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New York State Department of State Division of Coastal Resources
Community Seminar Series

Organization for Community Leadership Session B: Orientation for the Advisory Committee & Municipal Staff



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National Oceanic and Atmospheric Administration
New York State Department of State, Division of Coastal Resources
SUNY ESF Center For Community Design Research



ORGANIZATION FOR COMMUNITY LEADERSHIP SESSION B: ORIENTATION FOR THE ADVISORY COMMITTEE & MUNICIPAL STAFF

Purpose

This training module will demonstrate the value of good design and a thoughtful planning process to the physical condition, social well-being, and economic health of a community and will also establish the foundation for effective community leadership. In addition, this module will illustrate the potential of the LWRP and BOA programs to support meaningful planning and design in New York State communities. Local leaders will be introduced to the roles, responsibilities, and significance of a steering committee and will be guided through the committee-forming process. The techniques for effective organization of community leadership will enable the committee to establish working procedures and to develop communication and outreach strategies as well as long and short-term action agendas.

Goals

1. Establish the value of planning and design, as well as provide an overview and basic understanding of the LWRP and BOA planning programs.
2. Clarify the need for elected and municipal officials to provide strong community leadership in the LWRP and BOA programs.
3. Develop an appreciation for the importance of public participation and the significance of local leadership in the LWRP and BOA programs.
4. Establish the role of the steering committee in the LWRP and BOA programs.
5. Establish the value of *place-based* planning and design and the role and importance of both local knowledge and professional expertise in the planning process.
6. Understand the various strategies that have been effectively used to foster team-building, facilitate group decision-making, and promote leadership development, and appreciate their application in specific contexts.
7. Appreciate the value of a mission statement, organizational structure, and working agenda to guide the steering committee activities and enhance its capacity for leadership.
8. Provide an overview of the training workshops and establish the importance of these sessions to communities.



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Supplemental Material

- *Seminar Descriptions*
- *Conducting Effective Meetings*
- *Making the Most of Your Waterfront: Enhancing Your Waterfront to Revitalize Communities. Access online @ www.nyswaterfronts.com.*
- *Opportunities Waiting to Happen: Redeveloping Abandoned Buildings and Sites to Revitalize Communities. Access online @ www.nyswaterfronts.com.*

Presentation Slide Handouts (provided at end of notebook)

The New York State Community Seminar Series was developed with financial assistance provided by the Coastal Zone Management Act of 1972, as amended, administered by the Office of Ocean and Coastal Resources Management, National Oceanic and Atmospheric Administration; seminar delivery and educational materials were prepared for New York State municipalities with funds provided under Title 11 of the Environmental Protection Fund and the New York State Departments of State and Environmental Conservation with state funds provided through the Brownfield Opportunity Areas Program.

PRESENTATION 1: Introduction and Overview

The training program

To help communities guide successful projects, the New York State Department of State (DOS) has developed a series of community seminars to prepare staff and advisory committee members to manage their Local Waterfront Revitalization Programs (LWRP) and Brownfield Opportunity Areas projects (BOA). The seminar series will prepare you to develop the organizational capacity to manage your projects, hire and oversee consultants, coordinate community participation, oversee final documentation of plans, and to carry out planning recommendations and implementation strategies. The DOS is an active partner with you in these two programs and it is their desire to see each of your communities achieves success through this program. The Department of Environmental Conservation is a vital partner in the BOA program and has assisted in the preparation of BOA related sessions.

Similarities between the LWRP and BOA programs

Both programs:

- Focus on revitalization
- Are important planning opportunities that bring significant funding
- Seek to find a balance between development opportunities and protection of environmental resources.
- Lead to implementation.

In communities where there are both LWRP and BOA projects, it is important to integrate the planning activities of the two programs.

The LWRP program

The LWRP is a locally-prepared comprehensive land and water use plan for a community's waterfront and a strategy to implement the plan. The program is structured as a voluntary community-based effort that brings local and state government, citizens, business, and environmental interests together to address local conditions and build consensus on a desired future for the waterfront. The plan will help the community guide local decision making that protects the environmental integrity of its waterfront resources while maximizing the waterfront's potential to contribute to the community's economic vitality and quality of life. Once the plan is completed and approved by the New York Secretary of State and the Federal Office of Coastal Resource Management, this local plan will guide and coordinate local, state and federal actions needed to achieve the community's goals for its waterfront.

The LWRP is a sequential set of planning activities. The process is tailored to each community, but generally includes the following set of steps:

- Project start up (scoping and hiring consultants)
- Vision planning
- Inventory and analysis

- Refining state waterfront policies
- Identify land and water uses and priority projects
- Develop implementation strategies and tools

The BOA program

The BOA program guides communities through a three step process to identify brownfield areas for remediation and reuse, develop a vision that defines future uses for the sites, identify priority catalyst sites and develop a strategy for their remediation. The three steps are outlined briefly below.

