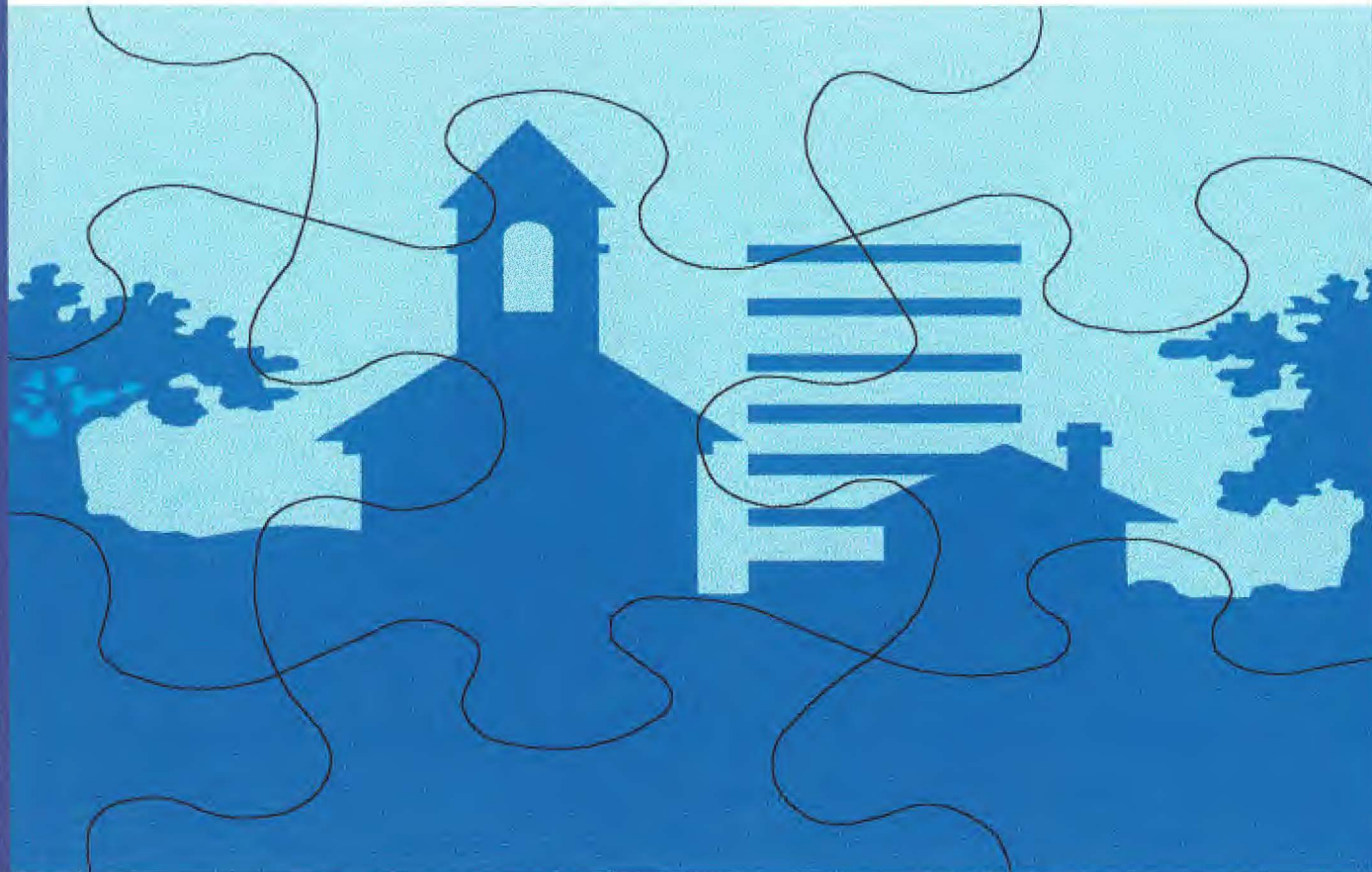
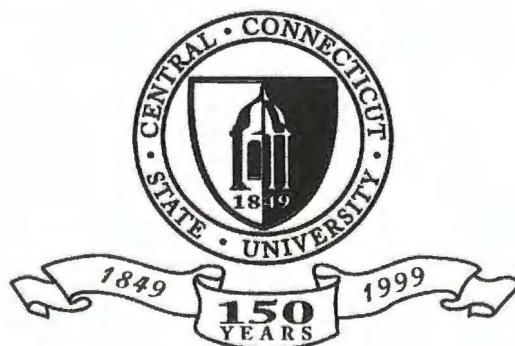


# Neighborhood Revitalization Zones



## **COMMUNITY ORGANIZING HANDBOOK: A Guide for NRZ Members & Leaders**

*Antonia Moran, Project Director*



Honoring Our History • Celebrating Our Future



CENTRAL  
CONNECTICUT STATE UNIVERSITY

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Honoring Our History  
Celebrating Our Future

Center for Social Research  
207 DiLoreto Hall  
March 30, 2000

Dear NRZ Leader,

For the past three years, CCSU has been a partner for the Broad Street Neighborhood Revitalization Zone in New Britain through a grant from the Office of University Partnerships at the U.S. Dept. of Housing and Urban Development.

One requirement of that grant is that we disseminate what we have learned from our partnership. Rather than run a one-day conference, we decided to write a handbook for NRZs that would help them begin their projects, make their dreams come true, and still be around to celebrate their successes five or ten years down the road.

What you have in your hands now is our Community Organizing Handbook; A Guide for Members and Leaders of NRZs. It contains vital information for your NRZ.

There are many ways to use this handbook:

- ❖ You can use individual chapters as the basis for training programs.
- ❖ You can use some of the material to get advice about specific projects.
- ❖ Individual members and leaders can read chapters to help focus their activity.
- ❖ You can use it to shape programs, campaigns, etc.
- ❖ You can use it to be sure that your organization is meeting its legal obligations.
- ❖ You should read the chapters on government so that your project gets government support.
- ❖ You can add materials to it: information, advice, trainings, etc.

~~The Center for Social Research at Central Connecticut State University is one source for continuing training and support for Neighborhood Revitalization Zones. We can be reached at 860-832-2978. You may also call me at 860-832-2793, or send email to [morana@ccsu.edu](mailto:morana@ccsu.edu).~~

We wish you success in revitalizing your neighborhood, and its city.

Sincerely,

Antonia C. Moran  
Project Director

## **ADDITIONAL MATERIALS**

In Chapter 4: BUILDING CONSENSUS

In Chapter 6: BYLAWS

In Chapter 10: LOBBYING

In Chapter 15: INTERNET RESOURCES ON NON-PROFIT  
ORGANIZATIONS

# **Community Organizing**

## **Handbook:**

**A guide for NRZ members and leaders**

**By**

**The Community Outreach Project**

**At**

**The Center for Social Research  
Central Connecticut State University**

**Project Director**

**Antonia C. Moran, J.D.**

**March, 2000**

## INTRODUCTION AND ACKNOWLEDGEMENTS

This handbook is intended to help local organizations carry out their short and long term goals by being strong, stable, credible and visible.

We don't expect anyone to read it like a textbook, but to dip into it when they need to know something in particular. Each chapter is designed to be self-standing, but they share common principles:

- that organizations should be run by their members;
- that communities work better when groups work together;
- that volunteers benefit from the availability of professional staff and adequate funding;
- that good organizations know what they are about;
- that organizations with big ideals need to plan for the long haul.

We've put these chapters into a loose-leaf notebook so that you can add (or subtract) materials as you find them useful. Some information is included in more than one chapter, since the subject matter is overlapping. Our intention is that these materials serve as only the beginning of your organization's resources. We've used a heavier weight paper so that the pages will stand up to copying. You can make copies of whatever you would like to share with your members. We only ask that you give us credit for our work, and don't make any money from selling it.

The Project Director, and primary author, owes special thanks to the faculty and staff of Central Connecticut State University, particularly Eileen Downey and Rachael Davis of the Center for Social Research, Ed Rybczyk of the Institute for Industrial and Engineering Technology, Cindy White, Gene Baten, Dean Kleinert, all the people who taught courses in our Broad Street NRZ/CCSU collaboration (Jane Stoneback, Gene Baten, Bill Driscoll, teachers from the Intensive English Language Program, Christie Ward, Luz Lebron from Waterbury Youth Service, Alan Salicki of E.C. Goodwin Technical School) Bob Tonino, Kathy Christianson, Yesenia Colón, Annie Figuero-Charles, Agata Dulnik, Renee White, all the students who participated in the resident and business surveys, and all the sponsored programs, purchasing, accounting and other administrative staff who helped make this program work.

The program could never have been created or sustained without Lily Kieltyka, President of the Broad Street NRZ, and the rest of the Executive Committee, Margaret Malinowski, the NRZ Coordinator, Chris Traczyk of Neighborhood Housing Services, Ken Malinowski (no relation to Margaret) of the City of New Britain, Gil Belaval and Stuart Mahler of the Connecticut Office of Policy and Management, and the other members of the COPC Advisory Committee. Special thanks is owed to the Community Health Center, and its director Patricia Gallegos for recruiting students for our programs, donating meeting space for classes, and becoming an important partner over the three years of the grant. We thank Microsoft Clip Gallery Live 2000 for the picture on the front cover.

Both New Britain Mayor Lucian Pawlak and CCSU President Richard Judd provided valued support for this project.

This Handbook is part of the Community Outreach Project funded by the U.S. Department of Housing and Urban Development, Office of University Partnerships. It has been administered by the Center for Social Research at Central Connecticut State University.

The Project Director is Antonia C. Moran, J.D., Associate Professor of Political Science at CCSU. The usual disclaimer is obviously called for here: all omissions, errors and typos are entirely her responsibility. She has had the support of wonderful colleagues and family throughout this project.

March 30, 2000  
New Britain, CT

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## EFFECTIVE ORGANIZATIONS

EFFECTIVE ORGANIZATIONS: Have a mission and communicate it to their members and to their communities.

EFFECTIVE ORGANIZATIONS: Continually recruit and reward members and leaders.

EFFECTIVE ORGANIZATIONS: Communicate regularly with members and with their community through meetings, publications, and media coverage.

EFFECTIVE ORGANIZATIONS: Know what is happening in their communities, and are reliable sources of information about their community.

EFFECTIVE ORGANIZATIONS: Can demonstrate to politicians, funding sources and potential partners that they do IN FACT speak for the community.

EFFECTIVE ORGANIZATION: Meet their legal obligations, as well as the ordinary rules of democracy.

EFFECTIVE ORGANIZATIONS: Have programs that help the community, and are well attended.

EFFECTIVE ORGANIZATIONS: Have staff, offices and money to run programs.

### 1. Why do you need to know this?

- Because your organization has an important opportunity to make your community better.
- Because in order to make the NRZ process work, you will need to know how to make your organization a permanent part of your city.
- Because NRZ's can only work if they are credible: if people believe that they are truly able to speak for the needs of the community, and if they are able to achieve the goals they set.
- Because IMPLEMENTING your Strategic Plan is even more important than creating it, and implementation requires a strong organization:
  - continually rebuilding itself,
  - rewarding its members and leaders,
  - developing new ideas as time passes, and
  - able to use all the power that has been given to it.



## 2. Your mission:

- As an NRZ, your mission is both narrow and broad. Your job is to develop and implement a Strategic Plan that will revitalize the neighborhood.
  - This plan must include consideration of blighted property.
  - The law requires that you also think more broadly about a wider and more complex set of issues. These may include, for example: increasing the level of education in the whole community; bringing in new jobs; reducing crime rates; increasing the number of outsiders who come to shop in your neighborhood; increasing recreational opportunities for teenagers.
  - Your plan must also include a strategy for continuing your organization beyond the approval of the Strategic Plan.
- It is easy to pull together a group of people to complain about the present and dream about the future. It is NOT easy to keep that group going afterwards, while you are trying to persuade politicians to give you money, or waiting for the state to decide to improve your streets, or trying to figure out how to respond to changing economic and social conditions.

## 3. Achieving your mission:

- First you will need members, and then leaders. Members:
  - Bring ideas to the organization.
  - Carry ideas back into the community.
  - Do work.
    - Identifying neighborhood resources.
    - Defining neighborhood problems.
    - Learning about and suggesting solutions.
    - Recruiting new members.
    - Becoming leaders.
    - Creating newsletters, press releases and fliers.
    - Helping to raise money.
    - Keeping records.
    - Planning events.
    - Running specific programs.
  - Become leaders.
- Leaders are necessary:
  - To keep the organization moving toward its goals.
  - To keep members focused on their tasks.
  - To run meetings.
  - To help define work so that members can do it.
  - To represent the neighborhood to outside groups.
  - To help keep spirits up.

- To help resolve conflict inside the organization.
- To make sure the organization meets its legal responsibilities.
  
- BUT: leadership needs to be a changing function so that no single person controls the organization, or burns out. This requires:
  - Continual attention to developing new leaders,
  - Training members to accept the roles of leadership,
  - Finding ways to reward leaders,
  - Providing help to leaders so that they don't become overburdened.
  
- Next you will need communication with members and the community. Sometimes this is called publicity, but it includes more than just newspaper and TV coverage.
  - Remember that to most people, what they have heard about you is a true reflection of what you are doing. If they have heard nothing, then they believe you are doing nothing. If they have heard that you favor one part of the community over another (e.g., landlords over tenants, or tenants over landlords, for example) that is what they will believe.
  - It is up to YOUR ORGANIZATION to make sure that people hear and read the truth about your hard work.
  - There are certain points in this process where, if you are careful, the press will tell the members of your community what you are doing.
  - But, those moments are few and far between, and your organization will have to find ways to keep both its members and the general community aware of what you are doing.
  
- Your organization needs to be credible. This means:
  - That people believe that what you say is true,
  - That people believe you know and understand your community.
  - That insiders and outsiders both agree that you are the legitimate voice for your community.
  - In order to be credible, you must:
    - Have true information about your community.
    - Listen to the full range of opinions in your community.
    - Build community trust by showing that you understand people's needs and desires.
    - Build outsider respect by being successful when you call meetings or schedule events.
    - Build outsider respect by understanding government, political and organizational decision making processes.
    - Create reasonable expectations in the community.

- Keep your promises.
- Be welcoming to every group in the community.
- Meet your legal, ethical and political responsibilities.
  - Failure to keep to the legal rules, especially when they involve money, will cost your organization credibility, respect, support and money.
  - Failure to understand and uphold rules of ethics will cost your organization public support. For example, if your organization is believed to be channeling money to certain groups of people, the rest of the community will lose faith in your organization and distrust its leaders. The rules that apply to businesses are not the same as the rules that apply to government or public organizations. One way to deal with these decisions is to ask yourself: if this were on the front page of our local newspaper, would we be proud or embarrassed?
  - Failure to act democratically will cost your organization members and leaders. Groups that believe that you do not listen to their needs and opinions, or that you do not give them the proper respect, will leave your organization, and criticize you from outside.

#### **4. Implementing your mission:**

- Your organization needs to demonstrate success:
  - When people bring you problems, you help solve them.
  - Your newsletters and publications report on small and big achievements, thank people for help, and describe plans for future activities.
  - When you call a meeting, people come.
  - You have leaders who are recognized in the community.
  - Politicians see members of your group at public meetings, and know that you are important.
  - Your organization brings money into the neighborhood through programs, grants, and other activities.
- Your organization needs to plan to continue at the very least until your short-term goals are reached, and better, until your long-term goals are reached.
  - Your plan sets out YOUR goals for YOUR community. YOUR organization needs to plan for its own future.
  - The idea behind your strategic plan is that your community can make a difference in its own future, both in the near future and the more distant future.
  - Unless you plan for recruiting new members and leaders, your organization will lose the ability to get work done. People get tired, have new responsibilities, change jobs, move. Without new members, your organization's work will be left to a smaller and smaller group.

- The first task for your organization is developing its Strategic Plan. For more detailed information about writing your Strategic Plan, go to the chapter on Strategic Planning.
  - One of many concerns will be choosing goals that your community wants, and finding activities that will achieve those goals. For example, you may decide that you want the public parks improved as a short-term goal. The activities necessary to do this might be: a Community Clean-up Day, when volunteers clean up the park; an agreement with the city to add a crew member to the parks department maintenance crew; and an agreement with a local construction company to donate and help build a new swing set and playscape.
  
- After your plan has been adopted, you will have to decide what needs to be done to achieve its short-term and long-term goals.
  - These activities should help solve the problems that your community has identified.
  - Make sure that these activities are what people want:
    - The things individuals and families care about must be at the center of your activities.
    - If your activity doesn't look important or fun, you won't get volunteers.
    - If your meeting isn't interesting, people won't come.
  - You will need to think about what your organization needs to become a permanent part of your neighborhood. For most organizations, this means:
    - A paid staff person. It's best to have someone who has been trained in community organizing. That person will bring experience, ideas, skills and contacts that you would otherwise have to create on your own. Why reinvent the wheel?
    - An office. You will need a phone, an answering machine, a computer, internet access, a copier, file cabinets, paper, pencils and pens, file folders, etc. so that you can store information, so that people can find you and leave you messages, so that you can create your own publicity. An office also sends the message that your organization is REAL.
    - Regular communication with members and the community.
    - A budget. Without money you cannot pay staff, rent an office, pay the phone bill, pay people to give you advice or training, publish your own newsletters or fliers, etc.

## RECRUITING MEMBERSHIP

EFFECTIVE ORGANIZATIONS: Continually recruit enough active members so that the work of the organization can be done.

EFFECTIVE ORGANIZATIONS: Have members who understand the goals of the organization, and are willing to devote time to achieve those goals.

EFFECTIVE ORGANIZATIONS: Welcome new members, and find ways for them to make a contribution.

EFFECTIVE ORGANIZATIONS: Have enough active members to provide a continuous source of new leaders.

EFFECTIVE ORGANIZATIONS: Have leaders who share responsibility with members.

EFFECTIVE ORGANIZATIONS: Work in teams and committees.

EFFECTIVE ORGANIZATIONS: Find ways to provide good times for active members, and reward dedication.

### 1. Why do you need to know this?

- Because you need members to get work done.
- Because you want your organization to last.
- Because people's interests change and you will need to replace members whose lives take them away from your organization.
- Because members are your real connection to your community, and without them, you cannot be a credible organization.
- Because your leaders come from your members.

### 2. How do you get people to invest in your organization with their leadership, time, energy, resources, respect?

- Meet members' needs: people join organizations:
  - Because they want to get something done.
  - Because you are doing something important for their children or family.

- Because their friends belong.
  - Because they enjoy going to the meetings.
  - Because it's better than staying home.
  - Because they believe it is in their economic interest.
  - Because someone asked them.
- Go out and find people to join your organization:
    - Ask your friends to help you.
    - Find people who have a similar interest (i.e., crime prevention, street cleanup, schools).
    - Get to know your neighbors.
      - Use members of your group to go from door to door to meet people. This strategy of "**Getting to know your neighbors**" has many benefits:
        - It builds membership.
        - People make friends.
        - The neighborhood is no longer filled with strangers, but with people who are known, and who know their neighbors.
        - You learn more about the community you represent.
        - Prejudices are broken down when people see the insides of other people's homes.
- "Getting to know you"** requires some planning:
- Use a map of the neighborhood;
  - Send people to specific streets;
  - Don't go back to the same house with the same message.
  - Keep a record of where you've been and who you've met and some information about them: phone number, address, number of children, etc.
  - Ask about and keep a record of
    - Their key concerns,
    - What they would like to get from the group and
    - What they could give to the group.
- The same strategy can be used for business owners, especially for small retail businesses.
  - Avoid formal surveys conducted by outsiders; they can be expensive and don't produce a sense of community participation. You can ask a local college or university for assistance in planning outreach, but it's always better to do the actual visiting yourself. See the Chapter on Information.
- Remember that people are already busy: they have families, work, school, and need some recreation. Find activities for people that meet THEIR needs.

- An elderly woman may yearn for contact with women her age, or miss her grandchildren. Don't ask her to go door to door recruiting business people.
  - A woman with young children may need childcare, or activities she can bring her children to.
  - A man may be more comfortable with a physical activity, or a specific concrete task.
- Be realistic about time commitments: ask people for the kind of commitment you believe is needed. Don't tell people they won't need to spend evenings at meetings if they DO need to come to meetings. Ask people for weekend time if that's what you will need.
  - Don't ask people for more than they can give.
  - People respond to personal invitations. Active members need to spend time, on the telephone or in person, inviting people to come to meetings or to participate in the group.
  - Building membership should be a regular part of the organization's work.
    - Have a membership committee.
    - Ask members to spend a certain amount of time each month talking to people who may become members.
    - Set aside a part of each meeting's agenda for reports of membership recruitment.
  - Meetings should be fun:
    - Have food at meetings and gatherings.
    - Plan the meetings so they don't get boring.
      - Have an agenda and stick to it.
      - Learn how to handle conflict.
      - Have break-out sessions for decision-making.
      - Make sure people get to participate.
      - Write down what people say on large pads, so everyone can see it.
    - Be upbeat, even when it you have problems to discuss.
    - Have ground rules for meetings, and put them up on the walls.
    - Put up information about your Strategic Plan and your mission.
    - Don't be secretive.
  - Reward members
    - Have celebrations.
    - Give certificates to people thanking them for their service.
    - Thank people publicly at meetings and at events.

- Have members work in small teams so they get to know one another and make friends.
  - Use every member's interests and abilities.
  - Give people responsibility.
  - Put people on committees and subcommittees.
  - Divide up work into definite tasks and subtasks, and ask individuals to choose tasks. For example, a newsletter needs to have writers, editors, layout artists, people to take it to the printer, people to ask for contributions to pay for printing and distribution, people to hand it out, people to fold and address it (if mailed).
  - Rotate work and team membership: this week a person will write, next week stamp and stuff envelopes.

### **3. Be sure your members understand the purpose and goals of the NRZ:**

- TALK TO PEOPLE DIRECTLY.
- Publicize your committee meetings, and invite people to come.
- Keep minutes of meetings, and send them to members.
- Hold public meetings.
- Have written materials easily available which:
  - Set out the basic parts of your Strategic Plan in simple language.
  - List people who can be contacted for more information, or to join.
  - Create a folder for members, including your Strategic Plan, a map of the neighborhood, a list of committees and names of officers.
- Get to know the reporters from the local media (both English and foreign language): newspapers, local TV and public access cable TV, and radio stations. Ask them for coverage of your events, and of your progress. Invite them to participate as funders, sponsors, and members.

### **4. How can we deal with ethnic differences?**

- **Remember that you are dealing with individual people whose feelings get hurt.**
- **Remember that people who are angry believe they have been injured in some way.**
- **Don't forget that what we have in common far outweighs our differences: concern for our children and our parents, a desire for meaningful work, safety in our homes and neighborhoods, and respect.**
- Ethnicity is IMPORTANT. People come to your meetings with a lifetime of experience in which their ethnicity or race and family history has always been very important, whether their ancestors came from Europe, Africa, Central



America, Asia, or were Native Americans; whether they attend church, synagogue, mosque, Santería ritual or Quaker meeting.

