKETING THE NEIGHBORHOOD

Design/marketing firm partnership

A partnership with a design and marketing firm will allow a community to expand its reach, both locally and nationally. If residents are displaced throughout a country, it will be important for the neighborhood to be ‘seen and heard’ on a broad scale. Examples of marketing materials include but are not limited to: direct mailers, billboards, lamppost banners, car magnets, radio ads and t-shirts. These forms of communication and marketing can be rolled out at different times throughout the planning process, depending upon the nature and scope of the partnership. If there is a graphic designer that resides in the community, their help in creating a logo and designing other materials could be pursued. If a formal partnership is created with a design or marketing firm, it is very important that representatives from the community (relevant committee members) stay in contact with the firm. If the work is being done on a pro bono basis, it will be critical for the partner to be kept informed about the progress of the community’s redevelopment efforts, and the ways that the community is benefiting from the partnership.

Many advertising agencies are willing to help – it is a routine part of their business to take on a client or two “pro bono.” The work is often done after-work by young employees who are eager to help. They simply need to be asked to help.

MARKETING MATERIALS

LAWN SIGNS (every home displays a statement of confidence and pride)
MAILER (reaching out to returning and displaced residents using the National Change of Address Registry)
LAMP POST BANNERS (install throughout community at strategic thoroughfares)
BILLBOARD (install at key locations)
CAR MAGNETS & BUMPER STICKERS (distribute to community residents at planning meetings)
T-SHIRTS (sell/distribute at meetings and festivals)
THE IMPORTANCE OF MARKETING YOUR NEIGHBORHOOD

After a major catastrophe, confidence is often shaken. It is a major commitment to return to a place where you have lost everything and put the time, money, and emotional investment into rebuilding. Even in disasters where recovery is speedy and well funded, some residents choose not to return. And in many cases people are unable to return due to age, health, finances, employment, family obligations, or other reasons. This leaves some homes, lots, or businesses vacant in what was once a fully populated neighborhood. Residents have to make a commitment to rebuilding when their neighborhood looks to be in ruins. Even if they see progress, they see the vacant homes (often untouched) and they hear the stories of their neighbors who are not returning. In order to make the decision to return, residents have to be able to look past the devastation and see the vision for what the neighborhood will be once rebuilt. They also need to have the confidence that it will happen. The primary reason to market a neighborhood is to install confidence in the fact that the neighborhood is coming back. And the primary target audience of the marketing is the displaced residents who are making the decision as to whether or not to return. Other audiences of the marketing message are residents who are already returned/returning to reassure them of their decision. The marketing is also aimed at politicians, agencies and policymakers that control the resources for disaster recovery. Effective marketing, awareness, brand building, and image building are a critical way to ensure that your neighborhood gets its fair share of the resources and attention. Marketing, PR, and image are also important to attract funders and partners by increasing awareness and credibility.

The Virtuous Cycle
Confidence leads to repopulation...
...Which leads to greater confidence...
...Which leads to greater repopulation...
...and so on...

The Negative Cycle
Lack of confidence produces lack of movement to rebuild...
...Which furthers the lack of confidence and loss of hope...
...Which leads to people deciding not to rebuild... and so on...

Benefits of Marketing
Marketing helps create a VIRTUOUS CYCLE
It is VITAL to a speedy and complete recovery
The neighborhood should use outreach to try to convince its neighbors to return. The reasons inhibiting a resident’s return should be identified and solved if at all possible. Each non-returning resident is a piece of the community lost and a property that could become blighted. Retaining every resident possible is the single best strategy for rebuilding a vibrant and healthy neighborhood. For each resident lost, the neighborhood will have to attract a new resident to move into the neighborhood and commit to rebuilding. The marketing of the neighborhood and creating a positive image is key to having a healthy real estate market in the neighborhood and for fully repopulating. To this end, new residents (those who did not live the area prior to the disaster) must be welcomed and every effort should be made to include them in the planning and redevelopment process.

The virtuous cycle can be sparked and perpetuated by an effective marketing strategy. But the road to recovery is a long one – residents may attempt to return, but give up after encountering stumbling blocks. Thus the outreach and marketing must be given different stimuli throughout the entire process. This could be something as simple as lawn signs and banners to instill a sense of community pride and unity. But other mechanisms to propel the virtuous cycle are key, such as strategic announcements to residents (both returned and displaced), to communicate the plans – or completion – of a particular project. The symbolic, rallying significance of these elements of recovery must be carefully thought through. The key is to keep community-wide momentum moving in the positive direction towards recovery.