Steps in the BOA program

Step 1: Pre-Nomination

Assessment study to evaluate, refine, and focus the BOA in terms of appropriateness for nomination

Step 2: Nomination

Study that identifies and describes potential brownfield and catalyst sites and describes reuses and actions for redevelopment

Step 3: Site Assessment and Implementation Strategy

Completing site assessment and analysis and preparing for implementation

The planning process builds agreement around the future use of sites, establishes roles and responsibilities for organizational partnerships, and facilitates project funding.

Benefits of the program

The LWRP and BOA programs present unique opportunities for community revitalization, economic growth, and improved quality of life. Both programs:

- Focus on revitalization – the planning process and documents prepare communities to plan, initiate and guide community revitalization.
- Recognize the value of economic development and protection of environmental resources - in the past these two values often seemed at odds. The two planning programs see development and conservation as complementary and seek to find a balance that serves both.
- Facilitate the development of a shared understanding – both programs require broad community participation. Over the course of the project, this process develops shared understanding of issues and opportunities in the community and develops consensus among the community and state agencies, assuring a coordinated effort that makes the best use of state and local resources.
- Lead to implementation - at the completion of the programs, communities have a plan, action strategy, partnerships, and tools ready to implement priority projects
- The DOS is a committed partner - each community is assigned a project manager who has extensive planning experience and who will assist communities throughout the course of their projects.
- Build partnerships - experience has shown that successful implementation

of revitalization efforts requires strong partnerships. As part of each planning program, DOS partners with communities and helps them to form partnerships with other important agencies and organizations.

- The community seminars build local planning and leadership capacity - the programs will prepare the community to lead effective planning programs, and guide implementation. This increased capacity will enhance the success of LWRP and BOA projects and will be an asset to future planning and development initiatives.

The Community Seminar Series

The sessions are organized so that they follow the sequence of your projects, introducing information and developing skills as they are needed. Staff or advisory committee members will represent communities at the sessions and then return to share what they have learned with other members of their project team. The training program will provide a number of resources (notebooks, worksheets and project examples) to help you with your project.

Sessions appropriate to LWRP communities include:

- Organization for Community Leadership
- The Role of Consultants
- Developing a Vision
- Organizing to Implement the Vision and Build Capacity
- SEQRA
- Inventory & Analysis
- Overview of the LWRP Process
- LWRP Grant Administration and Management
- Economic and Market Trends Analysis
- Harbor Management for Municipal Officials

Sessions appropriate to BOA communities include:

- Organization for Community Leadership
- BOA Working with Consultants
- Integrating SEQR with BOA Planning
- Inventory and Analysis
- Introduction to Brownfields
- BOA Getting Started
- BOA Grant Administration and Management
- Economic and Market Trends Analysis
- Visioning for BOA
- Organization for Implementing the Vision and Capacity Building
- DEC Remedial Programs

Your DOS program manager will identify the training that is appropriate for your community based on your program work plan.

At the community seminars, you will meet others from neighboring communities that are working on similar projects. It is our hope that through these meetings you

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Community Seminar Series

will get to know each other, develop a network, and help each other by answering questions and sharing resources and lessons learned.

PRESENTATION 2: Introduction to the Community Planning Process

Planning: A familiar process

Whether we are aware of it or not, we are all familiar with the planning process. We use it regularly to make decisions with our family, community organizations and business partners. The American Heritage dictionary defines planning as “a process to formulate a scheme or program for the accomplishment or attainment of a specific aim.” The process or sequence of actions that we take to formulate the scheme may vary depending on whether we are planning a family trip, a community park, or reuse of a vacant industrial site. Yet, in each case, the process is built on a logical progression that begins with documenting what we know, followed by gathering all missing information. We then consider all of the information that we have collected to understand its meaning and implications given our particular aim. At this point we can develop a general understanding of what we want to accomplish, and the resources and opportunities available; we are ready to consider the alternatives by which we can accomplish our aim. After developing and evaluating alternatives, we can and propose a plan to accomplish our aim.

Planning rarely occurs in a linear progression, as described above; it is more likely that as information is gathered, some questions are answered while new ones are raised. As new information is gathered we sometimes need to go back to modify an earlier decision or redefine our end outcomes. In practice, planning is almost always an iterative process. The value of this process relies on the quality of the information gathered and on an individual’s ability to clearly understand the information and its relevance to the desired outcome.

Planning in the community context

When planning moves into the community realm it becomes more complex. There are more people involved; they bring different perspectives and different ways of knowing and understanding the community. But we also recognize that the process, resulting decisions, and recommendations are stronger when we can work effectively to bring multiple perspectives and ideas into the process. We also recognize the importance of including community members in the process because their support will be necessary to implement the planning recommendations and projects.

The challenge is clear:

Each community needs to find a way of bringing its residents together to describe a desired vision for their shared future. In addition, community leaders will need to develop a planning process that supports constructive community dialogue.

The opportunity is also clear:

When community members participate in the process, they become vested in the project and are likely to support implementation of the planning recommendations and projects.