- Your membership committee needs to think about these issues. Your organization needs to overcome the belief that there are “preferred” people, and “unwelcome” people. This requires active and conscious planning and outreach.
- Acknowledge the problems: differences in income level, language, hostility between groups, tradition. Build on common concerns: children, families, work, safety.
- In most communities, there is a history of migrations, with the newest groups feeling excluded. The primary exception to this pattern is the African American community which has historically been left behind, even by newer groups.

#### 5. Plan for the future.

- **Be honest and upfront about the challenges** your organization faces and how you are dealing with them. This will transform your work into a series of challenges, goals and achievements.
- **Be realistic about expectations.** Tell people what the real timeframe for your projects are, and **celebrate each step and achievement** along the way.
- If you have a five-year goal, **develop strategies** to make sure your organization will still be there to congratulate people on their success.
- Make membership and leadership **recruitment and training** an important part of your organizational goals.
- **Let people know** that yours is a successful organization, with large and small achievements.
- **Welcome new members,** new groups, new participants.
- Remember that you will lose the original leaders sooner or later, and you will **NEED EVERYONE** to keep the project going.

## FINDING, KEEPING AND PROTECTING YOUR LEADERS

EFFECTIVE ORGANIZATIONS: Have leaders who are willing and able to lead.

EFFECTIVE ORGANIZATIONS: Are led by people who are willing to share work, knowledge and information.

EFFECTIVE ORGANIZATIONS: Reward their leaders for work and time spent for the good of the organization.

EFFECTIVE ORGANIZATIONS: Continually recruit and train new leaders.

EFFECTIVE ORGANIZATIONS: Understand leadership “burnout” and have plans to continue to be effective as leadership changes.

### 1. Why do you need to know this?

- Because your organization needs willing and able leaders to function.
- Because leaders are necessary for both big and little things, from calling meetings to negotiating investment policy with the governor.
- Because being a leader can be personally very rewarding.
- Because one of the goals of a community organization is to help people reach their full leadership potential.
- Because very few people spent their lifetime working for an organization as a volunteer. Your organization **MUST** be prepared for changes.
- Because your organization needs to be stable and reliable over relatively long periods of time, or outsiders will no longer believe that it can represent its members.

### 2. Leaders need to be thanked and rewarded for their work.

- Remember that if leadership becomes a truly “thankless task”, no one will want to do it.
- Appreciation for good work can be given in many ways:
  - People should be encouraged to be courteous, and to thank others for their work.
  - People should be individually thanked for their work at every meeting and event.

- People who do things for the organization should be thanked in publications.
- When people leave office, the organization should recognize their service with celebrations, words and tokens of appreciation (cards, plaques, etc.).

### **3. Leaders are only as successful as their members want them to be.**

- This means that no leader can have “power” alone.
  - Decisions require a majority of voters, so at least a majority of the people present must agree with what the leader wants.
  - Carrying out a decision usually requires more than one person, and so the implementation of a decision depends on people OTHER than the leader.
  - The leader represents the organization to the public, the politicians, to the press. These groups know that if the leaders speak ONLY for themselves, they can't represent the organization. In other words, the public, the funders, and politicians always look BEHIND the leader to see who is there.
  - This means that among the leaders' most important jobs are:
    - Recruiting and keeping members.
    - Helping members do the work of the organization.
    - Fundraising.
    - Finding and training new leaders.
- Organizations need to provide back up for their leaders in order to be seen as important representatives of their neighborhood. This means:
  - That members come to meetings.
  - That members share the organizational work, whether this is stuffing envelopes or strategic planning.
  - That members make financial contributions to the organization when possible, and when necessary.
  - That members support the goals of the organization, and focus on goals rather than personalities.
  - That members pay attention to what leaders are doing.

### **4. How do you find leaders?**

- Your organization should encourage people to take on new tasks.
  - Many people don't know they have leadership potential until they try it.
  - People have different kinds of abilities: some are good at organizing events, others are good at planning for the future, and others are really

- good at working with teenagers. But this doesn't mean that is the only thing you should ask people to do.
- Leadership is primarily a matter of learning skills. Every time people learn how to do a new task for the organization, they are building their leadership skills. The person who spent last week stuffing envelopes may be able to direct the stuffing crew next month.
  - Sometimes leadership is shown in areas that you don't think of: some people might be able to raise money from local retail businesses; another person can persuade local churchmen and women to participate in your group.
  - Pay attention to success: When people do things well, consider them for more important opportunities.
- Divide the work into individual tasks: some people will function as leaders in small groups when they would fail as the leader of a large group.
  - Look for people who have been successful in other projects in the neighborhood: The mother who organized the PTA bake sale might be just right for running your community picnic. The people who organized the local store front church might be just right for helping start a business organization.
  - Train your members:
    - Some people say that leaders are trained, and NOT born.
    - There are leadership-training programs available both for free and for money. The following local organizations have provided leadership training in the past: League of Women Voters, YWCA, colleges and universities, United Way, local foundations, labor unions, churches, grassroots organizing groups, the American Leadership Forum.
    - There are also outside organizations that will train your leaders at conferences and meetings around the country.
    - The skills for leaders can be used in any kind of organization. Some people get this training through their work, or through their church, or in other organizations.
    - Read this Handbook.
  - What do people learn in leadership training?
    - How to run a meeting.
    - How to get people to events.
    - How to recruit and keep members.
    - How to do publicity.
    - How to build partnerships.
    - How to organize their community.
    - How to raise money and write grants.
    - (Is this beginning to sound familiar??)

## **5. Expect that your leadership will change.**

- You should assume that it is unfair to ask anybody to carry the burden of leadership for more than a couple of years.
- If people want to stay longer, that's fine, but if you don't plan for new leadership, you may find yourself stuck without officers for your organization, or with unwilling ones.
- If people realize that it is their own choice to stay or to leave, they will carry the responsibilities of leadership more easily.
- All leaders should train people to take over the job. If this is the basic understanding of the organization, then changing leadership will not threaten the organization's stability.
- Experienced leaders:
  - May have more skill.
  - Keep the "institutional memory" alive.
  - Know more people.
- On the other hand, leaders who stay too long:
  - Burn out.
  - Fail to help members achieve their own potential.
  - May be attacked for being undemocratic, or too powerful.
- New leaders:
  - Bring new ideas and energy.
  - Bring new members into the organization.
  - May represent new groups in the community.
  - Will need to rely heavily on membership.
- On the other hand, inexperienced leaders:
  - May make mistakes.
  - May not know things about the organization and the community.
  - Will have to develop new relationships inside and outside the organization.

## **6. How do you handle complaints about leaders' ability or conduct?**

- Organizations need to remember that their leaders are just members who have been asked to do more work.
- Don't punish people for their mistakes. We all make mistakes. No organization will grow or prosper if its leaders and members are afraid of taking risks.

- Don't forget that leaders are people with feelings, too.
- While there will be times when your organization has chosen the wrong person to lead it, the most effective way to handle these situations is to focus on the issues, not on the personality.

➤ For example:

**Instead of:** complaining privately that the leader is putting his/her own ego ahead of the organization when talking to the media,  
**there should be a real discussion about:** how to make sure that the organization's strategic plan is the focus of media coverage.

(Remember that what gets published is not necessarily what the leader said or did, but what was written down by the reporter, and then edited by the people who assemble the page or program.)

➤ The focus should be on the organization and its goals, not on gossip or rumor. For example,

**Instead of:** complaining privately that the leader is only talking to certain groups of people,  
**there should be a real discussion about:** developing a plan to reach all groups in the community.

➤ Everyone knows that rumor and gossip about what people have done is often wrong. Make sure you have the real facts. Ask people directly about what has happened. Ask people to explain. Ask people to respond to rumor or criticism, but do it as gently as possible.

## MEETINGS THAT WORK

EFFECTIVE ORGANIZATIONS: Distribute agendas of their meetings, keep the meetings focussed on the subjects on the agenda, and have minutes of their decisions.

EFFECTIVE ORGANIZATIONS: Make decisions based on information.

EFFECTIVE ORGANIZATIONS: Hold meetings that people want to come to.

EFFECTIVE ORGANIZATIONS: Demonstrate their commitment to democracy in their meetings.

EFFECTIVE ORGANIZATIONS: Understand the value and dangers of conflict.

### 1. Why do you need to know this?

- Because meetings are how organizations get their work done.
- Because people will leave your organization if they have to sit through long boring meetings, or if they believe their opinions aren't being heard.
- Because meetings are important opportunities to share information, understand different perspectives, and build community.
- Because it isn't hard to learn how to make meetings run well.

### 2. All meetings need an agenda.

- Agendas:
  - Tell people what the business of the meeting is.
  - Tell people the order in which things will be discussed.
  - Help you move through the business of the meeting by making it clear what is left to be done.
- For informal meetings, the agenda doesn't have to be much more than a list of things the group needs to discuss, decide, or hear information about.
- For larger meetings, or for meetings where decisions need to be planned and recorded, a more formal agenda is needed.

- An agenda needs to include:
  - Approval of the **minutes** of the last meeting.
    - Minutes should be distributed with the agenda, before the meeting when they will be approved.
    - They should include the names of the people who attended the last meeting, when the meeting was called to order and adjourned, and should be written and signed by the person who took them at the meeting.
    - Minutes don't have to be complete records of everything that was said at the meeting. They **MUST** include correct descriptions of each decision and the vote on it. They **MAY** include summaries of discussion before a vote.
    - Before voting to approve the minutes, information can be corrected or added to the minutes.
  - **Old Business:**
    - Any unfinished business from earlier meetings.
  - **New Business:**
    - Reports from committees, individuals, etc.
    - Things that need to be discussed or decided by this committee that weren't on an earlier agenda.
    - Any background information.
  - **Other Business:** Anything else that members want to discuss. If this discussion goes on too long, new items can be put on the agenda for the next meeting.
- Keep in mind:
  - It's best if members get their **agendas in advance** (but not so far in advance that they lose them).
  - Make sure members know **how to add items** to the agenda; it's best if they do this before the agenda is printed and mailed, but can also be done at the beginning or during a meeting.
  - If there are any **time limits** for discussion, put them in the agenda. For example, if you must leave the building by 9:00, and your meeting begins at 7:00, indicate how long you expect each discussion to last: Item 1 (10 minutes); Item 2 (5 minutes), Item 3 (45 minutes), etc.
  - Put **only the most important** items on the agenda. Send out background information if possible in advance so that you can save meeting time.
  - **Organize** the agenda so that the parts of the organization that have to work together can do so.



- Keep the agenda **short**. Try not to have too many items of business for any meeting. If there is too much to talk about, it is better to schedule another meeting than to wear people out, or have some people leave early.
- Set **priorities** so that you don't spend too much time on the less important issues.
- Identify **guests**: speakers, presenters, etc.

### 3. Running the meeting:

- **Goals for meetings:**
  - Meetings should be run in an efficient way.
  - Members should understand what is going on.
  - Meetings should meet the needs, goals and requirements of the organization.
  - Meetings should guarantee fair participation by all members of the organization.
  - Neighborhoods are famous for having "cliques". Meetings can make people feel even more excluded than normal. Members and leaders can help overcome this by using the social time before and after the meeting to welcome any new people, to introduce themselves, to share refreshments, etc.
  - Attendance lists, with names, addresses and phone numbers should be kept, so that people can be invited to return for other events or asked to join committees.
- **Preparing for the meeting:**
  - Develop the agenda.
  - Distribute it in advance; allow members to review it before the meeting.
  - Make sure someone has agreed to record the minutes. This can be done by electing a permanent secretary, by appointing a secretary for that meeting, or by rotating this job from one volunteer to another.
  - Make sure you have a meeting chair.
  - Explain how the meeting will be run to members, especially to new members.
  - Try to run all meetings the same way.
  - If your meeting will be conducted according to Robert's Rules of Order, the standard set of rules for democratic groups, make sure someone has a copy of a SIMPLIFIED guide. There are several inexpensive ones that you can buy at any large bookstore.

- **Running the meeting:**

- Establish ground rules:
  - Who can speak.
  - How much time will be spent on each issue.
  - How many people have to be present in order for the organization to make decisions (a quorum).
  - How members can bring an end to a discussion.
  - You may also want additional rules regarding listening, not interrupting, respect, etc. These should be written down and put up where everyone can see them. This is discussed in the next few pages under conflict.
- The role of the Chair:
  - Permitting people to speak.
  - Setting limits: asking people to bring their comments to an end.
  - Maintaining order.
  - Keeping to topics of the agenda.
  - Moving through the agenda.
- Opening the meeting. The Chair:
  - Will open the meeting, indicating the time, and who is present.
  - Reviews the agenda, explaining briefly what the items are.
  - Asks if any changes to the agenda are needed. The agenda will be changed at this time if necessary.
  - Introduces visitors and guests.
- Discussion and voting.
  - If a decision has to be made, a proposal is put into a clear sentence. For example, if the group wants to decide whether or not to hold an Education Fair, someone would **make a motion** to do that.
    - "I move that we have an Education Fair on April 3, in the Community Health Clinic."*
  - A motion has to be proposed by one person, and **seconded** by another. In other words, it takes two people to put a proposal before the group.
    - "I'd like to second that motion."*
  - The secretary will write down the motion exactly as it is proposed, and **read it back** to the meeting.
  - Then the Chair invites **discussion**. Sometimes anyone who has raised a hand may be invited to speak. If there isn't much time and the Chair wants to be certain that

all opinions are heard, the Chair can ask that the speakers alternate between those who support the motion and those who oppose it. The Chair can also set a time limit for speeches (usually 2 or 3 minutes). In order to guarantee fairness, EVERY speaker must be held to the time limit.

- If someone suggests making a change in the motion, that can be done by **amending** it.  
*"I'd like to amend the motion to move the date for the Fair to September 10<sup>th</sup>."*

The amendment requires a second as well. After discussion of the amendment, a vote is taken ON THE AMENDMENT:

*"All those in favor of amending the motion to change the date to September 10, please say Aye. (listen to the voices). All those opposed, say Nay (listen again)."*

If it isn't clear which side had the most votes, then conduct the vote by having the Aye's raise their hands, and then the Nays. Two people should count the votes for accuracy.

- If a member wants to bring the discussion to an end, she can "**call the question.**"  
*"I'd like to call the question."*

There must be an immediate vote to determine whether the group wants to end the discussion.

*"All those in favor of calling the question, please say Aye."*

If the group votes YES, the Chair must move immediately to a final vote on the motion (or on the amended motion). If the group votes NO, discussion continues.

- When the Chair decides that all opinions have been heard, and that everyone has been fairly treated, the Chair will call a **vote**:  
*"All those in favor of the motion, please say Aye."  
"All those opposed, please say Nay."*

If it is uncertain from the **voice vote** which side has

won, the Chair can conduct a vote by **raised hands**. In some kinds of votes (for officers, for example) the vote may be taken by **paper ballot**. This protects the privacy of each member's vote.

For other kinds of votes, especially if this is a part of government, the vote must be taken by **roll call**. That means that each member's name is called, and that person must announce what his vote will be, so that it can be recorded in the official records of the organization.

- Sometimes it won't be possible to make a decision at this meeting, and it will be necessary to postpone a decision to a later meeting. To do this, a motion is made to "**table**" the proposal, usually to a specific time:

*"I move to table this motion to our April meeting."*

This motion requires a second, and then a vote.

When it is time to take up the motion again, a motion is made to remove it from the table:

*"I move to remove the motion to have an Education Fair from the table and to have it placed on today's agenda."*

This motion is also seconded, and then voted on.

- Another way to handle a subject which can't be decided at this time is to send it to an existing committee, or to set up a special committee to study it.
  - The committee should be given a specific job to do.
    - For example, to find out certain information, or to bring a recommendation to the group.
  - There should be a specific time to report back to the whole group.

➤ Closing the meeting:

- Before the group adjourns, the Chair should make announcements about upcoming meetings, additional business, etc.
- A motion to adjourn, with a second and a vote, must be made from the floor (meaning from the people attending the meeting).

#### 4. How should we handle conflict?

- At the bottom of all conflict is a real, good reason for anger. The job for organization leaders is to find out what the GOOD reason is.
- All sides to any conflict have good reason for their positions. This does not mean that this “reason” is based on good information, or is legitimate. It only means that until you find out why people are REALLY angry, you cannot solve the problem.
- Don’t try to just shut it down. Conflict that is “squelched” will just reappear in some different place.
- In many urban areas, the differences between different communities (rich and poor, black and white, different religions, different ethnic groups) have deep historic roots. Don’t ignore these realities; use these conflicts to learn more about your community, the waves of immigration that have brought new people to it, family histories, religious and ethnic traditions, including music, art and literature.
- Try to get people talking honestly about what they are thinking and feeling. Be specific. Try to deal with facts.
- Don’t permit yelling and shouting, or personal attacks. But respect the opinions of the angry people.
- Set ground rules for discussion. Here is an incomplete list:
  - We will listen to each other’s comments, without interrupting.
  - We will try to understand what other people have said.
  - No personal attacks will be permitted.
  - We will stay within time limits.
  - We will stay on the topic.
  - We will ask for information when we need it.
  - We will treat people as individuals, and not as members of some group.
  - We will be honest.
- Some resources for training and education on dealing with conflict, on developing new conversations on race and ethnicity, on improving interpersonal relations. Organizations with a special interest in these areas are interfaith organizations including the Anti-Defamation League, The National Conference of Community and Justice (NCCJ), the YW/YMCA, and other civic organizations; Community Mediation Centers, Community Conversations on Race Study Circles, the National Urban League, Educators for Social Responsibility, local community vision projects, and others.

## CONSENSUS BUILDING

**EFFECTIVE NRZS:** Make decisions based on consensus.

**EFFECTIVE NRZS:** Include plans for building consensus in their Strategic Plan.

**EFFECTIVE NRZS:** Make sure that no stakeholders in the neighborhood believe that they have been excluded from decision-making, or that their opinions have been ignored.

### 1. Why do you have to know this?

- Because the NRZ law requires that you develop a consensus-building strategy.
- Because the problem with traditional organizations is that some people believe their concerns had been ignored.
- Because your neighborhood needs the support of all of its residents, businesses and organizations to achieve revitalization.
- Because organizations that do not reach consensus will develop factions and splinter groups; mutual trust will be lost.

### 2. What does “consensus” mean?

- Reaching consensus means reaching a “collective opinion or agreement.”
- In a meeting, reaching consensus means:
  - That everyone who has something to say has spoken;
  - That all the opinions and ideas have been listened to and considered;
  - That the group has reached a general agreement on what should be done.
  - This doesn’t mean that everyone must agree, but that everyone must believe their opinions have been considered as part of the resolution; and that no one believes strongly that the group’s decision is wrong.
- When a “community consensus” has been reached,
  - all the groups and many of the individuals in a neighborhood have been asked their opinions and
  - their ideas have been considered by the NRZ Committees.
  - No one believes that they have been left out of the decision.
  - Finally, there are no strong objections to what the organization decides to do.

### 3. How do you reach consensus?

- In a meeting, a serious attempt must be made to allow everyone to speak and to be heard. This can be achieved by a number of techniques:
  - Newsprint pads can be used to write down what people have to say. Each sheet of paper should be taped to the wall, so people can see their ideas and other people's ideas at the same time.
  - Small group discussions will allow a larger number of individuals to get their ideas before the group.
    - Each group should be 5-10 people.
    - Give the groups specific tasks: questions or ideas to discuss, solutions to propose, stories to tell, etc.
    - Divide the work: Each group should have one person whose job is to run the meeting and another person whose job is to write down people's ideas. Someone should be the reporter. That job is to tell the larger group what was said in the small group.
    - Report to the larger group what was done in the small group.
  - Set time limits: no speaker may take more than 3 or 4 minutes. Have a timekeeper, and keep to the rules.
  - Alternate between pros and cons: first a speaker who supports the idea, then someone who opposes it. This makes sure that people who are in the minority get heard.
  - The Chair must be alert to people who may be trying to speak.
  - There are real difficulties in holding meetings where there are groups who speak different languages. It is very important that translators be available. Try to have people who are real translators, not just neighbors who are bilingual. The reason this is important is that a real translator will transmit exactly what was said, without any changes or opinions or shortcuts. At the very least, the translated words should take about the same length of time as the original.
- Making decisions:
  - Most democratic institutions (governments, unions, clubs, etc) use Roberts Rules of Order to guide the meeting. Under Roberts Rules, when more than half of the people present are in favor of a motion, it is passed. But this is not a consensus. Almost half of the people can disagree, and believe that what is important to them is not important to the group.

- If a large group of members are unhappy, a consensus has NOT been reached. So, new ways of making decisions must be adopted so that there are no losers, and decisions are not made by a simple vote count.
- Your bylaws may provide for voting by consensus. For example, you may have a rule that if a single person opposes a decision, no vote may be taken, or that a two-thirds vote is necessary to pass a proposal.
- The traditional way to reach consensus is to just keep talking and listening until some proposal is made that everyone can agree with.
  - Sometimes this requires that people change their minds about an issue;
  - Sometimes they will have to learn new information;
  - Sometimes they will have to accept another person's perspective.
  - Sometimes it won't be possible to find a proposal that will be acceptable to everyone right away.
- The "just keep talking" rule makes some people very uncomfortable. They want to find out who won, get it over with and move on. Too much time spent in "haggling" or too much "compromise" seems like a waste of time. This can be a serious problem. Leaders will have to plan meetings so that consensus is achieved in the most efficient way.
- Your organization will have to talk about the importance of consensus; members will have to be persuaded that a process that includes everyone is worth the effort and the time it takes to create it.
- The benefits of consensus are great:
  - You will have achieved the basic goals of **democracy**: allowing everyone to have a voice.
  - You will have created an environment in which all members of the community are treated with **respect**.
  - Your organization's work will be based on good **information**.
  - You will have the **support** (volunteer, financial, political) of all the groups in your community.
  - Your **leadership** will be assured that they have members' support.

- **How do you reach community consensus?**

- Involve all the community stakeholders in your organization. A "stakeholder" is someone who lives in your neighborhood, works in the neighborhood, or whose wellbeing in some way depends on the success of your community.



- This includes people who have been traditional leaders in the community, politics and business and newcomers or people who have traditionally not played an important role.
- It will mean reaching out to people who do not normally associate with one another: the rich and the poor, members of different ethnic groups, landlords and tenants, business owners and their customers, the police and maybe even the "bad guys."
  - For example,
  - Landlords, tenants, city government and environmental groups can be invited to find ways to eliminate trash and abandoned cars on the streets.
  - A series of designs for storefront renovation can be set up on street corners, with voting boxes for people to vote for their favorite.
  - A meeting of business owners (including the owners of liquor stores and bars) and residents can discuss problems of public drunkenness.
  - Draft proposals for the NRZ Strategic Plan can be put up in prominent places before a public meeting is held to discuss it.
  - Meetings can be held in homes with neighbors invited to help decide priorities for the Strategic Plan.
  - Crime prevention programs can involve police, residents, local young people and gang members.
- Be creative; look for new partners; be sure you tell the community what you are doing.
- Use your library and the Internet: many communities are doing this same work, and their ideas are available through newspapers and magazines, *from the foundations and government agencies that gave them money*, and from organizations that specialize in community activity.
- For example, the Consensus Building Institute, the Civil Practices Network, National Civic League, Pew Partnership for Civic Change, *Society for Nonprofit Organizations*, *Study Circles Resource Center*, the U.S. Department of Housing and Urban Development, and many others.