Reaching Out to Marketing Companies & Ad Agencies

Ad Agencies around the country often take on “Pro Bono” clients. They especially like to work on causes where people do not have the resources to do it themselves.

The marketing strategy, design, graphics, layouts, etc are all things that an Ad Agency can do inexpensively and quickly – it is just donated time.

The production of materials (banners, bumper stickers, etc) does cost money, but often Ad Agencies can get these at very discounted prices or can lean on their vendors to donate their services.

Do not be afraid to ask. Even if they say no, they may help find another agency to help.
WRITING A MARKETING PLAN

Although it is important to have the marketing output (banners, signs, etc), it is equally critical to have a marketing plan to identify the specific needs and goals of the community. This provides some structure for the design partners that are helping in the marketing efforts. Identifying the audience, the purpose, the tone, and the key messages will make the marketing campaign be strategic. Below is an example of a community’s marketing plan, which was based on the goals of reaching out to Broadmoor residents and others in the wake of Hurricane Katrina. Over the months/years of the marketing efforts, the message will likely need to change. The immediate concerns may evolve and the audience may have shifted as well.

BROADMOOR MARKETING PLAN

1. WHAT are we communicating? A reconnection/repopulation to the residents of Broadmoor displaced by Hurricane Katrina.

2. WHY are we communicating? What do we want to the reader/audience to do? Broadmoor, one of New Orleans most vibrant and historic neighborhoods was under the threat of being razed and made into “green space”. This sentiment still exists in the minds of many people in New Orleans and across the nation as expressed in the sentiment “Why rebuild New Orleans?” Help in rebuilding Broadmoor will not come if the residents do not declare their intent to return and repopulate the neighborhood. We want the readers/audience to be alerted to this threat, understand the resources and funds available to them on their return, and get in touch with the Broadmoor Improvement Association (BIA) to declare their intentions.

3. WHO are we talking to and what do we know about them? Our first and foremost target audience are returned and still displaced Broadmoor residents. Of the 2900 homes populated in Broadmoor pre-Katrina, about 900 are now being lived in. The BIA has a list of the other families’ new temporary addresses. Beyond Broadmoor, we also want to reach policy-makers, the media, foundations, volunteer groups, non-profits, and other funders.

4. What’s the MAIN IDEA we want to communicate? “BROADMOOR LIVES!” “Don’t let Broadmoor die.” There was so much devastation and chaos caused by Katrina, that many Broadmoor residents are out of touch and may not either know the current situation, or have been able to let anyone know their future intent. By being clear with the message and the sense of urgency, residents who know Broadmoor as their home should be compelled to contact the BIA to save their neighborhood. All marketing materials should compliment the broader BROADMOOR LIVES grass roots initiatives underway in the neighborhood itself. Then, “Here’s how you can help: By getting involved.”

PHASE 3: COMMUNITY MEETINGS & CONSENSUS BUILDING  •  41

The water has receded, but Broadmoor is still under serious threat.

It’s a fact: broadmoor’s under threat of being drained and made into open space or we inform New orleans city offices that we need to fight for our neighborhood. This book is timely, August 25, 2006. Is the deadline. It’s getting or cleaning out a neighborhood homes to avoid the property valor. The force for action is now.

What can you do? The force is simple.

Join in this effort. Please get in touch. You’re response is essential, in order for us to stand our ground—naturally.

The threat is real. Each of us could personally lose our homes, our companies, and our community. We are asking you to make a decision about the future of our neighborhood, and what it takes to get this right. Altogether we can stay strong.

Many of us have already come home to Broadmoor. We want all of us to stay strong and make a commitment to our neighborhood. To do this, we need a mailing list that will help you along the way. For more details, please visit www.broadmoorimprovement.org.

BROADMOOR LIVES

Hundreds of your neighbors are back, awaiting your return. Here are some resources to help you:

• FRED helps pick up non through June 1st
• Assistance is available for those on fixed income
• Some food is available in the area
• A number of public, private, and charter schools are now open for students
• Connect with friends and neighbors via our discussion board—www.broadmoorimprovement.org.

Questions? Contact the Broadmoor Improvement Association at 504-529-3722.