Examples from New York State communities

Across the state, communities are achieving success through community planning processes:

- **Saranac Lake** (<http://www.saranaclake.com/develop.shtml>)

The Village is in the process of implementing projects developed during its LWRP process. These projects include streetscape improvements, the construction of new boardwalks, pedestrian bridges, and a riverwalk, and bank stabilization.

- **Troy** (<http://www.troyny.gov/projects/brownfields.html>)

The City has undertaken the LWRP process which led to the development of a plan for the City's historic structures, a design concept for city-owned lands, and expanded access to the Hudson River and Poestenskill waterfronts. The City is currently advancing this work through the BOA program.

Steps in the planning process

First: Understand the community

- Identify community issues, concerns, and opportunities
- Understand community values
- Identify and understand the value of local resources

Second: Establish desired outcomes, describe and illustrate your vision, and set goals

- Develop community consensus around the desired vision for the future of the community
- Set goals and objectives to achieve the vision
- Describe and illustrate the vision

Third: Inventory and analysis

- Study identified resources
- Investigate conditions of concern
- Understand the relationships between natural and built systems
- Determine the market feasibility of your vision

Fourth: Explore and evaluate alternatives

- Consider the various ways to achieve your vision
- Discuss the costs and benefits of each

Fifth: Prepare a plan to guide action

- Establish a physical plan
- Develop implementation tools
- Identify priority projects

- Build strong partnerships

Recognizing the value of planning

The LWRP and BOA programs facilitate and guide a planning process that provides many potential benefits including:

- Clear understanding of issues and opportunities
- Thoughtful consideration of actions and recommendations
- Best use of local and available resources
- Support for implementation
- Strategic action plans for community revitalization
- Realistic project budgets
- Economic development and social vitality

Good planning is a participatory process

Effective community planning is a participatory process that provides a framework for thoughtful investigation, and careful consideration and evaluation of alternatives, which prepares the community to make sound, informed decisions. When planning begins by identifying unique and valued resources, the community can evaluate the potential to use the resources to their best advantage and can assure that planning decisions protect the resources. Because the process encourages participants to look at their community from new perspectives, it often uncovers resources that had been overlooked. Building with what you have, and making the most of existing resources is critical to initial implementation efforts.

A good plan illustrates community vision

- Provides a physical description of the future a community desires. Drawings, plans, and photographs illustrate physical relationships and express the character that is sought.
- The goals and objectives lead to action steps and strategies.
- Early public projects will illustrate community commitment to the plan, and investment in quality design and construction will open the door for private investment.
- Good design and well-constructed public projects reflect a long-term value investment in place, community pride, and optimism for the future.
- Developers are more likely to invest when they understand the community vision, can see where the community intends to make public investments, and know what the community expects from new development. A clear plan that has strong local support and committed partners is both reassuring and attractive to private investors.

How you conduct the process matters

Experience has shown that a locally driven process has the greatest potential for success. The following four characteristics are essential to the success of community planning processes:

- Strong leadership

- Public participation
- Collaborative consultant relationships
- Partnerships

Case Study: Dolgeville, NY

A community-planning project in Dolgeville, NY illustrates the value of these characteristics.

- Strong leadership
- Public participation
- Collaborative consultant relationship
- Building partnerships
- Outcomes

PRESENTATION 3:

The Importance of Public Participation

Community planning

The work programs of the LWRP and BOA programs require an open and public process that facilitates broad public participation. We typically look to experts to gather and analyze data and to develop plans and planning recommendations. But in the end it is the community members and/or their representatives that must make the decisions, allocate the resources and implement the recommendations. It is important that these individuals be involved in the LWRP and BOA process to:

- Share their knowledge of the community
- Identify and understand critical issues
- Develop agreement around the plan
- Build the support and commitment necessary to carry out implementation.

Ways of knowing: local and expert knowledge

There are different ways of knowing (experience, stories, study, investigation, etc.). We would like to highlight two that are critical to the LWRP and BOA programs: local knowledge and expert knowledge.

- Local knowledge is based on the experience of living in a place. It is intimate, integrative and it incorporates an understanding of the natural systems, history, and daily community practices.
- Expert knowledge is based on study, training, and experimentation. It is usually specialized and narrow in focus and it is generally understood in broad applications that apply to many different circumstances.

We have long recognized the importance of expert knowledge (such as soil testing, traffic counts and economic indicators) to planning, but we often overlook the importance of local knowledge held by community residents. The LWRP and BOA program tasks and frameworks integrate both local and expert knowledge. When integrated effectively in the planning process local knowledge can guide and confirm expert investigations.