## KEEPING YOUR MEMBERS AND THE COMMUNITY INFORMED

EFFECTIVE ORGANIZATIONS: Keep their members informed about what they are doing.

EFFECTIVE ORGANIZATIONS: Frequently tell the community what they are doing.

EFFECTIVE ORGANIZATIONS: Can attract people to their activities.

EFFECTIVE ORGANIZATIONS: Are known in their communities.

EFFECTIVE ORGANIZATIONS: Keep good records.

### 1. Why do organizations need to be concerned about publicity?

- Because all the parts of an organization need to know what the other parts are doing.
- Because members need to be recognized and appreciated for their work.
- Because the only way most people will hear about your work is by reading about it, seeing it, or hearing about it.
- Because you need to give people information about meetings, events, opportunities.
- Because you will need to build public support for some political goals.
- Because you need a record of what you have done.
- Because if people know what you are doing, they will tell you if you have made a mistake, and give you the opportunity to correct it.
- Because you want people to share new information and ideas with you.

## 2. How can we be sure that members know what we are doing?

- Meeting **agendas** and **minutes** are very important ways you tell your members what you are doing and what you have done.
- They are important sources of information about what you did in the past.
- Records of decisions and discussions are your organization's memory. A year from now, no one will remember exactly what happened at any meeting.
- Sometimes they are legally required, especially if your organization has incorporated.
- They should be distributed on time and regularly to members.
- Sometimes they should be included in newsletters or other public information.
- For more information, see the chapter on Meetings that Work.

## 3. How can we make sure the community knows what we are doing?

- You have TWO goals:
  - To make sure that the community as a whole KNOWS YOU ARE WORKING, and;
  - That anyone who wants to know WHAT YOU ARE DOING can find out easily.
- To make sure the community knows you are working, they have to see you do something frequently. The "something" doesn't always have to be the same thing, it can be a variety of activities or publications.
  - However, it must always show the name of your organization in some way that people won't miss.
  - Have a "logo": a clearly visible design, color or set of colors that can be printed on all your printed material, and worn by any volunteer. This can be as simple as the name of your organization in large letters on a bright background, or as artistic as you can make it.
  - The logo can be used as an identifier for anyone doing volunteer work, made into pins and bumper stickers, put onto banners, put on business cards, stationery, newsletters and posters.
  - New materials carrying the logo should be seen frequently: on new posters, on a recent newsletter, on a new sign congratulating a homeowner for a beautiful garden, on a volunteer collecting information about the neighborhood.

- Take down old signs, posters, etc. They become invisible after a while and don't tell people that your organization is still working. "Good neighbors" remove their own out-of-date materials.

#### 4. When should we do publicity?

- Always and continually. Just as you need to continually recruit members and leaders, you will need to continually tell the members of your community what is happening, and how they can help.
- In plenty of time to get people to meetings and events, but not too far in advance. Less than a week in advance is too little time. A month in advance is too much time (people will forget).
- Publicity should be part of your regular organization's planning. A Publicity Committee should plan for a whole year: how many newsletters and when, when to issue press releases, what events to invite the media to, etc. It should be responsible for carrying out its plan.

#### 5. What should you tell people?

- Anything and everything you have done: new members, new officers, each individual step toward achieving your strategic plan, any time you change your plans, every contribution (money, work, support).
- Decisions you will be making in the future. Give people an opportunity to tell you what THEY want the outcome to be.
- The challenges your group faces.
- New information about your neighborhood.
- Promises that have been made to you, and progress on those promises.
- Good news about the neighborhood.
- People who have helped your organization: politicians and government employees, businesses, banks, the media, etc.
- REMEMBER: if you don't TELL people about the GOOD things, they won't know them.

#### 6. How do you get free publicity?

- You should ask the media for free coverage of your meetings and events.
  - Call or write to reporters to tell them about upcoming events.
  - You will need the help of the media to communicate with the public. Make friends with reporters, editors, newspeople, and other people who can put information into print or on the air.
  - Prepare and distribute **press releases**:
    - A press release is a one or two page article that you write, with the information that you want to be made public.

- It should start with a headline, and a sentence that tells the story.
- It becomes more detailed toward the end.
- Make it interesting.
- Quotations can be used to make the press release interesting.
- It must include correct dates and places for events, names and phone numbers for people to contact for more information.
- It can be hand-delivered, faxed or mailed to newspapers, or TV and radio stations. Expect that the media will not use your press release exactly, but will use it as a starting point. Reporters may call you for more information or interview some other group involved in the event or project.

## 7. Most of your publicity you will create yourself:

- **Word of mouth:**

Advantages:

- It's personal.
- It's the way most community news travels.

Disadvantages:

- You can't be sure who will be reached and what will be said.
- It is very time-consuming to reach large numbers of people.

- **One-on-one communication:** telephone trees, neighborhood "coffees", asking one person on each block to share information with the rest of the neighbors, "Getting to Know You" campaigns.

Advantages:

- Very effective at creating a sense of community.
- Helps people get to know one another.
- Helps identify new members and potential leaders.
- Can work quickly if necessary.

Disadvantages:

- The chain is only as strong as its weakest links. If some people fail to carry out their tasks, larger numbers will not be reached.
- Can take a lot of effort for individual members.
- There may be a lot of variety in the information given to the public.

- **Using word of mouth and one-on-one communications:**

- There is no way to control or influence the way people talk about your organization, other than to make sure that members have news about your successes and are comfortable talking about them.
- Telephone trees, or other more organized contact can be more reliable.

- A telephone tree starts with;
    - One leader who calls 5 to 10 other leaders.
    - These people each have a group of 5 to 10 people that they call. (No more than 10.)
    - With two sets of phone calls, as many as 100 people can be reached ( $10 \times 10 = 100$ )
  - If you need to reach more people, increase the number of small groups, and add a layer to the pyramid at the top:
    - one leader calls 5;
    - each of those calls 5;
    - each of those calls 10.
    - $5 \times 5 = 25$  small groups, each of ten.  $25 \times 10 = 250$  contacts, with no one responsible for more than 10 calls.
  - A telephone tree should start with a short, specific and clear message. Ask callers to stick as close to the exact words as possible.
  - All callers must have the names and phone numbers of the people they are supposed to call. Telephone trees work better if the callers know the people on their list.
  - Sometimes groups run a “practice” telephone tree, just to see if their message gets delivered from the top all the way to the bottom.
- Any time that you try to communicate through direct personal contact, make sure that people have a clear message that has been written out for them. Remember the old game of Telephone? A whispered message is started at one point in a circle of people, and by the time it has been repeated (and misheard and misunderstood) around the circle, it ends up completely different. If each person has a written message, the contents will stay the same.

- **Posters and fliers:**

Advantages:

- They put your organization in public view.
- They are easy to read.
- Brief messages and announcements can be shared quickly and reliably.
- They are inexpensive.

Disadvantages:

- They don't hold much information.
- People can't take posters home to read.
- They are usually announcements of THINGS TO COME, not work already completed.

➤ How to produce fliers and handouts:

- One page fliers or handouts can be designed and made using desk-top publishing or ordinary word processing programs on computers, or can be hand drawn or lettered.
- If they are announcements, BE SURE ALL THE RIGHT INFORMATION IS INCLUDED: date, time, place, raindate if there is one, contact person for more information.
- Fliers were traditionally mimeographed, but today it is more likely that you will take them to a printer, or a copying service.
- Make sure they stand out and can be seen:
  - The print is large enough to be read from a distance.
  - The writing is clear.
  - Use colored paper so they will stand out from other materials.
- Make sure they are put up where lots of people will see them.

• Newsletters: Should be published at least three times a year.

Advantages:

- They will create visibility, even if people don't read them.
- They provide opportunity to thank people and organizations who have worked with you.
- They allow you to convey more information.
- They are fairly inexpensive.
- Lots of people know how to create them.
- There are good software packages that allow you to create high quality materials yourselves.
- There are many ways to distribute them, some less expensive than mail.

Disadvantages:

- They require work and some skill to write, assemble, print and distribute.
- They require money for printing and distribution.
- They may not be read.
- You may have to learn to produce stories, create headlines, take pictures and set-up pages.

➤ How to produce newsletters:

- They can be written entirely by hired staff, or put together from short articles written by members and leaders.

- If you have a community where people speak languages other than English, the newsletter should have the same articles in different languages.
- The newsletter should look good, and the language and content should speak for the neighborhood.
- The most common way to produce a newsletter today is to create "camera ready copy" on a home or office computer. Most computers come with software that will allow you to put words in columns, to add decorative borders, charts, graphs and drawings (called "clip art"). The "camera ready copy" is then taken to a printer or a copier who makes many copies for mailing.
- Many high school and college students know how to do "desk-top publishing", another phrase meaning to create camera ready copy. Retired people are also becoming increasingly familiar with computers.
- Partnering with a journalism program at a high school or local college may be one way to get help on your newsletter.
- Large corporations and banks frequently have their own printing and copying departments, and may be willing to donate their services for a community newsletter.
- You will need an address list, address labels and stamps.
  - Address lists can be kept on computers, which can print mailing labels.
  - You will have to decide what kind of postage you can afford or need. If you send your materials first class, you can be assured that they will be delivered promptly. But this will cost at least \$.32 per newsletter, or more if you have many pages or use heavy paper,
  - If you send your materials by much cheaper bulk mail, you will have to sort them by zip code and sometimes by street, and it may take as long as two weeks for them to be delivered. This is fine, unless you are announcing events that will take place in the next few weeks.
  - Your local post office is a good source of advice and information on mailing.
- Remember that you can't put your materials into people's mailboxes unless you have paid postage. You can, however, slip things under people's doors, hand them out at public events or in front of stores,



and ask merchants to let you leave copies of newsletters in their stores for their customers to take.

- When you plan to do a newsletter, plan for its cost. Even if you have a completely volunteer work force, someone will have to pay for paper, printing, labels and stamps. You may find it easier to pay for mechanized folding and stapling as part of the printing process than to ask volunteers to do this truly boring and time-consuming work.

- **Newspapers, TV and radio:**

Advantages:

- Sometimes you can get free publicity by being on the news, by being interviewed for a talk show, by having a program on public access cable TV.
- If it is YOUR program, you can make sure that your message is communicated exactly as you want it to be.
- Being on TV is more prestigious than other news coverage.
- People remember what they see or hear.
- You can reach specific audiences, through special programs or stations. For example, there may be foreign language stations or programs that will broadcast information about your neighborhood activities.

Disadvantages:

- You can't always be sure that the news coverage is favorable, or accurate.
- If you have to pay for airtime, it can be very expensive.
- Very few people will hear a single broadcast or announcement. Printed materials can reach a larger number of people at a lower cost.
- Fewer people know how to put together a radio or TV spot than know how to print up a flier or a newsletter. The technology can be expensive.

- **How to get onto radio and TV:**

- Call up local media hosts and tell them about your program. Explain why their audience would be interested in what you are doing.
- Use local access TV. Sometimes you can get your own interview show, and use it to focus on your community and its activities. (You need to be a fairly large community and have enough news items over many months to do this).
- Ask radio and TV news departments to cover your events, and to bring cameras and tape recorders.

- Design your events so that there is a good “photo op” at some point; that is, some picture that will interest viewers. For example, cute kids, some sport event, a famous person in town, a building demolition, a grateful or surprised older person. Tell the reporters about it in advance.

- Public meetings

Advantages:

- People get to see you in action.
- People see your organization and its members.
- People get to meet one another.
- A good meeting makes people feel good about the organization, and more willing to commit their own time.
- Meetings can give you a good opportunity to distribute information, answer questions, and hear what the neighborhood has to say about things.
- If you have lots of members, you can pull together an important meeting on short notice.

Disadvantages:

- People get to see you in action, and they will see your shortcomings as well as your achievements.
- If only a few people come to the meeting, they will become discouraged.
- Meetings can be hard to organize: you need lots of advertising, sometimes in several languages.
- The best way to get people to come is to invite each one separately, in person. This requires an active group of members to make phone calls and visits.
- If there are several languages spoken in your neighborhood, you will need to find GOOD translators for each language. Otherwise, some groups will believe that they have been treated unfairly. It can take a lot of time, however, to say things 3 times (English, Spanish, Vietnamese, for example).
- Sometimes public meetings don’t represent the neighborhood as a whole, but only some particularly angry group.

- How to have a successful public meeting:

- Have public meetings when you have something to show the community or when you need to gather opinion on a specific question. Don’t call too many meetings; people will stop coming.
- Find ways to invite people personally. Use telephone trees, neighborhood block watches, religious organizations, clubs, etc. People need an individual invitation to break away from the other

things they need and want to do. Posters and mailed announcements are necessary, but not enough.

- Make sure you have a definite agenda, and stick to it.
  - A good meeting leaves everyone feeling that they had a chance to be heard and that most people agreed with the outcome.
  - Good meetings fill the room in which they are held. If you expect a smaller group, use a smaller room. Empty space makes people feel that they were alone in the room.
  - Good meetings provide for social time: if you can, serve refreshments, and set aside some time for conversation.
  - Use meetings to introduce people to one another: make name tags.
  - Use meetings to build membership: keep a list of the people who came, their address, phone number and email address.
  - Keep records of what was said, what decisions were made, etc. There should be minutes of public meetings just as there are minutes of regular business meetings.
- **Visible events: activities which are held where people can see them:**
    - Advantages:
      - They can be very effective at improving the image of your community, and your organization.
      - They can bring members and residents together in new and productive ways.
      - They can achieve important goals: Children's recreation; community clean-up; sharing cultures, music and food, etc.
    - Disadvantages:
      - They require a lot of work: coordination, advertising, physical labor.
      - If it rains or no one comes, all your work may not have any effect on the community.
    - **How to put on visible community events:**
      - BE CREATIVE; try new ideas. Don't be afraid to have fun.
      - A "visible" event has to be seen: put up flags and balloons, hold it where people walk by, and be sure people can see your logo.

- Advertise, advertise, advertise. Use all the languages of the community. Ask the radio and TV stations to announce your events in their public service announcements.
- Invite individuals and groups personally.
- Divide the work so that no one has too much, but everything gets done. Here are some of the things that need to be done:
  - Arranging the place and any equipment needed.
  - Writing advertising.
  - Distributing fliers, newsletters, etc.
  - Arranging for speakers, participants.
  - Coordinating contacts to build attendance.
  - Raising money to pay for advertising, food, equipment, etc.
  - Developing an agenda; running the meeting.
  - Arranging for refreshments.
  - Providing childcare, if needed.
  - Cleaning up.
  - Thanking people who volunteered to help.
- Here are some examples of possible events:
  - Holiday parties for children;
  - Cooperate with block watches to run summer block parties;
  - Plan "Get to know your neighbors" days.
  - Put awards on houses for nice gardens, good upkeep, etc.
  - Participate as a group in parades, community service projects.
  - Invite potential employers and workers to a Job Fair.
  - Put up architects' drawings of competing designs for façade renovation, new buildings, etc.; ask people to vote for their favorites.
  - (Don't forget to invite new people to join, take their names, addresses and phone numbers.)
- **The Internet:**
  - Advantages:
    - It's getting very popular, and will soon be a necessary part of education and communication.
    - For people who have access, it's very easy.
    - Schools and libraries now provide computers with Internet access.
    - It can be a great tool for research, and for collecting public opinion.
  - Disadvantages:
    - It can be very expensive to set up and maintain a web page.
    - Keeping a web page current is very important, but can be expensive. Volunteers frequently don't have the skills to do this, or are not

involved with the organization long enough to keep the page up to date.

- Only about a third of families have computers with web access at home. Low and moderate-income families are less likely to have them than are upper middle class families with more education.

➤ How to use the Internet to communicate about your program:

- Ask your members to donate their skills. Paid services can be very expensive.
- Form partnerships with businesses to provide Internet or other computer services to your organization.
- Ask the computer experts at your local college or university if they have good students who would be willing to help set up a web page.
- Don't put up a web page unless you can figure out a way to keep it current. This means updating it monthly, or whenever you have another event, or produce another newsletter, etc. Deleting your web page is better than leaving one up that is more than a year old.
- There are some on line services that offer free web pages.
- Many cities have their own web pages, and may be willing to link to yours, or to help you put one together.

State of Connecticut  

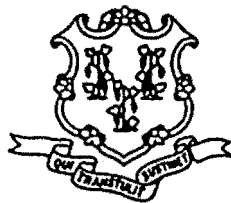
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**REGISTER & MANUAL**

1999

Prepared pursuant to Sec. 3-90 of the  
General Statutes



Secretary of the State

**HARTFORD**  
1999

## THE PRESS OF CONNECTICUT

The Associated Press, 55 Farmington Ave., Suite 402, Hartford 06105, Keith Robinson, Correspondent; New Haven Office, 40 Sargent Dr., New Haven 06511, Brigitte Greenberg, Correspondent; Stamford Office, 75 Tresser Blvd., Stamford 06901, Denise Lavoie, Newsman; Capitol Office, Press Rm., State Capitol, Hartford 06106, Evan Berland, Newsman.

## DAILY NEWSPAPERS

Except Sunday

**BRIDGEPORT.** *Connecticut Post.* + Address: 410 State St., 06604-4560. Tel., (203) 333-0161. *Publisher*, Robert H. Laska; *Editor*, Rick Sayers.

**BRISTOL.** *The Bristol Press.*\* Address: 99 Main St., 06011. Tel., (860) 584-0501. *Publisher*, Marc Romanow; *Editor*, William Sarno.

**DANBURY.** *The News-Times.* + Address: 333 Main St., 06810. Tel., (203) 744-5100. *Publisher*, Wayne J. Shepperd; *Editor*, Paul Steinmetz.

**GREENWICH.** *Greenwich Time.*\* Address: Southern Conn. Newspapers, 20 East Elm St., 06830. Tel., (203) 625-4444. *Publisher*, William Rowe; *Exec. Editor*, Joseph F. Pisani.

**HARTFORD.** *The Hartford Courant.* + Address: 285 Broad St., 06115. Tel., (860) 241-6200. *Publisher*, Marty Petty; *Editor/Vice Pres.*, Brian Toolan; *Managing Editor*, Cliff Teutsch; *Editorial Page Editor*, John Zakarian.

**MANCHESTER.** *Journal Inquirer.*\* Address: 306 Progress Dr., Box 510, 06045-0510. Tel., (860) 646-0500. E-Mail, Journalinq@aol.com. FAX, (860) 646-9867. *Publisher*, Elizabeth S. Ellis; *Managing Editor*, Chris Powell.

**MERIDEN.** *Record-Journal.* + Address: 11 Crown St., 06450. Tel., (203) 235-1661. *Publisher/Editor*, Eliot C. White.

**MIDDLETOWN.** *The Middletown Press.*\* Address: 2 Main St., 06457. Tel., (860) 347-3331, (800) 688-3540. *Gen. Mgr.*, James E. Gibbons; *Editor*, Marc Levy.

**NAUGATUCK.** *Naugatuck Daily News.*\* Address: 71 Weid Dr., 06770. Tel., (203) 729-2228. *Publisher*, Ronald Waer; *Managing Editor*, Tara S. Young.

**NEW BRITAIN.** *The Herald.* + Address: 1 Herald Sq., 06050. Tel., (860) 225-4601. *Publisher*, Marc Romanow.

**NEW HAVEN.** *The New Haven Register.* + Address: 40 Sargent Dr., 06511. Tel., (203) 789-5200. *Publisher/Chief Exec. Officer*, William J. Rush; *Editor*, Jack Kramer.

*Yale Daily News.* + Address: Box 209007, Yale Station, 06520. Tel., (203) 432-2424, 2414. *Publishers*, Ephram Lustgarten, Kavita Menon.

**NEW LONDON.** *The Day.* + Address: 47 Eugene O'Neill Dr., P.O. Box 1231, 06320-1231. Tel., (860) 442-2200. *Editor/Publisher*, Reid MacCluggage.

**NORWALK.** *The Hour.* + Address: 346 Main Ave., 06851. Tel., (203) 846-3281. *Publisher*, B. J. Frazier; *Exec. Editor*, John P. Reilly; *Managing Editor*, Robert T. Fredericks.

**NORWICH.** *Norwich Bulletin.* + Address: 66 Franklin St., 06360. Tel., (860) 887-9211. *Publisher,* David A. Whitehead; *Exec. Editor,* Keith Fontaine.

**STAMFORD.** *The Advocate.\** Address: 75 Tresser Blvd., P.O. Box 9307, 06904-9307. Tel., (203) 964-2200. *Publisher,* William J. Rowe; *Editor,* Joseph F. Pisani.

**TORRINGTON/WINSTED/NORTHWEST CORNER.** *The Register Citizen.* + Address: 190 Water St., P.O. Box 58, 06790. Tel., (860) 489-3121. *Publisher,* Chadwick M. Beatty; *Editor,* Dan L. Hassett.

**WATERBURY.** *Waterbury Republican-American.* + Address: 389 Meadow St., 06722. Tel., (203) 574-3636. *Publisher,* William J. Pape, II; *Exec. Editor,* Jonathan Kellogg.

**WILLIMANTIC.** *The Chronicle.\** Address: 1 Chronicle Rd., 06226. Tel., (860) 423-8466. *Pres.,* Lucy Crosbie; *Publisher,* Kevin Crosbie; *Editor,* Ron Robillard.

\*Evening + Morning

#### SUNDAY NEWSPAPERS

**BRIDGEPORT.** *Connecticut Post.* Address: 410 State St., 06604-4560. Tel., (203) 333-0161. *Publisher,* Robert H. Laska; *Editor,* Rick Sayers.

**DANBURY.** *The News-Times.* Address: 333 Main St., 06810. Tel., (203) 744-5100. *Publisher,* Wayne J. Shepperd; *Editor,* Paul Steinmetz.

**GREENWICH.** *Greenwich Time.* Address: Southern Conn. Newspapers, 20 East Elm St., 06830. Tel., (203) 625-4444. *Publisher,* William Rowe; *Editor,* Joseph F. Pisani.

**HARTFORD.** *The Hartford Courant.* Address: 285 Broad St., 06115. Tel., (860) 241-6200. *Publisher,* Marty Petty; *Editor/Vice Pres.,* Brian Toolan; *Managing Editor,* Cliff Teutsch; *Deputy Managing Editor,* G. Claude Albert; *Editorial Page Editor,* John Zakarian.

