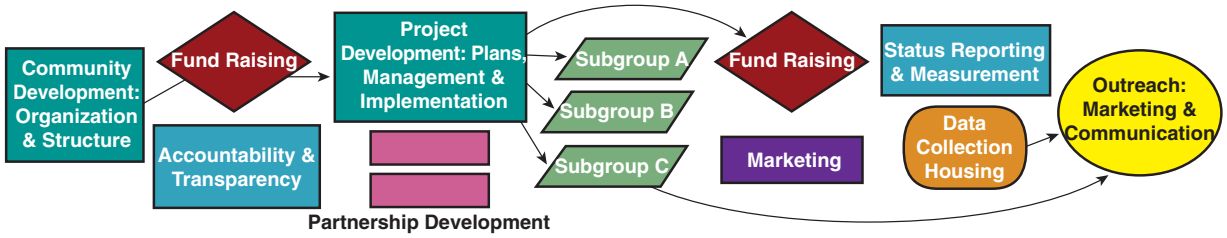
PHASE 5

FUNDING & IMPLEMENTATION

PHASE 5: FUNDING AND IMPLEMENTATION



5.1 Implementation Process
5.2 Organization & Structure
5.3 Detailed Plans
5.4 Fund Raising & Partnerships
5.5 Status Reporting & Measurement
5.6 Ongoing Outreach
5.7 Capacity Building

Following the release of the plan in Phase 4, the central focus of Phase 5 is funding and implementation. The Economic Development committee may already have begun the process of setting up a Community Development Corporation, and that process can be accelerated once the plan nears completion in order to give structure to the implementation phase. The funding process will vary from community to community, depending upon the broader city- and state-wide recovery processes. In some cases, a community will have access to public funding for redevelopment projects, but often it is incumbent upon the community to pursue funding and implementation strategies for things government will not fund; a CDC is a natural vehicle for this. This section explores various strategies for partnerships and fund raising, and the process of

project implementation. Phase 5 also entails continued outreach and collaboration with the business community, with meetings held to discuss ongoing or developing issues facing business owners as they return to the community. While much of the community participation in the planning process culminates in the release of the redevelopment plan, there must be continued outreach and communication with residents as implementation of the plan moves forward.

IMPLEMENTATION: PROCESS & CHALLENGES

While the planning process itself is a critical first step, the funding and implementation components of the fifth phase are critical for the survival of the community. It is the period for the community to take the ideas articulated in the plan and turn them into a reality on the ground. The process will bring new sets of challenges, especially with regard to organizational capacity (who is going to make this happen) and the financial complexity (how to secure the funds to allow the projects to move forward). In addition, communities must address the challenges associated with keeping residents involved and engaged in the process, because the most valuable resource a community has is its people. High levels of involvement are important, because a handful of active residents cannot by themselves lead the community through the entire redevelopment planning and implementation process.

Producing "The Plan" is a huge task. The implementation phase is where the rubber meets the road. Momentum must be maintained in order to move forward with physical redevelopment projects.

The implementation process will find its greatest resources in the networks of partnerships that continue to be developed (building from the previous phases). The community must shift from planning committees into groups of residents that will focus specifically on a project (e.g. library, school, crime prevention) and draw up proposals that can be submitted for sponsorship and other funding. Partners will want to help, but it is critical that the community provide thorough reports about what the funds are to be used for and what the impact will be.

Implementation Phase

Key Considerations:

- What is the ongoing role of the neighborhood association?
- How do we tap into private funding sources? (NGO's, Foundations, Corporations, Philanthropic Individuals)
- How can we keep residents engaged in the process?
- How do we dispel doubts of potential funders about financial accountability?
- Is there going to ever be any federal assistance in this process? Why not just wait for that?
- What if the adjacent neighborhood isn't organizing, planning or rebuilding?
- Are there ways for new residents to become involved in the process?

IMPLEMENTATION: STRUCTURE AND ORGANIZATION

The success of the implementation process lies in the structure and organization of the community. In this phase, there are multiple groups that will be tasked with the coordination of various projects and ongoing outreach. The neighborhood association will continue to reach out to residents and involve them in the redevelopment process. As the broader, city-wide recovery process shifts, the neighborhood association must ensure that the redevelopment plan is updated and amended accordingly. This will involve soliciting new resident feedback, and documenting new projects that get underway. The development corporation will play a central role in the funding process, serving as the body that can receive outside funds and allocate them to the appropriate projects. The development corporation is distinct from the neighborhood association in that it follows and implements policy, whereas the association sets policy. The development corporation must secure grants for staffing, facilities, and other operational expenses. Where applicable, the formation of a School Board (e.g. Charter) may grow out of the education committee. Other neighborhood association commitees may also lead to spin-off non-profit entities and boards as projects evolve and take on a life of their own. With all of these bodies, accountability and transparency must be emphasized in order to maintain the credibility of, and public support for, the community's redevelopment efforts.

NEIGHBORHOOD ASSOCIATION

- Representatives of the residents: "the voice"
- Officers elected by the residents
- Sets policy & priorities
- Coordination with CDC
- Planning (update redevelopment plan)
- Convene subgroup & general meetings

- Communications & Outreach
- Services (social well-being & programs)
- Conflict Resolution issues
- Development & training of residents
- Political Advocacy
- Legal/zoning issues central to neighborhood

COMMUNITY DEVELOPMENT CORPORATION

- Membership = every resident in community
- Central during implementation phase
- Composition: Executive Director & staff
- Fund raising focus: Funding Menu
- Organize Project lists
- Project Management
- Financial Management
- Legal Issues specific to implementation projects

SCHOOL BOARD (CHARTER)

- Previously Education Committee
- Guides process examining school options
- Identifies community's educational needs
- Interviews/hires Charter Operators
- Interacts with state education authorities
- Writes Charter application & submits for Charter
- Explores rehabilitation/rebuilding options for school campus

NEIGHBORHOOD ASSOCIATIONS VS. DEVELOPMENT CORPORATIONS

It is important to distinguish early on between the role of the Neighborhood Association and the function of the Development Corporation

Division of labor during implementation process: the Neighborhood Association sets the policy, and the Development Corporation follows it

Neighborhood Association tends to be more 'people focused' & outreach oriented while a Development Corporation is a separate entity to be more 'project focused' in terms of management & finances

Neighborhood Association addresses legal issues central to the neighborhood, while the Development Corporation focuses on legal issues specific to the implementation of projects

Example: Broadmoor Improvement Association versus Broadmoor Development Corporation:

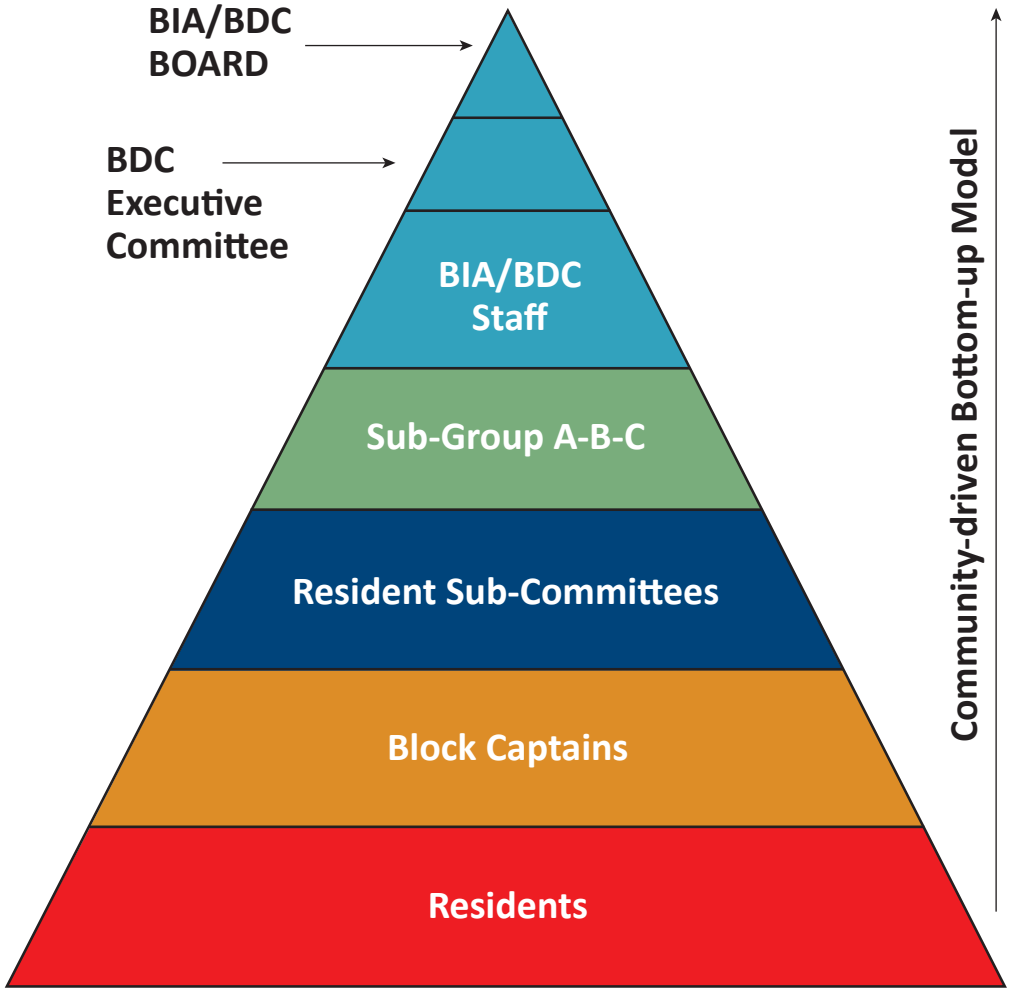
- The BIA formed the BDC, and the BIA Board Executive Committee acted as interim BDC Board
- Bylaws established by the interim Board state that the BDC will follow policy and plan set by the BIA
- The BDC is a separate entity but is closely linked to the BIA

Consideration regarding Neighborhood Association structure and membership:

The traditional structure for a Neighborhood Association is generally one requiring membership dues. However – in a more unique post-disaster environment, where the association is playing such a central role in the recovery of the entire community, it may make more sense for all community residents to be given automatic membership, and thus all residents be officially represented by the association. This may create problems of revenue (no membership dues) but could be mitigated if dues are voluntary and encouraged. Another way to address the issue of the role and representation of an association in a post-disaster context is to explore options for creating a special taxing district, where all property owners are assessed a very small fee for their specific community as part of their property taxes. Then the association board provides services such as garbage pick-up, recycling, recreation programs, etc. Critical infrastructure will still be managed by the city/county.

The **Broadmoor Community Model** places residents at the foundation of the community rebuilding efforts. Individual and community needs, and innovative program ideas are advanced through Block Captains, resident subcommittees, and subgroups. Through these avenues, BIA and BDC staff are guided as to what program areas implementation efforts should focus on. With their respective Boards, and in partnerships with each other, the BIA and BDC implement programs, receiving feedback throughout from residents and the various committees on program effectiveness. This feedback loop creates an accountability and quality control mechanism.

BROADMOOR'S COMMUNITY MODEL



COMMUNITY DEVELOPMENT CORPORATION

During Phases 4-5, the establishment of a Community Development Corporation (CDC) can be critical to reviving a community. The key to facilitating rebuilding projects and economic development is funding and effective project management. A CDC provides an institutional structure to pursue these objectives. The establishment of the CDC provides a formal vehicle through which funds can be solicited from foundations, corporate entities and other partners from the community's network. The CDCs initial goal is to gather and coordinate resources to implement the community's rebuilding plan. The CDC can own and develop property (blighted housing or commercial structures). A CDC can take on debt or access other financial instruments for rebuilding the neighborhood or even provide lending (via banks), grants, or venture capital to home owners and small business owners.

DEFINITION: WHAT IS A CDC?

The term CDC refers to a type of non-profit entity known as a "community development corporation". Although there is no established legal definition for a CDC, they are characterized by their community-based leadership, a specific geographic focus, and their work primarily in housing production and/or job creation. In the case of post-disaster recovery situations, the role of a CDC is larger than those of a traditional CDC that tends to be more focused a single issue. The role of a CDC in a post-disaster context may cover a much wider range of issues, especially in communities that are severely damaged. These include community infrastructure, public works, social services, housing, and economic development. In post-disaster recovery, the goal of a CDC is to provide a vehicle to raise funds from government, foundations, businesses and private capital markets to use to support community needs in housing, employment, infrastructure and community and facility development.

HOW TO BECOME A CDC

A CDC is legally the same as any other non-profit entity organized under section 501 (c) (3) of the Internal Revenue Code. Local residents that are interested in forming a CDC should develop a set of by-laws, file for incorporation with their state, and then apply to the federal IRS for designation as a tax exempt non-profit organization. The IRS designation is necessary in order for the organization to obtain grants and gifts from any corporate, foundation or individual source. It is a good idea to have a lawyer on the CDC Board who has experience with non-profits and can work for the CDC on a pro-bono basis. The process of starting a 501(c)(3) takes time, and in the interim it may make sense to set up the Development Corporation as a subsidiary of an existing organization (such as the neighborhood association) or through a community foundation which serves as an umbrella organization. Many communities have these umbrella foundations, which can be a wealth of knowledge and support.

COMPARATIVE ADVANTAGE OF A CDC

CDCs are generally not intended to replace the vast array of service providers that already exist in the housing and economic development area, but they are meant to complement these services and heighten their impact. CDCs often grow out of a bottom-up community organizing process. They are formed in order to address specific local problems such as urban blight or lack of access to critical services (trash removal, policing, commercial credit, etc.). This resident-driven process allows a CDC to understand the needs of the residents more effectively than larger nonprofit and government service providers. CDCs meet community needs while building civic engagement in the process. In cases where services are met by other organizations, CDCs can play a critical role in identifying these services (often offered through many disconnected nonprofits and city agencies) and assisting residents in cutting through the red tape required to access these services.

Community Development Corporation

Role of the Executive Director

- Raise funds and attract partners
- Develop strategic plans and collaborative campaigns
- Implement plans, campaigns, and projects
- Hire and manage CDC staff
- Write grants
- Design financing instruments and strategies
- Represent the CDC in relevant local, regional, and national activities
- Report to the CDC Board of Directors
- Make recommendations to the Board regarding any internal/external issues that affect the operation of the CDC.
- Raise awareness among CDC staff and Board members of issues affecting the community that impact the CDC.
- Keep Board of Directors up-to-date in all matters dealing with the community
- Changes in laws or regulations

In filling this role, CDCs can combine multiple disconnected services that may be required to meet an individual resident's varied needs. CDCs can also provide check-in and follow-up services. In cases where demand for services exceeds supply, CDCs may also be instrumental in ensuring that their constituents get treated fairly in the application/screening process.

The geographic focus of a CDC also creates a unique competitive advantage. CDCs can identify systemic problems and shared goals that cannot be addressed at the individual level (for example, the need to eliminate blighted properties or the need to preserve affordable housing). Their familiarity with the physical and social landscape at the block level position CDCs to assess and deal with both physical and social issues within a community. They can easily identify and partner with strategically located "anchor" neighborhood institutions to coordinate efforts and leverage investments. Their familiarity with community dynamics position them to devise strategies for allocating limited resources within their community to maximize impact while minimizing the potential for rifts among community members competing for limited resources.

In addition to building civic engagement, assessing needs and brokering critical partnerships, in a recovery period, CDCs also provide a mechanism for communities to access and channel funding to support community rebuilding projects. Historically, CDCs have focused their programmatic efforts in the housing arena by assisting low-income residents to access subsidized and non-traditional mortgage products, making small grants for the purchase and improvement of residential properties in low-income neighborhoods, and purchasing and redeveloping blighted properties and reselling them to first-time and/or low-income home-owners. The expanded scope of CDC projects during the recovery period after a disaster brings the CDC into a much broader role. It is essentially a vehicle to empower community members to take ownership of the community recovery process and apply resources in a fair and transparent manner.

Frequently Asked Questions

1. What is a Community Development Corporation?

A community development corporation, commonly referred to as a CDC, is a non-profit organization characterized by its community-based leadership and its focus on improving a specific geographic area. CDCs have been in existence for decades in the United States and are a common neighborhood improvement tool used by residents to improve parts of their community.

2. What do CDC's do?

CDCs provide communities with an important instrument to access funding to support their objectives. In the housing arena, for example, CDCs have assisted low-income residents to access subsidized or other non-traditional mortgages, make small grants to purchase and improve residential properties, and purchase and redevelop blighted properties, reselling them to first-time and/or low-income home-owners. In the economic development arena, CDCs have promoted employment and business development though micro-loans, provided technical assistance for small businesses, and provided various job training and placement programs.

3. How is a CDC structured?

The CDC has a volunteer board and general membership. The board is comprised of a minimum of five people with voting authority. They hold monthly meetings open to the general membership, are responsible for CDC policy and planning, and are responsible for its financial accountability. The CDC board has five officers: President, Vice-President, Secretary, Treasurer and Membership Chairperson. Board members may or may not be residents of the community. The general membership is comprised of all persons over 18 years of age who have resided in the community for one year or longer, a community property owner, or a business owner. Honorary membership can be conferred on non-residents who have contributed outstanding service to the community.

5. What are the responsibilities of Board Members?

Board members oversee operations of the CDC; appoint, remove, employ, supervise and prescribe the duties of CDC employees; ensure resources are used transparently, legally and in a manner that is accountable to the community; attend monthly meetings; fundraise; plan and implement projects.

6. What will the CDC do?

The Development Corporation will raise funds to undertake development projects that realize the neighborhood's redevelopment plan. The CDC also manages the implementation of each project in the plan.

7. What is the difference between the Neighborhood Association and the CDC?

The neighborhood association, through numerous past and ongoing community meetings, is developing the Redevelopment Plan. This plan is the rebuilding guide for the neighborhood and it articulates the redevelopment ideas and sets the rebuilding priorities. The CDC raises funds to implement the ideas and priorities of the neighborhood association. The CDC is accountable to the neighborhood association and cannot undertake any projects that have not been sanctioned by the association and its membership. Existing committees and residents will continue their important work simultaneously, ensuring the community continually improves for all residents. Moreover, they will work in tandem with the CDC to facilitate the redevelopment process, bringing vital information and community input into the decision making process.