DIRECT MAIL SURVEY

When there is additional data about residents and addresses, it will be important to explore options for a neighborhood-wide survey that reaches out to every single resident that owned or rented property in the community prior to the disaster. Though many residents may be displaced, and their exact whereabouts unknown, it is important to make efforts to track down and make contact with residents regardless of location. A source of contact information is the National Change of Address Registry. After a disaster, U.S. residents have a strong incentive to update their mailing address in order to receive emergency assistance, mail regarding insurance settlements, and to receive information regarding the status of their damaged property.

A community can obtain street address data from the assessor’s office, and then reformat the data in Excel or Access files with names and addresses. This information can then be filtered through the National Change of Address Registry to find matches and update the data where a change of address has been filed. There is usually a small fee for the service. The final product will be a clean, updated mailing list that will be ready for mailing labels. While some residents will be difficult to find, it is critical that the neighborhood leadership and repopulation committee make every effort to reach out to residents and attempt to include them in the redevelopment planning process.
PARTNERSHIPS: EXPANSION OF ROLES

In this phase, several key partnerships can be cultivated to focus on more specific projects and objectives. Finding a partner in marketing efforts (as described in the previous pages) is an important partnership to pursue as the community moves forward in the planning process. The scale and scope of the partnerships can vary. They may take the form of a discounted rate for services rendered for community events (meetings, festivals, etc.). A copying center (local or chain) can be approached to provide pro bono or discounted services for community planning-related operations.

There is no clear template for how to utilize partnerships. But it is important to be strategic and find the right match: what the community needs, and what the partners can offer. To identify potential partners, the best approach is to list the needs, then brainstorm on who might have the skills to help. This brainstorming about potential partners has to move beyond who has money and become a creative exercise in thinking about skills, talent and expertise. The key is to think beyond the obvious. For example, Home Depot invariably comes to mind as a natural partner; the result is that Home Depot receives thousands of requests. But few people think beyond the obvious to other partners such as Weyerhaeuser or the National Association of Home Builders. In managing the relationships, someone in the community should be the designated ambassador to keep in contact with partners, to articulate the community’s vision, needs, and progress towards goals.

ACADEMIC INSTITUTIONS

Many academic institutions will be interested in the ongoing (and evolving) opportunity to provide assistance to a community in the planning process. The assistance can come in the form of pure volunteer labor (students house-gutting during school breaks or tutoring children in a neighborhood), or in a more academic way (providing research of best practice models, performing statistical analyses of data that has been gathered by the community, etc).

Partners’ core capabilities can be leveraged in the community planning process: printing companies, urban planning and architecture schools, design firms, etc.

FAITH COMMUNITIES

Partnerships with faith-based institutions located in close proximity to the community can be enhanced in this phase of the process in conjunction with the expanding role that churches and synagogues continue to play in the post-disaster relief efforts. Often the redevelopment mission and goals of the faith communities are compatible with the goals of the community itself during the planning process.

Critical Partnership Elements

Partner who will move quickly to “Yes” (no time for a lengthy sell-through process)
Long-term and deeply committed partner (do not want one-off’s)
Win-win scenario:
• Alignment of goals
• Relationship that is net positive (not one that sucks down valuable time & energy)
• Partner devoted to support the community first (not ones with their own strong agendas)
**PRIVATE SECTOR**

When the community moves into the funding and implementation phase, more targeted corporate partnerships can be developed. But in the short to medium term, ‘enabling’ or capacity-building partnerships can be created. A company’s more indirect support, through the funding of internships and logistical support, can go a long way in the community. While the necessary resources for planning might not be large, for a small neighborhood association, even the cost of photocopies can be prohibitive. Companies with in-house copy centers could provide valuable support to a community trying to advertise for a planning meeting. The specific skills and expertise that many companies have could be invaluable to a struggling community.

**FOUNDATIONS & NON-PROFITS**

Although the potential for partnerships at the foundation and non-profit level will be highly dependent upon the conditions on the ground, it is important for communities to be open and willing to enter into a dialogue with these potential partners. Some foundations that have great financial resources may be unwilling to enter into agreements or award grants on the neighborhood level until it is clear that the neighborhood is capable of receiving and effectively implementing such grants. Foundations can be a good source of advice and mentoring. Ask them to help your organization to develop the skills and knowledge in grant writing and in how to navigate the foundation world.