**MERIDEN.** *Record-Journal.* Address: 11 Crown St., 06450. Tel., (203) 235-1661. *Publisher/Editor,* Eliot C. White.

**MIDDLETOWN.** *The Middletown Press.* Address: 2 Main St., 06457. Tel., (860) 347-3331, (800) 688-3540. *Gen. Mgr.,* Jim Gibbons; *Editor,* Marc Levy.

**NEW BRITAIN.** *The Herald.* Address: 1 Herald Sq., 06050. Tel., (860) 225-4601. *Publisher,* Marc Romanow.

**NEW HAVEN.** *The New Haven Register.* Address: 40 Sargent Dr., 06511. Tel., (203) 789-5200. *Publisher/Chief Exec. Officer,* William J. Rush; *Editor,* Jack Kramer.

**NEW LONDON.** *The Day.* Address: 47 Eugene O'Neill Dr., P.O. Box 1231, 06320-1231. Tel., (860) 442-2200. *Editor/Publisher,* Reid MacCluggage.

**NORWICH.** *Sunday Bulletin.* Address: 66 Franklin St., 06360. Tel., (860) 887-9211. *Publisher,* David A. Whitehead; *Exec. Editor,* Keith Fontaine.

**STAMFORD.** *The Sunday Advocate.* Address: 75 Tresser Blvd., P.O. Box 9307, 06904-9307. Tel., (203) 964-2200. *Publisher,* William J. Rowe; *Editor,* Joseph F. Pisani.

**TORRINGTON/WINSTED/NORTHWEST CORNER.** *The Register Citizen.* Address: 190 Water St., P.O. Box 58, 06790. Tel., (860) 489-3121. *Publisher,* Chadwick M. Beatty; *Editor,* Dan L. Hassett.

**WATERBURY.** *The Sunday Republican.* Address: 389 Meadow St., 06722. Tel., (203) 574-3636. *Publisher,* William J. Pape, II; *Exec. Editor,* Jonathan Kellogg.

#### WEEKLY NEWSPAPERS

**ANSONIA.** *The Valley Gazette.* Address: Hometown Publishing, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* John Voket. *News Deadline:* Monday, 10 A.M.

**AVON.** *The Valley News.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Gary Carra. *News Deadline:* Thursday, Noon.

**BEACON FALLS.** *The Valley Gazette.* Address: Hometown Publications, P. O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* John Voket. *News Deadline:* Monday, 10 A.M.

**BETHANY.** *Amity Observer.* Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* John Voket. *News Deadline:* Monday, 10 A.M.

**BETHEL.** *Bethel Beacon.* Address: 65 Bank St., P.O. Box 1139, New Milford 06776-1139. Tel., (860) 354-2261; FAX, (860) 354-2645. *Exec. Editor,* Alice Tessier; *Editor,* Ellen O'Meara. *News Deadline,* Tuesday, 5 P.M.

**BLOOMFIELD.** *Bloomfield Journal.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Bob Zarnetsky. *News Deadline:* Friday, Noon.

**BRANFORD.** *The Branford Review.\** Address: 230 East Main St., P.O. Box 829, 06405. Tel., (203) 488-2535. *Publisher,* Timothy Sowecke; *General Mgr.,* David L. Smith; *Managing Editor,* Silvio Albino; *Editor,* Cindy Szabo; *News Deadline:* Tuesday, Noon for Saturday; Friday, Noon for Wednesday.

**BRIDGEPORT.** *The Bridgeport Inquirer.* Address: 3281 Main St., P.O. Box 1260, Hartford 06143. Tel., (860) 522-1462; FAX, (860) 522-3014. *Publisher,* William R. Hales; *Managing Editor,* Monique Jarvis. *News Deadline:* Thursday.

*The Bridgeport News.* Address: Hometown Publications, P.O. Box 332, Monroe, 06468. Tel., (203) 926-2080, Ext. 313; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* Rob Sullivan. *News Deadline:* Tuesday, 10 A.M.



**BROOKFIELD.** *The Brookfield Journal.* Address: 65 Bank St., P.O. Box 1139, New Milford 06776-1139. Tel., (860) 354-2261; FAX, (860) 354-2645. *Publisher,* John Hetzler; *Exec. Editor,* Alice Tessier. *News Deadline:* Tuesday, 5 P.M.

**CANTON.** *Foothills Trader.* Address: 85 River Rd., Collinsville 06022. Tel., (860) 693-2990. *Publisher,* Chadwick Beatty; *Events Editor,* Linda Curtis. *News Deadline:* Wednesday, 5 P.M.

*The Valley News.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Gary Carra. *News Deadline:* Thursday, Noon.

**CHESHIRE.** *The Cheshire Herald.* Address: The True Publishing Co., P.O. Box 247, 06410. Tel., (203) 272-5316. *Publisher,* Joseph Jakubisyn; *Editor,* Dawn Miceli. *News Deadline:* Monday, 5 P.M.

**CLINTON.** *Clinton Recorder.\** Address: 16-D West Main St., P.O. Box 914, 06413. Tel., (203) 488-2535. *Publisher,* Timothy Sowecke; *General Mgr.,* David L. Smith; *Managing Editor,* Silvio Albino; *Editor,* Sharon Igielski. *News Deadline:* Tuesday, Noon for Saturday; Wednesday, 5 P.M. for Tuesday.

**COLCHESTER.** *The Regional Standard.\** Address: P.O. Box 510, 06415. Tel., (860) 537-2341. *Publisher,* Timothy Sowecke; *General Mgr.,* David L. Smith; *Managing Editor,* Silvio Albino, *Editor,* Brian Caldwell. *News Deadline:* Wednesday, Noon.

**DARIEN.** *Darien News-Review.* Address: Brooks Community Newspapers, 24 Old Kings Hwy. South, 06820. Tel., (203) 655-7476; E-Mail, darnr@bcnnews.com. *Publisher,* B. V. Brooks; *Editor,* Allison F. Collins. *News Deadline:* Tuesday, Noon.

**DERBY.** *The Valley Gazette.* Address: Hometown Publications, P. O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* John Voket. *News Deadline:* Monday, 10 A.M.

**EAST GRANBY.** *The Valley News.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Gary Carra. *News Deadline:* Thursday, Noon.

**EAST HARTFORD.** *The East Hartford Gazette.* Address: 1171 Main St., 06108. Tel., (860) 289-6468; FAX, (860) 289-6469. *Publisher,* The Journal Register Co.; *Editor,* Bill Doak. *News Deadline:* Friday, 5 P.M.

**EAST HAVEN.** *The Advertiser.* Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher,* Timothy Sowecke; *General Mgr.,* David L. Smith; *Managing Editor,* Jeff Youngquist; *Editor,* Jacqueline Simpson. *News Deadline:* Thursday, Noon.

**EASTON.** *Easton Courier.* Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* Nancy Doniger. *News Deadline:* Tuesday, Noon.

**ENFIELD.** *Connecticut Law Journal.* Address: Commission on Official Legal Publications, 111 Phoenix Ave., 06082. Tel., (860) 741-3027; FAX, (860) 745-2178; BBS, (860) 741-5129. *Publisher,* Judicial Branch, State of Conn.; *Managing Editor,* Richard J. Hemenway. *Deadline:* Friday, Noon, 11 days prior to Tuesday publication.

**FAIRFIELD.** *The Connecticut Law Tribune.* Address: One Post Rd., Suite 100, 06430-6200. Tel., (203) 256-3600; FAX, (203) 255-3319. *Publisher,* Tom Januszewski; *Editor,* Steven G. Fromm. *News Deadline:* Wednesday, 4 P.M.

*The Fairfield Citizen-News.\** Address: 220 Carter Henry Dr., 06430. Tel., (203) 255-4561; FAX, (203) 255-0456. *Publisher,* Brooks Community Newspapers; *Editor,* Patricia A. Hines. *News Deadline:* Wednesday, Friday.

*Fairfield County Weekly.* Address: 1 Dock St., Stamford 06902. Tel., (203) 406-2406. *Publisher,* Robert Lippman; *Editor in Chief,* Lorraine Gengo. *News Deadline:* Friday, Noon.

*Fairfield Minuteman.* Address: 1300 Post Rd., Fairfield 06430. Tel., (203) 255-8877. *Publisher,* William Rush, Journal Register Co.; *Editor,* Gretchen Webster. *News Deadline:* Tuesday, Noon.

**FARMINGTON.** *The Valley News.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Gary Carra. *News Deadline:* Thursday, Noon.

**GLASTONBURY.** *The Glastonbury Citizen.* Address: 87 Nutmeg La., Box 373, 06033. Tel., (860) 633-4691; FAX, (860) 657-3258. *Publisher,* James Hallas; *Editor,* Kathleen Stack. *News Deadline:* Monday, Noon.

*The Riverast News Bulletin.* Address: 87 Nutmeg La., 06033. Tel., (860) 633-4691. *Publisher/Editor,* James Hallas. *News Deadline:* Wednesday, Noon.

**GRANBY.** *The Valley News.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Gary Carra. *News Deadline:* Thursday, Noon.

**GUILFORD.** *Shore Line Times.\** Address: 32 Long Hill Rd., P.O. Box 349, 06437. Tel., (203) 453-2711. *Publisher,* Timothy Sowecke; *General Mgr.,* David L. Smith; *Managing Editor,* Silvio Albino; *Editor,* Elizabeth Young. *News Deadline:* Tuesday, Noon for Saturday; Friday, Noon for Wednesday.

**HAMDEN.** *Hamden Journal.* Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher,* Regina Burkhart; *Exec. Editor,* Lorraine Bukowski; *Editor,* Brad Durell. *News Deadline:* Monday, 10 A.M.

**HAMDEN.** *The Chronicle.* Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher,* Timothy Sowecke; *General Mgr.,* David L. Smith; *Managing Editor,* Silvio Albino; *Editor,* Jeff Youngquist. *News Deadline:* Monday, Noon.

**HARTFORD.** *The Catholic Transcript.* Address: 467 Bloomfield Ave., Bloomfield 06002-2999. Tel., (860) 286-2828. *Pres./Publisher,* Most Rev. Daniel A. Cronin; *Exec. Editor,* Rev. Christopher M. Tiano; *Associate Editor,* Elisa Hutcoe; *Business Mgr.,*

Carole Cronsell; *News Editor*, Rita Reali; *Advertising Mgr.*, Roy J. Rowland; *News Deadline*: 15th of the month.

*Connecticut Jewish Ledger*. Address: 924 Farmington Ave., West Hartford 06107. Tel., (860) 231-2424; FAX, (860) 231-2428. E-Mail, CTJLedger@aol.com. *Exec. Editor*, Jonathan Tobin. *News Deadline*: Tuesday, 5 P.M., 10 days before publication.

*Hartford Advocate*. Address: 100 Constitution Plaza, 06103. Tel., (860) 548-9300; FAX, (860) 548-9335; Web site, www.hartfordadvocate.com. *Publisher*, Francis J. Zankowski; *Editor*, Janet Reynolds. *News Deadline*: Friday.

*Hartford Inquirer*. Address: 3281 Main St., P.O. Box 1260, 06143. Tel., (860) 522-1462; FAX, (860) 522-3014. *Publisher*, William R. Hales; *Managing Editor*, Monique Jarvis. *News Deadline*: Thursday.

*The Hartford News*. Address: 191 Franklin Ave., 06114. Tel., (860) 296-6128. *Publishers*, Jon B. Harden, Lynne A. Lumsden; *General Mgr.*, Andy Hart. *News Deadline*: Friday, Noon.

*The Trinity Tripod*. Address: Trinity College, Box 702582, 06106. Tel., (860) 297-2583; FAX, (860) 297-5361. *Publisher*, Trinity College; *Editor*, Lisa Harrison; *Managing Editor*, Patrick Noonan. *News Deadline*: Saturday, 5 P.M.

**HUNTINGTON.** *Huntington Herald*. Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, Thomas Henry. *News Deadline*: Monday, 1 A.M.

**KENT.** *Kent Good Times Dispatch*. Address: Kent Publishing Co., Box 430, 06757. Tel., (860) 927-4621. *Publisher*, Walter N. Rothschild, III; *Managing Editor*, Lesly Ferris. *News Deadline*: Wednesday, Noon.

**LITCHFIELD.** *Litchfield Enquirer*. Address: 45 West St., P. O. Box 547, Litchfield 06759. Tel., (860) 567-8766; FAX, (860) 567-0005. Housatonic Publications, 65 Bank St., P.O. Box 1139, New Milford 06776-1139. Tel., (860) 354-2261; FAX, (860) 354-2645. *Publisher*, John Hetzler; *Managing Editor*, Elf Lefferts; *Exec. Editor*, Alice Tessier. *News Deadline*: Monday, 5 P.M.

*The Litchfield Monitor*. Address: Pinchpeny Park, P.O. Box 10, 06759. Tel., (860) 567-1000. *Publisher/Editor/Editorial Dir.*, Paul M. Rosenberg.

**MIDDLETOWN.** *The Wesleyan Argus*.\* Address: Wesleyan Station, Box 7055, 06459. Tel., (860) 685-3324. *Publisher*, Wesleyan Student Body; *Editors*, Jeremy Duda, Ike Walker.

**MILFORD.** *The Milford Mirror*. Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, Jill Dion. *News Deadline*: Monday, Noon.

*Milford Sunday*. Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Jeff Youngquist; *Editor*, Jeri Ann Geller. *News Deadline*: Wednesday, Noon.

**MONROE.** *Monroe Courier*. Address: Hometown Publications, P. O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com. *Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, Nancy Doniger. *News Deadline*: Tuesday, 10 A.M.

**NEW CANAAN.** *The New Canaan Advertiser*. Address: P.O. Box 605, 42 Vitti St., 06840. Tel., (203) 966-9541. *Publisher*, Hersam Publishing Co.; *Editor*, John Kovach. *News Deadline*: Monday, 5 P.M.

**NEW HAVEN.** *New Haven Advocate*. Address: 1 Long Wharf Dr., 06511. Tel., (203) 789-0010; FAX, (203) 787-1418. Web site, www.newhavenadvocate.com. *Publisher*, Gail Thompson; *Editor*, Josh Mamis; *Managing Editor*, Carole Bass; *Listings Editor*, Karen Unger. *Calendar Deadline*: three Thursdays before event.

*New Haven Inquirer*. Address: 3281 Main St., P.O. Box 1260, Hartford 06143. Tel., (860) 522-1462; FAX, (860) 522-3014. *Publisher*, William R. Hales; *Managing Editor*, Monique Jarvis. *News Deadline*: Thursday.

**NEWINGTON.** *Newington Town Crier*. Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher*, Marc Romanow; *Editor*, Gary Carra. *News Deadline*: Friday, Noon.

**NEW MILFORD.** *The Litchfield County Times*. Address: The Litchfield County Times, 32 Main St., 06776. Tel., (860) 355-4121. *Publisher*, Arthur Carter; *Editor*, Kenneth Paul; *Sales Dir.*, Paula R. Walsh; *Managing Editor*, Douglas P. Clement. *News Deadline*: Wednesday.

*New Milford Times*. Address: 65 Bank St., P.O. Box 1139, New Milford 06776-1139. Tel., (860) 354-2261; FAX, (860) 354-2645. *Publisher*, John Hetzler; *Exec. Editor*, Alice Tessier. *News Deadline*: Tuesday, 5 P.M.

**NEWTOWN.** *Antiques and The Arts Weekly*. Address: The Bee Publishing Co., 5 Church Hill Rd., P.O. Box 5503, 06470. Tel., (203) 426-8036; FAX, (203) 426-1394. *Publisher*, The Bee Publishing Co.; *Editor*, R. Scudder Smith. *News Deadline*: Friday, Noon.

*The Newtown Bee*. Address: The Bee Publishing Co., 5 Church Hill Rd., P.O. Box 5503, 06470. Tel., (203) 426-3141; FAX, (203) 426-5169. *Publisher*, The Bee Publishing Co.; *Editor*, R. Scudder Smith; *Managing Editor*, Curtiss Clark. *News Deadline*: Tuesday, Noon.

**NORTH HAVEN.** *The Post*. Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Jeff Youngquist; *Editor*, Rose Sebastiano. *News Deadline*: Monday, Noon.

**OLD SAYBROOK.** *The Pictorial Gazette*.\* Address: 210 Main St., P.O. Box 813, 06475. Tel., (860) 388-3441. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Silvio Albino; *Editor*, Beth Damarjian. *News Deadline*: Tuesday, Noon for Saturday; Thursday, Noon for Tuesday.

**ORANGE.** *Amiry Observer*. Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePubl@aol.com.

*Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, John Voket. *News Deadline*: Monday, 10 A.M.

*The Bulletin*. Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Jeff Youngquist; *Editor*, William Cappella. *News Deadline*: Monday, Noon.

**REDDING**. *The Redding Pilot*. Address: Box 389, Georgetown 06829. Tel., (203) 544-9519; FAX, (203) 544-9513; E-Mail, newsroom@acorn-online.com; Web site, www.acorn-online.com. *Publisher*, Hersam Acorn Newspapers, LLC; *Editor*, Susan Wolf. *News Deadline*: Monday, 5 P.M.

**RIDGEFIELD**. *The Ridgefield Press*. Address: 16 Bailey Ave., 06877. Tel., (203) 438-6544. *Publisher*, Thomas Nash; *Editor*, Macklin K. Reid; *Exec. Editor*, Jack Sanders. *News Deadline*: Wednesday, Noon.

**ROCKY HILL**. *Rocky Hill Post*. Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher*, Marc Romanow; *Editor*, Linda Levinson. *News Deadline*: Friday, Noon.

**SALISBURY**. *The Lakeville Journal*. Address: 33 Bissell St., P.O. Box 1688, Lakeville 06039. Tel., (860) 435-9873; FAX, (860) 435-4802. *Publisher*, A. Whitney Ellsworth; *Editor*, Ruth Epstein. *News Deadline*: Tuesday, 5 P. M.

**SEYMOUR**. *The Valley Gazette*. Address: Hometown Publications, P. O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePub@aol.com. *Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, John Voket. *News Deadline*: Monday, 10 A.M.

**SHELTON**. *Huntington Herald*. Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePub@aol.com. *Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, Thomas Henry. *News Deadline*: Monday, 1 P.M.

**SIMSBURY**. *The Valley News*. Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher*, Marc Romanow; *Editor*, Gary Carra. *News Deadline*: Thursday, Noon.

**SOUTHBURY**. *Voices the Newspaper*. Addresses: 90 Middle Quarter Mall, Woodbury 06798; P.O. Box 383, Southbury 06488. Tel., (203) 263-2116; FAX, (203) 266-0199. *Publisher*, Prime Publishers, Inc.; *News Editors*, Miriam Schlicht, Pattie Wesley. *News Deadline*: *Voices The Newspaper*, Friday; *Voices Sunday-Weekly Star*, Wednesday.

**SOUTH WINDSOR**. *The Commercial Record*. Address: 435 Buckland Rd., P.O. Box 902, 06074. Tel., (860) 644-3489. *Publisher*, Vincent M. Valvo; *Managing Editor*, Stephanie Riefe. *News Deadline*: Tuesday, 9 A.M.

**STRATFORD**. *The Bard*. Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Jeff Youngquist; *Editor*, Hanna Snyder. *News Deadline*: Monday, Noon.

*Stratford Star*. Address: Hometown Publications, P. O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePub@aol.com. *Publisher*,

Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, Jack P. Terceno. *News Deadline*: Tuesday, Noon.

**THOMASTON**. *The Thomaston Express*. Address: 44 Union St., P.O. Box 250, 06787. Tel., (860) 283-4355; FAX, (860) 283-4356. *Publisher*, Mark Romanow; *Editor*, Michael Chaiken. *News Deadline*: Monday, 3 P.M.

**TRUMBULL**. *The Trumbull Times*. Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePub@aol.com. *Publisher*, Regina Burkhart; *Exec. Editor*, Lorraine Bukowski; *Editor*, Thomas Henry. *News Deadline*: Tuesday, Noon.

**VERNON**. *Reminder Press, Inc.* Address: 130 Old Town Rd., P.O. Box 27, Vernon 06066. Tel., (860) 875-3366. *Editor*, Nancy J. Hall. *News Deadline*: Wednesday.

**WALLINGFORD**. *The Wallingford Voice*. Address: 174 Center St., 06492. Tel., (203) 269-1496. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Silvio Albino; *Editor*, Jon Cooper. *News Deadline*: Monday, 5 P.M.

**WATERBURY**. *The Waterbury Inquirer*. Address: 3281 Main St., P.O. Box 1260, Hartford 06143. Tel., (860) 522-1462; FAX, (860) 522-3014. *Publisher*, William R. Hales; *Managing Editor*, Monique Jarvis. *News Deadline*: Thursday.

**WATERTOWN**. *Town Times*. Address: 469 Main St., P.O. Box 1, 06795. Tel., (860) 274-6721. *Publisher*, Rudy Mazurosky; *Editor*, Tommy Valuckas. *News Deadline*: Friday, 5 P.M.

**WEST HARTFORD**. *West Hartford News*. Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher*, Marc Romanow; *Editor*, Linda Levinson. *News Deadline*: Thursday, Noon.

**WEST HAVEN**. *West Haven News*. Address: 349 New Haven Ave., Milford 06460. Tel., (203) 876-6800. *Publisher*, Timothy Sowecke; *General Mgr.*, David L. Smith; *Managing Editor*, Jeff Youngquist; *Editor*, Jeri Ann Geller. *News Deadline*: Wednesday, Noon.

**WESTON**. *The Weston Forum*. Address: P.O. Box 1185, 06883. Tel., (203) 544-9990; FAX, (203) 544-9153. *Publisher*, Thomas Nash; *Editor*, Sybil Blau. *News Deadline*: Monday, A.M.

**WESTPORT**. *Westport Minuteman*. Address: 877 Post Rd. East, 06880. Tel., (203) 226-8877. *Publisher*, JRC; *Editor*, Dieter H. Stanko; *Asst. Editor*, John Vezendy. *News Deadline*: Monday, 5 P.M.

*Westport News*.\* Address: 15 Myrtle Ave., 06880. Tel., (203) 226-6311; FAX, (203) 454-2765. *Publisher*, Brooks Community Newspapers; *Editor*, James Lomuscio. *News Deadline*: Monday, Wednesday, Noon.

**WETHERSFIELD**. *Wethersfield Post*. Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher*, Marc Romanow; *Editor*, Bob Zarnetski. *News Deadline*: Friday, Noon.

**WILTON**. *The Wilton Bulletin*. Address: P.O. Box 367, 06897. Tel., (203) 762-3866; FAX, (203) 762-3120. Acorn Press, Inc. *Publisher*, Thomas B. Nash; *Editor*, Gregory K. Bartlett; *Asst. Editor*, Rob Schweitzer.

**WINDSOR.** *Windsor Journal.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Bob Zarnetski. *News Deadline:* Friday, Noon.

**WINDSOR LOCKS.** *Windsor Locks Journal.* Address: Imprint Newspapers, 99 Main St., Bristol 06010. Tel., (860) 236-3571. *Publisher,* Marc Romanow; *Editor,* Linda Levinson. *News Deadline:* Friday, Noon.