CDC FOCUS AREAS

A post-disaster recovery CDC focuses on four areas: housing, employment, business development, and community-wide and infrastructure projects.

HOUSING

A CDC can be a useful tool in promoting repopulation by providing funds for a resources person (case manager) to assist families in navigating the complex process of insurance settlements, decision-making regarding reinvestment in property, understanding building techniques to mitigate against future disaster risks, obtaining temporary housing, reconnecting utilities, house gutting and debris removal, and renovating damaged property. While this effort can be manned in the short-run by resident volunteers, a volunteer effort is likely to be unsustainable due to the massive resettlement burdens facing the community. In the medium to long-run, the CDC should seek to identify and address specific community needs in the housing area through service referral, partnership with anchor institutions, and channeling new funding mechanisms to the community. It is important to identify foundations that provide flexible funding on a fast-track basis for CDC's for a range of activities, including community organizing and planning, housing, and economic development.

EMPLOYMENT

Community Development Corporations can provide residents with targeted training programs that lead to employment, often abetted through relationships with employers willing to place graduates of these programs. Job training programs are able to increase skill levels of unemployed community members, giving them more confidence in their employability. Services may be provided in-house or by connecting with external players: universities, community colleges, welfare agencies, private providers, or other CDC's offering similar services. Many CDC's that provide job training include basic training in interview skills, computer literacy, and management skills.

Case Management Approach

When working in post-disaster situations, the problems facing residents are often intertwined. Problems with housing, education, employment, transportation, daycare, and health care can all be present in one household. These problems can be aggravated by poverty, substance abuse, mental health issues, or physical disabilities. In addition, almost every resident in a disaster zone is suffering from Post Traumatic Stress Disorder (PTSD) to some degree. Solving one of these problems in isolation of the others does not guarantee that a family will be able to return, or will be able to recover to at least their pre-disaster state. Different sections of a community will vary in the complexity of the problems. Some residents will be able to return easily, some with a little assistance, and still others will require in-depth help in sorting out the interrelated issues preventing them from returning. Most non-profit service agencies existing before a disaster are not set up to handle the problems post-disaster, and at best they present a fractured service delivery picture, where residents have to turn to multiple agencies for help with each of their different issues. Neighborhood organizations like the BIA or BDC in Broadmoor can act as intermediaries by providing case managers who work with residents and then match their needs to the various agencies who can help. The concept of the neighborhood caseworker who works to untangle individual problems is important when trying to fully repopulate a neighborhood. Foundation funding can often be found by a CDC to hire one or more case managers to act as the agents on behalf of neighborhood residents.

BUSINESS DEVELOPMENT

Developing and utilizing tools that encourage businesses to return and establish themselves in a community will be an essential long term goal of a Community Development Corporation. The CDC can encourage businesses to locate in the area by collecting data on the neighborhood business, consumer, and employment markets, and then develop a marketing plan that would demonstrate that the neighborhood is a viable and attractive area in which to do business.

BUSINESS ASSISTANCE TOOLS

In addition to these immediate steps, the CDC should consider the following strategies for encouraging the desired business growth in the community. Most of these options will take several months to implement and should be considered tools for long term growth. The CDC should only implement one or two of these strategies during its first few years of existence.

BUSINESS IMPROVEMENT DISTRICT

Business Improvement Districts (BID's) are special assessment districts focused on supporting, improving, and revitalizing a commercial area, usually a downtown, neighborhood business district, or other business center. A BID collects a special assessment from property owners and/or businesses in the district and uses this revenue to fund activities and investments that improve the district. Activities can include public safety services, facades, beautification efforts, promotion and marketing, special events, business recruitment & retention, and transportation.

START A MICROFINANCE PROGRAM

To most, microfinance means providing very poor families with very small loans (micro-credit) to help them engage in productive activities or grow their tiny businesses. Over time, microfinance has come to include a broader range of services (credit, savings, insurance, etc.) as we have come to realize that those who lack access to traditional formal financial institutions require a variety of financial products. CDCs fill a unique role providing financial resources to businesses to whom existing commercial banks will not make loans due to either the comparatively high transaction costs of very small loans, or the risk involved with small businesses (especially with the unpredictable markets present after a disaster).

UTILIZE REVOLVING LOAN FUNDS

Revolving Loan Funds (RLF) are primarily grant-funded programs that make loans to small businesses, typically for job creation purposes. Loan repayments are then recycled to make additional loans over time. RLFs are one of the oldest and most flexible development finance tools, since the size and purpose of the fund is easily adaptable to local needs and resources. More than 600 RLFs exist nationwide with over $1 billion in assets. The most common funding sources are federal Community Development Block Grants and Federal Economic Development Administration grants.

PROVIDE LOAN GUARANTEES

Loan guarantees are made by a third party that guarantees that traditional bank loans made to individual homeowners or business owners will be repaid. State and local governments and nonprofit intermediaries are often sources of loan guarantees.

ESTABLISH A BUSINESS INCUBATOR

A business incubator is a partnership program that houses and helps new entrepreneurs. Often located on college campuses, business incubators bring together a variety of experts and expertise to assist new start-ups: Everything from legal and accounting assistance to marketing, advertising, and insurance assistance is typically provided at free or greatly reduced cost. Moreover, the incubator usually physically houses the new start-ups for little or no rent. Resources and expertise in legal services, accounting, consulting, management and marketing may already exist in the neighborhood.

COMMUNITY PROJECTS/INFRASTRUCTURE

In a post-disaster context CDCs have a role that is larger than that of CDCs in functioning cities. The chief differences are the fact that after a disaster, the infrastructure of the community needs to be completely rebuilt, from streetlights to senior centers and from playgrounds to schools. And in the wake of a disaster, cities will be cash strapped due to a reduced tax base. With a lower tax base, cities will also have difficulty borrowing or floating bonds to finance these projects. And even when financing is available, reconstruction can take years. Often the provision of these permanent community projects and infrastructure projects will fall upon the shoulders of the residents. And almost certainly, temporary facilities and services will have to be improvised by the residents in a neighborhood. The CDC will likely have to take on the role of planning, fundraising and managing the construction of these large-scale community projects and infrastructure repairs.

DEVELOPMENT PROJECTS

Once specific projects are identified, committees must be formed and a strategy for moving forward must be articulated. Early on it is important to assess what (if any) resources will be available for the project. For example, if the land is publicly owned, the community may be able to secure a favorable lease arrangement with the city or state in order to move forward with renovations. It is important to clearly identify the objectives, and the strategy to accomplish them. A timeline should be created, and the architecture design (where appropriate) should be drawn up. Implementing real projects will require organization, planning and funding. The community will have to explore creative funding and partnership strategies. The following is the step-by-step process implemented by Broadmoor:

Step 1: Draw up a list of projects

Step 2: Create detailed project descriptions: "Design Solicitation" and/or project overviews

Step 3: Developed detailed project plans, architectural designs & budgets

Step 4: Fund Raising: Write grant proposals

In order to secure outside funding for a project, whether through partner donations/sponsorship, or through grants from private foundations and relief agencies, it will be critical to create a proposed budget that includes operating costs, building costs, and any other costs that may be incurred through the project implementation process. Individual projects must be 'broken out' from the plan and described in greater detail. This is important in the context of district and citywide plans, and most importantly, for attracting different sources of funding. The following pages provide examples of steps 1-4, with a list of sample implementation projects, as well as an example of a "project solicitation" for potential funders, universities, and urban planners.

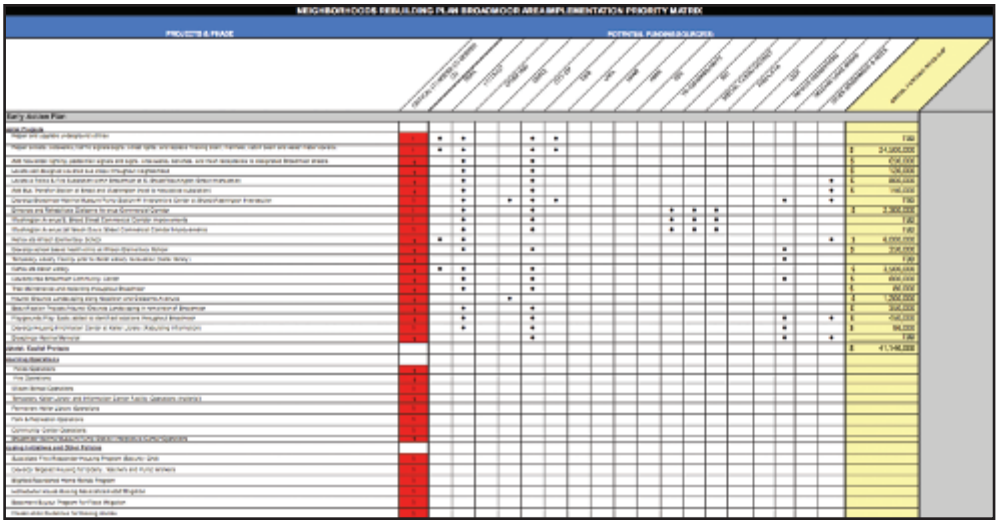
In a disaster zone, all issues are of urgency. One way for the CDC to handle this need is to act as a project incubator. Residents are encouraged to take on a project by forming a committee that will be supported by the CDC. These resident committees take on the detailed work of planning and implementation, and the CDC handles fundraising, architecture and project management. Resident driven projects can range from school or library to dog park or recycling.

Specific Redevelopment Projects (examples)

- Design parks and other green spaces, and secure funding for replanting, trees, lighting, and benches
- Library renovations and design of facilities for 21st century information-sharing services
- Develop targeted housing for elderly, teachers, emergency response workers, and pump workers
- Rebuild and technological upgrade of school facilities
- Redevelopment of commercial centers and businesses
- Identify safety and security issues, and raise funds and awareness to address problems (security lighting, emergency phone boxes)
- Create partnerships with banks to help finance police & first responder homeownership in a 'security grid'
- Volunteer labor force for a wide range of rebuilding projects

STEP 1: List of Specific Implementation Projects

By reviewing the community's Redevelopment Plan, a list of all the specific implementation projects and tasks for completion is created. The community's strategy is to build networks of public-private partnerships to complete these projects. Identifying each task provides a clear way for an organization, university, local business, or national corporation to support the community's recovery.



Wilson School Renovations
Rosa Keller Library Renovations
Neighborhood Watch Program
Temporary Summer Camp Program
Increased Security Lighting
Police Substation
Neighborhood Business Assessment
Pedestrian Enhancements: Crosswalks
Community Center
Car Magnets
Pump Station
Interpretive Center
Neutral Ground Landscaping
Play Spot Equipment
Signature Oak Tree Lighting
Bike Route Connections
Traffic Calming Initiatives
Pocket Park Design & Landscaping
Credit Counseling & Debt Service
Raised Basement Buyout Plan
Neighborhood Identification Signs
Adopt-a-Neutral-Ground Scheme

Install Back-up Generators
Increase Flow Capacity of Canals
Emergency First Aid Kits
Disaster Preparedness Info Cards
Broadmoor Readiness Day
Neighborhood Communications Plan
Evacuation Ride-Share Program
Emergency Response Team Training
Neighborhood Marketing Campaign
Census of Community
Resident Return Kits
Block Captain Program Funding
Gated Dog Park
Funding for Grant Writer
Micro-Lending Program
Employment Training Partnerships
Business Incubator
Coffee Shop at Library
Business Program: Attraction & Retention
Website Development
Architectural Pattern Book
Flood Mitigation Projects - SELA

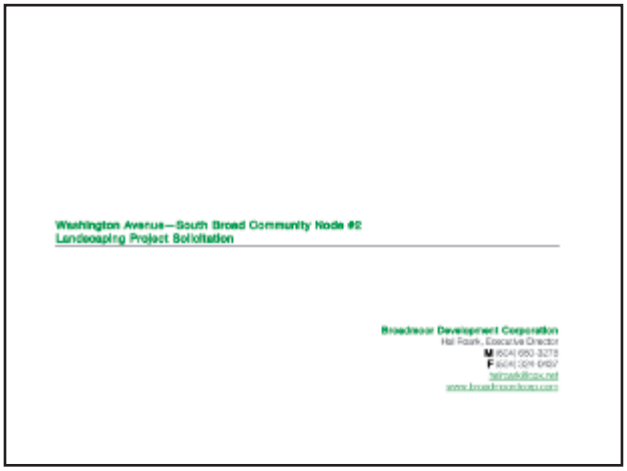
STEP 2: PROJECT OVERVIEW & DESIGN SOLICITATIONS

After the list of specific implementation projects is drawn up (Step 1), the next step is to build out the detailed plans for each project. This involves a two-tiered process: the first is to provide enough information about the project (solicitation/overview) in order to solicit the involvement of interested parties/partners who – in the second step of this process – help to create a complete and professional design, program, and budget that can then be submitted to potential funders. These project solicitations serve to get the architectural design and engineering help for free (not solicitations for funding for the entire project). It is usually a 2-step process of getting help.

One source of labor is to tap into schools of architecture/ landscape design, universities, or private design or construction firms who can donate their time to help develop detailed designs and budgets. For these overview documents, a project is identified, and the document serves as an approximately 10-page overview, describing what needs to be accomplished, as well as providing contextual information for those unfamiliar with the community. The example below is titled: "Washington Avenue-South Broad Community Node #2: Landscaping Project Solicitation." In this case, the document is a request to have a university landscape architecture class or private landscape firm draw up a pro-bono, detailed landscape plan for a specific area. It is posted on the community website and disseminated via email. The project solicitation documents are circulated through the public and private sectors in order to connect the community with a group or individual that wants to participate in the implementation of the project.

Sample Project Solicitation

"Washington Avenue-South Broad Community Node #2: Landscaping Project Solicitation"



Washington Avenue—South Broad Community Node #2
Landscaping Project Solicitation

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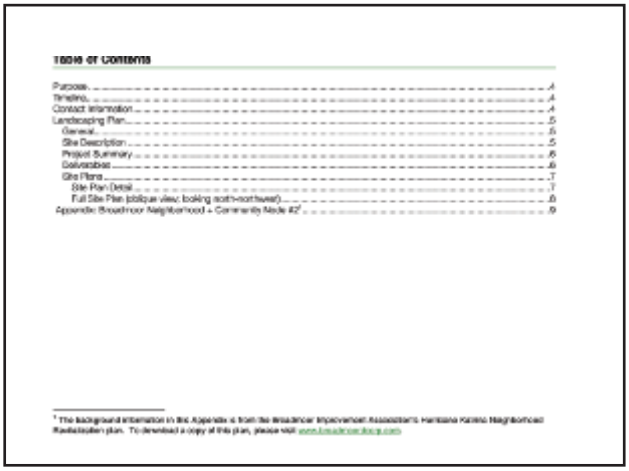

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* The background information in the Appendix is from the Broadmoor Improvement Association's Hurricane Katrina Neighborhood Revitalization plan. To download a copy of this plan, please visit www.broadmoordcp.com

Purpose

The Broadmoor Development Corporation is currently soliciting services from colleges and universities, civic groups, faith communities, and businesses and corporations (especially those involved with urban design and landscape architecture) in order to develop and implement a landscaping plan for a commercial district within a hurricane-damaged neighborhood in New Orleans.

Please email this document to your colleagues around the country who may be able and willing to help in any way. We need personal as well as institutional assistance for the rebuilding of our neighborhood.

Timeline

The solicitation of services will be ongoing until the project is complete. However, the Broadmoor Development Corporation has a number of initiatives continuing throughout the spring; this document has been created for 1 January 2007, and we would like to see landscaping planning completed at the very latest by **15 March 2007.**

Contact Information

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Please do not hesitate to contact me via the contact information above. Also, send me an email if you would like to be informed of future projects.

Thank you for your interest in our ongoing efforts to reinvigorate the heart of New Orleans!

Hal Roark
Executive Director
The Broadmoor Development Corporation
We believe in the power of ordinary people to accomplish extraordinary things...when given half a chance!

Landscaping Plan

General

Broadmoor is a neighborhood at the heart of New Orleans. Prior to Hurricane Katrina, Broadmoor was a diverse middle class neighborhood at the geographic center of the Crescent City. The neighborhood is representative of the demographic composition of the city as a whole.[2] While the return of her residents is essential to Broadmoor's continued vitality, the Broadmoor Improvement Association is also planning to revitalize the commercial nodes that serve the needs of the neighborhood and beyond.

Although Katrina flooded every one of the 2400 properties within Broadmoor, the BIA (www.broadmoordcorp.com) has begun implementing projects—such as this landscaping plan—to not only bring back the devastated neighborhood, but to improve it as well.

The BIA and newly formed Broadmoor Development Corporation (a neighborhood CDC formed post-Katrina to implement the BIA improvement plan) have won national recognition as a civic model for recovery. This project is another example of the creative public-private partnerships initiated by Broadmoor that will not only revitalize a part of the neighborhood but also serve as a model for others to imitate. Broadmoor's resurgence after the storm is a bellwether for the city of New Orleans.

In this particular project, the BDC seeks to support one of the commercial nodes within Broadmoor so that an important commercial district within the neighborhood can recover. Specifically, we seek to improve the landscaping surrounding the Washington Avenue—South Broad Street intersection to make the node more attractive for Broadmoor businesses and residents. This is one of three projects within this node for which we are currently seeking outside support.

Site Description

The site is located along South Broad Street from Napoleon Avenue in the west to Earhart Boulevard in the east, as well as one block off South Broad Street along the Washington Avenue—Toledano Street corridor. A number of New Orleans' famous avenues run through the site or its immediate surroundings, including the well-landscaped Napoleon Avenue, which runs down the spine of the Broadmoor neighborhood and comprises the western edge of the project site. The site is approximately two-thirds of a mile along South Broad Street.