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**Strategies for Keeping Partners Engaged**

Create a sense of involvement and excitement by copying them on communications, involving them in projects, and asking them to participate in meetings. The key is to make them feel (and be) a part of the rebuilding effort.

**Ongoing Communication**
- Conference calls & Email updates
- Solicit partner feedback
- Share residents’ testimonials
- Disseminate marketing & promotional materials (showing elements of partnership).

**Media/Newspaper Clips**
- Highlight mentions of projects tied to partnership support
- Ex: if a yard sign is pictured in the newspaper, the partner assisting in that design and production should see the publicity in the newspaper
- Make sure partners’ support is appropriately credited.

**Tell Current Partners About New Partners**
- Show partners that their commitment and support is attracting new support
- Indicate that there is momentum about the redevelopment process.

**Formal Partner Summits**
- Provide a forum for multiple partners to share stories of their commitment to the community (and with other partners – there is safety in numbers)
- Allow partners to physically tour the community and meet residents who are in need of continued help.
THE BROADMOOR SIX POINT REDEVELOPMENT STRATEGY

Broadmoor has created a unique strategy for redevelopment, which can serve as a model for communities facing similar challenges. The residents of Broadmoor developed the strategy out of necessity – they looked at the problem at hand and devised a rational solution. In the process, they developed what may well be a best practice model with broader applicability. Their strategy as excerpted from “The Broadmoor Plan” is outlined below.

“Instead of trying to control all activity within its borders or develop new businesses in which it has no proven competency, the citizens of Broadmoor, through the Broadmoor Improvement Association and Broadmoor Community Development Corporation (BDC), are partnering with universities, faith communities, private funders, NGO’s, foundations, government, and private developers to create the synergistic environment that empowers these diverse groups to cooperatively exercise their core competencies within Broadmoor to the attainment of Broadmoor’s citizens’ predefined goals (as articulated in The Redevelopment Plan for Broadmoor). The process of rebuilding Broadmoor entails both physical redevelopment and the rehabilitation of the social fabric of the community. The vision for the future of Broadmoor, its buildings and its people, comes from those living in the community. With the planning and redevelopment processes driven by empowered community members, the capacity for sustained growth and development is enhanced.”
COMMUNITY MAPPING/ HOUSING SURVEY PROJECT

The Community Mapping Project that was conducted in Broadmoor is an example of the important survey work that must be done in any planning and redevelopment process. A Community Mapping Project is a comprehensive building-by-building survey of a neighborhood that allows for the creation of a mapping system to manage the information gathered. This system can provide vital data about neighborhood needs on large and small scales. During the rebuilding of a community, it is important to have situational awareness (up-to-date and complete information about the problem). This awareness of the status of the neighborhood must be updated frequently so that effective rebuilding strategies can be applied. It is important for the community to define the goals and needs of the survey and the broader implications of the mapping project. The different subcommittees should be consulted and participate in the process of laying out the survey.

CRITICAL PARTNERSHIPS

In developing the mapping project, neighborhoods should consider the different partnerships that will enable the completion of such a mapping project. Depending on the size of the neighborhood (number of houses to be surveyed), volunteer labor will be critical to conduct each housing survey and to input that information into the database. Neighborhoods should look to colleges and universities because of the academic relevancy and appeal of these projects. Students gain insight into surveying techniques and statistical analyses. It provides a tangible, real-world learning experience, and will also give students a chance to see the application of data, beyond numbers and trend lines. Enabling student volunteers to reside in resident houses in the community is another important consideration, because in doing so it creates more of a sense of involvement and belonging. A partnership with a technology firm that has the mapping and database capabilities is equally important. It enables the community and the survey teams to scale the project and produce a professional and actionable analysis of the data. Broadmoor partnered with PlanReady, Inc., based in Morgan Hill, California.

Diagrams from Bard College’s “Community Mapping Guide”
http://www.broadmoorimprovement.com/resources/community_mapping.pdf
The Mapping Project includes an interactive, online system that includes maps at multiple levels as well as digital photographs.

**SURVEY METHODOLOGY**

**Data Sheet** Create a data sheet that will capture all of the necessary information for broader data analysis: condition of house, signs of reconstruction, etc. (See next page for sample.)

**Field Survey Team** Identify and enlist the help of volunteer groups (colleges and universities) and/or neighborhood volunteers.