**WINSTED.** *The Winsted Journal.* Address: Main St., P.O. Box 835, Winsted 06098. Tel., (860) 738-4418; FAX, (860) 738-3709. *Publisher,* A. Whitney Ellsworth; *Editor,* June Peterson. *News Deadline:* Tuesday, 5 P. M.

**WOODBIDGE.** *Amity Observer.* Address: Hometown Publications, P.O. Box 332, Monroe 06468. Tel., (203) 926-2080; FAX, (203) 926-2091; E-Mail, HomePub@aol.com. *Publisher,* Regina Burkhardt; *Exec. Editor,* Lorraine Bukowski; *Editor,* John Voket. *News Deadline:* Monday, 10 A.M.

**WOODBURY.** *Voices Sunday-The Weekly Star.* Addresses: 90 Middle Quarter Mall, Woodbury; P.O. Box 383, Southbury 06488. Tel., (203) 263-2116; FAX, (203) 266-0199. *Publisher,* Prime Publishers, Inc.; *Editors,* Miriam Schlicht, Pattie Wesley. *News Deadline:* Voices The Newspaper, Friday; Voices Sunday-Weekly Star, Wednesday.

#### MONTHLY NEWSPAPERS AND PERIODICALS

**BETHANY/WOODBRIDGE.** *Beth-Wood News.* Address: P.O. Box 883, 378 Boston Post Rd., Orange 06477-0883. Tel., (203) 795-0666. *Publisher,* Michele G. Collins. *Copy Deadline:* Tuesday, Noon, one week prior. Published 2nd & 4th Tuesday of each month.

**GLASTONBURY.** *Connecticut Granger.* Address: 769 Hebron Ave., P.O. Box 6517, 06033. Tel., (860) 633-7550. *Publisher,* Conn. State Grange; *Editor,* Todd Gelineau.

**HAMDEN.** *Connecticut Traveler.* Address: 2276 Whitney Ave., 06518. Tel., (203) 928-6509; FAX, (203) 248-2769. *Publisher,* Conn. Motor Club; *Editor,* Jodi Amatulli.

**HAMPTON.** *The Hampton Gazette.* Address: P.O. Box 101, 06247. Tel., (860) 455-9613. *Publisher,* Hampton Gazette; *Editor,* Georgia Rondeau; *Editorial Dir.,* Robert McDermott.

**HARTFORD.** *CBIA News.* Address: 350 Church St., 06103. Tel., (860) 244-1900. *Publisher,* CBIA Service Corp.; *Editor,* Diane F. Edwards.

**CEA Advisor.** Address: Capitol Place, 21 Oak St., Suite 500, 06106-8001. Tel., (860) 525-5641. *Publisher,* Conn. Education Assoc.; *Managing Editor,* Michael G. Lydick.

**CSEA News.** Address: 760 Capitol Ave., 06106. Tel., (860) 951-6614, Toll Free (800) 894-9479. *Publisher,* Conn. State Employees Assoc.; *Editor,* Frances C. Messenger.

**Connecticut Law Review.** Address: Univ. of Conn. School of Law, 65 Elizabeth St., 06105-2290. Tel., (860) 570-5331. *Publisher,* Conn. Law Review Assoc.; *Managing Editor,* Andrew J. Slitt; *Editor-in-Chief,* Ingrid L. Moll.

**Metroline.** Address: 495 Farmington Ave., 06105. Tel., (860) 233-8334. *Publisher,* Una Comunidad, Inc.; *Senior Editor,* John Crowley; *Managing Editor,* James Hall.

**MIDDLETOWN.** *The Middletown Bulletin.* Address: 790 Ridge Rd., 06457. Tel., (860) 346-8183. *Publisher/Editorial Dir.,* Mary Corvo; *Editor,* William J. Corvo.

**NEW HAVEN.** *American Journal of Science.* Address: 217 Kline Geology Laboratory, Yale University, P.O. Box 208109, 06520-8109. Internet, <http://ajs@hess.geology.yale.edu>. Tel., (203) 432-3131. *Publisher,* American Journal of Science; *Managing Editor,* Marie C. Casey.

**American Scientist.** Address: 99 Alexander Dr., P.O. Box 13975, RTP, NC 27709. Tel., (919) 549-0097. *Publisher,* Sigma Xi, The Scientific Research Society; *Editor,* Rosalind Reid.

**Columbia.** Address: One Columbus Plaza, 06510-3326. Tel., (203) 772-2130, Ext. 398. *Publisher,* Knights of Columbus; *Editor,* Richard McMunn.

**Yale Alumni Magazine.** Address: 149 York St., P.O. Box 1905, 06509-1905. Tel., (203) 432-0645. *Publisher,* Eugenia T. Hayes, Inc.; *Editor,* Carter Wiseman.

**The Yale Law Journal.** Address: 127 Wall St., P. O. Box 208215, 06520-8215. Tel., (203) 432-1666. *Publisher,* The Yale Law Journal Co. Inc.; *Editor-in-Chief,* Laura Ahn.

**The Yale Literary Magazine.** Address: 209087 Yale Station, 06520. Tel., (203) 776-1634. *Editors-in-Chief,* Kamran Javadizadeh, Darby Saxbe.

**The Yale Review.** Address: Yale University, P.O. Box 208243, 06520-8243. Tel., (203) 432-0499. *Publisher,* Blackwell Publishers; *Editor,* J. D. McClatchy. Appears quarterly.

**Yale Scientific Magazine.** Address: 209117 Yale Station, 06520. Tel., (203) 432-2374. *Publisher,* Joshua D. Isom; *Editor-in-Chief,* Christopher Hillar; *Managing Editor,* Brenda Wachter.

**NORWALK.** *Norwalk Citizen-News.* Address: 542 Westport Ave., 06851. Tel., (203) 750-0811; FAX, (203) 750-0820. *Publisher,* B. V. Brooks; *Editor,* Keith W. Hagel.

**ORANGE.** *Our Town Newspaper.* Address: 378 Boston Post Rd., P.O. Box 883, 06477-0883. Tel., (203) 795-0666. *Publisher,* Michele G. Collins. *News deadline,* one week prior. Published 2nd & 4th Tuesday of each month.

**ROCKY HILL.** *The Connecticut Bar Journal.* Address: 101 Corporate Pl., 06067-1894. Tel., (860) 721-0025. *Publisher,* Conn. Bar Assoc.; *Editor-in-Chief,* James D. Bartolini; *Managing Editor,* Kenneth R. Plumb.

**The Connecticut Lawyer.** Address: 101 Corporate Pl., 06067-1894. Tel., (860) 721-0025. *Publisher,* Conn. Bar Assoc.; *Editor,* Megan FitzGerald.

**CFEPE Union News.** Address: 35 Marshall Rd., 06067. Tel., (860) 257-9782. *Publisher,* Conn. Federation of Educational and Professional Employees AFT, AFL-CIO; *Editorial Dir.,* Leo Canty.

**STONINGTON.** *The League Bulletin.* Address: 220 North Water St., 06378-1023. Tel., (860) 535-1492. *Publisher,* The Conn. League of History Organizations, Inc.; *Editor,* Louise D. Pittaway.

**TRUMBULL.** *Connecticut Magazine.* Address: 35 Nutmeg Dr., 06611. Tel., (203) 380-6600. *Publisher,* Michael Mims; *Editor,* Charles A. Monagan; *Managing Editor,* Dale B. Salm.

**WEST HARTFORD.** *The Hartford Automobiler.* Address: 815 Farmington Ave., 06119. Tel., (860) 236-3261. *Publisher,* James H. Doran; *Editor,* Jennifer Giorgio.

#### CONNECTICUT NEWSPAPER CORRESPONDENTS IN WASHINGTON, DC

Correspondent, Lolita C. Baldor. Address: 1331 Pennsylvania Ave., N.W., Suite 524, Washington, DC 20004. Representing *The Connecticut Post.*

Correspondent, Michael Mello, Ottaway News Service, Washington Bureau. Address: 1025 Connecticut Ave., N.W., Suite 310, Washington, DC 20036. Representing *Danbury News-Times.*

Correspondents, David Lightman, Bureau Chief; Rene E. Brown, John MacDonald, Michael A. Remez. Address: 1730 Rhode Island Ave., N.W., Suite 300, Washington, DC 20036. Representing *The Hartford Courant.*

Correspondents, Eileen McGann, States News Service. Address: 1333 F St., N.W., Suite 400, Washington, DC 20004. Representing *The Waterbury-Republican, The New York Times, The Journal-Inquirer (Manchester).*

Correspondents, Lolita Baldor. Address: 1333 F St., N.W., Suite 400, Washington, DC 20004. Representing *The New Haven Register.*

**CONNECTICUT ASSOCIATED PRESS MANAGING EDITORS.**—*Pres.,* Deirdre Channing, Southern Connecticut Newspapers, Stamford; *Vice Pres.,* Chris Powell, *Journal-Inquirer,* Manchester; *Secy./Treas.,* Keith Robinson, *Associated Press,* Hartford; *Immediate Past Pres.,* Jim Smith, *Record-Journal,* Meriden, CT.

**CONNECTICUT COUNCIL ON FREEDOM OF INFORMATION.**—*Chm.,* Keith Fontaine, *Norwich Bulletin,* Norwich; *Vice Chm.,* Richard Ahles, *WFSB,* Hartford; *Exec. Secy./Treas.,* Edward W. Frede, *The News-Times,* Danbury.

#### AM RADIO STATIONS

Connecticut Radio Network, One Circular Ave., Hamden 06514. *Pres.,* Barry Ber- man, Tel., (203) 288-2002. *Exec. Vice Pres.,* S. Richard Kalt, CRMC. *Gen. Mgr.,* Gary E. Zenobia; *Capitol Bureau Chief,* Steve Koichko, Tel., (860) 527-1901.

**ANSONIA.** *WADS.* Frequency (KHZ), 690. Power, 1,000W.—Licensee, Address: P.O. Box 384, New Haven 06513. Tel., (203) 782-3564. *Mgr.,* Abraham Hernandez.

**BRIDGEPORT.** *WCUM.* Frequency (KHZ), 1450. Power, 1,000W.—Licensee, Address: Radio Cumbre Broadcasting Inc., 1862-1902 State St. Ext., 06605-2247. Tel., (203) 335-1450; FAX, (203) 331-9378. *Pres./CEO,* Pablo de Jesus Colon.

**WDJZ.** Frequency (KHZ), 1530. Power, 5,000W.—Licensee, Address: Candido D. Carrel7

.. Naugatuck 06770. Tel., (203) 576-6518. *Gen. Mgr.,* Candido D. Carrello.

**WICC.** Frequency (KHZ), 600. Power, 1,000W (day); 500W (night).—Licensee, Address: WICC Associates, 2 Lafayette Sq., 06604-6000. Tel., (203) 366-6000. *Gen. Mgr.,* Vince Cremona.

**BROOKFIELD.** *WINE.* Frequency (KHZ), 940. Power, 1,000W.—Licensee, Ad- dress: Capstar Trust, 1004 Federal Rd., 06804. Tel., (203) 775-1212. *Gen. Mgr.,* Robert Mordente.

**DANBURY.** *WLAD.* Frequency (KHZ), 800. Power, 1,000W; 287W (night).—Li- censee, Address: The Berkshire Broadcasting Corp., 198 Main St., 06810. Tel., (203) 744-4800; FAX, (203) 778-4655. *Mgr.,* Irving J. Goldstein.

**FARMINGTON.** *WNEZ.* Frequency (KHZ), 910. Power, 5,000W.—Licensee, Ad- dress: Mega Broadcasting, Inc., C.F.O., Albert Riera, 86 Cedar St., Hartford 06106. Tel., (860) 524-0001, (201) 541-9555.

**GREENWICH.** *WGCH.* Frequency (KHZ), 1490. Power, 1,000W.—Licensee, Ad- dress: The Greenwich Broadcasting Corp., 1490 Dayton Ave., 06830. Tel., (203) 869-1490. *Gen. Mgr.,* William Hoover.

**GROTON.** *WSUB.* Frequency (KHZ), 980. Power, 1,000W.—Licensee, Address: Spring Broadcasting of CT, LLC, 7 Governor Winthrop Blvd., New London 06320. Tel., (860) 443-1980. *Sta. Mgr.,* Philip Jones.

**HARTFORD.** *WCCC.* Frequency (KHZ), 1290. Power, 500W.—Licensee, Ad- dress: Marlin Broadcasting Inc., 1039 Asylum Ave., 06105. Tel., (860) 525-1069; FAX, (860) 246-9084. *Vice Pres./Gen. Mgr.,* Boyd E. Arnold.

**WDRC.** Frequency (KHZ), 1360. Power, 5,000W.—Licensee, Address: Buckley Broadcasting Corp. of CT, 869 Blue Hills Ave., Bloomfield 06002. Tel., (860) 243-1115. *Mgr.,* Wayne Mulligan.

**WPOP.** Frequency (KHZ), 1410. Power, 5,000W.—Licensee, Address: WPOP Inc., 10 Columbus Blvd., 06106. Tel., (860) 723-6000. *Vice Pres./Gen. Mgr.,* Robert L. Williams.

**WTIC.** Frequency (KHZ), 1080. Power, 50,000W.—Licensee, Address: CBS Radio Inc., One Financial Plaza, 06103. Tel., (860) 522-1080. *Vice Pres./Gen. Mgr.,* Suzanne R. McDonald.

**MERIDEN.** *WMMW.* Frequency (KHZ), 1470. Power, 2,500W.—Licensee, Ad- dress: AM Radio Inc., 900 East Main St., Suite 423, 06450. Tel., (203) 634-1470. *Mgr.,* Anthony Pescatello.

**MIDDLETOWN.** *WMRD.* Frequency (KHZ), 1150. Power, 2,500W.—Licensee, Address: Crossroads Communications, LLC, 777 River Rd., P.O. Box 6, 06457. Tel., (860) 347-2565. *Gen. Mgr.,* Don DeCesare.

**MILFORD.** *WFIF.* Frequency (KHZ), 1500. Power, 5,000W.—Licensee, Address: K. W. Dolmar Broadcasting Co., Inc., 90 Kay Ave., 06460. Tel., (203) 878-5915. *Pres./Gen. Mgr.,* William A. Blount.

**NEW BRITAIN. WRYM.** Frequency (KHZ), 840. Power, 1,000W.—Licensee, Address: Hartford County Broadcasting Corp., 1056 Willard Ave., Newington 06111. Tel., (860) 666-5646. *Mgr.*, Barry A. Kursman.

**NEW HAVEN. WELJ.** Frequency (KHZ), 960. Power, 5,000W.—Licensee, Address: Clear Channel Radio Licenses, Inc., P.O. Box 85, 06501. Tel., (203) 281-9600. *Vice Pres./Gen. Mgr.*, Faith Zila.

**WNHC.** Frequency (KHZ), 1340. Power, 1,000W.—Licensee, Address: Willis Communications, Inc., 300 Whalley Ave., 06510. Tel., (203) 752-1340. *Pres./Gen. Mgr.*, Edith Rozier.

**WAVZ.** Frequency (KHZ), 1300. Power, 1,000W.—Licensee, Address: Clear Channel Radio, Inc., 495 Benham St., Hamden 06514. Tel., (203) 248-8814. *Vice Pres./Gen. Mgr.*, Faith Zila.

**NEW LONDON. WWJY.** Frequency (KHZ), 1510. Power, 10,000W (day); 5,000W (night).—Licensee, Address: Hall Communications, Inc., P.O. Box 1031, 06320. Tel., (860) 442-5328. *Gen. Mgr.*, Jim Reed; *Station Mgr.*, Andy Russell.

**NORWALK. WNLK.** Frequency (KHZ), 1350. Power, 1,000W.—Licensee, Address: Commodore Media of Norwalk, Inc., 444 Westport Ave., 06851. Tel., (203) 845-3030. *Gen. Mgr.*, Marc Berman.

**NORWICH. WICH.** Frequency (KHZ), 1310. Power, 5,000W.—Licensee, Address: WICH, Inc., Cuprak Rd., 06360. Tel., (860) 887-3511. *Mgr.*, James J. Reed.

**OLD SAYBROOK. WLIS.** Frequency (KHZ), 1420. Power, 5,000W (day); 500W (night).—Licensee, Address: Crossroads Communications of Old Saybrook, 77 Springbrook Rd., P.O. Drawer W, 06475. Tel., (860) 388-1420. *Pres.*, Don DeCesare.

**PUTNAM. WINY.** Frequency (KHZ), 1350. Power, 5,000W.—Licensee, Address: Gerardi Broadcasting Corp., 45 Pomfret St., P.O. Box 231, 06260. Tel., (860) 928-1350; FAX, (860) 928-7878. *Pres./Gen. Mgr.*, Michael J. Gerardi.

**RIDGEFIELD. WREF.** Frequency (KHZ), 850. Power, 2,500W.—Licensee, Address: The Berkshire Broadcasting Corp., 198 Main St., Danbury 06810. Tel., (203) 744-4800; FAX, (203) 778-4655. *Mgr.*, Irv Goldstein.

**SOUTHINGTON. WNTY.** Frequency (KHZ), 990. Power, 2,500W.—Licensee, Address: WNTY Associates, 440 Old Turnpike Rd., P.O. Box 459, 06489. Tel., (860) 628-0311. *Owner/Mgr.*, George W. Stevens.

**STAMFORD. WSTC.** Frequency (KHZ), 1400. Power, 1,000W.—Licensee, Address: Atlantic Star Communications, 444 Westport Ave., Norwalk 06851. Tel., (203) 845-3030. *Sta. Mgr.*, Robin Faller.

**TORRINGTON. WSNG.** Frequency (KHZ), 610. Power, 1,000W (day); 500W (night).—Licensee, Address: Buckley Broadcasting Corp. of CT, P.O. Box 657, 06790 (64 Hungerford La., Harwinton 06791). Tel., (860) 689-8050; FAX, (860) 689-8052. *Mgr.*, Wayne Mulligan.

**WATERBURY. WATR.** Frequency (KHZ), 1320. Power, 5,000W (day); 1,000W (night).—Licensee, Address: WATR, Inc., 1 Broadcast La., 06706. Tel., (203) 755-1121; FAX, (203) 574-3025. *Mgr.*, Thomas Chute.

**WWCO.** Frequency (KHZ), 1240. Power, 1,000W (day); 500W (night).—Licensee, Address: Buckley Broadcasting Corp. of CT, P.O. Box 99, 06720-0099 (2 Matoon Rd.). Tel., (203) 755-9926; FAX, (203) 753-8729. *Mgr.*, Wayne Mulligan.

**WILLIMANTIC. WILI.** Frequency (KHZ), 1400. Power, 1,000W.—Licensee, Address: Nutmeg Broadcasting Co., 720 Main St., 06226-2604. Tel., (860) 456-1111. *Mgr.*, David M. Evan.

**WINDSOR. WKND.** Frequency (KHZ), 1480. Power, 500W.—Licensee, Address: Harcom Inc., P.O. Box 1480, 06095. Tel., (860) 688-6221. *Mgr.*, Marion Thornton-Anderson.

### FM RADIO STATIONS

**BLOOMFIELD. WJMJ.** Frequency (MHZ), 88.9 (Hartford), 93.1 (Hamden), 107.1 (New Haven). Power, 7,000W.—Licensee, Address: St. Thomas Seminary, 467 Bloomfield Ave., 06002. Tel., (860) 242-8800. *Gen. Mgr.*, John L. Ellinger.

**BRIDGEPORT. WEZN.** Frequency (MHZ), 99.9. Power, 27,500W.—Licensee, Address: Cox Radio, Inc., 10 Middle St., 06604. Tel., (203) 366-9321. *Mgr.*, James T. Morley.

**WPKN.** Frequency (MHZ), 89.5. Power, 10,000W.—Licensee, Address: WPKN, Inc., 244 University Ave., 06604-5700. Tel., (203) 331-9756. *Mgr.*, Henry D. Minot.

**BROOKFIELD. WRKI.** Frequency (MHZ), 95.1. Power, 50,000W.—Licensee, Address: Capstar Trust, D/B/A WRKI/WINE, 1004 Federal Rd., 06804. Tel., (203) 775-1212. *Mgr.*, Robert Mordente.

**DANBURY. WDAQ.** Frequency (MHZ), 98.3. Power, 3,000W.—Licensee, Address: The Berkshire Broadcasting Corporation, 198 Main St., 06810. Tel., (203) 744-4800; FAX, (203) 778-4655. *Mgr.*, Irving J. Goldstein.

**WXCI.** Frequency (MHZ), 91.7. Power, 3,000W.—Licensee, Address: Campus Broadcast Assoc., 181 White St., 06810. Tel., (203) 837-8635. *Mgr.*, Bill Reppucci.

**FAIRFIELD. WSHU.** Frequency (MHZ), 91.1. Power, 20,000W.—Licensee, Address: Sacred Heart Univ., 5151 Park Ave., 06432. Tel., (203) 371-7989. *Mgr.*, George Lombardi.

**WVOF.** Frequency (MHZ), 88.5. Power, 100W.—Licensee, Address: Fairfield University Board of Trustees, Dept. of Student Affairs, North Benson Rd., 06430. Tel., (203) 254-4000, Ext. 2371. *Mgr.*, Matthew Dinnan.

**FARMINGTON. WRCH-FM.** Frequency (MHZ), 100.5. Power, 50,000W.—Licensee, Address: CBS Radio, 10 Exec. Dr., 06032. Tel., (860) 677-6700. *Vice Pres./Gen. Mgr.*, Jodi Long.

**WZMX.** Frequency (MHZ), 93.7. Power, 50,000W.—Licensee, Address: CBS Radio, Ten Executive Dr., 06032. Tel., (860) 677-6700. *Vice Pres./Gen. Mgr.*, Jodi Long.

**GROTON. WQGN.** Frequency (MHZ), 105.5. Power, 3,000W.—Licensee, Address: Spring Broadcasting of Connecticut, LLC, 7 Governor Winthrop Blvd., 06320. Tel., (860) 443-1980. *Sta. Mgr.*, Philip Jones.

**WVVE. Frequency (MHZ), 102.3. Power, 3,000W.**—Licensee, Address: Shoreline Communications, Inc., P.O. Box 97, Mystic 06355. Tel., (860) 599-2214; FAX, (860) 599-3568. *Pres.*, David J. Quinn.

**HAMDEN. WKCI. Frequency (MHZ), 101.3. Power, 50,000W.**—Licensee, Address: Clear Channel Communications, P. O. Box 85, New Haven 06510. Tel., (203) 248-8814. *Vice Pres./Gen. Mgr.*, Faith Zila.

**HARTFORD. WCCC-FM. Frequency (MHZ), 106.9. Power, 23,500W.**—Licensee, Address: Marlin Broadcasting Inc., 1039 Asylum Ave., 06105. Tel., (860) 525-1069; FAX, (860) 246-9084. *Vice Pres./Gen. Mgr.*, Boyd E. Arnold.