[2] Greater New Orleans Community Data Center. Accessed 17 November 2006. http://www.gnocdc.org/orleans/3/63/people.html

The intersection of South Broad Street with Washington Avenue/Toledano Street is a historically significant commercial and transportation node that was struggling before Katrina. The centerpiece of the project site is the historic Broad Street Pumping Station #1, which was the first of A. Baldwin Wood's pumping stations constructed in New Orleans at the turn of the century. The significant but dilapidated Bohn Ford building is located across the street from the pumping station. There are a variety of other small businesses located at the intersection, including Hub Hobby Shop, and the largest business in the neighborhood, the Rhodes Funeral home.

The rest of the project site is detached single-family housing, typically 'double shotgun,' mission, or Spanish revival in style.

Project Summary

This project will create an innovative, coherent landscaping plan for the site that connects to the surrounding neighborhood. Napoleon Avenue's landscaping offers an example to be emulated throughout the site. The project should take into consideration future expansion of a greenway along the Washington Avenue/Toledano Street corridor.

PURPOSE: Stabilize and beautify one of the neighborhood and city's most important intersections.

TASK: Create a landscaping plan that connects the tree canopy and landscaping from Napoleon Avenue to Earhart Boulevard on South Broad Street, and along Washington Avenue and Toledano Street for one block off South Broad Street (see site plan). The plan should also include preliminary thoughts on connecting the Washington Avenue—South Broad intersection to a potential future Washington Avenue greenway.

Deliverables

The project should include these final deliverables:

- Urban design guidelines
- Detailed site plan
- Site sections, renderings, vignettes
- Cost/implementation estimates
- Implementation Plan
- Potential funding sources and implementation partners

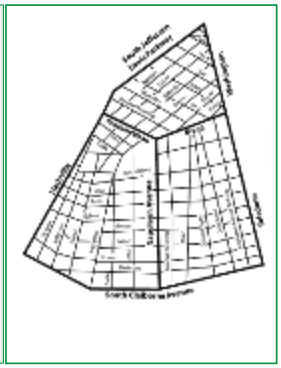
Site Plans

Site Plan Detail

(Washington Avenue/Toledano Street—South Broad Street intersection; significant features highlighted)

Full Site Plan (oblique view; looking north-northwest)

Broadmoor is the heart of New Orleans, located at the hub of the spoke road pattern, just off Claiborne, where Nashville, Napoleon, Louisiana, Toledano, Washington, Earhart, Broad, MLK, Fountainbleu, and South Jefferson Davis all come together. Due to Broadmoor's central location, the neighborhood provides access within a few minutes to the CBD, the French Quarter, the Garden District, Uptown, Magazine Street, Carrollton, and Jefferson Parish. The neighborhood has adjacency to Xavier, Loyola, and Tulane Universities.



CONDITIONS PRE-KATRINA

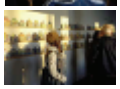
Demographics

Racial & ethnic diversity (2000)	Broadmoor	Orleans Parish	Louisiana	United States
Black or African American	68.2%	66.6%	32.3%	12.1%
White	25.8%	26.6%	62.6%	69.2%
Asian	0.6%	2.3%	1.2%	3.6%
Hispanic (any race)	3.7%	3.1%	2.4%	12.5%
Other	0.2%	0.2%	0.1%	0.3%

Reflecting city, state, and national data, 1/4 of Broadmoor residents are 18 to 34 years old, one-fifth are 35 to 49 years old; 1/4 are younger than 18, and 12% are 65 or older. A slightly higher percentage of Broadmoor residents (27%, 23% in Orleans Parish, 22% in the state) are physically handicapped.

Age: distribution, mean, median, percent under 18 and over 65

Age (2000)	Broadmoor	Orleans Parish	Louisiana	United States
5 years old and under	7.3%	8.4%	8.5%	8.2%
6-11 years old	7.9%	9.2%	9.2%	8.9%
12-17 years old	9.1%	9.1%	9.5%	8.6%
18-34 years old	25.3%	25.9%	24.3%	23.8%
35-49 years old	22.0%	21.9%	22.5%	23.2%
50-64 years old	15.0%	13.8%	14.5%	14.9%
65-74 years old	6.9%	6.0%	6.3%	6.5%
75-84 years old	5.1%	4.2%	3.9%	4.4%
85 years old and older	1.4%	1.5%	1.3%	1.5%



"Broadmoor's diversity is one of its greatest strengths. We are at the center of New Orleans and we're reflective of the greater community."

- Hal Roark, Broadmoor resident

Interested in Helping with Other Projects We Have Available?

Besides this project, we have dozens of other community projects we need help developing. Please visit our website, www.broadmoordcorp.com, to see what we have available under the "Projects Ready for Support" section. Thanks for your interest in helping us! Programs that provide us significant help receive Clinton Global Initiative recognition!

Interested in Doing an On-Site or Long-Distance Broadmoor Development Corporation (BDC) Internship?

At the heart of our model are public-private partnerships providing the catalyst for our growth and recovery. We welcome and need the support of college and university students to help us develop many of the ideas within our Broadmoor Neighborhood Recovery Plan (download a PDF version of our 300+ page plan from www.broadmoordcorp.com).

BDC interns work hand-in-hand with actual Broadmoor resident committees and work on real world projects. Our interns don't push paper! They get fabulous work experience solving actual problems in post-disaster New Orleans. We can craft projects for you that you can do for us long-distance, from your school, or from New Orleans.

To date, we have enjoyed interns from Harvard's Kennedy School of Government, Harvard Law School, Harvard Business School, MIT's Department of Urban Studies and Planning, Bard College, Tulane University, McGill University, and others.

How would you like to be a BDC Intern?

We match your interests and skills with our needs to create a customized internship experience. To learn more, visit the "BDC Internship" section of our website, www.broadmoordcorp.com. Or, send an email to our Executive Director, Hal Roark, at halroark@cox.net with the words "BDC Internship" in the subject line.

STEP 3: DETAILED PROJECT PLAN

SAMPLE- LIBRARY RENOVATION PROJECT

Broadmoor's library renovation project is an example of a specific project that requires detailed plans and a targeted funding strategy. During the planning process, residents outline the mission and vision of the renovation project, and a library committee is formed to focus on the implementation phases. With the library badly damaged, the task of renovation and technological upgrades requires extensive planning and fund raising. Located in the heart of the community, the vision for the new library is that it will serve as a multi-use facility (library and meeting center) for neighbors of all ages to utilize. It will be a 21st century library that is cutting-edge and dynamic, with meeting space, computer facilities, language assistance programs, and other 'community center' components. Central to the strategy for implementing the library renovation project is building a network of partners to help with the funding and implementation of different components of the project.

LIBRARY COMMITTEE

The library committee is formed to focus on the renovation design, budget, and other implementation components of the library. The committee is tasked with the process of working with all relevant stakeholders: residents, city officials, and funding partners.

THE PROCESS

- Library committee meets on a bi-monthly basis to shape the vision for the newly renovated library. Best practices for 21st libraries across the country are researched.
- An architect draws up plans for the new library based on the vision articulated in the community's redevelopment plan and from the library committee meetings.
- Renovation needs are carefully assessed (walls, floors, re-leveling, landscaping, roof, equipment, etc). Project bids are secured from contractors.
- Based on project bids and the identified needs to get the project 'off the ground' the committee convenes to establish a budget.
- Working with the CDC, the design and budget are presented to potential partners to raise funds for project implementation.
- Community approval.

Committee Lifecycle

- Committee of residents is formed. Committees are open to all residents, all meetings are posted and announced at BIA meetings and residents are continually asked to join and participate
- Committee meets every one to two weeks for a year or more
- BDC and BIA provide resources, support, and fundraising, but let the committee run the show
- Committee reports regularly to the entire community at BIA meetings and has to receive community-wide approval of their plan
- Committee eventually establishes a community elected Board as the legal body to oversee the project (in this case to oversee the library)
- The approach taken with the library, the school, and even the BDC itself is the concept of resident committees that eventually spin-off into their own 501c3 entities as the project nears full implementation.

SAMPLE EXCERPTS OF A DETAILED LIBRARY PLAN

BROADMOOR REVITALIZATION OF THE ROSA F. KELLER CENTER AND LIBRARY

Building an Integrated, Prosperous and Diverse Community

ROSA F. KELLER CENTER & LIBRARY

GOALS AND STRATEGIES

Purpose

The Broadmoor Redevelopment Plan is a comprehensive reconstruction plan for the Broadmoor neighborhood of New Orleans. The Plan is a guide for physical improvement and development within the neighborhood over the next ten-year period. The Plan is a basis for public improvements and a framework for private development projects within Broadmoor. This detailed plan for the revitalization of the Rosa F. Keller Community Center and Library is a key element of the "Education Corridor" which lies at the heart of the Broadmoor Plan.

Vision

The vision for Broadmoor is to fully repopulate the neighborhood, rebuild the infrastructure and the institutions, and develop a safer, stronger community that is committed to providing a better quality of life for all residents. The Rosa F. Keller Community Center & Library is the central community building – serving as the social and cultural hub of the neighborhood.

Scope

The Broadmoor Redevelopment Plan focuses on opportunities to improve and develop Broadmoor within the boundaries of S. Claiborne Avenue on the south, bounded by Toledano and Washington Avenues to the east, on the north by S. Jefferson Davis Parkway bounded by Nashville Avenue to the west. The Plan encompasses 157 individual blocks in an area that is approximately one square mile that includes three U.S. Census tracts within the limits of New Orleans' City Planning District #3.

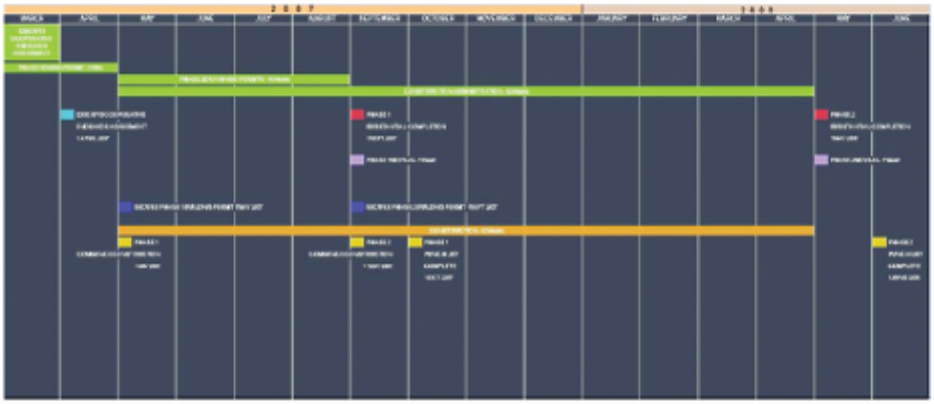
This Rosa F. Keller Center and Library Plan is focused on the details involved in the design, program, budget, fundraising, and implementation of the revitalization

"This neighborhood is coming back – we are committed as individuals and as a community – to making Broadmoor a model for neighborhood revitalization in New Orleans and beyond."

-LaToya Cantrell, President, Broadmoor Improvement Association, April 10, 2008

Rosa F. Keller Center & Library Renovation Timeline

The project will be done in two phases. Phase one will involve the renovation of the "Annex" which was built in 1993. Phase two will involve the historic restoration of the old house portion of the library. The Annex and old house operate as two independent structures connected by a single doorway. Pre-Katrina, only the annex portion of the building was in regular use as the library. The annex was only minimally damaged and due to its steel beam and stud on slab construction (with raised mechanicals and electrical through conduit) the annex can be renovated quickly and inexpensively. Due to its separate structure from the historic house structure, the Annex can be renovated separately as phase one and reopened for use while construction continues on phase two.



Floorplan for the Rosa F. Keller Center & Library

Rosa F. Keller Center and Library
Renovation Budget

Renovation of Historic Building	497,183.11
Renovation of Annex Building	281,851.19
Landscape	100,000.00
Total Renovation	**879,034.30**

Renovation of Annex Building

Sub-Contractors	126,411.28
Materials	76,794.42
Labor	78,645.49
Total Renovation of Annex	**281,851.19**

Renovation of Historic Building

Sub-Contractors	246,472.63
Materials	77,977.25
Labor	172,733.23
Total Renovation of Historic Building	**497,183.11**

Rosa F. Keller Center and Library
Capital Needs

Item	Cost of Item	Qty	Total Cost	Vendor	Link to Item at Vendor
Porch Capital Needs					
Patio Tables	278.00	2	556.00	Design Within Reach	Pinot Bistro Table
Patio Chairs	89.00	8	712.00	Design Within Reach	Ronde Armchair
Total Porch Capital Needs			**1,268.00**		
Information Room Capital Needs					
Tables	340.00	1	340.00	Gaylord Library Supplies	Table
Lounge Chairs	825.00	1	825.00	Gaylord Library Supplies	Lounge Chairs
Reading Table	148.00	1	148.00	Design Within Reach	Mag Table
Display Frame	487.55	2	975.10	Vernon Library Supplies	Information Display
Display Marker Boards	180.15	2	360.30	Vernon Library Supplies	Information Display
Display Metal Panels	121.85	4	487.40	Vernon Library Supplies	Information Display
Display Castors	31.75	2	63.50	Vernon Library Supplies	Information Display
Bulletin Boards	148.35	2	296.70	Vernon Library Supplies	Bulletin Board
Total Information Room Capital Needs			**3,496.00**		
Veranda Capital Needs					
Tables	415.00	4	1,660.00	Gaylord Library Supplies	Wood Tables
Chairs	139.99	16	2,239.84	Demco	Wood Chairs
Marker Board / Bulletin Board	328.55	1	328.55	Vernon Library Supplies	Marker Board/ Bulletin Board
Castors for Marker Board / Bulletin Board	19.05	1	19.05	Vernon Library Supplies	Marker Board/ Bulletin Board
Total Veranda Capital Needs			**4,247.44**		
Catering/kitchen Capital Needs					
Refrigerator	2,249.99	1	2,249.99	Kenmore	Refrigerator
Stove	749.99	1	749.99	Kenmore	Stove
Ice Machine	1,841.00	1	1,841.00	Gala Source	Ice Machine
Microwave	169.99	1	169.99	Kenmore	Microwave
Total Catering Kitchen Capital Needs			**5,010.97**		

SAMPLE IMPLEMENTATION STRATEGY: ANNUNCIATION HOUSE

A critical part of the implementation process is finding innovative ways to bring in assistance from the outside. One such way is through the network of faith communities, who send groups into New Orleans to work on house gutting and renovations. This can be a powerful resource for a neighborhood as it leverages as many resources as possible. By linking up with a church or group of churches in the community, the neighborhood leadership can create a partnership strategy that facilitates the necessary rehabilitation throughout the community.

The Free Church of the Annunciation in Broadmoor has been a critical partner to all the residents in the recovery process. The partnership has been extremely important, in terms of the amount of support the church has provided for Broadmoor's residents, especially its poor, elderly, and disabled residents. The Annunciation House Initiative is a strategy to link up the church and its network with the community, providing free labor to low income residents of Broadmoor by converting its former fellowship hall into dormitory space for out-of-state visitors who provide free labor for renovating Broadmoor homes. Annunciation Church schedules "mission trips" from other churches from out of state, and these visitors provide free labor gutting houses, landscaping, and home rebuilding. By increasing the labor pool, this strategy is an effective way to provide needy residents with assistance during the recovery period.

The role of faith-based groups in a post-disaster situation can not be underestimated – it is an invaluable source of funds, labor and compassion. But many communities resist building an active partnership with churches, preferring to just let them do their own works. But Broadmoor has taken a very different approach. Broadmoor begins with the premise that all churches are members of the neighborhood and have a voice at the table and a role to play in the recovery. And, since many residents are also members of the neighborhood churches and synagogues, the religious leaders in the community have a major role to play, including the ability to mobilize their congregations. Annunciation House can not be seen as a project undertaken by a church independent of the neighborhood. Instead, it is an example of a need identified by the neighborhood for which a member of the community (the Church of the Annunciation) stepped forward and said, "We can take on that project." In that sense, it is no different than the school or the library where a group came together and took on a major community project.

Key Aspects

Use of the **wider church network** to recruit volunteers.

Many volunteers who come down to help in the recovery have **tangible skills** to offer: carpentry, plumbing, roofing, and other building trades.

Extraordinary **church-neighborhood partnership**.

Not just for religious groups – college student volunteers, individuals, other organizations, and even church groups from other faiths are welcome.

THE ANNUNCIATION HOUSE PLAN

The Free Church of the Annunciation owns the church and fellowship hall. Mission groups from out of state can visit the community, have a place to stay and eat, and renovate hundreds of houses in New Orleans for free of charge to the homeowners.

The following are details about the operational components of the initiative.

OPERATIONAL DETAILS

- Sources of materials are donated
- BIA housing case manager identifies resident needs
- Volunteer coordinators manage the workflow (project schedule workplan with house addresses, type of work needed, groups assigned to work, timing, etc)
- Matching of materials to the jobs
- On-site crew management: safety, job distribution, set-up/clean-up
- Recruitment of skilled trades
- Building the network: continued outreach to keep a steady flow of groups to work in the community

Annunciation House

An innovative strategy that utilizes partnership networks across the country to assist a community in post-disaster recover.

Annunciation House Architectural Plans

ANNUNCIATION HOUSE: BROADER APPLICABILITY

The concept is that you can begin on a small scale: one house and one volunteer crew, and expand from there. So, depending on the size of the community, the level of damage, and the availability of dormitory accommodations, this strategy can be implemented in a variety of ways. Annunciation house started with sleeping bags on the floor of trailers brought in until rebuilding could take place. The program then expanded to the rebuilding of the fellowship hall into a 100-person dormitory and dining hall. But the project did not have to wait to begin until the large project was funded and built. Much of a neighborhood's recovery hinges on the ability of the community to leverage resources and build partnerships. This strategy provides an example of an effective, productive partnership. The national network of faith communities allows the initiative to keep momentum moving forward, for as one group departs, another one is scheduled to arrive.