**Field Survey Steps:**
- Break large neighborhood map into sections
- Form teams to cover each section
- Develop guidelines (protocols) for how to classify data (how do you exactly determine “occupancy” or what is the exact definition of an “abandoned” property?)
- Train teams on these guidelines so all surveyors use the same methodology
- Keep week-to-week master copy of neighborhood map with updates
- Send teams to assigned neighborhood sections
- Record data and take photo of each structure
- Data Entry: Upload photographic and survey data-sheet into database or website.

**Mapping System**

The mapping system captures and organizes data about a neighborhood, from the level of the entire neighborhood down to an individual building or lot. A community can combine maps, images, and descriptive information about their neighborhood: the infrastructure, the buildings, the people, and more. Working within privacy and security policies set up by the community, people can then use the system to view maps, browse the data about each location, analyze the information, and generate reports.

**Mapping Project Applications**
- Community: Measure status against rebuilding goals. Identify and target needs. Information critical to developing targeted strategies for the recovery effort
- Urban Planners: Damage assessment and distribution in specific areas of neighborhood
- Fund-raisers & Volunteer Coordinators: Create proposals with data to allow outside groups and funders to see where the needs for the community exist
- Educators: Gather demographics about repopulation trends to identify educational needs of the community.
## Property Data Sheet

<table>
<thead>
<tr>
<th>Recorder:</th>
<th>Date:</th>
<th>Time:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Photographer:</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Property Address:

<table>
<thead>
<tr>
<th>Parcel Number:</th>
</tr>
</thead>
</table>

### Building Color:

<table>
<thead>
<tr>
<th>Stories:</th>
<th>Single story; 1.5 story; 2-story; 3-story; 4-story; Unknown</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Number of Electric Meters:</th>
<th>Unknown</th>
</tr>
</thead>
</table>

### Is the property currently receiving electricity? Yes/No/Unknown

### Elevation:

- on slab at house grade;
- on slab mounded above street grade;
- raised on piers;
- raised basement;
- unknown

### Type of Property:

- single-family;
- double;
- triplex;
- fourplex;
- 5+ rental units;
- raised basement;
- commercial building;
- public/civic building;
- Unknown

### For Raised Basement Homes; Use:

- Storage and/or garage, etc. (non-livable space)
- Converted to a rental housing unit
- Unknown

### Type of Construction:

- Wood frame;
- Brick;
- Stucco;
- Other;
- Unknown

### Housing Status:

- No Apparent Damage & no work needed;
- Damaged & Needing Repaired;
- Collapsed/Destroyed/Red Tagged;
- Vacant Lot (Uncleared, Cleared);
- Unknown;

### Repairing Status:

- Repairs not yet started
- Being Gutted
- Fully Gutted
- Renovation Repairs Underway
- Repairs Complete
- Unknown
Would you currently categorize this property as inhabited? Yes / No / Unknown

Visible Condition: (1=Red Tagged) 1 2 3 4 5 (5=Mint)

Blue Roof: _____ Yes; _____ No

Residents Status
- Occupants living in the house
- Residents in Trailer on the property
- Residents in area (not living on property) and spending time at the property
- No signs of residents at all
- Unknown

Owner-occupied _____; Rental _____; Both _____; Unknown

Is there a permit displayed on the building? _____ Yes; _____ No; _____ Unknown

If yes, what is said on the permit as pertinent information related to this building and owner?

Surrounding/ Infrastructure Conditions:
- _____ Trash; _____ Fallen Tree; _____ Abandoned Car; _____ Street DAMAGES;
- _____ Sidewalk DAMAGES; _____ Street Lights DAMAGES

Emergency Facilities:
- _____ Fire hydrants; _____ Electrical sub-stations; _____ Manholes; _____ Gas or water main shut-off location; _____ Unknown

If there are such facilities nearby the house, please identify their location (by address):

______________________________

Their current condition: ________________________________

Emergency Facilities needing apparent repair:
- _____ Fire hydrants; _____ Electrical sub-stations; _____ Missing/broken Manholes;
- _____ Broken sewer drains; _____ Unknown

Commercial Buildings:
- Name: ____________________________
- Is the commercial property abandoned? _____ Yes; _____ No
- What type of business is it? ________________________________
- Is there any contact number? ________________________________

Notes: