



south end

A New Strategy

equity | diversity | preservation



1
BRA
Dick Green

Prep &
Reorganize

2
Sub-group
meeting

Identify
needs

3
BRA debrief

Combine
needs

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Develop
Solutions

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BRA debrief

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Revisions

7
Finalize
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8
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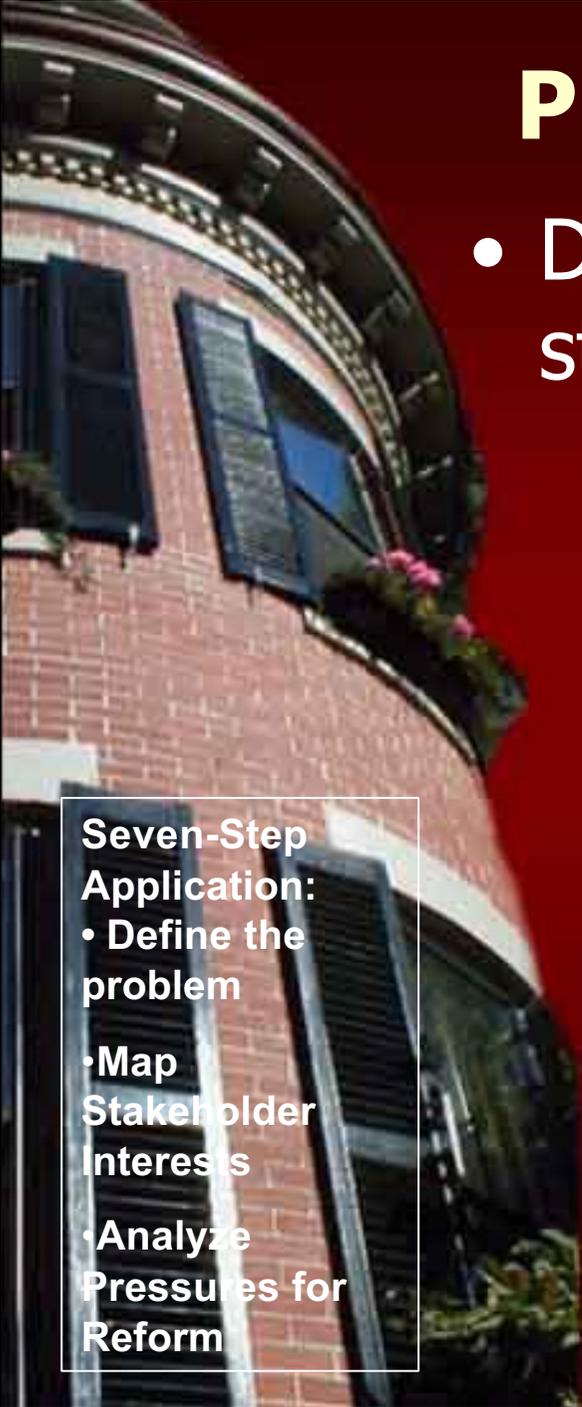
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Prep and Organize

- Define the problem, formalize structure & meet with Logue

Seven-Step Application:

- Define the problem
- Map Stakeholder Interests
- Analyze Pressures for Reform



Prep and Organize

- Strategically leak to press:
 - Old plan has been eliminated
 - New staff will work with the community to create a new strategy
- Work with USES to identify contacts in larger community (tenants, those working with indigent)
- Create “sub-groups” with a cross section of community (URC, USES, homeowners, tenants, business owners, ethnic communities, etc.)

Seven-Step Application:

- Define the problem
- Map Stakeholder Interests
- Analyze Pressures for Reform



Define Roles & Responsibilities

- BRA: Project Manager
- USES: Identifies community contacts
- URC: Representatives of the Community. Participates in all external meetings. (Includes representatives from 16 neighborhood associations)
- Community Consultants (identified by USES.) Outreach to groups previously underrepresented. Identify potential alliances



Decision Rules

- No forced displacement to other neighborhoods
- Any given plan item must be supported by tenants, ethnic communities, homeowners, private sector
- Feasible
- Interest of Elements (perceived by community reps as) causing harm to the neighborhood may not be met
- Services provided to compensate for losses (int. groups whose needs are not met)



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1st Sub-Group Meetings

- Hold multiple meetings with groups representing cross- sections of the community:
 - One BRA Representative
 - Community members identified in previous step
 - One URC Representative
 - Translators
 - 3rd Party facilitator/negotiator
- Purpose: Identify Needs/Concerns
- Frame discussion: Safety/Crime; Housing; Jobs; Trash/Environment; Parking/Traffic

Seven-Step
Application:
Engage
Stakeholders



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De-brief with Sub-Group representatives

- Debrief with URC representative from each meeting
- Create “master list” of issues for next meetings
- Frame discussion for second sub-group meetings to insure coherence.



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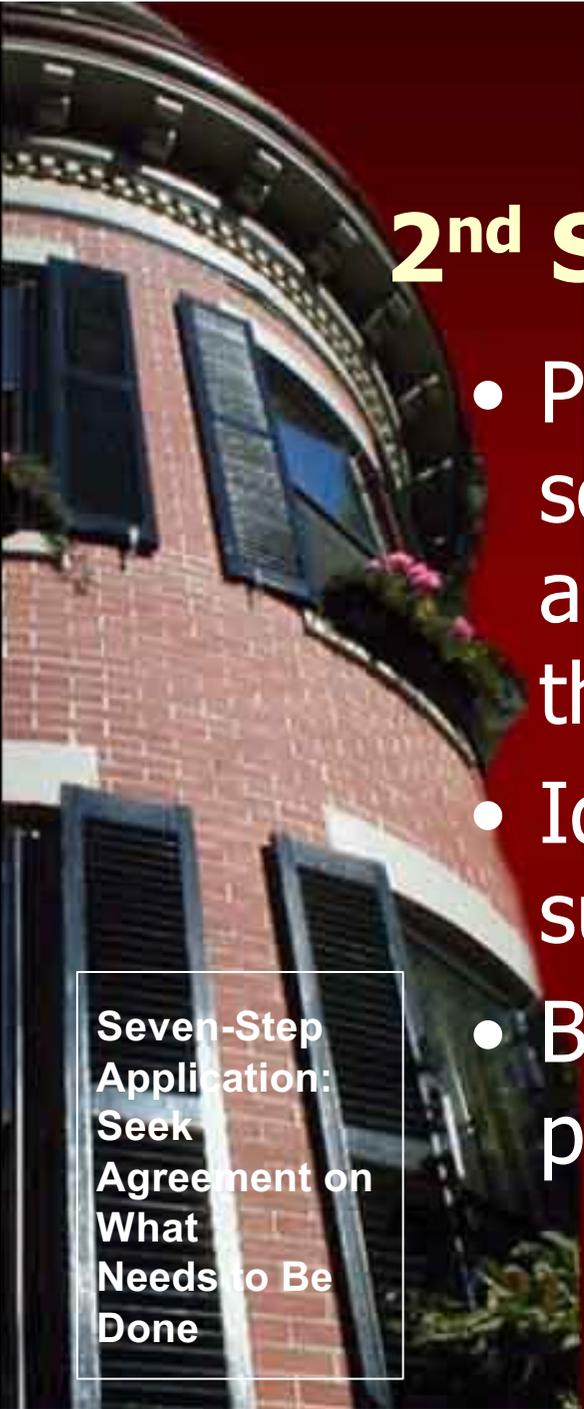
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2nd Sub-Group Meetings

- Present potential physical and social planning policies that address the concerns raised in the first sub-group meetings
- Identify policies with greatest sub-group support
- Build consensus around specific policies

Seven-Step
Application:
Seek
Agreement on
What
Needs to Be
Done



Possible Policies

- Strict enforcement of building codes of unlicensed rooming houses
- Eventually shut down and renovate or demolish buildings of owners who fail to comply
- Revoke all liquor licenses and create bidding system for new, much lower number of licenses
- Maintain heterogeneity of sub-areas
- Disperse any new public housing throughout community
- Job training outreach



Possible Policies (Contd.)

- Utilize revitalized & vacant structures for homeless shelters, transitional housing & treatment facilities
- Home ownership programs for low to moderate income residents
- Small business programs
- Compensate for loss of business
- Subsidies for renters (graduated)



Possible Policies (Contd.)

- New treatment facilities, homeless shelters
- Respond to needs of community, trying to solve the larger problems rather than push them around
- Other policies - Libraries, training facilities, improved trash clean-up, parking regulations



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Create Draft Strategy

- BRA representatives/planners meet to identify policies supported at each sub-group meeting
- Determine policies with the greatest support among various sub-groups
- Consolidate policies into a Draft Strategy
- Explain rationale for inclusion/exclusion of specific policies articulated during sub-group meetings



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Final Sub-Group Meetings

- Present Draft Strategy
- Address any lingering concerns
- Insure participant support and URC approval
- Gain commitment to participation at public meeting

Seven-Step
Application:
Reflect,
Encourage
Public
Learning,
Make
Adjustments



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Finalize Strategy/Gain Approval

- Meet with URC representatives to finalize details of Strategy
- URC votes on Strategy (2/3 majority for approval)

**Seven-Step
Application:
Implement
Changes in
Policies,
Programs and
Procedures**



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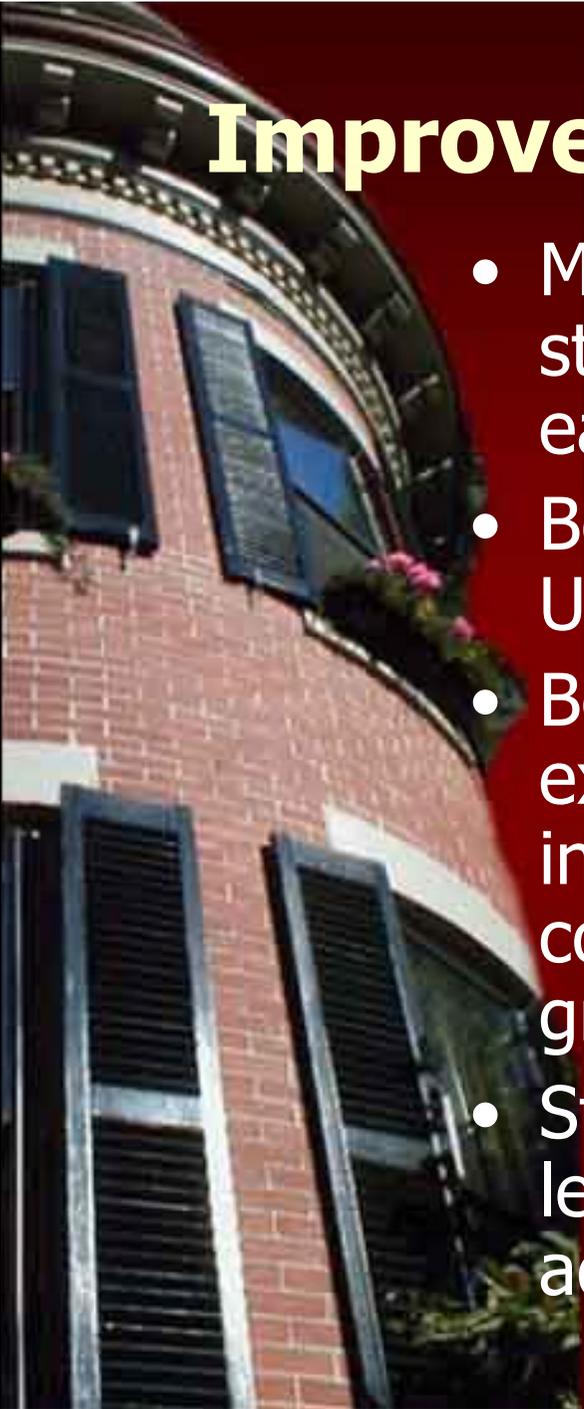
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Hold Public Hearing

- Insure participation of a variety of sub-group representatives
- Gain Formal Approval



Improvements over old process

- More incremental: wider range of stakeholders; citizen involvement at earlier point in planning process
- Better defined roles for USES and URC (main groups in renewal)
- Better control by BRA: greater expertise on ground, more strategic involvement at local level (through community consultants and sub-groups)
- Structure insures buy-in from various levels (URC, USES, Sub-groups, BRA administrators)



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