STEP 4: FUND RAISING

There is no single strategy for a community to pursue funding opportunities, because much is dependent upon the external funding environment (availability of public funds). Towards the end of the planning process the community must begin to assess the specific needs (projects) and then consider appropriate funding strategies. The community development corporation plays a central role as a fund-receiving entity, and should take a proactive approach to seeking funds, through grant application and other forms of assistance. In the following pages, the grant-seeking process is described, along with a template and an example of a grant application for Broadmoor.

OPTIONS FOR FUNDRAISING

- Public-Private Partnerships
  - Network of corporations, academic institutions, and faith-based groups
  - Financial & In-kind support for specific projects
- Private Donations
  - In exchange for dedications, etc. (sponsor a tree, name a park bench)
- Foundation channels
  - Grant Applications/Proposals: Project-based
  - Quick-impact grants
- Public Funds
  - Infrastructure Projects
- Loans (if an income-stream to service the debt can flow from the project)

Key Components of a Strong Grant Proposal

- **Budget**
  Should be detailed and include a budget narrative
- **Evaluation**
  Method to determine that funding has accomplished the goals set forth in the proposal
- **Sustainability**
  Important to articulate the plan for sustaining the organization/program following the grant period.
- **Grant Proposal Tips**

  Research each funder's grant making philosophy, program interests, and **criteria**

  Be aware of each funder's application process, including **timetable** and preferred **method of initial contact**

  Include a **cover letter**, introducing your organization and stating **the dollar request**

  Follow any **specific instructions** from the funder

GRANT PROPOSALS: OVERVIEW

Many funders will accept a common grant proposal format, but they often vary in the details required. Foundations often operate with small staffs and receive many more funding requests than they are able to fulfill. Proposal readers often read the cover letter and move right to the budget, thus the importance of the budget telling the story. The goal is for the readers to get an overview of the project/organization and see relationships at a glance. In thinking about the budget, it is important to decide where to direct each request and for how much. It is usually not a good idea to make the same request of several foundations. Also, be sure the budget conforms to the funders' guidelines, which are usually posted on their websites.

Funders look for three major components in a strong proposal:

- **Budget** – The budget tells the story of the organization and programs/projects for which funding is requested. It should be detailed and include a budget narrative.
- **Evaluation** – This is important for the grantee and the funder to determine that the funding has accomplished the goals set forth in the proposal. This includes a strategy for data collection as well as process and outcome evaluations, where applicable.
- **Sustainability** – This is an important part of the grant process because it identifies the plan for sustaining the organization/program following the grant period. Funders are not keen to fund a project only to have the project fold at the end of the grant period.

While preparing to submit a grant proposal, it is important to make sure that the mission statement is complete and official, that the budget is prepared adequately (with accompanying timeline for each phase). With the budget development, for the entire project, various categories to consider (depending on the project) are:

- Site acquisition (purchase or lease)
- Building renovation/construction
- Landscaping
- Programs
- Staff for all categories, indicating part-time and full-time equivalents.
- Materials: books, etc.
- Administration
- Fundraising

FORMAT OF A GRANT PROPOSAL

COVER SUMMARY

1. Legal name of the organization, address, and name of executive director.
2. IRS 501(c)(3) nonprofit status. If not a 501c3 organization, then identify your fiscal agent and attach the written agreement from the fiscal agent (Funders may have special requirements as to the use of a fiscal agent, or may not permit such use.)
3. Contact person and title
4. Phone/Fax/Email
5. Requested amount
6. Type of Request (operating, project, capital, other)
7. State your organization's mission
8. No more than four sentences summarizing the proposal and its strategic link with this funder (include the name of the project or capital campaign, if applicable)
9. List the proposal's target population, constituents, and geographic communities
10. Total number of board members; Total number of volunteers
11. Total number of staff (Full-time and Part-time)
12. Total annual organizational budget and Fiscal Year End
13. Project or capital budget (if applicable)
14. The period this grant will cover: ___./___ to ___ /_
15. List any previous support from relevant funders in previous years

PROPOSAL NARRATIVE

Up to 10 pages is suggested. Check to see that the goals, objectives, and amount requested in your proposal match the criteria of the funder you are approaching. The following questions are ones that funders have identified as important information to answer. **While it is necessary to encompass all the following information in the proposal narrative, you may want to change the order in which you answer these questions.**

- If you are requesting operating support, please provide information about your organization's overall programs and activities.
- If you are requesting project or capital support, please provide information for that specific project or capital request.

1. Brief summary of organization's history, goals, and key achievements
2. Overview of organization's structure and programs, including board, staff, and volunteer involvement.
3. Describe you organization's constituents for the organization overall, or, for a specific project. For example, total number and breakdown by age, gender, race/ethnicity, income levels, disabilities, geography, language spoken, or other criteria relevant to your organization or project.
4. Describe the community or regional need(s) and/or challenges that this effort will address. What is the level and nature of involvement of the community-at-large?
5. Description of the specific request that includes goals and objectives. (If it's a project request, provide a profile of the project.)
6. Specific activities and timetable for meeting you stated objectives
7. Future plan for sustaining this effort and strategy fort building your funding bas.
8. Who are your staff and volunteers and what are their qualifications?
9. If applicable, identify organizations that you collaborate with to address the issue(s) in this proposal Evaluation
10. Define your criteria for success for the organization, project, or capital campaign. State how you will measure your success in the short-term and in the long-term. What tool(s) will be used to evaluate your program or organization? What is your strategy for implementing the evaluation process?

Remember: Refer to each funder's guidelines to see if additional information is required. Guidelines & formats are usually posted on a foundation's website.

ATTACHMENTS

All of the following attachments must accompany the proposal

1. IRS letter confirming tax-exempt status – 501(c)(3) and 509(a)
2. Current board list with relevant background, affiliations, town residence, and number of times a year it meets
3. Financial information:
   - Total board approved organizational budget for the fiscal year(s) – see budget section below for details
   - If seeking project or capital support, include project or capital budget for fiscal year(s)
   - Most recent independent audit or account review (as required by law)
   - Year-to-date financial statement for the current fiscal year
   - List companies and foundations being approached to fund this proposal, with dollar amounts indicating which sources are committed, pending, or anticipated.

Important: Refer to each funder's guidelines to see if additional attachments, such as diversity forms, IRS Form 990, or resumes are required.

PROPOSAL BUDGET/ BUDGET NARRATIVE

1. **Time period budget covers:**
2. **Revenue:** provide a line item revenue statement for all applicable budget categories
   a) Grants and Contracts
      - Local Government
      - State Government
      - Federal Government
      - Foundations and Corporations
      - United Way and other Federated Campaigns

   b) Other Fundraising and Earned Income
      - Individuals
      - Events

   c) Earned Income
      - Publications and Products
      - Membership Income
      - Fees
3. **Expenses:** provide a line item expense budget, with narrative footnotes for those applicable items needing further explanation. Typical line items might include:
   - Salaries
   - Payroll Taxes
   - Fringe Benefits
   - Consultants and Professional Fees
   - Insurance
   - Travel/Transportation
   - Equipment
   - Supplies
   - Printing and Copying
   - Telephone & Fax
   - Postage and Delivery
   - Rent
   - Utilities
   - Maintenance
   - Evaluation
   - Staff Development and Training
   - Child Care
   - Administrative Overhead

SAMPLE PROPOSAL NARRATIVE

Funding Application To The Kilpatrick Foundation For Phase I of the Rosa F. Keller Center and Library

1. PROPOSAL NARRATIVE

Background

The Broadmoor Development Corporation (BDC) was established in 2006 to launch specific housing and economic development programs, share best practices with other New Orleans communities, undertake fund-raising, support repopulation efforts, perform community needs assessments and provide service delivery in the Broadmoor neighborhood of New Orleans. It provides a formal vehicle through which funds can be received from foundations, corporate entities and government sources. The BDC's familiarity with the physical and social landscape of the community uniquely positions it to assess geographic and social barriers and capitalize on opportunities to coordinate programs and leverage investments. The BDC is working closely with the Broadmoor Improvement Association (BIA) to redevelop the Broadmoor neighborhood as a whole. The BDC's responsibility is to gather and coordinate resources to implement the redevelopment plan.

The specific project for which the BDC is seeking funding is the repair, restoration, renovation and furnishing of the Rosa F. Keller Center and Library, which will comprise two structures, the Annex, built in 1993 and the historic home built in 1918. The project will proceed in two phases. Phase I will restore the Annex and Phase II will restore the historic building once the Annex is operational. The Annex was the only property being fully utilized pre-Katrina. The BDC will enter into a cooperative endeavor agreement with the City of New Orleans and with the New Orleans Public Library (NOPL). In this public-private partnership, the BDC will rebuild the library building in Broadmoor and restock it with books, furniture and equipment, the NOPL will run the newly rebuilt library portion of the building, and the BIA will operate the community center portion of the building.

The Broadmoor Improvement Association (BIA) is one of the oldest neighborhood associations in New Orleans. Established in 1930 as the Broadmoor Civic Improvement Association to address the needs of the developing Broadmoor neighborhood, it was incorporated in 1970 as the Broadmoor Improvement Association, Inc. to stop "blockbusting" in Broadmoor, a well-established, multi-racial/multi-ethnic community already living in harmony.

Since that time, the BIA has worked continuously to improve the neighborhood, stopping commercialization in the residential core; reducing crime, and securing the Rosa Keller Library. BIA joined with Rebuild New Orleans to repair homes of low-income elderly or handicapped and to re-tree neutral grounds and the MLK park area. The BIA works closely with the city government and has represented Broadmoor residents in numerous cases concerning zoning and other issues.

In the aftermath of hurricane Katrina, the BIA conducted an extensive neighborhood planning process for the revitalization of Broadmoor, culminating in the Broadmoor Redevelopment Plan. The document reflects the residents' desires for their neighborhood on several wide-ranging topics: education, health care, zoning, urban improvements, traffic patterns, repopulation strategies, and much more.

2. Organization Issues to be AddressedBackground

This application is seeking funding of $75,000 towards the cost of furniture, fixtures and equipment for Phase I of the rebuilding of the Rosa F. Keller Center and Library, that is, of the Annex. Broadmoor residents have crafted their vision for the Rosa F. Keller Center and Library to meet the needs of all of Broadmoor. Rebuilding Broadmoor is a unique model for community development and empowerment. Since the publication of their redevelopment plan, residents and members of the BIA have worked on various committees toward implementing the community's vision. The Keller Library committee has worked diligently to further shape the vision for rebuilding the library as a cutting-edge 21st century library and community center. Meeting on a bi-monthly basis, the committee extensively researched best practices for 21st century libraries across the country, shaped their vision into a rebuilding plan, and began to identify rebuilding partners to help them achieve their vision.

The Rosa F. Keller Library has symbolic importance for the Broadmoor community. In paying tribute to the legacy of social activism of Rosa Freeman Keller, it honors social, educational, and political equality. By restoring this building, Broadmoor residents are committing themselves to a vision of their community that embraces equality for all residents and provides an essential source of comfort and information, both of which are in high demand since Hurricane Katrina.

3. Current Programs and Accomplishments

The establishment of the Broadmoor Community Development Corporation was a signal to the wider world that Broadmoor is serious about its commitment to renewal. Its accomplishments include:

- Supporting Broadmoor's commitment to the Keller library as demonstrated by its massive cleanup of the Keller grounds by over 50 residents in May 2006.
- Grass-roots organizing within the neighborhood and reaching out to residents not presently living in the neighborhood. Housing, repopulation, flood mitigation, education/community corridor, economic development and several other committees were formed and continue their work today.
- The Redevelopment Plan for Broadmoor, developed and published in July 2006, is the centerpiece, the heart of the hopes and dreams of Broadmoorians.

4. Target Population and Target Area

The target population is the Broadmoor neighborhood of New Orleans, both its current and future population, a national historic district. With a population of just over 7,000 before Katrina, Broadmoor mirrors the demographics of New Orleans as a whole. According to the Greater New Orleans Community Data Center, its pre-storm population was just over 68 percent African-American and just under 26 percent white. The bulk of the population was 18-49 years old at 47.3%, a young, vibrant cohort. An additional 28% were 50-85+ years old, a cohort of experience and living history of the neighborhood.

Broadmoor is primarily a residential neighborhood, with commercial establishments along the major streets and is an officially designated National Historic District. The largest percentage of construction in the neighborhood took place between 1920 and 1924, contributing to the neighborhood's development. The Andrew H. Wilson School, an elementary public school, opened in 1922, helping to stabilize the area. Because of its architectural significance, the building that currently houses the once and future Rosa F. Keller Center and Library was designated a historic landmark in 1986 by the New Orleans Historic Districts/Landmarks Commission and purchased by the city in 1990. The library is presently viewed by the residents as an anchor and catalyst for the renewal of the neighborhood.

5. Overview of Organization Structure

The Broadmoor Development Corporation consists of a volunteer board of directors, general neighborhood membership, and a paid, full-time Executive Director. Although a minimum of five members, with full voting authority, is required, the current board is comprised of twelve members. They hold monthly meetings open to the general membership, are responsible for CDC policy and planning, and its financial accountability. The officers are President, Vice-President, Secretary, Treasurer and Membership Chairperson. Board members may or may not be residents of Broadmoor. The organization is accountable to local residents and is largely involved in the Broadmoor Redevelopment Plan to rebuild the community through housing, commercial, job and human development activities.

The general membership is comprised of all persons over 18 years of age who have resided in Broadmoor for one year or longer; is a Broadmoor property owner; owns a business in Broadmoor; OR is a former resident displaced by Hurricane Katrina. Honorary membership can be conferred on non-residents who have contributed outstanding service to the community. All committees that have been active throughout the BIA redevelopment planning process are tasked as important advisory bodies for the BDC.

6. Organizational Relationships

The BDC works closely with the Broadmoor Improvement Association in implementing the Redevelopment Plan for the Broadmoor neighborhood. Additional partners presently include the following organizations and individuals:

- The Corporate Social Responsibility Initiative and The New Orleans Community Engagement Project of Harvard University's Kennedy School of Government
- CH2M Hill
- Walter Shorenstein
- Walter Isaacson
- Douglas Ahlers
- The Carnegie Corporation of New York
- Shell Exploration & Production Company
- Chevron
- Coca Cola
- Digitas, Inc.
- PlanReady
- The Free Church of the Annunciation
- General Motors
- The Conference Board
- The City and County of San Francisco
- Mercy Corps

II. CAPITAL PROJECT NARRATIVE

Question Set A:

1. **Project Budget:** Total estimated cost for the furniture, fixtures and equipment to complete Phase I of the total project is $220,303. Donations for Phase One renovation and restoration of the Annex include:

   - Donor A has committed $50,000 and a full time Project Manager, some engineering work, designing for "green" building, and permitting activities.
   - Donor B - $50,000
   - Donor C - $20,000
   - Donor D - $5,000
   - Donor E - $75,000

BDC is requesting $75,000 from the Kilpatrick Foundation towards the cost of furniture, fixtures and equipment.

2. **Designated Purposes/Goals of the Capital Project:** The project addressed by this funding application is the furnishing of the Annex, which will house the library stacks, computers, seating, front desk and office space. The attached budget reflects the furniture, fixtures and equipment, including state-of-the-art computer equipment necessary to provide the anticipated services of the library and community center.

3. **Project will Enhance the Mission/Operations of the Organization:** The joint mission of the BDC and BIA are to rebuild and revitalize the Broadmoor neighborhood, to enhance the quality of life of the residents and to help make repopulation of the neighborhood viable and attractive. As this neighborhood anchor is brought back to life and connects with other key institutions both within and outside Broadmoor, it will contribute to the vitality of New Orleans as a whole.

4. **Benefits to Target Population:** The direct involvement of residents in shaping this vision characterizes why Broadmoor is unique. Residents are interested in, and deeply committed to, working with their rebuilding partners to bring their vision to fruition. The library is the symbolic heart of rebuilding Broadmoor. It is a repository of knowledge, a link to the past, and a place to create the future. By rebuilding the library as a dynamic community center, the community itself is given the space and technology to reinvent itself. As a community knowledge center with the latest advances in information and technological capacity and generous meeting space for small groups and large assemblies, Keller redefines what a library and community center can be in the 21st century and directly serves a community involved in rebuilding their neighborhood.

Question Set B - 2. Equipment

a. The equipment to be purchased

Renovation plans for the Annex are also embedded with the idea of transformative space, with a soft flexible core that can be used for both lounge seating and small gatherings, but can also accommodate large BIA, BDC, and community meetings. Computer workstations and additional reading/study/meeting areas will be located around the perimeter. Traditional library stacks and reference resources will be the main features. The offices for the BIA and the BDC will be housed in the historic portion of the building, making the BIA and BDC directly accessible to their community. Literacy and summer reading programs will promote the role of the library in educating the community. Outdoor spaces will provide gathering space and quiet reading space, as well as recreational space for children. For purposes of this proposal, BDC is requesting $75,000 towards the purchase of library capital needs associated with the "Stacks" and Circulation Desk" functions of the library, which totals $123,418.47. The list includes:

Circulation desk	Book return unit and book return padded cart
Book stack shelving units	Sensitizers
Reading lounge chairs	2 Dell computers
Copy and fax machines	Book security systems (Security Gates)
Book trucks and outdoor book return	Bar code scanner and bar code labels
Security strips for books, CDs & DVDs	Book inventory (catalog) software

No furniture or equipment was salvageable after the hurricane, so the community must start from the beginning to make the spaces habitable. The attached budget delineates the furniture and equipment needs in detail, including numbers of items for each category.

b. The cost basis

All costs were determined by The Library Subcommittee, which has ample input from professional librarians. The subcommittee researched prices for all items from several vendors, including Gaylord Library Supplies and Vernon Library Supplies, and are satisfied that the budget is lean but sufficient. Installation costs will be provided in-kind by the subcommittee members and other volunteers.

c. Operation and maintenance of equipment

The furniture and equipment will be maintained through standard NOPL procedures. The two computers requested in this section are standard equipment for maintaining library catalogs and lending/patron records. Computers, copy machines and fax machines will have 5-year maintenance contracts which are built into the purchase prices in the budget.

e. Plan for eventual replacement

The a commitment made through the Clinton Global Initiative (CGI) in 2006 has pledged to help Broadmoor rebuild. The goal of this support is to prove that public-private partnerships can be successful in solving major social problems. The support will provide direct resources to Broadmoor, including financial support and in-kind services, materials, and professional expertise. It supports Broadmoor's long-term rebuilding process by assisting BDC and the BIA to form cross-sector partnerships that leverage resources, skills, and learning and by helping to build local leadership capacity through workshops and an annual Leadership Forum.

f. Equipment replacement/purchase

The Keller Library suffered a 100% loss of furniture and equipment to the hurricane devastation and its aftermath. The furniture and equipment reflected in the current budget includes replacement and new equipment for the expanded functions of the Rosa F. Keller Center and Library.

SAMPLES FROM 6-PAGE BUDGET

PAGE 1

EQUIPMENT DETAIL

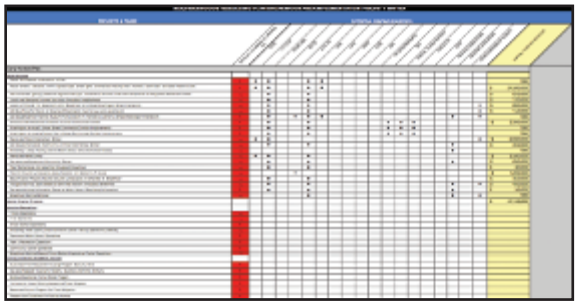
Qty	Manufacturer	Catalog #	Item Description	Unit List Price	Total List Price	Discnt	Unit Price	Total Price
			Circulation FF&E					
1	Worden	CRI/3070/DE-M	CRI Extended Desk Unit, Circulation Height, Maple	$ 2,676.00	$ 2,676.00	44%	$ 1,498.56	$ 1,498.56
2	Worden	CRI/3036/HD-1-M	CRI Cupboard Storage Unit with Drawer, Circulation Height, Maple, with Locks	$ 2,189.00	$ 4,378.00	44%	$ 1,225.84	$ 2,451.68
2	Worden	CRI/3036/HD-3-M	CRI Cupboard Storage Unit with 3 Drawers, Circulation Height, Maple, with Locks	$ 3,145.00	$ 6,290.00	44%	$ 1,761.20	$ 3,522.40
1	Worden	CRI/3048/DE-M	CRI Intermediate Desk Unit, Circulation Height, Maple	$ 1,476.00	$ 1,476.00	44%	$ 826.56	$ 826.56
3	Worden	CRI/90/RC-M	CRI 90 Degree Rounded Corner, Circulation Heigh, Maple	$ 1,721.00	$ 5,163.00	44%	$ 963.76	$ 2,891.28
8	Worden	CRI/40/IP-M	CRI Intermediate Panel, Circulation Height, Maple	$ 442.00	$ 3,536.00	44%	$ 247.52	$ 1,980.16
2	Worden	XCRI/40EIP-M	CRI End Panel, Circulation Height, Maple, with Custom Design to match shelving end panels	$ 1,668.00	$ 3,336.00	44%	$ 934.08	$ 1,868.16
3	Worden	CRI/36/STTF-M	CRI Transaction Ledge, 36" W, Maple	$ 320.00	$ 960.00	44%	$ 179.20	$ 537.60
1	Worden	CRI/70/STTF-M	CRI Transaction Ledge, 70" W, Maple	$ 774.00	$ 774.00	44%	$ 433.44	$ 433.44
3	Worden	CRI/90/CTTF-M	CRI 90 Degree Rounded Corner Transaction Ledge, Maple	$ 943.00	$ 2,829.00	44%	$ 528.08	$ 1,584.24
6	Worden	CRI/TIP-M	CRI Tranaction Ledge Intermediate Panel, Maple	$ 145.00	$ 870.00	44%	$ 81.20	$ 487.20
2	Worden	CRI/TEP-M	CRI Transaction Ledge End Panel, Maple, with Custom Design to match shelving end panels	$ 350.00	$ 700.00	44%	$ 196.00	$ 392.00
1	Worden	XTG-M	Swinging Entrance Gate, Maple	$ 950.00	$ 950.00	44%	$ 532.00	$ 532.00
4	Worden	PPS/34/JCOO	36" J-Channel w/ 2 duplex Openings	$ 319.00	$ 1,276.00	44%	$ 178.64	$ 714.56
1	Worden	PPS/70/JCOO	72" J-Channel w/ 2 duplex Openings	$ 433.00	$ 433.00	44%	$ 242.48	$ 242.48
1	Worden	PPS/48/JCOO	48" J-Channel w/ 2 duplex Openings	$ 346.00	$ 346.00	44%	$ 193.76	$ 193.76
1	Worden	PPS/21/JPE-4G	J-Channel Entry, hardwire connection	$ 340.00	$ 340.00	44%	$ 190.40	$ 190.40
12	Worden	ER-X	Duplex Outlets	$ 22.00	$ 264.00	44%	$ 12.32	$ 147.84
2	SitOnIt	TR2 40P S1 a2 GR4	TR2 Posture Back Control Stool, Loop Arms, Grade 4 Fabric	$ 706.00	$ 1,412.00	41%	$ 416.54	$ 833.08
1	Gaylord Library Supplies	Book Return Cart	Book Return Cart Padded Bottom Classic 30H x 31W x 22"D	$ 675.00	$ 675.00			$ 675.00
2	Dell	Dell Precision Mobile Workstation	Dell Precision Mobile Workstations	$ 1,849.00	$ 3,698.00			$ 3,698.00
1	Office Depot	Copy Machine / Printer	Canon® imageCLASS 2300N Network Digital Multifunction Imaging System	$ 2,995.99	$ 2,995.99			$ 2,995.99
1	Gaylord Library Supplies	Single Aisle Security System	RF Signature Sngl Aisle 65Hx42Wx12"D Finished Oakwood	$ 5,550.00	$ 5,550.00			$ 5,550.00
1	Gaylord Library Supplies	Double Aisle Security System	RF Signature Dual Aisle 65Hx81Wx12"D Finished Oakwood	$ 7,950.00	$ 7,950.00			$ 7,950.00
2	Gaylord Library Supplies	Book Trucks	Econo Line Book Truck 4 Sloped Shelves 37Hx28Wx17"D Black	$ 225.00	$ 450.00			$ 450.00
1	Gaylord Library Supplies	Outdoor Book Return	Gaylord Outdoor Book Return Standard Size With Cart Blue	$ 2,130.00	$ 2,130.00			$ 2,130.00
1	Gaylord Library Supplies	Book Return Anti-Graffiti Remover	Anti Graffiti Remover 12 Oz	$ 43.51	$ 43.51			$ 43.51
2	Gaylord Library Supplies	Bar Code Scanner	Metrologic Scanner w/RS232 Interface Contact To Comport	$ 415.00	$ 830.00			$ 830.00
40	Gaylord Library Supplies	Bar Code Labels	Label Bar Code 4mil Paper Dgtl Sngl Lam 5/8Hx2W Pkg 1000	$ 38.99	$ 1,559.60			$ 1,559.60
2	Gaylord Library Supplies	Reactivator	Portable Wand Hand Held Reactivator w/Cord 6Hx4Wx10"D Blk	$ 515.00	$ 1,030.00			$ 1,030.00
2	Gaylord Library Supplies	Desensitizer	3M Desensitizer 930 Non Electric High Volume	$ 303.00	$ 606.00			$ 606.00
5	Gaylord Library Supplies	Security Strips	Security Strips Hardcover Books Tattle Tape 6 1/2"L Pkg 1000	$ 215.00	$ 1,075.00			$ 1,075.00
5	Gaylord Library Supplies	Security Strips	Security Strips Books/Periodical Tattle Tape 6 1/2"L Pk 1000	$ 205.00	$ 1,025.00			$ 1,025.00
5	Gaylord Library Supplies	Security Strips	Security Strips For CD & CD ROMs Tattle Tape Pkg 200	$ 349.00	$ 1,745.00			$ 1,745.00
			Lounge Seating FF&E					
12	Martin Brattrud	Baltrusrol	Baltusrol Lounge Chair - Maharam lariat	$ 2,500.00	$ 30,000.00	40%	$ 1,500.00	$ 18,000.00
8	Worden	ACLT.M.1.LT	American Classics Lounge with Tablet Arm, Maple, Grade 4 Fabric	$ 2,464.00	$ 19,712.00	44%	$ 1,379.84	$ 11,038.72
6	Worden	4122-0018-L	4000 Series Drum Table, 22" H, 18" Diameter, Maple	$ 915.00	$ 5,490.00	44%	$ 512.40	$ 3,074.40
3	Worden	4116-0030-L	4000 Series Drum Table, 16" H, 30" Diameter, Maple	$ 1,383.00	$ 4,149.00	44%	$ 774.48	$ 2,323.44

PAGE 2

Qty	Manufacturer	Catalog #	Item Description	Unit List Price	Total List Price	Discount	Unit Price	Total Price
			Permanent Computer Workstations - with 8-Wire Electrical System and 2 Duplex outlets per seat					
18	Worden	MWS/3036/TRF-M	Modular Workstation Top and Raised Front, 30" Deep x 36" Wide, Maple	$ 818.00	$ 14,724.00	44%	$ 458.08	$ 8,245.44
8	Worden	XMWS/2930/M-EP	Custom End Panels for Modular Workstations, Maple	$ 1,668.00	$ 13,344.00	44%	$ 934.08	$ 7,472.64
14	Worden	XMWS/2930/M-IP	MWS Intermediate Panels, Maple	$ 358.00	$ 5,012.00	44%	$ 200.48	$ 2,806.72
18	Worden	PPS/34/JCOO	36" J-Channel w/ 2 duplex Openings	$ 319.00	$ 5,742.00	44%	$ 178.64	$ 3,215.52
4	Worden	PPS/21/JPE-4G	J-Channel Entry, hardwire connection	$ 340.00	$ 1,360.00	44%	$ 190.40	$ 761.60
36	Worden	ER-X	Duplex Outlets	$ 22.00	$ 792.00	44%	$ 12.32	$ 443.52
18	Dell	Dell Precision Desktop	Computers - Desktop - Dell Precision	$ 959.00	$ 17,262.00			$ 17,262.00
18	Microsoft	Misc	Software	$ 350.00	$ 6,300.00			$ 6,300.00
18	Sit4Less	Computer Workstation Chair	Space Chair - Computer Workstation Chair	$ 199.00	$ 3,582.00			$ 3,582.00
			Children's Area FF&E					
12	Worden	Custom	Custom Maple Picture book browser with casters to be 56 5/8" wide x 28" deep x 24" high, overall	$ 2,500.00	$ 30,000.00	44%	$ 1,400.00	$ 16,800.00
6	TMC	TC36L32-SL-X-C	TMC Flick Children's Table	$ 1,226.25	$ 7,357.50	41%	$ 723.49	$ 4,340.93
24	TMC	SFA21315	TMC Flick Children's Chair, Tier B Cut-Out	$ 386.95	$ 9,286.80	41%	$ 228.30	$ 5,479.21
1	BCB	BCBB	Big Cozy Books Bench with lettering, 6'	$ 1,100.00	$ 1,100.00	0%	$ 1,100.00	$ 1,100.00
			Tables/Chairs FF&E					
4	TMC	TR3660L32-SL-X-C	36" x 60" Rectangular Adult Table	$ 1,237.15	$ 4,948.60	41%	$ 729.92	$ 2,919.67
100	Office Depot	Stackable Chairs	Global® Stacking Chair With Arms, Black	$ 46.99	$ 4,699.00			$ 4,699.00
			Stacks FF&E					
24	Estey	WA82091	84" H x 9"/20" Double Faced Steel Library Shelving with adjustable base with recessed kickplate and 6 adjustable levelers per section	$ 528.00	$ 12,672.00	40%	$ 316.80	$ 7,603.20
240	Estey	WBSW7	7" Wire Book Supports	$ 7.70	$ 1,848.00	40%	$ 4.62	$ 1,108.80
40	Estey	BSN6	6" Findable Book Supports	$ 5.10	$ 204.00	40%	$ 3.06	$ 122.40
4	Estey	WP82120	84" H x 12" Single Faced Steel Library Periodical Shelving w/adjustable base with recessed kickplate and 4 adjustable levelers per section	$ 895.00	$ 3,580.00	40%	$ 537.00	$ 2,148.00
9	Estey	WA41120	84" H x 12" Single Faced Steel Library Shelving w/adjustable base w/recessed kickplate and 4 adjustable levelers per section	$ 225.00	$ 2,025.00	40%	$ 135.00	$ 1,215.00
14	Worden	Custom	Custom End Panels, w/frosted glass inset, for Double Faced Shelving	$ 900.00	$ 12,600.00	44%	$ 504.00	$ 7,056.00
4	Worden	Custom	Custom End Panels, w/frosted glass inset, for Low Single Faced Shelving	$ 550.00	$ 2,200.00	44%	$ 308.00	$ 1,232.00
3	Worden	Custom	Laminated Counter Top-Solid Maple Bullnose for low shelves	$ 700.00	$ 2,100.00	44%	$ 392.00	$ 1,176.00
1	Gaylord Library Supplies	Computer Search Desk	Monitor Stand Compact Classic Stand Up 39H x 24W x 24"D	$ 655.00	$ 655.00			$ 655.00
1	Dell	Dell Precision Desktop	Dell Precision	$ 1,918.00	$ 1,918.00			$ 1,918.00
4	Gaylord Library Supplies	Step Stools	Cramer Kik Step Stool Black	$ 49.95	$ 199.80			$ 199.80
			Offices FF&E					
2	Office Depot	Desks	Office Desks	$ 975.00	$ 1,950.00			$ 1,950.00
2		Office Chairs	Desk Chair - Office Depot® Brand High-Back Microfiber Fabric Chair, 48 1/2"H x 25 3/4"W x 33"D, Black Frame, Brown Microfiber	$ 199.99	$ 399.98			$ 399.98
2	Demco	Wood Arm Chairs	Guest Chairs - Cambridge Arm Chair 35 1/2"H x 21 3/4"W x 23 3/4"D	$ 174.99	$ 349.98			$ 349.98
2	Dell	Precision Workstation	Computer - Dell Precision Mobile Workstations	$ 1,849.00	$ 3,698.00			$ 3,698.00
2	Microsoft		Software	$ 500.00	$ 1,000.00			$ 1,000.00
1	Vernon Library Supplies	Bulletin Board	Best-Rite Vinyl Covered Tackboard - 4' x 6'	$ 148.35	$ 148.35			$ 148.35
1	Vernon Library Supplies	Marker Boards	Best-Rite Melamine Markerboard 4' x 6'	$ 116.55	$ 116.55			$ 116.55
2	Office Depot	File Cabinets	Small Rolling File Cabinets	$ 84.99	$ 169.98			$ 169.98
2	Office Depot	File Cabinets	Lateral Files Cabinets	$ 229.98	$ 459.96			$ 459.96
			Entry Way Piazza Display Boards					
3	BCI	Piazza Display Boards	Piazza Display Boards with tackable surfaces	$ 1,000.00	$ 3,000.00	40%	$ 600.00	$ 1,800.00
			Installation					$ 16,258.30
			Taxes					$ 14,495.76
			Total Phase 1 Furnishings					**$ 237,836.37**

FUNDING STRATEGIES: EXPANDED SCOPE

While a significant part of the fund raising will focus on grant proposals to foundations, it is equally important to widen the scope of fund raising strategies. As the example of the library project shows, there can be multiple components to the fund-raising process, with a foundation grant proposal as well as community fundraising efforts (book drives, etc.). The Funding Matrix gives a sense of priorities, projected costs, and organizations responsible for implementing the specific projects. The column in red indicates the priority: (1) for critical, (2) for needed, and (3) for desired. The yellow bar lists the dollar amount. This matrix lays a foundation for the creation of the more detailed menu/registry list. A Funding Matrix and Menu strategy allows for outreach and fund raising with the general population. By creating a menu of funding options, a range of people and organizations across multiple sectors, can pick and choose how to participate in this process. With the Funding Menu (see below), people can select things to buy or donate cash towards, from a single tree (or 100), to a school desk (or a classroom's worth). It is also a great tool for going out to get in-kind donations. For instance, a professional website developer may be able to assist in building a community development corporation website, or an architectural illustrator may artistically depict the community's vision for a new community center and adjacent park.



FUNDING MENU: Community "Bridal Registry" - The funding menu below shows a list of specific projects pulled from the longer list of redevelopment initiatives. This funding menu is posted online in the format of a "bridal registry." The concept is borrowed from online shopping websites that let soon-to-be-wed couples register the wedding gifts they want to receive, and let the gift-givers pick from the registered items. In the case of community recovery funding, the online registry shows all the projects that are in need of funding. For example, one of the items listed is "Renovate Wilson School." On the community "bridal registry," the project can be selected, with an extended list of everything that is needed for the school renovation project, such as desks, chalkboards, cafeteria furniture, etc., allowing donors to purchase these items for the neighborhood.