**WDRG. Frequency (MHZ), 102.9. Power, 19,500W.**—Licensee, Address: Buckley Broadcasting Corp. of CT, 869 Blue Hills Ave., Bloomfield 06002. Tel., (860) 243-1115. *Mgr.*, Wayne Mulligan.

**WHCN. Frequency (MHZ), 105.9. Power, 50,000W.**—Licensee, Address: WHCN, Inc., 10 Columbus Blvd., 06106. Tel., (860) 723-6000. *Vice Pres./Sta. Mgr.*, Robert L. Williams.

**WRTC. Frequency (MHZ), 89.3. Power, 350W.**—Licensee, Address: WRTC-FM, Trinity College, 06106. Tel., (860) 297-2450 (studio), (860) 297-2439 (business). *Sta. Mgr.*, Ross d'Avignon.

**WTIC. Frequency (MHZ), 96.5. Power, 20,000W.**—Licensee, Address: CBS Radio Inc., One Financial Plaza, 06103. Tel., (860) 522-1080. *Vice Pres./Gen. Mgr.*, Suzanne R. McDonald.

**HARTFORD/MERIDEN. WKSS. Frequency (MHZ), 95.7. Power, 50,000W.**—Licensee, Address: Capstar Broadcasting of CT, Hartford Sq. North, Hartford 06106. Tel., (860) 723-6000. *Mgr.*, Robert L. Williams.

**WPKT. Frequency (MHZ), 90.5. Power, 18,500W.**—Licensee, Address: CT Public Broadcasting, 240 New Britain Ave., P.O. Box 260240, Hartford 06106. Tel., (860) 278-5310. *Mgr.*, John Berky.

**LITCHFIELD. WZBG. Frequency (MHZ), 97.3. Power, 3,000W.**—Licensee, Address: Local Boys and Girls Broadcasting Corp., 49 Commons Dr., P.O. Box 1497, 06759-1497. Tel., (860) 567-3697. *Mgr.*, Jennifer Parsons.

**MANSFIELD (Storrs). WHUS. Frequency (MHZ), 91.7. Power, 3,200W.**—Licensee, Address: Board of Trustees, Univ. of CT, 2110 Hillside Rd., Box U8R, Storrs 06269. Tel., (860) 486-4007 (Office), 429-WHUS (Studio). *Gen. Mgr.*, John E. Murphy.

**MIDDLETOWN. WESU. Frequency (MHZ), 88.1. Power, 1,500W.**—Licensee, Address: The Wesleyan Broadcasting Assoc., Inc., Box 2300, Wesleyan Station, 06459. Tel., (860) 685-3668. *Sta. Mgr.*, Kim Wetzel.

**WIHS. Frequency (MHZ), 104.9. Power, 3,100W.**—Licensee, Address: CT Radio Fellowship, Inc., 1933 So. Main St., 06457. Tel., (860) 346-1049. *Mgr.*, G. J. Gerard.

**MONROE. WMNR. Frequency (MHZ), 88.1. Power, 5,000W.**—Licensee, Address: Board of Education, 1014 Monroe Tpke., 06468. Tel., (203) 268-9667. *Mgr.*, Kurt Anderson.

**NEW BRITAIN. WFCS. Frequency (MHZ), 107.7. Power, 36W.**—Licensee, Address: Board of Trustees/CCSU, 1615 Stanley St., 06050. Tel., (860) 832-1883. *Mgr.*, Chip McCabe.

**NEW HAVEN. WPLR. Frequency (MHZ), 99.1. Power, 50,000W.**—Licensee, Address: Atlantic Star Communications, Inc., WPLR, 1191 Dixwell Ave., Hamden 06514. Tel., (203) 287-9070. *Mgr.*, Michael E. Juliano.

**WYBC. Frequency (MHZ), 94.3. Power, 1,700W.**—Licensee, Address: The Yale Broadcasting Co., Inc., 165 Elm St., P.O. Box 209050, Yale Station 06520. Tel., (203) 432-4118. *Sta. Mgr.*, Ephram Lustgarten; *Gen. Mgr.*, Mike Corwin; *Program Dir.*, Emad Abdelnaby; *Training Dir.*, Kathy Choi; *Comptroller*, Nate Coate.

**NEW LONDON. WTYD. Frequency (MHZ), 100.9. Power, 3,000W.**—Licensee, Address: Hall Communications, Inc., 90 Foster Rd., Waterford 06385. Tel., (860) 442-5328. *Station Mgr.*, Andy Russell; *Gen. Mgr.*, Jim Reed.

**NORWALK. WEFX. Frequency (MHZ), 95.9. Power, 3,000W.**—Licensee, Address: Commodore Media of Norwalk, Inc., 444 Westport Ave., 06851. Tel., (203) 845-3030. *Gen. Mgr.*, Marc Berman.

**NORWICH. WCTY. Frequency (MHZ), 97.7. Power, 1,900W.**—Licensee, Address: WICH, Inc., Cuprak Rd., 06360. Tel., (860) 887-3511. *Mgr.*, James J. Reed.

**WNPR. Frequency (MHZ), 89.1. Power, 5,100W.**—Licensee, Address: CT Public Broadcasting, 240 New Britain Ave., Hartford 06106. Tel., (860) 278-5310. *Mgr.*, John Berky.

**SHARON. WQQQ. Frequency (MHZ), 103.3. Power (ERP), 3,700.**—Address: 7 Ethan Allen St., P.O. Box 446, Lakeville 06039. Tel., (860) 435-3333; FAX, (860) 435-3334; E-Mail, dj@broadcast.net. *Mgr.*, Ronald D. Lyon.

**STAMFORD. WKHL. Frequency (MHZ), 96.7. Power, 3,000W.**—Licensee, Address: Atlantic Star Communications, 444 Westport Ave., Norwalk 06851. Tel., (203) 845-3030. *Sta. Mgr.*, Robin Faller.

**WEDW. Frequency (MHZ), 88.5. Power, 2,000W.** Licensee, Address: CT Public Broadcasting, 240 New Britain Ave., Hartford 06106. Tel., (860) 278-5310. *Mgr.*, John Berky.

**WATERBURY. WMRQ. Frequency (MHZ), 104.1. Power, 50,000W.**—Licensee, Address: WYSR, Inc., 10 Columbus Blvd., Hartford 06106. Tel., (860) 723-6000. *Gen. Mgr.*, Robert L. Williams.

**WWYZ. Frequency (MHZ), 92.5. Power, 17 KW ERP.**—Licensee, Address: WWYZ Inc., 10 Columbus Blvd., Hartford 06106. Tel., (860) 723-6000. *Mgr.*, Robert L. Williams.

**WEST HARTFORD. WWUH. Frequency (MHZ), 91.3. Power, 1,000W.**—Licensee: Univ. of Hartford. Address: Univ. of Hartford, 200 Bloomfield Ave., 06117. Tel., (860) 768-4703. *Gen. Mgr.*, John N. Ramsey.

**WILLIMANTIC. WILL. Frequency (MHZ), 98.3. Power, 3,000W.**—Licensee, Address: Nutmeg Broadcasting Co., 720 Main St., 06226-2604. Tel., (860) 456-1111. *Mgr.*, David M. Evan.

## TELEVISIONS STATIONS IN CONNECTICUT

**BRIDGEPORT. WEDW.** Channel Number, 49.—Licensee, Address: CT Public Broadcasting Inc., 240 New Britain Ave., Hartford 06106. Tel., (860) 278-5310. *Pres./CEO*, Jerry Franklin.

**HARTFORD. WEDH.** Channel Number, 24.—Licensee, Address: CT Public Broadcasting Inc., 240 New Britain Ave., 06106. Tel., (860) 278-5310. *Pres./CEO*, Jerry Franklin.

**WFSB.** Channel Number, 3.—Licensee, Address: Meredith Corp., Inc., 3 Constitution Plaza, 06103-1821. Tel., (860) 728-3333. *Vice Pres./Gen. Mgr.*, Paul T. Virigilio.

**WTIC.** Channel Number, 61.—Licensee, Address: WTIC-TV FOX 61, A Division of Tribune Television Co., One Corporate Center, 06103. Tel., (860) 527-6161. *Vice Pres./Gen. Mgr.*, Jerry Martin.

**WRDM-TV13.** Channel Number, 13.—Licensee, Address: Channel 13 Television Inc., 886 Maple Ave., 06114. Tel., (860) 956-1303; FAX, (860) 956-6834. *Pres.*, Lucio C. Ruzzier; *Gen. Mgr.*, Gaetano Leone.

**NEW BRITAIN/HARTFORD/NEW HAVEN/WATERBURY. WVIT/NBC 30.** Channel Number, 30.—Licensee, Address: Outlet Broadcasting Inc., 1422 New Britain Ave., West Hartford 06110. Tel., (860) 521-3030. *Pres./Gen. Mgr.*, Thomas M. O'Brien.

**NEW HAVEN. WTNH.** Channel Number, 8.—Licensee, Address: Lin Television, 8 Elm St., 06510. Tel., (203) 784-8888. *Mgr.*, Hank Yaggi.

**WEDY.** Channel Number, 65.—Licensee, Address: CT Public Broadcasting Inc., 240 New Britain Ave., Hartford 06106. Tel., (860) 278-5310. *Pres./CEO*, Jerry Franklin.

**NEW LONDON. WHPX.** Channel Number, 26.—Licensee, Address: Roberts Broadcasting Communications, 3 Shaws Cove, Suite 226, 06320. Tel., (860) 444-2626. *Mgr.*, Bruce Fox.

**NORWICH. WEDN.** Channel Number, 53.—Licensee, Address: CT Public Broadcasting Inc., 240 New Britain Ave., Hartford 06106. Tel., (860) 278-5310. *Pres./CEO*, Jerry Franklin.

**WATERBURY. WTXX-UPN 20.**—Licensee, Address: Tiberius Broadcasting, Inc., One Corporate Center, Hartford 06103. Tel., (203) 758-3900. *Gen. Mgr.*, David L. Brewer, Jr.

## TRANSLATOR TELEVISION STATION

**WATERBURY. W12BH.** Channel Number, Translator 12.—Licensee, Address: CT Public Broadcasting, Inc., 240 New Britain Ave., Hartford 06106. Tel., (860) 278-5310. *Pres./CEO*, Jerry Franklin.

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**CONN. BROADCASTERS ASSOC.**—*Chm.*, Suzanne McDonald, WTIC Radio, Hartford; *Secy./Vice Chm.*, Mike Rice, WILI-AM, Willimantic; *Pres.*, Paul K. Taff, P.O. Box 678, Glastonbury 06033; *Secy.*, Jennifer Parsons, WZBG-FM, Litchfield; *Treas.*, Tom Principi, CRN, Hamden.

*Dirs.*, Don DeCesare, WMRD, Middletown; Bruce Fox, WTWS-TV, New London; Jerry Martin, WTIC-TV, Hartford; Suzanne McDonald, WTIC/WZMX/WRCH, Hartford; Tom O'Brien, WVIT-TV, West Hartford; Jennifer Parsons, WZBG-FM, Litchfield; Mike Rice, WILI-AM/FM, Willimantic; Andy Russell, WNLC/WTYD, New London; John Ryan, WEZN-FM, Bridgeport; Jim Simonetti, WKCI/WELI, New Haven; Hank Yaggi, WTNH-TV, New Haven.



## **NEIGHBORHOOD REVITALIZATION ZONES: LEGAL RIGHTS AND RESPONSIBILITIES**

EFFECTIVE NRZs: Understand their goals and obligations.

EFFECTIVE NRZs: Maintain their membership and participation rate at least at the legal requirement.

EFFECTIVE NRZs: Comply with the requirements for NRZs.

EFFECTIVE NRZs: Maximize their effectiveness by strengthening the partnerships with government created by the NRZ law.

EFFECTIVE NRZs: Use all their legal powers to make their neighborhood a better place to live and work.

### **1. Why do you need to know this?**

- Because the law that created the NRZ process gave NRZs new and special power to make change.
  - Because NRZs are designed to overcome some of the traditional barriers to neighborhood revitalization.
  - Because the NRZ law creates new legal obligations for cities and the state to help citizen groups.
  - Because the basic principles of NRZs require a new attitude about the role of citizens in a community.
  - Because once your neighborhood is defined by the city, you have new responsibilities to your community.
  - Because once your Strategic Plan is accepted by the state and by the city, your work has JUST BEGUN!
2. The ideas behind the NRZs came from a long history of trying to make cities better places to live. In many cities, the cost of bringing buildings up to code sometimes exceeds the value of the buildings. It became so expensive to make repairs that property owners sometimes just let their buildings get run down. Deteriorating buildings have traditionally led to higher crime rates, which themselves produce additional neighborhood deterioration. The NRZ law is designed to let the community take back control over its own neighborhood.

The NRZ law, passed by the Connecticut General Assembly in 1994, is attached at the end of this chapter. According to its provisions,

- NRZs become a new kind of legal body, not just an idea, with actual authority.
- NRZ members, all **volunteers**, some residents, some business owners, some who just work in the neighborhood, can make **legally enforceable decisions** about the physical appearance of the neighborhood, and about the distribution of government resources within the neighborhood.
- An **NRZ Planning Committee** will draw up a **Strategic Plan** for the revitalization of the neighborhood. This plan must include a consideration of the “bricks and mortar” neighborhood, but also requires planning for the social, economic and educational issues that will strengthen the community in the long run.
  - The **membership** of the committee **MUST**
    - Reflect the composition of the neighborhood;
    - Include, but not be limited to “tenants and property owners, community organizations and representatives of businesses located in the neighborhood or which own property in the neighborhood.”
    - A majority of the members must live in the neighborhood.
  - The committee and its **by-laws** must be approved by the City Council, and then after the Strategic Plan is approved, continue to meet these requirements on its own.
  - In its first year, the Committee must **report** to the City Council twice (every six months) and then every year after that.
- New forms of cooperation between state, local and national governments are created.
  - Your **city** must provide staff or funding support to help your Planning Committee get organized and developed a Strategic Plan.
  - The Strategic Plan must be reviewed by the **state** Office of Policy and Management (**OPM**).
    - OPM is the state’s budget office. Any time the state spends money, OPM knows about it, and has usually approved the expenditure. If your plan requires any state assistance (infrastructure renovation, state funds for demolition, economic development, etc.) approval by this office is necessary.
    - OPM also coordinates the work of all the other state agencies, and specializes in planning.

- This office is also a direct connection to the Governor, whose decisions about state policy can have an immediate impact on your neighborhood.
- OPM also has the ability to bring together other state agencies whose decisions will have an impact on your Plan.

For example, OPM sponsored a conference in the Fall of 1999, at which the State Fire Marshal and local fire marshals, building inspectors and other state and local officials discussed ways of making repairs to older buildings that would be less expensive, but preserve safety.

- The **national government** has promised to help state and local agencies to bring federal resources and cooperation to NRZs.
- The **City is the primary government** involved. In order for the NRZ to be given its full power, the City must:

- Approve the boundaries of the NRZ.
- Approve the Planning Committee.
- Provide staff, meeting space and support to the Planning Committee.
- Approve the Strategic Plan.
- Approve the Committee's membership rules and by-laws.
- Agree to waivers requested by the NRZ.
- Agree to building demolition and renovation requested by the NRZ if these proposals were included in the Strategic Plan.
- Direct other money, resources and programs into the NRZ at the request of the NRZ committee, or with its cooperation.

- Neighborhood Revitalization Zone Committees have the authority to ask the city and state to **change the rules** for building renovation and repair. If these changes are included in the Strategic Plan, the city **MUST** agree to assist the NRZ, and to do it quickly. This process requires asking the city to "**waive**" existing legal requirements. Asking for **waivers** is described in the next section.

- The NRZ Committee has the authority to decide how the Strategic Plan will be **implemented**.
  - It is easy to focus on developing the Plan, and forget about implementing it. Writing the Plan may take only a year; implementing it may take five years or more.
  - The real strength of the NRZ law is that it places **long lasting neighborhood governing power** in the hands of local groups.

- Under the law, the NRZ Strategic Plan is supposed to include plans for continuing the work of the NRZ, including ways to get outside funding, build partnerships, etc.

**3. Asking for Waivers. See the following pages of instructions and definitions prepared for NRZs and city officials.**

**4. What is the best kind of legal organization for an NRZ? Should it incorporate, become a 501c3 or 501c4?**

- These are important **legal** questions.
  - You will need some advice from an attorney, accountant or other professional in the non-profit field before you make a decision.
  - The final decision is in the hands of the NRZ Committee. It will need as much information as possible. Each choice involves some benefits and some obligations.
  - In chapter 15 you will find information drawn from the Internet regarding the organizational structure of community groups.
- Remember that:
  - The moment your Planning Committee is approved by the City Council, and
  - even more importantly, once your Strategic Plan is adopted, you will have **real responsibilities** to carry out.
  - These responsibilities will grow if you receive any outside funding.
  - You will have to keep records of decisions, expenditures, meet deadlines, make annual and semi-annual reports, submit official forms to state and national government, etc., etc.
  - It is important that your members and leaders **understand** their responsibilities and **agree** to do these tasks.
- We have attached information from several web sites about the legal status of non-profit community organizations. You should find these helpful as you decide how your organization should be established. See chapter 15 for this information.

Getting waiver/modification in accordance with NRZ statute

**Deputy Commissioner George Luther**  
State Department of Public Safety  
Division of Fire, Emergency & Bldg. Services  
11 Country Club Road  
P.O. Box 2794  
Middletown, CT 06457  
(860) 685-8300

**1. Does a code "waiver" constitute an exemption from the requirements of the code?**

- waivers are often confused with outright exemptions
- waivers are essentially equivalent to "modifications"; both require alternative measures to establish equivalent safety

**2. What is the difference between a code waiver and a code modification?**

- they are essentially equivalent
- the waiver was established in the NRZ legislation
  1. it provides for an expedited response by state code officials
  2. it requires a public hearing on the request
- the modification process is long standing
  1. it provides for an appeal process
  2. typical turn around by state code officials is less than 15 business days

**3. What is the difference between the NRZ code waiver process and the code modification process?**

- see #2 above

**4. Can I get a modification/waiver on new construction?**

- typically no; new construction is expected to be code compliant; the modification/waiver process was established to accommodate existing conditions and maintain public safety
- new construction can receive modifications when a "better method" is proposed or when the requirement is judged "unwarranted"

**5. How do I get a waiver for a housing code issue?**

- housing codes are established by local ordinance
- the NRZ legislation provided waivers for state codes and regulations only
- this question must be answered by the housing official in your municipality

**6. How do housing codes interface with the state's fire and building codes?**

- there is no interface between housing codes and state fire and building codes; the state has no control over, or input to, local housing codes
- the state codes are updated about every five years
- the frequency of updates for the municipalities that have housing codes is unknown
- this question must be answered by the housing official in your municipality

**7. How can I replicate the New Britain experience in my town?**

- your local fire and building code officials can request a meeting with the state fire and building code officials to get the process started; there is no reason that your town can not enjoy the same results

**8. Why can't my local code officials grant modifications/waivers?**

- state law does not allow it
- it is an issue of consistency; it avoids having 169 interpretations of the codes
- it avoids local liability issues

**9. What criteria are used when evaluating the merits of a modification/waiver request?**

- alternative protective measures proposed
- impact to public safety
- risk analysis
- hardship associated with compliance

**10. Do I need my local code officials' input to request a modification/waiver from the state?**

- you do not need their permission but the state does require that the local code official review and comment on the request; "comment" can mean "no comment"

**11. At what stage in a project should I request a modification/waiver?**

- typically, the sooner the better
- sometimes involving code officials early in the project can avoid the need for a modification/waiver

**12. If I complete a modification form for a fire code issue, do I have to do another form for the building code?**

- if the modification request is for an issue covered by both the fire and building codes, yes you do; but the state building and fire code officials are working on that issue

## BYLAWS

**EFFECTIVE ORGANIZATIONS:** Meet their legal obligations to have bylaws.

**EFFECTIVE ORGANIZATIONS:** Adopt bylaws that help them achieve their goals.

**EFFECTIVE ORGANIZATIONS:** Adopt bylaws that provide for a continuing organization.

**EFFECTIVE ORGANIZATIONS:** Guarantee the rights of their members in their bylaws.

### 1. Why do you need to know this?

- Because the NRZ law requires you to have bylaws.
- Because your bylaws must be approved by the City Council as part of your Strategic Plan.
- Because the NRZ law requires you to publish a notice that you have adopted bylaws and any changes to them in the local newspaper.
- Because bylaws help you decide how your organization will run.
- Because bylaws provide ways to evaluate leaders, and to maintain membership.

### 2. What has to be in our bylaws?

- How does a person become a member?
- How long does membership last?
- What leaders does the organization have, and what is their job description?
- How are leaders chosen? And for how long?
- How often does the group meet? Are there any special rules about meetings?
- How are decisions made?
- Are there any committees that you expect to be permanent?
- Who will have the legal responsibility to sign for the organization, and to handle its money?
- How do you change the bylaws?

### 3. How does a person become a member?

- There are two kinds of members required for an NRZ: members of the Planning Committee and other kinds of members.
- The law requires that the NRZ have a Planning Committee while it is writing its Strategic Plan and a Committee to carry out the plan.



- The law says that these two committees must be representative of the neighborhood, and at least half of the group must live in the neighborhood.
- The law does NOT say anything about other people who take part in subcommittees, or other kinds of volunteers. You can determine how these people are chosen. Most NRZs welcome any and all volunteers, and try to find ways to put them to work.
- Your organization will need to think about membership regularly. It is a good idea to have a membership committee, assigned the responsibility of making sure that your Planning Committee and later your Committee meet their legal requirements, and even more important, to keep recruiting new members.
- Examples of ways to determine who may become members of the Planning Committee and the Committee:
  - The Chairs of all Subcommittees shall be members of the Planning Committee.
  - The members the Planning Committee shall nominate new members at its \_\_\_\_\_ (what date?) meeting. Nominations shall be approved by a majority vote of the existing committee. (Or at the next public meeting?)
  - Nominations for membership may be made by anyone living or working within the NRZ.
  - All volunteers will be welcomed to join the Planning Committee, on the condition that legal requirements of more than half residents and representativeness are preserved.
  - At least one member of the Planning Committee shall be nominated by the Mayor; one member by the City Council, another member by the local business organization, one member by the local tenants organization; etc., etc.

#### 4. How long does membership last?

- Examples:
  - No limits: Membership lasts as long as the person remains an active volunteer.
  - Specific terms: Membership on the Planning Committee and Committee lasts for one year, but people may be nominated and approved for additional terms.
  - Term limits: No one may remain on the Planning Committee or Committee for more than \_\_\_\_\_ years, although membership on subcommittees is not limited.

**5. What leaders does the organization have, and what is their job description? How do we provide for changing leaders?**

- Chair, President or Convener
  - Responsible for calling meetings and running them.
  - This person usually has authority to sign legal papers for the organization, including grant applications, and legal documents. If you don't have a Treasurer, the Chair is usually the only person who can sign checks for the organization.
  - This person usually is the "point person" for all media contacts.
  - The bylaws should set a specific length of time for holding this office, and a mechanism for choosing a new chair.
    - Example:
      - The Committee shall elect the Chair for a term of two years.
      - The Chair shall be nominated by the Committee, and approved at a public vote, for a term of \_\_\_\_ years.
      - The Chair may not serve for more than \_\_\_\_ terms.
  - It is important that your bylaws provide for a regular vote on the Chair. This is the only time you or your members will be able to evaluate the leadership of the person who is your chair. Clearly specified dates for elections can help save people's feelings, by making it possible to change leadership as part of the normal functioning of the organization.
  - People who think about taking on this role need some assurance that they won't become "dictators for life." Defined terms of office give people an opportunity to leave office without looking bad.
  - Your group needs to think about what role it wants its leader to play as it designs its bylaws. The name you chose for this position makes a difference.
    - The term "President" has a sound of independent authority.
    - The term "Chair" implies that there are active members and subgroups and that they are as important as the Chair.
    - The terms "Convener", or "Coordinator" suggest that the person holding this job is not responsible for deciding what the group will do, but helps the parts of the group do their jobs. This is the most democratic form, but it can be the most time-consuming.

- Vice Chair:

- This is primarily a training ground for new leaders; people elected to this position frequently become the next Chair. This may be written into your bylaws.
- Not all organizations have this position in their bylaws.
- The Vice Chair can also be an important source of help for the Chair.

- Secretary:

- Very important: this is the person who is responsible for keeping your organization's records, and announcing meetings.
- Generally this position has the same term of office, and is elected the same way that the Chair is.
- Occasionally, an organization will ask someone to volunteer at each meeting to take minutes. This is all right for a very informal organization, with little responsibility, but NRZs are more powerful, and will need good records of their decisions.
- It is important that your secretary be able to do the tasks assigned. If there are multiple languages spoken at your meetings, you may want minutes taken not only in English, but in other languages as well. Your bylaws may require that your records and announcements be available in several languages.
- Sometimes there is a single person who serves as both secretary and treasurer.

- Treasurer:

- This person is responsible for managing any money held by the organization. This includes depositing it in a bank, keeping track of the account, and deciding when to spend it.
- This may not be a very important or difficult task if your budget depends on small local contributions, but if you begin to apply for and receive money from other sources, or in any large amounts, the job takes on more serious duties.
- Usually the Treasurer is elected the same way that the Chair is.

- The Treasurer is usually the only person who may sign checks for the organization.
- The Treasurer may be required to give regular reports to the Committee on the organization's money, including outstanding bills or expected contributions.
- Sometimes the office of Treasurer is merged with the office of Secretary.

**6. How often does the group meet? Are there any special rules about meetings?**

- It is important that your organization set itself up in a way that will allow it to do the work that people have come together to do.
- The kinds of decisions the Committee will have to make range from simple ones (whether or not to have refreshments at the next public meeting) to very difficult and complex ones (whether or not a partnership with a particular manufacturer is in the interest of the community; how to deal with a multi-year infrastructure project that will disrupt commercial traffic, etc).

Human beings have a tendency to focus on the problems they can solve easily, and to put off the hard choices. If you do not plan enough meeting time, you will discover that your organization has spent more time on donuts than on development.

- Think about how long it will take to complete your agenda. After about two hours of discussion, people will begin to leave, physically and mentally.
- A single monthly meeting is probably not enough for an active NRZ.
- Your bylaws should set a meeting schedule for your Planning Committee or Committee. If this Committee is made up of the heads of the Subcommittees, then these people must be ready to give enough time to do both jobs.
- Most of the work will probably be done by subcommittees, usually defined by the issue they are concerned with (housing, business development, health, etc.). Your bylaws may name these committees, and set up rules for how often they meet, when they must report to the Planning Committee or the Committee
- Your bylaws should require public meetings at certain points in the NRZ process. You could determine that you will hold public meetings at specific times of the year, or whenever a specific need arises (to approve the Strategic Plan, to review grant proposals; to initiate new subcommittees, etc.)

- The NRZ law requires that your bylaws include plans for reaching “consensus-based” decisions. In the Meetings that Work Chapter, there is a section on reaching consensus. Some of these strategies should be included in your bylaws.
- Additional possible bylaws regarding meetings:
  - How many people have to be present for legal decisions to be made (i.e., what is a quorum for your meetings).
  - Announcements of public meetings must be made \_\_\_\_\_ number of days before the meeting;
  - Announcements of meetings must be made in certain places;
  - Agendas of committee meetings may be required in advance;
  - Timing of meetings may be specified;
  - Roberts Rules or special consensus building rules may be required.
  - Ground rules for community meetings may be posted.
  - Translators may be required at public meetings;

## 7. How do you change the bylaws?

- You can't change the bylaws in ways that violate the NRZ law (by requiring all members to be residents, for example).
- Bylaw changes will have to be reported to the public within 7 days of the change.
- However, bylaws are intended to be flexible enough to respond to the needs of your organization.
- Examples of methods for changing bylaws:
  - By the Planning Committee: Bylaws may be changed by a vote of the Planning Committee or Committee: More than 50% of the people voting must support the change for it to be made.  
Or, more that 60% of the people voting must support the change. It is easier to make changes when the requirement is a simple majority (51% or better), but a requiring super majority (60%, or 2/3rds) tends to make the organization more stable (or, harder to change).
  - At a public meeting: Bylaws may be changed only by a majority vote at a public meeting.
  - By all active volunteers: Bylaws may be changed by vote of the members of the subcommittees.

**8. Generally, bylaws should be short and specific.**

Your bylaws should probably be shorter than this outline about bylaws.  
For example,

- The Chair, Vice Chair, Secretary, and Treasurer will be elected for two year terms at the Fall meeting of the Planning Committee, or after the approval of the Strategic Plan, at the Fall meeting of the Committee.
- The Chair and Secretary/Treasurer will be elected at a January public meeting, following nominations from the members present at the meeting. A two thirds vote of the members present at the meeting is necessary to elect these officers.

**NEIGHBORHOOD REVITALIZATION ZONE  
STRATEGIC PLAN GUIDELINES**

October 18, 1996

Prepared by the

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# NEIGHBORHOOD REVITALIZATION ZONE STRATEGIC PLAN GUIDELINES

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# NEIGHBORHOOD REVITALIZATION ZONE STRATEGIC PLAN GUIDELINES

## INTRODUCTION

This document is a guideline for communities who are considering establishing Neighborhood Revitalization Zones (NRZs).

Under the Connecticut legislation which established NRZs, the state Office of Policy and Management (OPM) is charged with the responsibility of reviewing NRZ strategic plans and coordinating the NRZ waiver process. To ensure that the plans we receive are comprehensive and consistent with the intent of the legislation, we have designed this document to interpret the law in an easy-to-read manner and to describe the basic components which should be included in the strategic plan.

This document is organized as a series of questions and answers that reflect the kinds of questions that neighborhoods may have about NRZs. We have attempted to anticipate your questions about NRZs and to provide practical and useful answers. If you find that you have additional questions that are not addressed here, please call our NRZ "hotline" number at 860-418-6457.

### *What are Neighborhood Revitalization Zones or NRZs?*

In 1995, An Act Establishing a Neighborhood Revitalization Zone Process (P.A. 95-340) was passed by the Connecticut General Assembly and signed into law by Governor Rowland. This law -- the first of its kind in the nation -- established a collaborative process for communities to work with all levels of government to revitalize neighborhoods which have become substandard, unsafe and blighted.

NRZs represent a new kind of partnership and cooperation between communities and government which shifts the impetus of planning to the local level and provides a mechanism for relief from burdensome state and local regulations.

### *What are the benefits of becoming a NRZ?*

Under the legislation, the strategic plan developed by the NRZ Planning Committee and approved by the municipality is the primary vehicle for benefits. Through the planning process, the neighborhood works together to determine its priorities and to develop plans of action for revitalization.

The main benefits of this program are related to bringing all stakeholders together to plan a neighborhood that works for all of them, by-passing “red tape” that might impede attempts to revitalize the neighborhood, and establishing a more flexible and creative government response to the needs of communities. It is important to note that the legislation does not provide for any additional money for cities that have NRZs.

The adoption of a strategic plan allows:

- ✓ the NRZ to request waiver of state and local environmental, health and safety codes and other regulations that have been identified in the strategic plan as barriers to neighborhood development;
- ✓ the NRZ to recommend that the chief executive municipal official (i.e. the mayor or first selectman) enter into tax agreements and allocate municipal funds to achieve the purposes of the plan;
- ✓ the NRZ to petition the judicial branch (local superior court) for appointment of a receiver of the rents for any deteriorated property; and
- ✓ municipal corporations to be authorized, in accordance with established procedures, to take abandoned or blighted property in a NRZ. (This process is called “eminent domain”.)

## ESTABLISHING A NEIGHBORHOOD REVITALIZATION ZONE

### *What neighborhoods are eligible to become NRZs?*

To be eligible to become a NRZ, a neighborhood must have a significant number of deteriorated properties (property in serious noncompliance with state and local health and safety codes and regulations) and property that is substandard, abandoned, blighted, has been foreclosed or poses a hazard to public safety.

Although “a significant number” is not defined in the legislation, it is important that every neighborhood revitalization zone contain one or more buildings that fall into this category.

### *What does a neighborhood have to do to become a NRZ?*

A neighborhood revitalization zone is formed when two steps are completed:

1. a municipal resolution establishes one or more NRZs in your municipality; and
2. the boundaries of your NRZ have been determined according to the process prescribed in the municipal resolution.

In the first step, your municipal legislative body (city or town council, Board of Aldermen or Selectmen, town meeting or representative town meeting) passes a resolution establishing one or more neighborhood revitalization zone(s) in your municipality. The resolution must a) assign municipal staff to assist the neighborhoods by providing information and modifying municipal procedures; and b) establish a process for determining the boundaries of neighborhood revitalization zones.

The legislation requires that a process for determining the boundaries of a neighborhood revitalization zone be established through the municipal resolution. However, the process itself is not prescribed by law and could range from the city council actually designating the boundaries of each NRZ

to a process involving the neighborhoods themselves. The only criteria mandated by the legislation for establishing the boundaries is that every NRZ must contain deteriorated properties. Here are some issues that municipalities may want to consider in determining the process for setting the boundaries:

- ✓ What criteria would be useful? (e.g., geographic size, population, low-income population, location of facilities, natural or historical affiliations, boundaries of existing efforts or groups, etc.)
- ✓ Who should be involved in the process to determine the boundaries?
- ✓ Are there boundaries already established in the city for other purposes? (e.g., community planning efforts, community policing, etc.)
- ✓ What are the implications of using boundaries that match those used for other purposes?

Note: You may want to consider using census boundaries, which will assist you in your efforts to gather data on the neighborhood. Your regional planning organization can help with this effort.

Once the municipal resolution is passed and the boundaries of your NRZ have been established in accordance with the method prescribed by the city resolution, your neighborhood has officially been established as an Neighborhood Revitalization Zone!

It is important to note that no benefits will be available to your neighborhood simply by being established as a NRZ. In order to receive the advantages of this program -- including waivers, rent receiverships, eminent domain, etc. -- your neighborhood will need to develop a strategic plan and pursue these opportunities. Once you become established as a NRZ, the hard work to revitalize your neighborhood has just begun!

***What are the next steps to receiving benefits as a NRZ?***

At this point, you should notify the Office of Policy and Management (OPM) that a NRZ has been formed. The purpose of notifying OPM that the NRZ is underway is to promote coordination with other NRZ efforts around the state. To do this, you can send a copy of the city resolution and a map of your NRZ boundaries to:

*Undersecretary  
Intergovernmental Policy Division  
Office of Policy and Management  
450 Capitol Avenue  
P.O. Box 341441  
Hartford, CT 06134-1441*

The next step to receiving benefits as a NRZ is to organize a Planning Committee to develop a strategic plan. The process for organizing the committee and developing the plan are outlined in the following section.

## DEVELOPING A NRZ STRATEGIC PLAN

### *Why should a NRZ develop a strategic plan?*

The development of a strategic plan is a necessary step in order to receive any benefits as a Neighborhood Revitalization Zone. The planning process is a way of getting agreement from all participating members of the community regarding where you want to go and how to get there.

### *What will happen if a NRZ doesn't develop a strategic plan?*

Nothing. The neighborhood will not receive any of the benefits available for NRZs. Of course, there is no penalty -- other than a missed opportunity -- for becoming established as a NRZ but failing to go through the strategic planning process.

### *Who develops the strategic plan?*

A broad-based Planning Committee is established specifically for this purpose. A majority of the members must be residents (either tenants or property-owners) in the neighborhood.

### *What if our neighborhood already has a community development plan?*

Many neighborhoods have plans that have been prepared in the past for similar purposes. It is a good idea to use these plans as a starting point -- in fact, it is possible that the NRZ strategic plan could mirror an existing plan. However, it is important that you go through the NRZ organizational steps which guarantee broad community participation and allow the Planning Committee the opportunity to adopt part, all or none of an existing plan. Also, the NRZ Planning Committee should review the plan to ensure that it contains all of the necessary components outlined in the following section.

### ***How does the Planning Committee become organized?***

As you begin to put together a Planning Committee, you should identify all the neighborhood stakeholders including residents, associations, local institutions, business owners, and landowners. To generate interest in working together, you will need to build relationships among the various stakeholders and mobilize them to become involved. There are many creative approaches to informing potential participants about this opportunity -- for example, using flyers, posters, door-to-door visits, announcements in local churches or other organizations, advertisements in the local newspaper, local access channels or community television. You should think about which approaches will work best in your community.

Clearly, this initial process is time-consuming. However, the time that you invest at this point in this process will pay off later by guaranteeing that you have been as inclusive as possible. The NRZ legislation is based on the belief that neighborhood revitalization strategies will fail if they ignore even a minority of the neighborhood stakeholders -- and that success can only be ensured through incorporating a wide variety of social, economic, and cultural perspectives into your planning effort.

### ***What steps must be taken once the Planning Committee members are identified?***

Two steps to establishing a Planning Committee are required by law:

Step 1 -- Convene the broadly representative planning group. Membership of the NRZ Planning Committee must reflect the composition of the neighborhood including tenant residents, property owning residents, community organizations, and representatives of businesses located in, or owing property in, the neighborhood. A majority of the members must be residents (either tenants or property-owners) of the neighborhood. If the city manager or mayor has appointed someone to the Planning Committee, this person is entitled to be a voting member.

Having a specified Planning Committee should not preclude you from including others in your planning process. Indeed, various other residents, businesses, and government or non-profit entities that are not on the Planning Committee should be encouraged to become involved in the planning process. Although not required by statute, it is recommended that you publish notice of the first meeting of the planning group at City Hall and in conspicuous locations throughout the neighborhood.

Step 2 -- Develop and adopt Planning Committee bylaws. The NRZ Planning Committee bylaws are rules for governing how the group will operate, including a process for making decisions by building consensus. For example, the Planning Committee structure should not permit one person to make unilateral decisions for the group. Rather, the Planning Committee should reach common decisions everyone can agree on. Your bylaws should also identify a method for resolving conflict if you can't reach consensus. You are required by statute to publish notice of adoption of your bylaws, and any amendments, in a local newspaper having general circulation no more than seven days after adoption or amendment. Once the bylaws have been adopted, you should send a copy to OPM.

***What happens if our NRZ adopted bylaws but did not publish them in the newspaper?***

You do not have to publish the actual bylaws -- only a notice that the bylaws have been adopted. If you fail to publish notice of adoption of your bylaws within seven days, the status of your NRZ will not be jeopardized. However, you should make arrangements to publish the notice in your local newspaper as soon as possible since this step must be taken in order to receive any benefits as a NRZ.

***What kind of assistance can we get in putting together our NRZ plan?***

Putting together a comprehensive and thoughtful neighborhood plan may seem daunting at this point. To help you do this, you should contact the staff person from the municipal government who has been assigned to assist you.



This person can be invaluable in helping you find resources and assisting in the planning process. In addition to your municipal liaison, you may want to contact local groups, including local business associations, church groups, your local chamber of commerce, community colleges, universities, or Community Action Agencies. By building a relationship with local organizations such as resident councils, housing development organizations, community development corporations and others, you may be able to identify staff to assist in the effort. In many neighborhoods around the state, these entities are showing interest in supporting their local NRZ.

***What costs are associated with becoming a NRZ and developing a plan?***

The costs associated with the NRZ process are minimal and are related to publishing notices in the newspaper and printing and copying your strategic plan.

***Once organized, how does the Planning Committee develop a strategic plan?***

Keep in mind that there is no one "right" way for a community to develop a strategic plan. Different communities with different resources will plan in different ways -- all with equally successful results. Each community, therefore, needs to design a planning process that suits its unique needs and abilities. As you develop a process, remember that the clear intent of the legislation is a planning process which is inclusive, participative, and based on consensus-building among all stakeholders.

## CONTENTS OF A NRZ STRATEGIC PLAN

### *What are the elements of a strategic plan?*

Although there is no one right way to develop a strategic plan, there are four basic questions that are answered in every strategic plan:

- I. What does the neighborhood look like today?
- II. What do we want the neighborhood to look like?
- III. How do we get there?
- IV. How can we measure our progress?

### I. WHAT DOES OUR NEIGHBORHOOD LOOK LIKE TODAY? - (NEIGHBORHOOD PROFILE)

This part of the planning process involves quite a bit of information gathering. One way to get information about your neighborhood is to use local libraries and town halls to find out what information is available on your neighborhood. Another way to collect valuable data is to survey your neighborhood about their views of the greatest problems and greatest strengths of the neighborhood. You may want to ask Planning Committee members to bring the survey door-to-door to ensure that you collect ideas from all of the neighborhood. As in other planning phases, you can get assistance in gathering data from your municipal liaison or other organizations.

Your profile of the neighborhood should include the following categories which are further described below:

- A. **Human Resources** (residents, landowners, and business owners, etc.)
- B. **Physical Resources** (roads, buildings, sidewalks, other structures, etc.)
- C. **Community Resources** (economic opportunities, education, public safety, cultural offerings, job training, social services, child care, elderly programs, transportation, and recreation, etc.)
- D. **Summary of Strengths** and
- E. **Greatest Problems/Needs.**

- A. Human Resources. The people in your neighborhood -- including residents, landowners, and business owners -- can often be one of your greatest assets. It will be helpful to survey residents, landowners, and businesses in your neighborhood to find out their **perspectives** and what **skills** they can offer. A **demographic portrait** of the neighborhood will also help you identify the composition of the neighborhood to ensure that you have formed a truly representative Planning Committee. Your profile should include a description of the people in the neighborhood including: number of residents, ages, household types (e.g., single parent families), race and ethnicity (e.g., black, white, Asian, Hispanic), number of renters, number of owners, and any other relevant information about the people who make up your neighborhood. Demographic data is usually available by census tract at libraries, city planning departments, or regional planning organizations.
- B. Physical Resources. You should begin this step by preparing a **map** of the neighborhood which identifies the physical boundaries, streets, and other important landmarks of the neighborhood. You should describe the physical size of the neighborhood and any other relevant geographical or environmental characteristics. It would also be helpful to prepare an **inventory** of the property in the neighborhood. For property that is deteriorated, you should provide an analysis including the address of the property and whether it is: foreclosed, abandoned, blighted, substandard, a public safety hazard (describe how), out of compliance with state health or safety code or regulations (cite which ones), or out of compliance with local health or safety code or regulations (cite which ones). It is also important to identify the condition of the physical infrastructure, including roads, buildings, and sidewalks. One of the benefits of preparing a thorough inventory is that it will help you identify potential stakeholders. You may have difficulty implementing your plan if the owners of the property are not included in your strategic planning process.
- C. Community Resources. You should examine the existing status of community resources (including economic opportunities, education, public safety, cultural resources, job training, health and human services, child care, transportation, and recreation) in your neighborhood. Some

things to think about are: What is the current unemployment rate? Are there adequate job training programs that place residents in jobs? What are the safety issues? What are the barriers to sustaining businesses in the neighborhood?

- D. Summary of Strengths. Describe the most positive aspects of your neighborhood. What are the reasons people move to or visit your neighborhood? You may already have a sense of the neighborhood's greatest strengths, but you can also collect and prioritize much of this information using your survey of the neighborhood.
- E. Greatest Problems/Needs. Another step to understanding your neighborhood today is to prepare a prioritized list of needs. Using the information from your neighborhood profile (in A, B, and C above), what needs do the neighborhood residents have that are currently not addressed? What are the biggest problems in the neighborhood?

If your Planning Committee is thorough in preparing this first step, it will help you identify what you want to accomplish in the neighborhood through the NRZ process. You are now ready to develop a vision and goals for your neighborhood.

## II. WHAT DO WE WANT THE NEIGHBORHOOD TO LOOK LIKE? - (NEIGHBORHOOD VISION)

In this step, the Planning Committee will develop a vision for the neighborhood. In other words, you will work toward agreement on what you all want to see changed in the future. Don't forget -- the NRZ legislation requires that the planning process be done by consensus which means that you must reach a common agreement on a vision and goals that reflects the concerns of everyone in the neighborhood. In fact, the consensus building process will inspire the group toward a vision and goals that will become the framework for neighborhood improvements for decades to come.

In formulating your vision and goals, it will be helpful to remember that plans should be designed, in accordance with NRZ legislation, to improve your neighborhood by:

- A. Increasing self-reliance;
- B. Increasing home ownership;
- C. Improving property management;
- D. Promoting sustainable economic development;
- E. Enhancing effective relations between landlords and tenants;
- F. Coordinating and expanding the delivery of services to the neighborhood; and
- G. Improving the neighborhood capacity for self-empowerment.

Here are some questions that can help you formulate your vision and goals:

- ✓ What will attract people to your neighborhood in the future?
- ✓ What kinds of businesses or jobs would you like to bring to the neighborhood?
- ✓ What is the ideal mix of residential and commercial property?
- ✓ Do you need more/less retail stores, grocery stores, churches, medical facilities, gas stations, day care centers, etc.?
- ✓ What kind of training/educational facilities do you need in the neighborhood?
- ✓ What kind of changes need to be made to the residential areas?
- ✓ Do you want to increase owner-occupied buildings?
- ✓ What will make your physical and natural environment better?

This process should result in a clear and compelling picture of the neighborhood's preferred future. At the same time, the vision should be realistic and credible. The vision serves as the framework for the action plan in the next section. Once you reach a consensus on a vision for the neighborhood, it is time to develop a strategy to work toward your vision and achieve your goals.

### III. HOW DO WE GET THERE? - (ACTION AND IMPLEMENTATION PLAN)

This step in the planning process is ongoing in nature. We understand that it will not be possible to identify in your first plan the ultimate use for all properties in the neighborhood and solutions to meet all of the needs you have identified. But, keep in mind that your ultimate goal -- over time and in stages -- will be to develop a comprehensive plan for the entire neighborhood. You will find it easier to identify financing sources -- both

public and private -- when there is a neighborhood-wide plan to invest in. Knowing what will happen to the property next door or down-the-street will help spur investment.