The importance of public participation

In addition to informing the planning process, public participation contributes to the LWRP and BOA planning processes in other significant ways:

- Participation builds agreement around the vision
- The sharing of local and expert knowledge gives residents a clearer understanding of the issues and constraints facing their community and helps them understand the rationale behind planning recommendations.
- Participation includes community members in the development and evaluation of alternatives, which further contributes to their understanding, acceptance and ultimately their support of planning recommendations

- Through participation residents become personally invested in the plan
- Participation by residents and organizations builds partnerships necessary for implementation

Collecting and documenting local knowledge

Local knowledge can be gathered, documented and confirmed through active and engaged community participation. This is a facilitated process that invites broad community participation at the very early stages of the planning process to develop consensus around a community vision plan. In this process, community members discuss local practices and values, and identify concerns and opportunities.

A number of techniques have been developed to gather, document and analyze local knowledge. Dialogue and discussion facilitate the sharing of information while maps, images and matrices are used to record the information. Some of the activities used to collect local knowledge include:

- Interviews
- Stories and narratives
- Mapping
- Community inventories
- Walking tours

These techniques will be discussed in detail at later seminar sessions.

Working with consultants, community members can establish planning goals and objectives, conduct inventories, describe a desired vision for their community's future and then explore the ways that they might accomplish the vision. Both the LWRP and the BOA programs require community vision planning.

Fostering a climate of cooperation

Community participation does not just happen. You will need to develop community trust in the process and interest in the project. People will need to feel welcome and know that their participation will make a difference. An **outreach plan** will be necessary to inform and invite the community to participate in the project. The advisory committee and consultant should work together to develop an outreach plan. The strategy will likely depend on the personalities and contacts of the advisory committee. You may want to consider some of the following:

- Start with personal contacts
- Make presentations to community groups
- Develop brochures and informational fliers
- Conduct initial focus groups sessions at regularly scheduled community events

You will also need to develop a **communication plan** to keep the community informed of meetings and project outcomes. Use multiple techniques (newspaper, TV, fliers, etc.) to kick off the process and then follow up with regular releases so that they are expected and people are looking for the reports. Be sure that your

plan is broad enough to reach the different audiences in the community.

Facilitation is critical for a productive community process. You may have individuals in the community who are skilled facilitators and willing to help in this process. In addition, your consultants may be able to train community facilitators.

Remember that all projects build on past experience. If past community experience in planning has been successful, there will likely be support and active participation in your LWRP or BOA project. If past projects have not been successful or did not lead to visible outcomes, there may not initially be strong support or participation. In this case, you will need to establish community interest, gain trust, and build support.

The importance of local leadership

Strong leadership will be necessary to foster a constructive community process. Leaders will need to:

- Assure planning addresses community needs
- Encourage public participation
- Set priorities and provide a clear sense of direction
- Provide or develop project support
- Make timely decisions
- Establish effective communication
- Build partnerships
- Develop new constituencies
- Instill a sense of optimism
- Act as an advocate for the community

Leadership models foster participation

There are a number of leadership models that have been effective in guiding community planning:

- The personable dynamic leader
- The trusted and well-connected leader
- Well-coordinated advisory committee
- Community based groups and organizations

The role of the advisory committee

The advisory committee is the group that represents the public and its interests in the planning process. As a group of citizens who represent different community interests and constituencies, you are well suited to:

- Design an effective outreach strategy
- Invite public participation
- Organize public meetings and facilitate community dialogue
- Develop an effective communication strategy
- Review and advise consultant work

- Bring community expertise to bear on the activities

The responsibility for public participation generally lies with the advisory committee. This group serves as a bridge between community members, elected officials and hired consultants. Your ability to successfully invite public participation and facilitate constructive community conversations will have a significant impact on the success of your LWRP and BOA programs. We will discuss participation more in future seminar sessions and introduce techniques and strategies that you will be able to use to develop successful programs.

Session B, Activity 1: REFLECTING ON PAST EXPERIENCES

A. To help organize your thoughts for this activity, use the space below to write responses to the following questions:

1. Reflect on a past planning project that involved community participation and answer the following:
 - a. Describe the purpose of the project

 - b. Explain how the community was involved

 - c. Explain the purpose of community involvement

 - d. Describe the outcomes of the process

 - e. What aspects of community participation were positive?

 - f. What aspects were problematic?

 - g. What might you do differently?

PRESENTATION 4:

Good Leadership = Good Results

This presentation will discuss some proven leadership principles and help you to organize and build your LWRP and BOA advisory committees. It will also explain some tools that will be helpful in getting the work of your teams done efficiently and effectively.

The Characteristics of Leaders

- Good leaders usually possess some common characteristics. For example, they are often charismatic, visionary, articulate, persuasive and decisive.
- But personal characteristics are not enough. Effective leaders also need to master an important set of processes and tools.

The Work of Leaders

- Planning
- Organizing
- Decision Making
- Communicating
- Executing
- Problem Solving
- Reviewing Progress
- Providing Reinforcement
- Celebrating Accomplishments
- Taking Corrective Action

The Power of Teamwork

The most powerful way to leverage leadership is through teams. A few of the many benefits of working through teams are:

- Provides diverse skills and points of view
- Provides access to resources
- Provides improved communications
- Provides for leadership development

Forming your Team

The size, membership, and mission of your advisory committee team depends on the tasks that it will need to accomplish. You should consider:

- Project scope
- Local culture
- Role (e.g. advisory or leadership)

Mission Statements

A Mission Statement is an important tool for any team. It will:

- Keep the team from straying from its reason for being
- Communicate to the community the purpose of the team

Three elements to a Mission Statement:

- Who we are
- What we do
- For whom we do it
- Example:
“The Town of Pittsford Parks Department serves to provide and maintain high quality parks, recreation facilities, trails and open spaces that meet the full range of passive and active recreation needs of Town residents.”

Bibliography:

1. Bucholz, Steven and Roth, Thomas, *Creating the High-Performance Work Team*, John Wiley (1987).
2. Bennis, Warren and Biederman, Patricia, *Organizing Genius: The Secrets of Creative Collaboration*, Basic Books (1997)

PRESENTATION 5: Effective Teamwork

This presentation will cover several “best practice” tools for helping your team to get its work done including teambuilding, responsibility charting, meeting management, decision-making, and progress reviews.

Team Building

- Forming, storming, norming and performing
- Group Exercises
- Myers-Briggs
- Good Facilitation

Meetings

Meetings are important to your committee. You will use them to:

- Plan
- Make decisions
- Review progress
- Recognition
- Information sharing

Responsibility Charting

To be effective, the advisory committee will need to assign responsibility among the members to carry out tasks. Responsibility charting can be a very helpful tool.

- Defines key responsibilities for all tasks and decisions
- Provides for visibility and clarity
- Based on consensus of all stakeholders

R-A-S-I =

- **R** Overall responsibility
- **A** Approval
- **S** Support
- **I** Informed

How Responsibility Charting

(R-A-S-I) works:

1. Consider the key tasks or decisions that need to be accomplished by an organization
2. Identify and list the key individuals or groups involved.
3. For each key task or decision:
 - Agree on the person or group with the primary responsibility to “make it happen” and assign an “**R**” to them
 - Assign an “**A**” to the persons or groups that need to approve the decision or action or who have veto power (warning: this should be

- a very small number)
- Assign an “S” to those who must provide key support
- Assign an “I” to those who must be informed

Meeting Tools:

- “Generic” Agenda:
 - Review performance measures
 - Review status of projects
 - Reinforcement opportunities
 - Group work:
 - Project planning
 - Action planning
 - Decision making
 - Other discussion
 - Sharing and learning
 - News and information
- Meeting Notes:
 - Attendance (shows and no-shows)
 - Key results
 - Decisions made
 - Actions assigned
- Action Register:
 - Who...
 - Will do what...
 - By when

Nominal Group Technique (NGT)

What is it?

A way to efficiently maximize the ideas and wisdom of a group of people (committee, team, board, etc.)

Why use it?

1. It facilitates balanced contributions by all group members.
 - Prevents the strong personalities and “blabbermouths” from dominating the meeting
 - Encourages the quiet or laid-back members to share their ideas
2. It saves time by getting to issues and solutions quickly and efficiently.
3. It uses an objective, quantitative method to weight and rank alternatives.

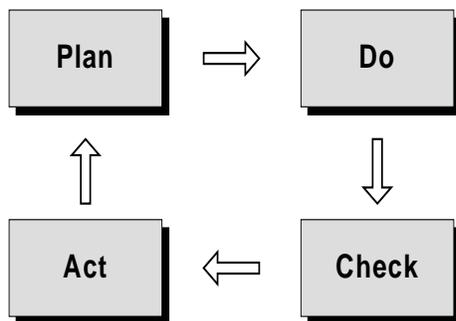
How NGT works:

1. Determine a concise question that needs to be answered.
2. Give everyone a few minutes to think quietly about their answers,

- prioritize them, and jot them down.
3. Ask each group member in turn for his or her first choice answer and write it down on chart paper. If a person's first choice has been expressed by someone else, they give their second choice, and so on.
 4. Ask each group member in turn for their second choice answers and write them down.
 5. Continue until there are no more answers (3 or 4 rounds are usually enough)
 6. Review all answers for clarity and duplication. Consolidate and clarify answers as necessary.
 7. If it's necessary to prioritize the list, use a Pareto vote to choose the highest priority answers. Typically, each member gets votes equal to 1/3 to 1/2 of the total answers listed.
 8. Examine the "critical few" top vote getters. This is also the time to listen to "passionate arguments" for some of the lower ranked answers (this helps to avoid "group think")

The Deming Cycle

The Deming Cycle is a powerful concept to make sure our plans and goals are realized. You planned and conducted an outreach and communication strategy and a vision workshop. Now it is time to check what went well and what you might change to improve the process.



.... P D C A

Plan: What do you want to accomplish?
How will you do it?
How will you measure success?

Do: Implement your plan.

Check: Did you get what you expected?

Act: Take appropriate action.

Regular Progress Reviews: the “Check” Step

- Assure commitments are met
- Celebrate progress
- Allow for corrective action
- Keep stakeholders informed

Bibliography:

1. Deming, W. Edwards, *Out of the Crisis*, MIT Press (1986)
2. Bucholz, Steven and Roth, Thomas, *Creating the High-Performance Work Team*, John Wiley (1987).
3. Beckhard, Richard and Harris, Reuben, *Organizational Transitions, second edition*, Addison-Wesley (1987).
4. Bennis, Warren and Biederman, Patricia, *Organizing Genius: The Secrets of Creative Collaboration*, Basic Books (1997)

**Session B, Activity 2:
 RESPONSIBILITY CHARTING**

A. Each individual should list 3 activities that your committee will need to carry out.

B. Use Nominal Group Technique to create a list of the activities identified by members of your group. Record on a flip chart.

C. Divide into smaller groups (2-3 people) to develop a RASI chart that assigns or identifies responsibilities for 3 committee activities.

1. Describe the activity
2. In first row of boxes, write names of individuals or groups that would be involved
3. In second row of boxes, use appropriate letter to describe their roles
 - R: is RESPONSIBLE
 - A: gives APPROVAL
 - S: provides key SUPPORT
 - I: must be INFORMED

EXAMPLE:

Description of Activity:

Create a poster and fliers to announce a community workshop

Involved Parties	<i>Village Board</i>	<i>Mayor</i>	<i>Consultant</i>	<i>Advisory Committee</i>	<i>Adirondack Park Planning Agency</i>	<i>Village Arts Commission</i>	
Role	<i>A</i>	<i>A</i>	<i>R</i>	<i>S</i>	<i>I</i>	<i>S</i>	

Activity 1:

Involved Parties							
Role							

Activity 2:

Involved Parties							
Role							

Activity 3:

Involved Parties							
Role							

Supplemental Material

New York State Community Seminar Series for BOA Grant Program Communities



The **New York State Community Seminar Series** is a collaboration between the New York State Department of State Division of Coastal Resources, the Department of Environmental Conservation, and the Center for Community Design Research at the State University of New York College of Environmental Science and Forestry. The Community Seminar Series, designed for recipients of grant awards through the Brownfield Opportunity Area program, presents the most up-to-date information, techniques, and guidance for a strategic community planning process that results in a BOA designation.



Seminar sessions will include formal presentations coupled with case studies and hands-on activities to build understanding of the issues, process, and expected outcomes associated with specific contract program work plans. Sessions focus on inspiring and empowering local leadership, energizing advisory committees, ensuring quality products, and soliciting public input.



This seminar program is targeted toward local leadership, including local government officials and their representatives, civic and business leaders, community consultants, advisory committee members, and nonprofit organization leaders. All of these groups are encouraged to attend one or more sessions as applicable to your BOA planning process.

SEMINAR DESCRIPTIONS

Introduction to Brownfields

This seminar discusses the BOA Program in the context of brownfield redevelopment. It provides a historical perspective as well as the evolution of brownfield cleanup programs and their influence on brownfield redevelopment. The seminar will introduce you to strategies that will help make your redevelopment a success and will provide a roadmap to guide you through the redevelopment process, from initial site identification to BOA plan implementation.



Organization For Community Leadership

Strong local leadership and support is critical to the success of your BOA program. This seminar will establish the foundation for effective community leadership. An introduction to the roles and responsibilities of the local BOA advisory committee will help you identify key stakeholders, assess leadership needs and develop committee selection criteria to form the steering committee. This seminar will also help the advisory committee members establish working procedures, develop communication and outreach strategies, and develop long and short-term action agendas.

BOA Grant Administration and Management

This seminar provides an in-depth review of the administrative responsibilities and reporting procedures required by the Brownfield Opportunity Area Program. You will be guided through the specifics of contract content, consultant selection, project documentation and reporting, record management and other important issues that will help you establish and maintain high project quality. The techniques of effective grant administration and management introduced in this session will help you establish realistic project schedules, meet deadlines, speed approvals and reimbursements, and ensure the overall success of your projects.

BOA Getting Started

As each community begins the BOA process, it is important to take a step back and review the overall purpose and ultimate potential associated with the successful completion of the three-step BOA planning process. This seminar will provide you with an overview of the BOA Program and how the BOA process can guide a meaningful revitalization effort. It will review the planning framework and specific operational tasks required to complete a BOA Step 1 Pre-Nomination and BOA Step 2 Nomination. The seminar will guide grantees through the process of describing and confirming study area boundaries, conducting a comprehensive inventory and analysis, identifying strategic redevelopment opportunities, and developing a communication and community participation process that will keep your community informed and involved in the revitalization effort.

BOA Working with Consultants

There is a tremendous range of professional expertise available to assist communities in the planning and implementation of their BOA program; selecting the right consultant and forming an effective working relationship will contribute to the quality of the project and its implementation. This seminar will help you identify the type of specialized assistance your community needs, form an effective working relationship with the professional consultant, and guide you through the State's procurement and consultant contracting requirements.

Visioning for BOA

A community's vision and related goals and objectives provide a critical framework to guide planning and development decisions. This seminar will help you understand the purpose, various approaches and component parts of the vision planning process.

The sessions will:

- Clarify the relationship between the vision and the BOA process.
- Teach the methods and techniques of participatory planning.
- Help establish effective communication strategies to engage the public and build support for the planning process and outcomes.

This seminar also will help you use the information and findings from the inventory and analysis to review, refine, and confirm your community's vision and goals.

Organization for Implementing the Vision and Capacity Building

With the completion of your community's vision plan, you will be ready to begin implementation. This seminar will help your local community steering committee members develop the capacity to become effective advocates of the community vision plan, initiate strategic action steps, and lead the BOA process. (Future modules will also address implementation of the BOA strategy.)

Inventory and Analysis

Inventory and analysis are common but critically important steps in all planning and design activities. This seminar will provide you with an overview of inventory and analysis process, methods, and documentation specific to the BOA program, introduce the relationship between inventory, analysis, and community vision, and illustrate how the inventory and analysis findings can be used to refine and confirm your community's vision and goals.

Economic & Market Trends Analysis

This seminar introduces communities to the purpose and field of Economic and Market Trends Analysis. In this session, you will be introduced to the range of economic and market studies available to communities, how to select the type of study that fits the needs of your project, and how to find the appropriate consultant. It will also demonstrate how to integrate the economic and market trends analysis findings into your BOA planning process and move your projects forward.

Integrating SEQR with BOA Planning

The BOA program involves communities in major planning initiatives that may have an impact on the environment. The New York State Environmental Quality Review Act (SEQR) review process provides the tools for identifying and evaluating potential environmental impacts. This seminar will help you gain a clear understanding of SEQR and how it relates to your BOA project. It will also provide an overview of how the SEQR review process is integrated into the BOA plan, and the steps required to complete the review process.

DEC's Remedial Programs

This seminar provides an overview of the DEC's remedial programs, including the Environmental Restoration Program (ERP) and the Brownfield Cleanup Program (BCP). Additionally, the session will examine how the Brownfield Opportunity Program fits into DEC's remedial programs. Participants will gain an understanding of how to make the most of the ERP and BCP. Topics will include an overview of the benefits of each program, the application process, and remedial process.

Conducting effective meetings

The responsibilities and “rules” that are outlined below can be helpful to the coordinating committee, the task forces and sub-task forces. Reviewing these responsibilities and rules will help in running meetings more smoothly, cooperatively and effectively.

1. Responsibilities of a chairperson

1. Know your committee

- ▶ Clarify how long you will be chairperson.

2. Prepare for meetings

- ▶ Prepare an agenda. Notify all members well in advance. Find a meeting location and ensure that it is adequate and comfortable.

3. Facilitate the committee meetings

- ▶ Open the meeting and go over the agenda. Ask members to add any additional items. Know what you hope to accomplish at the meeting.
- ▶ Follow the agenda; when discussion gets off track, bring it back to the topic.
- ▶ Ensure free and open discussion—don’t let some dominate. Encourage quiet members to participate.
- ▶ During the meetings, treat every member as an important part of the committee. Use their talents. Delegate responsibilities.

4. Establish a team.

- ▶ Be prepared to deal with disagreements and/or conflict situations. Know when to make decisions.
- ▶ Develop a process for making decisions, such as consensus, or voting on a majority or super majority basis. Then stick to that process.
- ▶ Summarize discussions and decisions made.
- ▶ At the end of the meeting, summarize the evening’s major decisions. Set the next meeting date, when, where and its purpose. Summarize tasks to be done before the next meeting and who will do them.

5. Get your committee working

- ▶ Develop an orderly agenda or version to accomplish the goals.
- ▶ Identify the interests, skills, talents and expertise of each committee member and their unique contributions to the committee.
- ▶ Identify specific tasks to be done.
- ▶ Ask for volunteers or assign individual members tasks according to their interests, skills, knowledge or expertise.
- ▶ Identify resources needed to accomplish the task.
- ▶ Develop a time frame by which to accomplish the tasks.

6. Keep the committee going

- ▶ Follow through with members to assist, support and encourage.
- ▶ Communicate frequently with committee members to give them updates and get their input.
- ▶ Communicate with the larger organization to keep them informed of the committee’s progress.
- ▶ Ensure that tasks are completed on time.
- ▶ Thank members for their contributions.

7. Completing your job

If the committee is ongoing, identify someone early in your tenure as chairperson to take your place. Work closely with that person.

Ensure tasks are accomplished in a timely manner and in the manner expected by the larger organization.

- ▶ Deliver a final report back to the larger organization.
- ▶ Thank members for their contributions to the committee. Point out the committee’s accomplishments and how they were received by the larger organization and/or the community.
- ▶ If a new chairperson continues the committee, work with him/her to ensure an easy transition that does not disrupt the functioning of the committee.

Taken from:

A guide to Community Visioning

By Gary Green, Anna Haines, and Stephen Hallebsky

II. Responsibilities of a committee member

1. Know the purpose of your committee

- ▶ What is the purpose of the larger organization?
- ▶ What is the task or purpose of this committee?
- ▶ How does this committee relate to the other committees of the organization?
- ▶ Who are the other members of the committee?
- ▶ How will a chairperson be chosen?
- ▶ How often will the committee meet?
- ▶ What is expected of me?
- ▶ How do we communicate with each other?
- ▶ What is the expected outcome of the committee? Written report? To whom? By when? An oral report? To whom? By when? Recommendations for policy? To whom? By when? Action?
- ▶ When is the committee expected to complete its task?

2. Participate in committee meetings

- ▶ Attend all possible meetings.
- ▶ Be prepared before you go to the meeting. Know the purpose of the meeting. If any assignment was given, have it completed. If known, give thought to the agenda and issues to be discussed.

- ▶ Participate actively (but don't dominate) at the meeting.
- ▶ Be on time.
- ▶ Be enthusiastic.
- ▶ Listen to others.
- ▶ Pay attention.
- ▶ Try to understand the topic.
- ▶ Express your ideas concisely.
- ▶ Encourage others to participate.
- ▶ Don't tell stories which take the meeting off track.
- ▶ Don't complain.
- ▶ Support committee decisions.
- ▶ Be willing to serve at times as a leader, other times as a supporter to others.

3. Follow through on your assignment

- ▶ If you have been asked to do something, or you volunteered, do it!
- ▶ Inform others of your actions.

III. Conducting effective meetings

One of the best ways to involve people in a community is to encourage them to participate in community meetings. Knowing how to set up and conduct meetings is an important tool. *How you* act before, during and after the meeting will determine how successful you are at maximizing citizen participation. Here are some points to keep in mind:

1. Before the meeting

- ▶ Establish a time, date and place which you feel would be most convenient to as many of the people as possible. Keep in mind such things as parking, air conditioning, other community activities scheduled for the same night, etc.
- ▶ Send out notices to everyone on the committee giving them details of the meeting and a meeting agenda at least ten days prior to the meeting. Follow up with a second notice two or three days before the meeting date.
- ▶ If outside resource people or speakers are involved, be sure to give them the vital statistics as to date, time, place and how to get there well in advance of the meeting.

2. At the meeting

- ▶ Be sure you come early enough to get the room set up the way you want it. Remember, people participate best when they can see each other! If possible, put the chairs in a circle rather than straight rows.
- ▶ If the participants don't know each other, provide name tags or make introductions.
- ▶ Start on time!
- ▶ State the purpose of the meeting as briefly as possible. Use a large sheet of paper or a blackboard to list some of the points to be covered in the meeting.
- ▶ Speak confidently, but don't be too formal; try to help others feel at ease.

- ▶ The best way to stimulate discussion is to ask questions, not make statements. Remember, people prefer to be asked, not told!
- ▶ Sometimes it's helpful to have a coffee break during the meeting. It gives people time to visit informally about what is being discussed. This is especially true before important decisions are going to be made. Five or ten minutes is usually enough.
- ▶ At the end of the meeting, try to summarize briefly what's been talked about. Get some ideas from the participants about what to do and where to go from here.

- ▶ Remember, the success of a community meeting is everybody's responsibility. If you are the discussion leader or chair, your job is to help create the environment for interaction and stimulate, rather than dominate, the discussion.

3. After the meeting

The follow-up that's done after a committee meeting is very important.

- ▶ Visit informally with some of the committee members a few days after the meeting. Get their impressions of what happened during the meeting.

- ▶ You might try sending out a follow-up report to those attending the meeting, simply putting to paper what was discussed during the meeting.

IV. Committee self-evaluation

This worksheet can be used by the coordinating committee, task force and sub-task force to assess how their committees are working and to keep them working effectively.

Committee self-evaluation

YES **NO**

- Is the meeting place comfortable, accessible, attractive?
- Does the committee understand its assignment?
- Is the agenda carefully planned and thoughtfully worked out by the whole committee?
- Do members transact their business efficiently?
- Does the committee represent different viewpoints?
- Do members feel they really *belong* and are a part of the committee?
- Are members satisfied with the way decisions are made in the committee?
- Is the committee willing to be accountable to the parent group?
- Does the committee spread its work assignments to others?
- Can the committee make constructive use of conflict, opposition, or criticism?
- Is the committee flexible and adaptable?
- Does the committee obtain facts, study and analyze them, make decisions as a result of full discussion—and then take appropriate action?
- Do members feel that time is used wisely and have a sense of real achievement?
- Do meetings start and stop on time?

Good committees have “yes” answers to most or all these points. A “no” indicates a point that needs improving. How much improvement does your committee need?

Source: Ayres et al. 1987. Take Charge: Economic Development in Small Communities. North Central Regional Center for Rural Development. pp.181–186.