NEIGHBORHOODS REBUILDING PLAN IMPLEMENTATION PRIORITY MATRIX
PROJECTS & NEEDS
Rebuilding Community (Streets, Schools, Library, Community Center, Senior Center, etc.)
Repair and upgrade underground utilities
Repair streets, sidewalks, traffic signals/signs, streetlights, replace missing drain, manhole, catch basin & water meter covers.
New street lighting, pedestrian signals & signs, crosswalks, benches, and trash receptacles to designated Broadmoor streets
Rebuild Wilson Elementary School
Develop school based health clinic at Wilson Elementary School
Rebuild St. Matthias School
Rebuild Keller Library
Collection (Books & Materials for Library)
Furniture for the Library
Computer Equipment for Library and School
AV and Video Conferencing Equipment for Library and School
Furniture for School
Supplies for Library, School, BIA/BDC offices
Donated Building materials
Donated Skilled Trades
HVAC & Life Safety systems/equipment for Library and School
Construction Management
Broadmoor YMCA Community Center
Playgrounds/Play Spots
Neutral Grounds Replanting/Landscaping along Napoleon and Claiborne Avenues

SAMPLE COMMUNITY BRIDAL REGISTRY

Below is a screen-shot from Broadmoor's online "bridal registry" website called "Bootstraps." Broadmoor understood the need to develop online software in order to allow donors around the country to be able to help the neighborhood with its many needs. So Broadmoor partnered with Travelocity who has developed the registry software called Bootstraps. Broadmoor and Travelocity are making the software available to other neighborhoods in New Orleans and other communities recovering from a disaster.

In the example below, the categories are selected from the many choices within the Bootstraps website menu (from computers to desks to office supplies), and those different thematic sections are highlighted. In this case, the categories are Computers and Office Furniture.

When a community tailors the Bootstraps registry, the categories would be drawn from the different projects in their redevelopment plan: Education, Landscape, Community Facilities, Commercial Development, Infrastructure, Lighting, etc. Like a bridal registry, the community's registry can be designed and structured to meet the needs of the neighborhood rebuilding projects. Images of the community's recovery process can help those visiting the website see where their support for specific projects will be helpful. Photos of classrooms with damaged desks, chairs, etc will help those visiting the site see the reality of what is needed. The Internet provides an efficient mechanism for disseminating the community's project needs. Companies, universities, organizations, and philanthropic individuals from all over the country can access the information and choose the ways that they would like to be involved in implementing specific projects.

Broadmoor Neighborhood Registry Number: 1510746 Event Date: 12/1/2007		Gift Registry Shipping Tip: The registrants' address will be provided as a shipping option during Checkout.			
Sort By: **Category** | **Cost** | **Still Needs**					
Checkout ➡					
Computers		**Price**	**Wants**	**Has**	**Quanity**
Dell Inspiron **SKU 170305**		**$1099**	**10**	**2**	1 + Add to Cart
Office Furniture		**Price**	**Wants**	**Has**	**Quanity**
Stacking Chairs **SKU 441341**		**$91.90**	**80**	**48**	5 + Add to Cart
Office Furniture		**Price**	**Wants**	**Has**	**Quanity**
Office Desk **SKU 218154**		**$1362**	**4**	**0**	1 + Add to Cart
Office Furniture		**Price**	**Wants**	**Has**	**Quanity**
Holden Office Chair **SKU 374326**		**$249.00**	**8**	**6**	2 + Add to Cart

SPECIFIC PROJECT LISTS

THE ONLINE REGISTRY

Those who are interested in supporting a specific development project will have the opportunity to select items from an extensive and detailed 'wish list' that is listed on the community's online registry. These lists are not difficult to compile. In most cases, companies and other supply stores (book publishers, landscaping contractors, large facility contractors, etc) can provide this information. The community can submit the design/vision to a vendor, supplier or contractor, and based on that information, lists of all the different components necessary for each redevelopment project will be supplied back to the community. These lists are compiled into a common Excel format and then uploaded into the registry website. It is a tremendous amount of data, but it is important to get down to that level of specificity so that a wide range of people can select project components to their liking. A family in South Dakota may wish to donate a chalkboard to the third grade classroom in the school. On the other end of the spectrum the PGA may wish to fund the entire redevelopment of a park.

How to Formulate a Project Supplies List

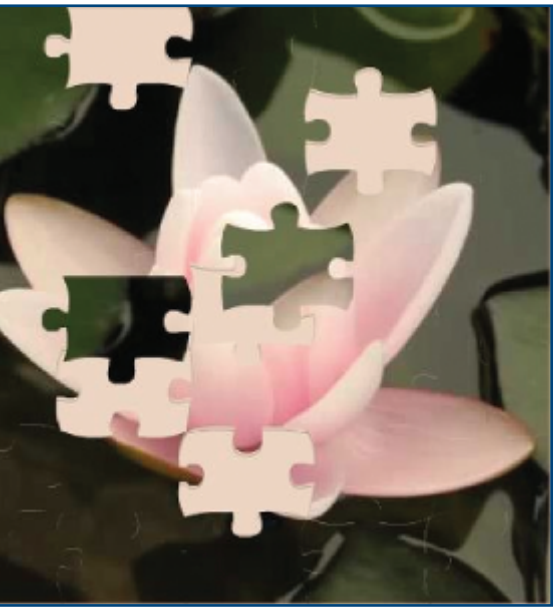
The community doesn't have to "create" the lists – there are external sources of information for each project. For example:

- Contact a large landscape company
- Provide supplier with project design
- Request comprehensive list of the projected supplies need to implement the landscape project
- The item-by-item list will be provided:
  - 45 trees
  - 17 sprinklers
  - 1.5 acres of sod
  - 24 azaleas
- Put list on website next to project design

Broadmoor Keller Library Collection Detail
CHILDREN'S PICTURE BOOKS

Tot Qty	Total Cost
4991	$63,501.12

Qty	Price	ISBN	Dewey	Author	Title	Publisher	Format
1	$13.18	0763603082	FIC	Handford, Martin	Where's Waldo Now?	Candlewick Press,	SAL
1	$13.18	0763603104	FIC	Handford, Martin	Where's Waldo?	Candlewick Press,	SAL
1	$13.18	0763603112	FIC	Handford, Martin	Where's Waldo? : In Hollywood	Candlewick Press,	SAL
1	$13.18	0763603090	FIC	Handford, Martin	Where's Waldo? : The Fantastic Journey	Candlewick Press,	SAL
1	$15.43	0763603120	FIC	Handford, Martin	Where's Waldo? : The Wonder Book	Candlewick Press,	SAL
1	$7.22	0375824081	E	Awdry, W	The Three Railway Engines	Random House,	HRD
1	$12.43	0375939768	E	Awdry, W/ Courtney, Richard	Thomas And Friends : Henry And the Elephant	Childrens Books	LIB
1	$7.22	0375824073	FIC	Awdry, W/ Dalby, C. Reginald	Edward the Blue Engine	Childrens Books	HRD
1	$8.30	0375815236	E	Awdry, W/ Stubbs, Tommy (ILT)/ Co	Thomas and the Shooting Star	Random House,	HRD
1	$10.98	1929766831	E	Baicker, Karen	I Can Do It Too!	Handprint Books,	HRD
1	$15.40	1593540035	E	Baicker, Karen	Pea Pod Babies	Handprint Books,	SAL
1	$12.06	1929766610	E	Baicker, Karen	Tumble Me Tumbily	Handprint Books,	HRD
1	$10.98	1593540809	E	Baicker, Karen	You Can Do It Too	Handprint Books,	HRD
1	$15.43	0152960570	E	Baker, Keith	Who Is the Beast?	Jovanovich,	SAL
1	$15.43	076362201X	E	Alborough, Jez	Some Dogs Do	Candlewick Press,	SAL
1	$15.43	0763631833	E	Alborough, Jez	Yes	Candlewick Press,	SAL
1	$14.69	015216376X	E	Asch, Frank	Like a Windy Day	Harcourt, Inc.,	SAL
1	$10.44	0975590235	E	Asher, Penny/ Booker, Ricki/ Kassal	No More Pacifier	Biblio Distribution	HRD
1	$10.44	0975590200	E	Asher, Penny/ Booker, Ricki/ Kassal	We're Having a Baby	Biblio Distribution	HRD
1	$15.43	0152018948	591.5630	Ashman, Linda	Babies on the Go	Harcourt,	SAL
1	$13.18	0525468811	E	Ashman, Linda	Can You Make a Piggy Giggle?	Books,	SAL
1	$16.15	0823418049	E	Auch, Mary Jane	Chickerella	Holiday House,	SAL
1	$16.15	0823417042	FIC	Auch, Mary Jane	Souperchicken	Holiday House,	SAL
1	$16.15	0823416836	E	Auch, Mary Jane	The Princess and the Pizza	Holiday House,	SAL
1	$8.30	0763622699	E	Ayres, Katherine	Matthew's Truck	Candlewick Press,	HRD
1	$16.18	0763623784	E	Ayres, Katherine	Up, Down, and Around : Rnard.	Candlewick Press,	SAL
1	$15.43	0152928693	E	Baker, Keith	Big Fat Hen	Harcourt Brace,	SAL
1	$16.18	0152339868	E	Baker, Keith	Hide and Snake	Jovanovich,	SAL
1	$15.43	0152928596	E	Baker, Keith	Little Green	Harcourt,	SAL
1	$10.46	0060005416	E	Baker, Liza	Dinosaur Days	HarperFestival,	HRD
1	$10.90	0439206383	E	Baker, Liza	I Love You Because You're You	Scholastic,	SAL
1	$17.01	1595720367	E	Balian, Lorna	Bah! Humbug?	Star Bright Books,	HRD
1	$17.01	1932065407	E	Balian, Lorna	Humbug Rabbit	Star Bright Books,	HRD
1	$14.46	1932065326	E	Balian, Lorna	Humbug Witch	Star Bright Books,	HRD
1	$16.16	1932065377	E	Balian, Lorna	Leprechauns Never Lie	Star Bright Books,	HRD



THE PARTNERSHIP NETWORK

The partnership model was identified by Broadmoor as the best strategy for funding and implementing their recovery plan. The concept is that a network of partners is created – each partner contributing a different piece to the puzzle. This partnership network approach recognizes that some problems are so complex that no single entity can solve them. Instead, the solutions require the creation of a network of partners each bringing a set of skills and resources to the table. Collectively, the network of partners can accomplish great things. There are no large or small partners, as even the smallest contribution of expertise at the right time may turn out to be the lynchpin for solving a problem.

There is room for a range of cross-sector partners in the implementation process. For example, in the library renovation, partners help with the physical building as well as with the books, computers, and other equipment, and with providing technical expertise. The participation of the community is critical to the process. Implementation projects are successful because the people of the neighborhood are integrally involved in the rebuilding efforts and are willing to work actively with partners that come to the table.

EXPANDING PARTNER NETWORKS

Throughout all phases of the planning and redevelopment process, expanding the partnership network is a critical element for funding and implementation. In Phase 5, as the neighborhood association and development corporation move into implementation mode for specific projects, the involvement of existing and new partners will enable the community to raise necessary funds without being totally reliant on public funds. It is important to communicate with partners, both in terms of outreach to bring them into the process, as well as feedback mechanisms to report on progress and outcome. There are a variety of reasons why partners get involved, as well as a range of commitment levels. In some cases, they may be instrumental in providing in-kind support for a specific project. Or, they may decide to support an entire project, start to finish.

Keeping Residents Engaged During Implementation

- Encourage them to be involved in clean-up operations
- Create public forums for input into the design of a project
- Bring residents into the fund-raising process
- Explore options for both indoor and outdoor community projects
- Hold community-wide meetings to report on progress
- Ribbon-cutting ceremonies upon completion, with focus on residents
- Distribute a community newsletter that allows residents to get as sense of the range of projects.

STATUS REPORTING & MEASUREMENT

During the implementation phase, it is important that the Neighborhood Association and the Development Corporation take steps to report the status of projects and create mechanisms to measure the progress. Through the use of formal status reports, residents, partners, and other involved parties can be kept informed about the progress of the different implementation projects. Setting recovery goals and measuring progress against goals is vital to effective recovery management. Openly sharing the measurement data and recovery status is part of building trust and an atmosphere of accountability. Broadmoor works with researchers at Harvard University and Bard College to conduct surveys and report on recovery progress within the neighborhood. The approach ensures independent and objective measurement. Third party auditors could also fulfill this role.

STATUS REPORTS

- Project timeline: current and projected
- Project goals: final design, fund raising, etc.
- Budget updates
- Progress with architects and contractor
- City involvement: regulatory issues (permits, etc)

MEASUREMENT

- Determine how to measure & evaluate
- Surveys: Measure the repopulation status by conducting housing surveys (house-by-house) every six months
- Obtain updated permit data from the city to determine activity for each property in the community
- Photographic records: visual status

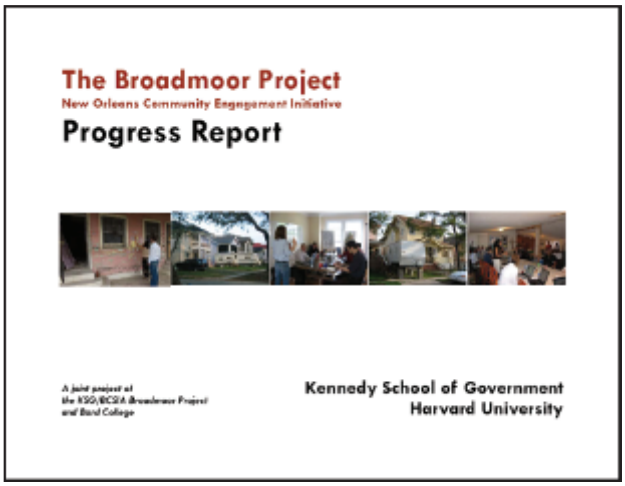
COMMUNITY REPORTS

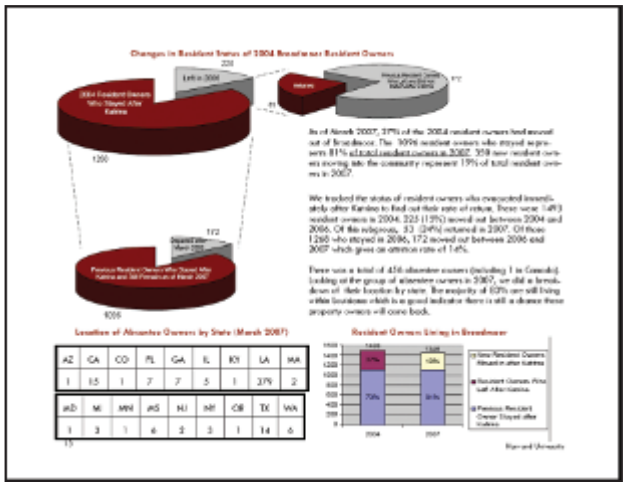
- Project Overview Document
- Description of project
- Goals
- Projected outcome
- Presentation by project committee heads
- Methods for new community involvement (gutting, cleaning, donations, etc.)
- Question and Answer period

PARTNER REPORTS

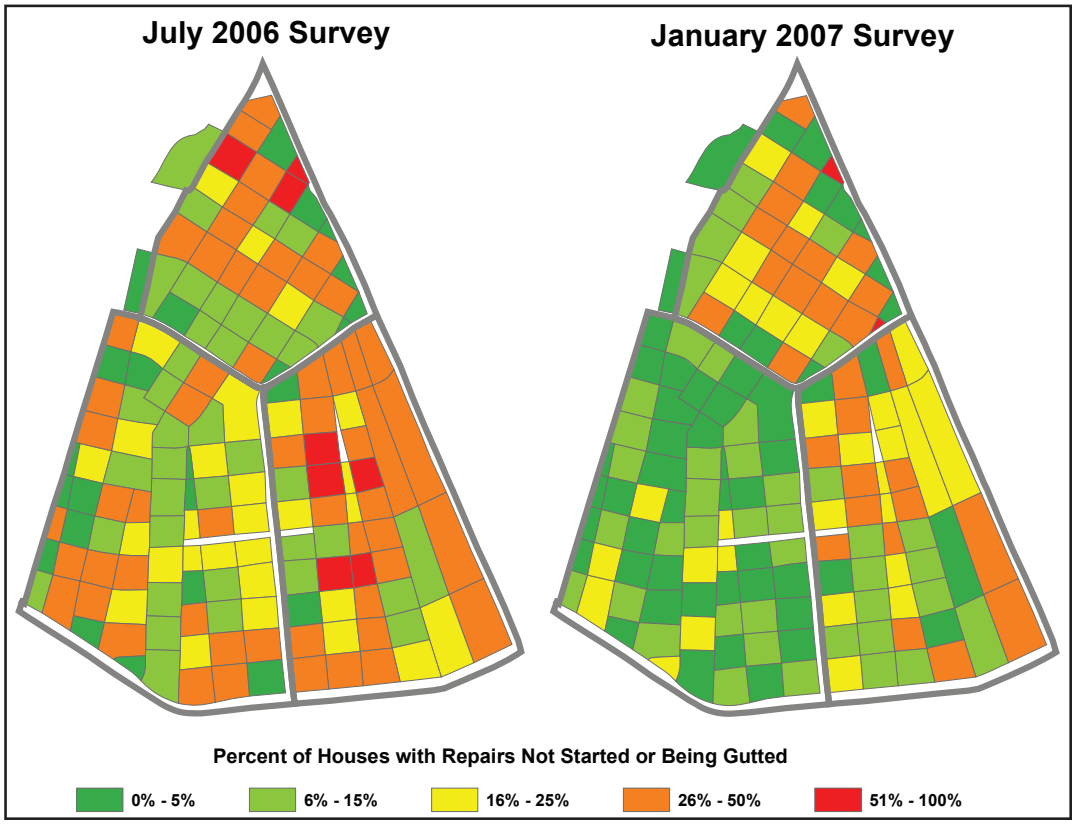
- Formal reporting mechanism
- Share lessons learned throughout process
- Provide site tour (see “How to Hold a Partner Summit”)
- Feedback mechanism for partners
- Forum for residents to share with partners (and vice versa)

EXAMPLE BROADMOOR STATUS REPORT





SAMPLE PROGRESS REPORT



HOLDING A PARTNER SUMMIT

HOW TO HOLD A PARTNER SUMMIT

Define purpose for summit: specific redevelopment project focus, community tour, etc.

SET UP SUMMIT STRUCTURE

- Accommodations
- Schedule
- Meals
- Tour
- Round-table

WELCOME PACKET

- Letter from community leader
- Agenda for summit
- Information about specific redevelopment projects
- Building design
- Projected budget

MEET & GREET

Allow participants to interact informally with each other and with community residents

TOUR

Provide participating partners with opportunity to see first-hand the redevelopment needs

COMMUNITY LEADERSHIPS PRESENTATION

- Opportunity to share community's story with partners
- Report on status and progress towards implementing projects

PARTNER PRESENTATIONS

- Chance for existing partners to explain their role in supporting the community
- Chance for potential partners to see the opportunity for future partnerships

ROUND-TABLE & LESSONS-LEARNER DISCUSSION

ONGOING COMMUNITY OUTREACH

COMMUNITY MEETINGS & SUMMITS

The process of community outreach continues throughout all phases, and is just as important after the plan has been unveiled and the community has moved into the funding and implementation stage. It is critical that the residents continue to be brought into the process, especially as opportunities for development projects are made possible. For example, after the vision for education in the community has been articulated, it is important for residents to be engaged and discuss and debate the possibilities for the way forward. In many instances, new information may be available that will inform the community decision-making process, and the relevant stakeholders must be reached out to and brought back into the process. A Community Education Summit can be held to build support for a Charter School Board, and solicit ideas about curriculum and other educational concerns that affect the community, especially families with school-age children.

Throughout the funding and implementation phase, it is also important to hold regular community-wide meetings. (See sample flyer on next page). These meetings should be held at a very central location so that all residents can access the building by foot. These meetings need to be well-advertised, and scheduled at a time when the greatest number of residents will be able to attend. This is the period when residents may be feeling some 'meeting fatigue' – and understandably so given the amount of participation required during the planning process. To this end, the community-wide meetings during Phase 5 should be structured so that they do not run on for hours, and that the question-and-answer period is moderated appropriately.

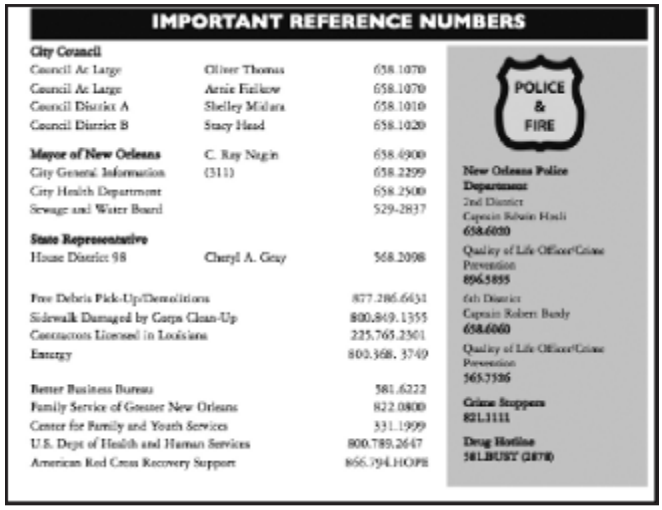
COMMUNITY NEWSLETTER

In addition to updates routinely made on the neighborhood association website, a useful tool to disseminate information to residents is through a printed newsletter (also to be made available on-line for displaced residents to access). The newsletter provides an opportunity for committee members and the neighborhood leaders to give a status update on various projects and upcoming events. It can also be a space for local businesses to advertise, especially those returning to the community after an extended period of time of having been closed. For residents who may have questions about public services (trash, utilities, police etc), the newsletter can be an effective way to provide that information.

SUBGROUP MEETINGS

Meetings must be scheduled on a monthly basis throughout the funding and implementation phase to keep residents engaged and informed about the process as well as of any new developments. The subgroup meetings will serve to provide a more informal forum for resident feedback, and will be located closer to residents' homes. Discussion can focus on progress related to specific implementation projects, as well as other important community issues. These include (but are not limited to): crime, education, sharing lessons learned from rebuilding efforts, business issues, etc.

SAMPLES



IMPORTANT REFERENCE NUMBERS

City Council		
Council At Large	Oliver Thomas	658.1070
Council At Large	Arnie Fielkow	658.1070
Council District A	Shelley Midura	658.1010
Council District B	Stacy Head	658.1020
Mayor of New Orleans	C. Ray Nagin	658.4900
City General Information	(311)	658.2299
City Health Department		658.2500
Sewage and Water Board		529-2837
State Representative		
House District 98	Cheryl A. Gray	568.2008
Free Debris Pick-Up/Demolitions		877.286.6631
Sidewalk Damaged by Corps Clean-Up		800.869.1355
Contractors Licensed in Louisiana		225.765.2301
Entergy		800.368. 3749
Better Business Bureau		581.6222
Family Service of Greater New Orleans		822.0800
Center for Family and Youth Services		331.1999
U.S. Dept of Health and Human Services		800.789.2647
American Red Cross Recovery Support		866.794.HOPE

POLICE & FIRE

New Orleans Police Department
2nd District
Captain Edwin Hirsli
658.6020
Quality of Life Officer/Crime Prevention
896.5855
6th District
Captain Robert Bardy
658.6060
Quality of Life Officer/Crime Prevention
565.7536

Crime Stoppers
821.1111

Drug Hotline
581.BUST (2878)

BROADMOOR COMMUNITY MEETINGS

Broadmoor Improvement Association (BIA)
Broadmoor Development Corporation (BDC)
2007 Meeting Schedule

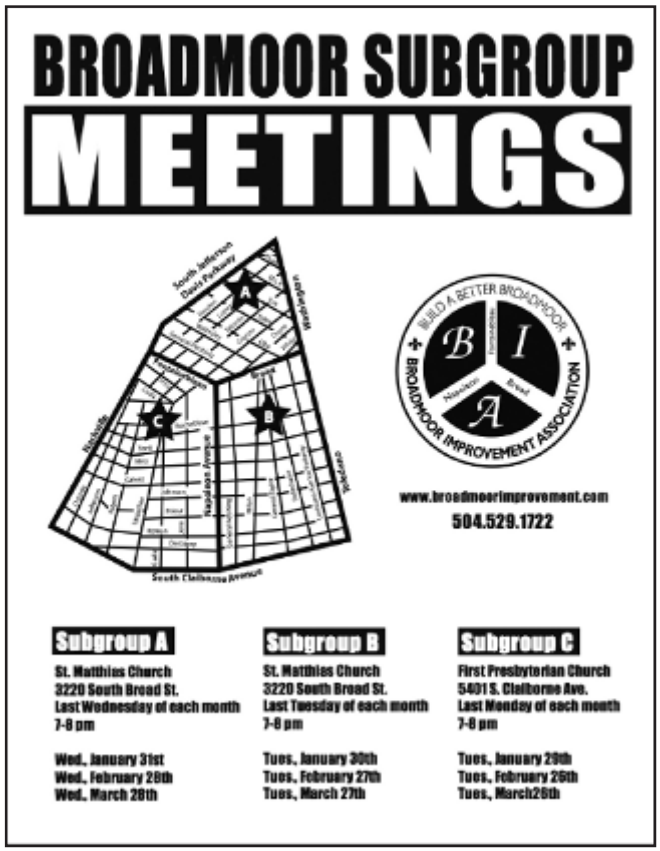
Please note:
All Meetings will be held at **St. Matthias** Church at 3220 South Broad. Meetings are scheduled to begin promptly at 7PM and end no later than 8.30PM.

Date	Meeting Type
January 15, 2007	**BIA General**
February 13, 2007	BDC General
March 19, 2007	**BIA General**
April 18, 2007	BDC General
May 1, 2007	BDC Annual Mtg.
May 21, 2007	**BIA General**
June 20, 2007	BDC General
July 16, 2007	**BIA General**
August 15, 2007	BDC General
September 17, 2007	**BIA General**
October 17, 2007	BDC General
November 19, 2007	**BIA General**
December 14, 2007 Annual Christmas	2008 Elections & Party

BUILD A BETTER BROADMOOR — BIA — BROADMOOR IMPROVEMENT ASSOCIATION

Broadmoor Business Community meetings are held on the **first Thursday** of every month from **7-8PM** at the **Church of Annunciation** 4505 S. Claiborne Avenue. Please contact Kathleen Rhodes Astorga, Committee Chair at 214.0253, for additional information. All business owners are encouraged to attend!

The **Broadmoor Crime Prevention Committee** meets the **first Wednesday of every month** at the home of Virginia Bairnsfather at **3725 Napoleon Avenue.** We need to all work together to keep crime out of Broadmoor and bring our neighborhood back better then before!



BROADMOOR SUBGROUP MEETINGS

BUILD A BETTER BROADMOOR — BIA — BROADMOOR IMPROVEMENT ASSOCIATION

www.broadmoorimprovement.com
504.529.1722

Subgroup A
St. Matthias Church
3220 South Broad St.
Last Wednesday of each month
7-8 pm

Wed., January 31st
Wed., February 28th
Wed., March 28th

Subgroup B
St. Matthias Church
3220 South Broad St.
Last Tuesday of each month
7-8 pm

Tues., January 30th
Tues., February 27th
Tues., March 27th

Subgroup C
First Presbyterian Church
5401 S. Claiborne Ave.
Last Monday of each month
7-8 pm

Tues., January 29th
Tues., February 26th
Tues., March26th

Broadmoor Improvement Association

Newsletter Winter 2007

IN THIS ISSUE

- Broadmoor Fest 2
- A Message from the President
- The Road Home Program
- BDC Selects Executive Director
- Broadmoor Develop Corporation Board
- Broadmoor Lives Signage
- 2006 Clinton Global Initiative
- New Orleans City Ordinances "In the Spotlight"
- Important Reference Numbers
- A Healthy Broadmoor
- Free Legal Assistance with Successions
- Pro-T Landscaping
- Bilson Charter School
- Broadmoor Partners

Broadmoor's own Donald Harrison, Jr. performed at the fest.

BROADMOOR FEST 2

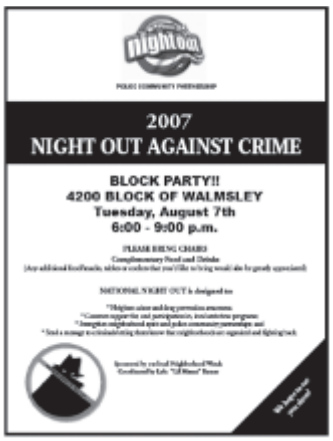
The Broadmoor Fest, held on Saturday, November 11th, was a fun and successful event. Despite the blustery weather, plenty of folks showed up to support our neighborhood. Everyone enjoyed the fantastic music provided by local bands including some of our very own Broadmoor musicians! There was a great line-up of food and merchandise vendors and community re-building resources. This festival would not have been possible without the generous support of the New Orleans Music Exchange, New Orleans Musician's Clinic, and Orchestra Baptist. Sincere thanks to the South Galvez residents who graciously allowed the use of the street. Special thanks goes out to all of the people who donated time and muscle to accomplish the many tasks involved in putting on an enjoyable festival. A debt of gratitude is owed to the following volunteers responsible for organizing all aspects of the festival and putting in more hours of work than they could have possibly anticipated: Francis and Camille Fournier, Karen Miller, Juan Urrea, and Terrie Day. Kudos to Sean Grey who donated his artwork for the cover of the program! Thanks also to Virginia Sassay Bairnsfather for convincing New Orleans City Council Members, a FEMA representative, and our own BIA president, LaToya Cantrell, to climb into the dunking booth for a good cause. Thanks to the Free Church of the Annunciation for providing kids activities, spacewalks, and port-o-lets. And finally, congratulations to our raffle winner, Judy Bajoia, who won the gorgeous, handcrafted acoustic guitar generously donated by Stringed Instruments Repair of New Freedom, Pennsylvania. We're all looking forward to Broadmoor Fest 2007!!!
Special thanks to the Broadmoor Fest Committee members, Francis and Camille Fournier, Robert Bell
Juan Urrea and Karen Miller

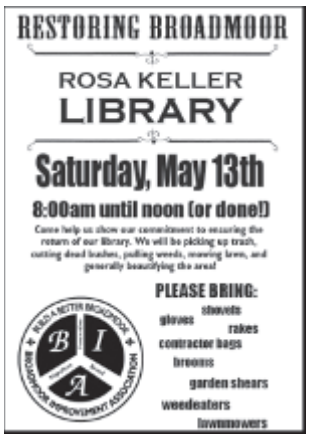
BIA President, LaToya Cantrell catches her breath after being dunked in the Broadmoor Fest dunking booth.

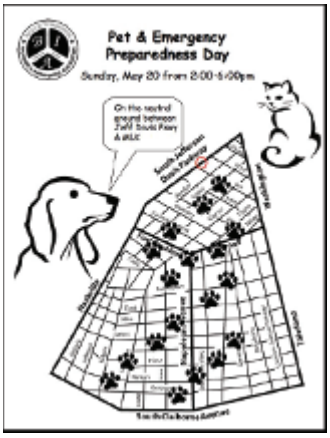
L to R: Key Contact List, Subgroup Flyer, Community Meetings Flyer, Broadmoor Newsletter

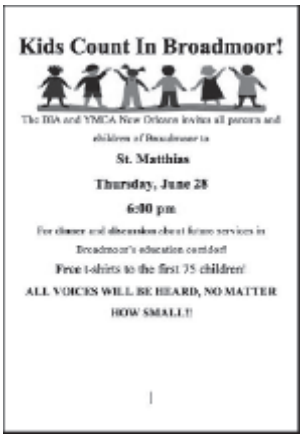
OUTREACH – REBUILDING THE SOCIAL FABRIC

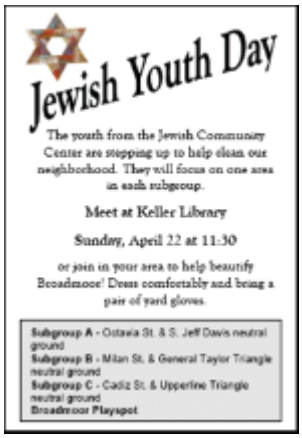
Rebuilding community is not merely about repairing physical structures, it is also about rebuilding the social fabric and making sure that the quality of life in the neighborhood is attractive to those who have returned and to those deciding whether or not to return. Outreach involves creating programs for kids and teens, having neighborhood festivals and Easter egg hunts and Halloween haunted houses, providing free legal services and social services, establishing a neighborhood watch program and having neighborhood walks and bike rides, having neighborhood work days, cleanups, tree plantings, and having a resident volunteer program and volunteer coordinator – all opportunities for the community to come together.



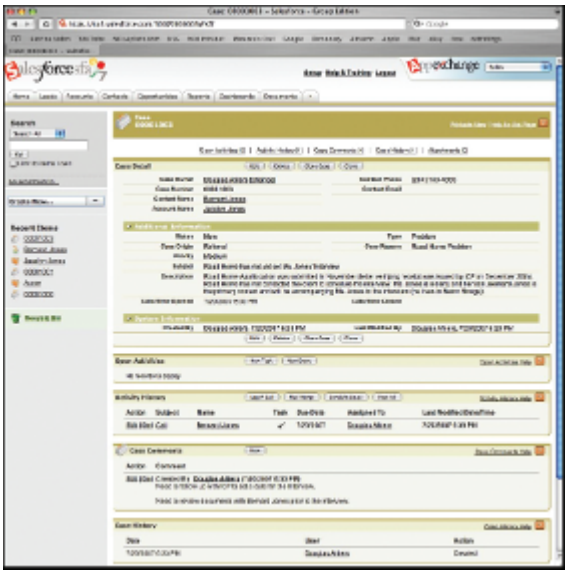








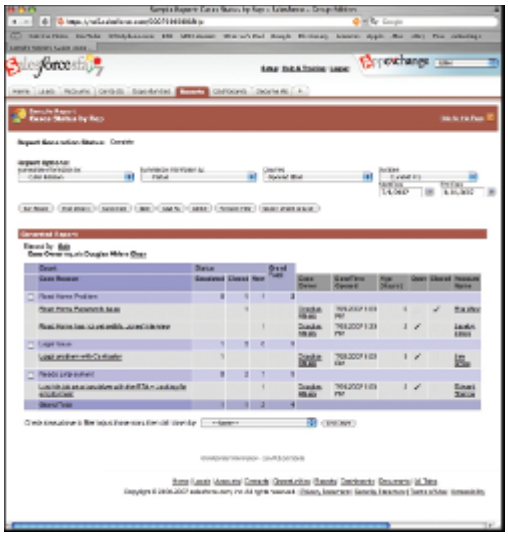
OUTREACH – NEIGHBORHOOD CASE MANAGER

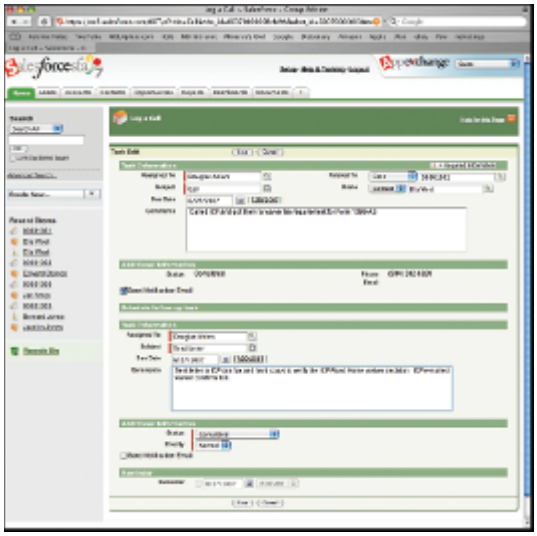


Broadmoor has taken a professional approach to solving the problems of why residents are not able to repopulate the neighborhood. To a large extent, the problem is housing (the ability to rebuild), but in a disaster zone, the issues may be financial, legal, physical ability, or may hinge on other factors such as employment, daycare, temporary housing, transportation, or the status of loved ones in their care.

Rebuilding happens home-by-home, and therefore the neighborhood needs to focus on each individual and all of their needs. Broadmoor began with going door-to-door to conduct a comprehensive needs assessment – capturing the needs of individual residents (ranging from help in managing a contractor, to needing a new roof, to needing a pediatrician.

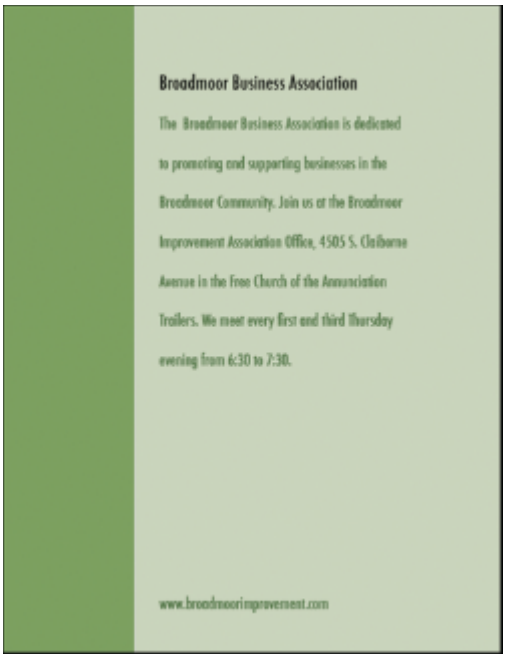
Broadmoor received a grant from Salesforce.com for the use of their software as a case management tool to track the individual cases from the minute that a need is established to its final resolution. Broadmoor also received funding from a foundation to hire a neighborhood case manager. The case manager works with the individual residents and the case management software, working to resolve each problem. With the software, the case manager can create a file for a resident and then open several "cases" for that resident (needing a new roof, daycare, legal services, and appliances, for example). Each of these cases can then be worked – often by handing them off to the various people/organizations in the neighborhood who can solve the problem. For example, the call for a new roof is turned over to Annunciation House, and the ask for legal services is turned over to the Pro Bono Project operating in Broadmoor. The new roof case is closed when that problem is resolved, and the other cases stay open while the case manager continues to work on them. Broadmoor has also done a comprehensive survey of all nonprofit, religious and government agency services being offered in the city post-disaster. Each agency was called and their services (and requirements) were verified. The neighborhood case manager matches a resident's needs with the services available. They monitor the situation and declare a case closed only after they can verify it.





OUTREACH TO THE BUSINESS COMMUNITY

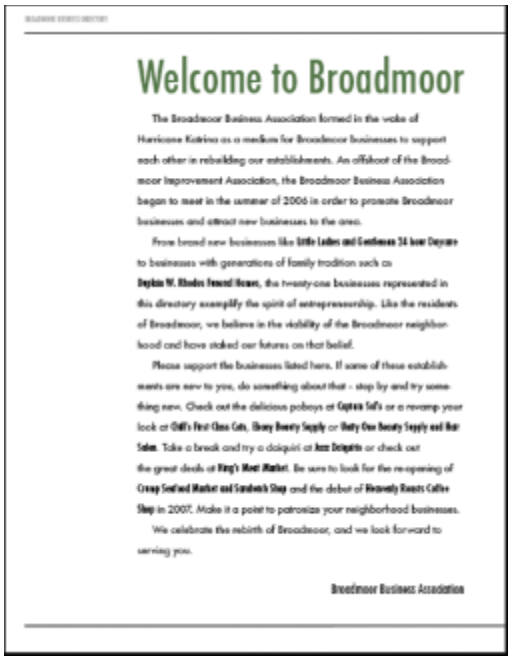
Business owners struggling to come back and reopen need the support of the neighborhood. In addition to business loans and grants from the community development corporation, one of the best ways to support the local business community is by having the residents shop within the neighborhood. If a business association did not exist before the disaster, one should be started (as was the case in Broadmoor) as a means of having business owners help one another. A business directory should be created to promote the neighborhood businesses and the concept of shopping locally.



Broadmoor Business Association

The Broadmoor Business Association is dedicated to promoting and supporting businesses in the Broadmoor Community. Join us at the Broadmoor Improvement Association Office, 4505 S. Claiborne Avenue in the Free Church of the Annunciation Trailers. We meet every first and third Thursday evening from 6:30 to 7:30.

www.broadmoorimprovement.com



Welcome to Broadmoor

The Broadmoor Business Association formed in the wake of Hurricane Katrina as a medium for Broadmoor businesses to support each other in rebuilding our establishments. An offshoot of the Broadmoor Improvement Association, the Broadmoor Business Association began to meet in the summer of 2006 in order to promote Broadmoor businesses and attract new businesses to the area.

From brand new businesses like **Little Ladies and Gentlemen 24 hour Daycare** to businesses with generations of family tradition such as **Dayton W. Rhodes Funeral Home**, the twenty-one businesses represented in this directory exemplify the spirit of entrepreneurship. Like the residents of Broadmoor, we believe in the viability of the Broadmoor neighborhood and have staked our futures on that belief.

Please support the businesses listed here. If some of these establishments are new to you, do something about that - stop by and try something new. Check out the delicious poboys at **Captain Sal's** or a revamp your look at **Chill's First Class Cuts**, **Ebony Beauty Supply** or **Duty Free Beauty Supply and Hair Salon**. Take a break and try a daiquiri at **Jazz Daiquiris** or check out the great deals at **King's Meat Market**. Be sure to look for the re-opening of **Crump Seafood Market and Sandwich Shop** and the debut of **Heavenly Hearts Coffee Shop** in 2007. Make it a point to patronize your neighborhood businesses.

We celebrate the rebirth of Broadmoor, and we look forward to serving you.

Broadmoor Business Association

Higher Ground Cafe

3036 S. Claiborne
New Orleans, LA 70125
504-894-4442
Open 24 hours

Specializing in soul food cuisine.

Jazz Daiquiris

John E. Mathews
3400 S. Claiborne Ave.
New Orleans LA 70126
(504)899-8761

Serving frozen and conventional mixed drinks and a full line of beers.

John and Robin DeLomotte Rental Properties

John DeLomotte
800 Pine St.
New Orleans, LA 70125
(504)301-8143
JDELAMATRE@aol.net

Captain Sal's Seafood & Chicken

Tiffany Lo
3609 Toledano
New Orleans, LA 70125
(504)908-1332, (504)309-1961
Open 7 days a week, 10:00am–8:00pm

Delicious fried chicken, seafood plates, poboys and Chinese dishes.

Chill's First Class Cuts

Wilbert "Chill" Wilson
4500 S. Derbigny
(504)913-6960

Visit Chill's for first class hair cuts. Call for an appointment.

Crump Seafood Market And Sandwich Shop

Terry Crump
4235 S. Claiborne Ave.
(504) 957-1780

Crump Seafood Market and Sandwich Shop is a family owned business since 1989. Our specialty is boiled seafood, poboy sandwiches and hot plates. Re-opening in Broadmoor in 2007.

CAPACITY BUILDING

A major component of any disaster recovery effort is the capacity building of the neighborhood. Fundamental to the concept of a community taking responsibility for its own recovery is the need for the residents of that community to become experts in all of the fields that are required in order to rebuild. The ability for a community to recover is directly proportional to its capabilities and capacity. Each neighborhood will begin with varying skills and talents resident in its population. These pre-existing skills and knowledge base will need to be honed and expanded. And where there are knowledge and skill gaps within a community, these capabilities will have to be developed.

Capabilities development refers to building general leadership skills and also the learning of specific technical skills (subject matter expertise). Capacity building is the development of these capabilities (leadership and technical skills) across as wide a group of community residents as possible (increasing the overall capacity and bench-strength of the neighborhood). Developing capabilities can be thought of as building depth of expertise within individuals, and developing capacity can be thought of as building breadth of expertise across many residents. Together, they lift the overall knowledge and skills of a community, making it more likely that a community can be self-sufficient in its recovery.

CAPABILITIES DEVELOPMENT - TECHNICAL SKILLS

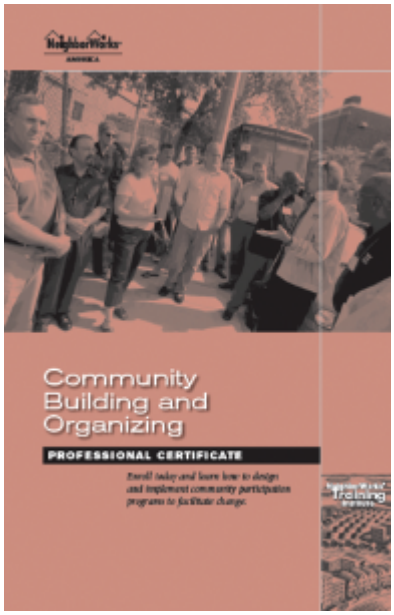
Technical skills from housing program finance to the operations of a school will have to be developed. From the issues of crime prevention, to zoning, to the provisioning of daycare, specific residents will have to become experts on various topics. These technical skills required by the neighborhood are best met through division of labor – having a few experts on each topic. The community leadership also has to have a thorough grasp of the issues, but not to the level of detail of the individual technical experts. And the community as a whole should develop a level of understanding that allows them to make collective decisions about the issues as they come up for community-wide discussion, debate and approval.

Broadmoor has used the committee structure and board model for developing these technical skills. When an issue is to be tackled in Broadmoor, residents volunteer to serve on a committee tasked to handle the problem. These residents look at the issue and then divide the labor amongst themselves, usually according to some level of pre-existing skills and/or according to interest (rarely do 100% of the skills pre-exist). These committee members then take on the task of learning the technical skills involved in becoming experts on that topic. This can produce varied results, but experience in Broadmoor has shown that more often than not, the residents rise to the challenge.

The reality of a post-disaster situation is that individual residents will be on their own to develop their skills. Many organizations provide skills training in post-disaster zones, but they are general overviews and rarely go into the depth of training that is required for a community member tasked with a rebuilding project. Broadmoor has found a solution in partnering with universities that can provide extensive hands-on skills training. Universities are perfect partners for this as they are in the business of educating and training. Companies with expertise are also good sources for developing technical skills. A company with a set of expertise is brought in (either paid or pro bono) and they work with the residents tasked to manage an issue, over time, the residents learn hands-on from the company, to the point where the company is no longer needed, or is only needed for adding capacity rather than for its capabilities. There are also many training seminars and courses (usually week long) where residents can be sent by their community to learn and to hone their technical skills.

CAPABILITIES DEVELOPMENT – LEADERSHIP SKILLS

Leadership itself is a skill, and it can be developed. Neighborhood leaders should all be sent off for routine leadership training seminars in much the same way that corporations send their managers off for leadership training. Universities, non-profits, and private companies offer excellent leadership training courses. Broadmoor sends its neighborhood leaders to 1-3 week leadership training programs run by Harvard's Kennedy School of Government on the Harvard campus. By partnering with a university, neighborhood leaders can develop a relationship where they can receive ongoing coaching and mentoring – turning to university professors, not for answers or direction of what to do, but for help with the process for how to approach a problem.



But leadership training should not be limited to just a few individuals – leadership capacity should be built throughout the community. Broadmoor uses a committee structure, so all committee chairs should receive this form of in-depth leadership coursework. As the work of a committee nears the completion of a permanent project, a separate entity is formed with a board of directors who will manage the ongoing operations of the entity (school board, TeensLead, CDC board, etc.). Board members require general leadership training, and they require a specialized form of training commonly referred to as "board development," which focuses on how people can be better board members. Broadmoor also sends several of its block captains to a week long training program run by Neighborworks. Leadership training should also be provided to teens – the future of the community. Broadmoor does this through a teen leadership program conducted by the YMCA, programs through neighborhood churches, and through the establishment of TeensLead – a homegrown Broadmoor non-profit organization that is run by teens as a way of including teens in the recovery effort and in developing the leadership skills of teenage residents in Broadmoor.

TeensLead

Mission Statement

The mission of TeensLead, L.L.C. is to connect New Orleans students and volunteers to beautification and service projects in New Orleans; and to further develop individual leadership skills. We intend on achieving this through three goals.

1) Connecting local high school students with service projects in New Orleans. Most New Orleans high school students require service hours to complete their education. TeensLead will supply service requirements through separate service projects, and re-acquaint local students with their community.

2) Connecting incoming volunteers with different service projects in New Orleans. These projects will assist in the recovery of New Orleans, caused by hurricane Katrina. This aspect of TeensLead will properly educate volunteers about society and community life in post-Katrina New Orleans.

3) Developing individual leadership skills. Through service projects, TeensLead will assist teenagers in developing leadership skills and increase personal desire for community activism and involvement.

CAPACITY BUILDING - SIZING THE ORGANIZATION FOR SUCCESS

The rebuilding of a neighborhood or community is a large and complex task, or actually a set of hundreds of tasks. Even in the best of times designing and rebuilding a school would be a large multi-year project, it would be the kind of project that a community would focus on exclusively. But in a disaster zone, the residents do not have the luxuries of either time or focus, they need to rebuild homes, schools, roads, infrastructure, libraries, recreation facilities, daycare centers, senior centers, and deal with social issues from crime to after-school programs. And they need to find the funding to do these projects. They need to do these tasks simultaneously and they need to do them quickly in order to allow residents to move back home (and to retain residents who have already returned).

These projects take massive amounts of resources. Even if funding were readily available, the time required to plan and manage each project is enormous. Building capacity to handle the recovery management effort becomes a major project itself.

There are two ways for a community to build capacity. The first and best way is from within – by getting residents to become involved and to give them the capabilities training to become the experts at rebuilding their community. Priority should be given to developing from within, as it creates long-term community sustainability. Outside capacity will also need to be recruited. For example, in July of 2007, over 6,400 hours of external volunteer labor was brought into Broadmoor via the faith-based community. External capacity can take the form of either brawn or brains – both are required for rebuilding a community. By supplementing internal capacity with external capacity, a community can accelerate its recovery rate.

By utilizing outside labor, a community need not give up its autonomy. In the case of Broadmoor, the neighborhood has developed programs to bring in outside labor on the neighborhood's terms – to work for the neighborhood and to be directed by the neighborhood. By setting up structured volunteer intake programs, a neighborhood can make it easy for people and organizations to work with that community.

MAKING IT EASY FOR PEOPLE TO HELP

The problem often stated by external organizations and individuals is that they would love to help but just do not know where to plug-in. Many national and international resources go to waste because there is no easy way for them to help. Making it easy for groups, organizations, and individuals to help is a key component of capacity building. Structured mechanisms and programs need to be established to allow others to easily volunteer. For Broadmoor, Annunciation House is a great example of this. So too is TeensLead. And very importantly, Broadmoor has developed its program of partnering with corporations, non-profits, foundations, and universities (the partnership network discussed earlier). Broadmoor's creation of legally incorporated entities (spin-off's of the BIA) are also mechanisms designed to make it easy for outside organizations to partner with and to fund. The Broadmoor Development Corporation also runs an internship program that brings skilled resources into the community to handle specific projects that would not be able to be completed with available internal resources.

The Broadmoor Internship Program draws on official partnerships with Harvard, MIT and Bard College, where these schools send interns from their undergraduate and graduate schools over January and spring breaks and during the summers. The students come with a variety of skills from engineering and architecture to business and the law, from education and social work to urban planning and economic development. The BDC provides a structured intern program into which these schools can easily fit their intern and service learning programs – Broadmoor makes it easy for the universities to just send their students. Broadmoor takes care of housing, training, and supervision. This approach creates a win-win-win for the universities, the interns, and for the community. The interns extend the capacity of the community and accelerate recovery.

ADDITIONAL RESOURCES & CONTACT INFORMATION

The Harvard Kennedy School of Government's Belfer Center website has additional documents available that complement this printed guide. Many of the documents sampled here are available in their entirety at the Broadmoor Project page of the Belfer Center website: www.belfercenter.org/broadmoor

The Broadmoor Improvement Association (from which much of the documentation for this guidebook was drawn) provides extensive details on its website. On the BIA site, it is possible to download copies of flyers, read about specific issues and initiatives relevant to the community's rebuilding process, and access the community calendar to see a list of past and upcoming events/meetings. The website provides information to residents about what is happening within the specific community, as well as developments at the broader citywide and regional level. On the "Links" page there are links provided for the specific Broadmoor area, the city government, the federal government, as well as a range of agencies and nonprofit websites that residents can visit to get information related to the recovery process. The Broadmoor Improvement Association website can be found at: www.broadmoorimprovement.com

Other sources of helpful information, in the New Orleans region can be found through ThinkNola. This organization's website provides links to other neighborhoods and organizations, as well as resources that are specifically available for community-based planning and organizing (such as website development workshops and audio town hall meetings to speak with residents who are displaced but still wish to be included in the process.). The ThinkNola website can be found at:

http://thinknola.com/wiki/New_Orleans_Wiki

Looking forward into the implementation phase, there is a range of foundations that may be critical in assisting with funding and support for the community's recovery. The following is a sample list of some national foundations and their specific programs:

- Ford Foundation: Asset Building and Community Development (www.fordfound.org/program/asset_main.cfm)
- Ford Foundation: Support to the Gulf Coast (www.fordfound.org/spotlight/docs/05_scb_dc.pdf)
- The Greater New Orleans Foundation: Rebuild New Orleans Fund (www.gnof.org/index.cfm)
- Local Initiatives Support Corporation: Hurricane Response (www.lisc.org/section/areas/sec7)
- Louisiana Disaster Recovery Foundation (www.louisianahelp.org/grant_html)
- Entergy: Teamwork Louisiana Team City Program (www.entergy-louisiana.com/Economic_Development/default.aspx)
- 21 Century Foundation (www.21cf.org)
- Timberland Foundation (www.timberland.com/timberlandserve)
- Seedco: Financial Services (www.seedco.org/financialservices/)
- Surdna Foundation (www.surdna.org)
- Fannie Mae Foundation (www.faniemaefoundation.org)

Heart to Heart
INTERNATIONAL
The Church
of the
Annunciation
PARISH HALL
& PARKING

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The Broadmoore Project
Belfer Center for Science and International Affairs
John F. Kennedy School of Government
Harvard University

www.belfercenter.org/broadmoor

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