Perhaps the best way to begin this part of the planning process is to divide your goals into short-term and long-term goals. If you prioritize your list of needs and problem properties, you can begin to tackle them individually. It is important to be realistic at this stage of the planning process. Your long-term goals can be addressed with more specifics in subsequent submittals.

This part of the plan should be the most detailed and you should think about the following items:

- A. What are your short-term and long-term **objectives** and the specific projects that will be undertaken to accomplish these objectives? You should think about the design of your neighborhood, the desired use of property, and how property should be managed.
- B. What are your **priority projects**, targeted in order of completion?
- C. What is the **projected cost** for accomplishing each project? You should describe how each project will be financed, including:
  - ✓ Provisions for identifying and obtaining funds from both public and private sources. (You should research and investigate numerous funding sources, since your plan must include funding sources beyond government funds.)
  - ✓ How the plan will leverage investments. Include creative leveraging of financial resources and traditional and nontraditional financing of development. How will marketing and outreach be accomplished?
  - ✓ Recommendations to the chief executive official to enter into tax agreements and/or to allocate municipal funds.
- D. What is your **timetable** for completing the projects?
- E. What are the state and local environmental, health and safety codes and regulations that have been identified as barriers to neighborhood development? In order to take advantage of the **waiver process** available through the NRZ legislation, you are required to identify in your plan the

federal, state and local environmental, health and safety codes and regulations that impede revitalization of the neighborhood. Because the requested waiver must not create a substantial threat to the environment, public health, safety or welfare of the neighborhood, you must propose alternate measures. For each waiver identified, you should specify:

- ✓ The existing code requirement or regulation;
- ✓ The address of the property for which waiver is sought;
- ✓ The costs of meeting the existing code requirement or regulation; and
- ✓ The proposed alternative.

F. If you want to take advantage of an expedited Connecticut Historical Commission review of properties designated as having historical significance within your NRZ, you must provide a listing of such properties within your plan and identify the planned use of those properties. A complete listing of such properties can be obtained through the municipal liaison on your Planning Committee.

G. If you want to take advantage of the NRZ legislation to allow your municipality to acquire property in the neighborhood through established procedures for “**eminent domain**,” you must identify your plans to do so as a part of your strategic plan. Describe any plans to authorize municipal corporations to take property and the procedure you intend to use to accomplish this.

H. If you want to use the NRZ opportunity to enter into **rent receiverships**, you must also make this part of your strategic plan. Describe any plans you have for petitioning the judicial branch for appointment of a receiver of the rents for any deteriorated property located within the NRZ.

Include for each property:

- ✓ The address of the property;
- ✓ A description of the condition of the property;
- ✓ An estimate of the cost to bring the properties into compliance with state and local codes and regulation or into compliance with any waivers requested in the above section; and
- ✓ A description of why a receiver should be appointed, how this action will prevent further deterioration of the property, and how it will assure that environmental, health and safety standards are met.

#### IV. HOW DO WE MEASURE OUR PROGRESS? - (PERFORMANCE MEASURES AND MONITORING SYSTEM)

This phase of the planning process should result in the development of a system to monitor and manage implementation of the plan. You should:

- A. Describe how the strategic plan will be implemented. Who will be responsible each aspect of implementation?
- B. Describe further planning activities. If your plan has not identified the objectives for all properties in the neighborhood, you must make plans to modify/expand your plan in the future. What is the process to modify and update the plan as needed? How will ongoing review of the strategic plan be accomplished? Based on what you learned through the Planning Committee, provide a recommendation for the organization of an ongoing NRZ committee (e.g., how should the committee be organized, describe any necessary subcommittees, etc.) Identify an ongoing contact person(s).
- C. Include any recommendations for the establishment by the municipality of multi-agency collaborative delivery teams.
- D. Describe how you will measure whether your plan has:
  - ✓ Increased self-reliance;
  - ✓ Increased home ownership;
  - ✓ Improved property management;
  - ✓ Promoted sustainable economic development;
  - ✓ Enhanced effective relations between landlords and tenants;
  - ✓ Coordinated and expanded the delivery of services to the neighborhood; and
  - ✓ Improved the neighborhood capacity for self-empowerment.



*Is there anything else that should be included with the strategic plan?*

OPM recommends that all plans include a section on the strategic planning process which describes the following:

- A. Establishment of the Neighborhood Revitalization Zone. Provide a copy of the municipal resolution which established the NRZ and identify the municipal staff assigned to work on the NRZ. How were the boundaries of the neighborhood established?
- B. Composition of the Planning Committee. List the members of the Planning Committee. Include names, addresses, and whether the members are tenant residents, property-owning residents, community organizations, municipal officials or representatives of business located in (or owning property in) the neighborhood. Provide enough information to demonstrate that the composition of the committee mirrors the composition of the community, including ethnicity, etc. Please note the responsibilities and nature of the involvement of Planning Committee members.
- C. Structure of the Planning Committee. Include a copy of the Planning Committee bylaws and a copy of the published notice of adoption of your bylaws from the newspaper -- identifying the newspaper and the dates the bylaw adoption notice ran.
- D. Participation of other individuals and organizations that were involved in the strategic planning process. Describe the level of involvement for other residents, businesses, and government/non-profits that were not on the Planning Committee.
- E. Describe the Public Hearing. Include copy of the published notice of time and place of the public hearing including identifying the newspaper(s) and dates it was published. List of attendees, comments they made, and your responses to them.

## APPROVAL OF A NRZ STRATEGIC PLAN

### *What do we do once we have a draft plan prepared?*

Two steps are required by legislation:

1. Hold a public hearing. The time and place of the public hearing must be published twice in a local newspaper with general circulation -- the first notice must be 10-15 days prior to the hearing and the second must be not less than 2 days prior to the hearing. The draft plan should be available for review prior to the public hearing. It is recommended that you work with your liaison at city hall and have copies available there for the public. You may also want to make a copy available at local gathering places or at a library. In addition to publishing the notice in the newspaper, you may want to think of other ways to publicize the existence of the draft plan that will encourage participation. You should encourage broad attendance at the hearing and be responsive to comments made by people who attend or submit written comments on the draft plan.
  
2. Submit the draft plan to OPM for review. OPM will act as a central depository for this review and will distribute the draft plan to appropriate state agencies for their analysis. This review and comment will help your neighborhood by:
  - ✓ providing objective feedback on how your plan meets the statutory requirements;
  - ✓ providing suggestions for improving your plan; and
  - ✓ providing an opportunity to explore how the state can work with your neighborhood in its efforts to revitalize.

To enhance the value of this review, please make every effort to be comprehensive and specific and to identify individual projects with as many details as possible. If there are questions on the plan, we may hold a meeting with representatives of your NRZ to discuss the plan, suggestions for improving the viability of the plan and next steps.

***When should we send our plans to OPM for review?***

The proposed plan should be submitted to OPM for review at the time notice of the public hearing is published in the newspaper. If changes are made to the draft plan as a result of your public hearings, please send the changes and the minutes of the public hearing to OPM.

***Where should we send the plan?***

Two copies of the plan should be sent to:

*Undersecretary  
Intergovernmental Policy Division  
Office of Policy and Management  
450 Capitol Avenue  
P.O. Box 341441  
Hartford, CT 06134-1441*

***What do we do after we have completed the hearings and finalized the plan?***

Once your plan is finalized, you must submit the plan to the legislative body of your municipality for approval by ordinance.

***What happens if the city does not approve the plan?***

According to law, the strategic plan cannot be implemented unless approved by the city. To ensure that your plan is approved by the city, you will want to work closely with your city liaison and other officials throughout the planning process to be sure they are aware of your plans and are supportive of your goals and objectives.

## IMPLEMENTING A NRZ STRATEGIC PLAN

### *How do we ensure the plan will be implemented?*

The NRZ statute requires that the city ordinance that approves the plan also creates an “ongoing” neighborhood revitalization zone committee and establishes the powers and membership of the committee. The “ongoing” NRZ committee may be different from the Planning Committee, but the categories of membership must be consistent with the categories of membership of the Planning Committee. The purpose of this “ongoing” NRZ committee is to oversee implementation of the plan.

Please keep in mind that the ongoing NRZ committee is not expected to accomplish the work on each project alone. In order to be effective, your group will need to work with appropriate local organizations on your priority projects.

Since NRZs will not be eligible for waivers, eminent domain opportunities or rent receiverships that are not specifically identified in the plan, the planning process should be considered ongoing as the plan may need to be revised from time to time. The revisions/implementation plans must be approved by the “ongoing” committee, submitted to OPM for review and comment, and approved by the legislative body of the municipality.

The continuing NRZ committee is required to submit reports on implementation of the strategic plan twice in the first year after adoption and once annually thereafter to:

- ✓ the Chief Executive Official of the City;
- ✓ the legislative body of the city; and
- ✓ the Office of Policy and Management.

## SUMMARY OF THE NRZ PLANNING PROCESS

The local legislative body must pass a resolution establishing Neighborhood Revitalization Zones in their municipality. The resolution should assign municipal staff to assist the designated neighborhoods and establish a process for determining the boundaries of NRZs.



Any neighborhood having a significant amount of deteriorated property that has determined its boundaries by following the process established by the municipal resolution will be considered a NRZ but will not be entitled to benefits until it has developed an approved plan using the following steps. OPM should be notified of the establishment of a NRZ.



The NRZ forms a Planning Committee to develop a strategic plan. Membership of the committee must reflect the neighborhood. The Planning Committee must develop, adopt, and publish bylaws in the local newspaper.



The Planning Committee develops a strategic plan.



The Planning Committee must hold a public hearing on the draft strategic plan. Public notice of the hearing must be given and the draft plan must be submitted to OPM for review.



The plan, as modified following the public hearing, must be approved by city ordinance. The ordinance should create an ongoing NRZ committee with responsibility for continuing the work of the Planning Committee.



The continuing NRZ committee must submit a report six months after the city approves the plan and annually thereafter, which monitors the progress of implementation and updates the strategic plan. The reports should be sent to the city's chief executive and legislative body, and OPM.

## **SUMMARY OF STRATEGIC PLAN COMPONENTS**

Although there is no one right way to develop a NRZ Strategic Plan, there are four basic questions that should be answered. These are:

### **I. WHAT DOES OUR NEIGHBORHOOD LOOK LIKE TODAY? (NEIGHBORHOOD PROFILE)**

Your profile of the neighborhood should include the following categories:

- A. Human Resources (residents, landowners, and business owners, etc.);
- B. Physical Resources (roads, buildings, sidewalks, other structures, etc.);
- C. Community Resources (economic opportunities, education, public safety, cultural offerings job training, social services, child care, elderly programs transportation, recreation, etc.);
- D. Summary of Strengths; and
- E. Significant Problems/Needs.

### **II. WHAT DO WE WANT THE NEIGHBORHOOD TO LOOK LIKE? (NEIGHBORHOOD VISION)**

This element of the Plan should result in a clear and compelling picture (vision) of the neighborhood's preferred future. This vision should be realistic and credible since it will serve as the framework for the action plan.

### **III. HOW DO WE GET THERE? (ACTION AND IMPLEMENTATION PLAN)**

This part of the plan should be the most detailed and should include the following components:

- A. Short and long-term objectives;
- B. Priority projects targeted in order of completion;
- C. Cost of each project and financing mechanisms;
- D. Timetables for project completion;
- E. Plans to seek waivers of state and local environmental, health and safety codes and regulations identified as barriers to neighborhood development;
- F. Plans to use an expedited Historical Commission review of properties;

- G. Plans to apply “eminent domain” as outlined in the NRZ legislation; and
- H. Plans to apply rent receiverships as outlined in the NRZ legislation.

**IV. HOW DO WE MEASURE OUR PROGRESS? (PERFORMANCE MEASURES AND MONITORING)**

This element should describe a system to monitor and manage implementation of the plan, including:

- A. How the strategic plan will be implemented;
- B. A process for modifying the plan and further planning activities;
- C. Recommendations for establishing of multi-agency collaborative delivery teams; and
- D. How you will measure whether your plan has met its goals.

It is recommended that NRZ Strategic Plans also include: a copy of the municipal resolution establishing the NRZ, a description of the composition of the Planning Committee, a copy of the Planning Committee by-laws, a description of stakeholder participation in the planning process, and a description of the public hearing.

## LEARNING ABOUT YOUR COMMUNITY

EFFECTIVE ORGANIZATIONS: Know what they are talking about, and are reliable sources of information on their community.

EFFECTIVE ORGANIZATIONS: Can demonstrate to politicians, funding sources and potential partners that they do IN FACT speak for the community.

### WHAT DO YOU NEED TO KNOW?

#### 1. WHO LIVES IN YOUR COMMUNITY? WHAT IS IMPORTANT TO THEM? WHAT DO THEY NEED?

- Consider such things as age, family structure, tradition, employment, skills, whether they own property or not, whether they plan to stay in the community or not, the community's history.
- Different groups of people will have different priorities. For example, if you have a large number of families with small children, schools and safety will be more important than housing for the elderly. A community with a large number of elderly people living independently will focus on public safety, the availability of local shopping, and access to health care.
- Every community shares the same needs for housing, safety, education, health, work, and a sense of community. However, not every community has the same problems, and each community has its own pattern of solutions to problems. You will need to look at your community carefully to find out what problems it has, and which ones your organization and its partners may be able to help solve.

#### 2. How do you find out about your community?

- Everybody knows . . . Be careful with this kind of information. Although "common knowledge" about a community is usually right in general, it can still be wrong. Many government agencies and private foundations will want you to PROVE what you believe to be true with facts and statistics.



- **Document what is in your neighborhood**

- Walk around, keeping detailed notes on what you see.
- Use other resources (libraries, telephone book, the United Way) to find out what businesses, social organizations and other non-profit groups are in your neighborhood, or serve clients in your neighborhood.
- Ask groups of residents, employees and business owners about the strengths and weaknesses of your community.
- **Do a “walk around” to get to know the physical environment:**
  - Get a good **map** of your neighborhood (ask the Planning Department at City Hall).
  - Using volunteers, members and high school kids, send teams to specific streets and blocks. Ask them to identify every property and visible business in the assigned area, and to write down what they see in a written record or on a section of the map. These teams could count businesses and factories, deteriorated housing, potholes, beautiful gardens and well maintained homes, special trees, abandoned cars, restaurants and grocery stores, whatever is important to the quality of life in your neighborhood.
  - Keep **records** of what you find. You can do this on paper, on a big map, or on a computer database. You may want to use certain symbols for different kinds of things (a red circle for abandoned buildings; a letter B for businesses, etc.)
  - Your **volunteers** should have something visible that identifies them as part of your organization: an armband, a large pin, a hat with a logo, a bright folder, for example.
  - Avoid spending money to gather this information. Sending volunteers into the streets makes you more visible, and increases YOUR knowledge. It also builds a spirit in your organization and neighborhood.
- **It takes more than “bricks and mortar” to make a strong community. Some people now consider the “social capital” of a community to be as important a source of wealth as its “economic capital”.**

It makes a lot of sense to gather information on **organizations and public agencies** in your neighborhood. Some of this information already exists:

- check the United Way for charitable organizations.
- The Yellow Pages of the phone book will list most houses of worship, unions, fraternal organizations and others. More information can be gathered by talking to residents and by walking around and looking.

Here are some other questions you might want to know the answers to:

- How many houses of worship are there, and what religions do they represent;
  - What state agencies serve your neighborhood, and what are their responsibilities;
  - Which organizations have youth programs;
  - Where the services for the poor are (food pantries, shelters, etc.);
  - Whether there are civic organizations like the Kiwanis club, or the Elks Club, the League of Women Voters or Junior League;
  - Whether there are active ethnic organizations;
  - Whether there are any other organizations with a public service mission;
  - Don't neglect the obvious: libraries, schools, colleges and universities, hospitals, the YWCA and YMCA, the Senior Center, the Red Cross, Boy Scouts and Girls Scouts, PAL, local access television, etc., etc.
- Your information on these organizations should include:
- Address and phone number;
  - Names of staff or officers who will be contact people;
  - Information about any newsletters;
  - Programs that you share;
  - What the organization is willing to offer YOUR program.
- **Talk to people:** Do surveys of individuals on the street. You can gather information on such issues as shopping patterns, employment, education, and problems in the neighborhood this way. These may not be "statistically sound" in an academic sense, but it will provide some backup documentation for your arguments.
- Decide what you want to know FIRST. This is important. DO NOT START TO WRITE QUESTIONS until you know what specific information you are looking for.
- Plan how you will use the information you have gathered.
- Then write a set of questions, and decide how they will be answered.
- You may want to consult with someone who does social science research or marketing research for help in designing your questions so that the answers can be used easily and provide trustworthy information.
  - At a college or university, these people are likely to be found in the Marketing Department in the School of Business, or in Psychology, Sociology, Anthropology, or Political Science in the School of Arts and Sciences.
  - The questions should be printed on sheets of paper that make it easy for each person to read the questions and to write down answers.

- Give all the volunteers the same sheets and ask them to stand at strategic places at different times of the day and week to ask residents and visitors to answer the questions.
  - Keep records of where your interviewers have been. You don't want to send them back to the same homes and businesses. Your map may be helpful here.
  - Keep records of what the interviewing/surveying team has found.
    - There are ways to record survey results on computers that are much easier than doing it by hand, and also more reliable.
    - People tend to get irritated, and to doubt your ability to do your job if you come back to a house where you have already finished your work.
  - Be sure your surveyors are honest and responsible, and do not make up answers.
  - Don't ask questions that are seen as too personal (income or criminal record, for example).
  - Analyze the data: what are the answers to your original questions? Did you find any surprises?
  - Write about what you have learned and share the results with your community. Most urban communities don't realize their true wealth and value.
- Spending money to conduct a survey of a limited number of people may make sense for limited purposes. For example, you might want to know what people like or dislike in the neighborhood, or other **opinion** questions.
    - However, don't use up valuable resources to identify individuals because the lists you develop will be out of date within six months.
    - For example, a list of all the people who are unemployed will be wrong within weeks, as some people find work and others lose their jobs, some change their addresses because they have moved next door, others have left town, and others have moved in.
  - Talk to **groups** of people, ask them specific questions, and record their answers.
    - You can go to meetings, or just ask people to gather for an evening to talk about something. For example, you could get a group of union members, or real estate salespeople, or local doctors and nurses, or parents, or retail storeowners.
    - Try to make each group as representative as possible (i.e., don't ask only the angry people, include some who are more satisfied; make sure your groups represent all ethnic groups, and both men and women, the old and the young).
    - Social service agencies often have people who are trained at conducting these kinds of meetings ("facilitators") and they may be willing to donate their services.
    - Always have someone take notes, perhaps on large, visible pads of paper, so that the ideas can be saved.

## MORE FORMAL SOURCES OF INFORMATION:

- **U.S. Census.** The census, conducted every decade, has lots of detailed information about each city and even every neighborhood. The 2000 census will provide a great deal of current information about your community. Be careful about using old data. Information from the 1990 census is practically worthless, since so many people have moved, the economy has changed, and new ethnic groups have moved to many places.

**It is IMPORTANT that your community be correctly counted in this census. City, state and federal money depend on correct counts of people, their income, education and housing needs. Anything your organization can do to help this effort will have a positive effect.**

There are several ways to get this information.

- The part of city government which handles Community Development Block Grants (CDBGs) has access to it, and uses the information in its own grant writing efforts. Usually the people who do this work are willing to share it with community organizations.
  - Your public librarian will be able to assist you with general information, although the library may not have access to the fine details.
  - The geography faculty of a college or university will have access, and may be willing to provide help in getting it.
  - The U.S. Census Bureau maintains a website at *www.census.gov*. This site contains a vast amount of information and is fairly easy to use.
- **City or state information:** If you can't find this yourself, ask your librarian, or find a partner at a college or university or its library to help.
    - Ask the city for assistance in locating information. The people at City Hall who are responsible for asking for grant money from outside sources have already developed information, and are willing to share it.
    - There are many sources for information at the state level, and there is a lot of information on the Web.
      - For example, the Connecticut Department of Education (*www.state.ct.sde*) has information on test scores for all towns, as well as other information about schools.
      - The Connecticut Department of Economic and Community Development (*www.state.ct.ecd*) has information on jobs, housing, quality of life, manufacturing, town finances, and other data.
      - The Office of Policy and Management (*www.opm.state.ct.us*) also provides links to information.

- The **national government** also collects all kinds of information, on everything from agriculture to national zoos, including education, trade, crime, healthcare and more. Information is available from individual departments: Department of Education, Department of Health and Human Services, Department of Justice, Department of Commerce, just to name a few. If you dig deep into the information, you can often find county, regional or city statistics.
- One way to start is to go to the White House web page ([www.whitehouse.gov](http://www.whitehouse.gov)) and follow the links to the Interactive Citizen Handbook. Another way is to go to the Library of Congress web page (<http://lcweb.loc.gov/library>), and from there go to Executive Branch Agencies.

Your local librarians can help: you can find them in the public libraries, high school, college and university libraries, and even in law libraries in the local courthouse.

## CREATING PARTNERSHIPS

EFFECTIVE ORGANIZATIONS: Increase their resources through partnerships.

EFFECTIVE ORGANIZATIONS: Find the strengths of other community organizations, and build on mutual interests.

EFFECTIVE ORGANIZATIONS: Know how to use the strengths of other organizations, and to avoid their weaknesses.

EFFECTIVE ORGANIZATIONS: Know that the people who make up organizations are their greatest strengths, and know how to build the personal relationships that make partnerships successful.

### 1. Why should a neighborhood organization form partnerships with other groups?

- Because volunteer organizations need help.
- Because volunteer organizations need expertise.
- Because volunteer organizations need money, staff, equipment, and services.
- Because neighborhood organizations need the political status of other groups.
- Because neighborhood organizations need wide support in their community in order to achieve both specific and overall goals of the Strategic Plan.
- Because neighborhood organizations need support from the people in other organizations.

### 2. What are some examples of partnerships?

- A local business takes high school students as trainees.
- The police form a partnership with a bicycle repair shop to provide after school bicycle maintenance for teenagers.
- The Economic Development Department of state government agrees to help the City recruit new manufacturers, offering tax breaks in exchange for a promise to hire and train workers from the neighborhood.
- Faculty members from the university's School of Business agree to provide free consulting to new businesses, and computer training to new employees.
- The Adult Education Program agrees to place new classes in English as a Second Language in the neighborhood instead of in a distant high school.
- The YWCA, League of Women Voters and local Community College pool their resources to provide leadership training to new officers of the neighborhood group.

- The local hospital agrees to open its childcare program to participants in a new welfare to work program.
- A local clothing store provides T-shirts for prizes at a picnic; a local bank pays to have the group's name/logo printed on them.
- The university, community health clinic and housing service all provide meeting rooms, clerical help, and storage space to the neighborhood group.
- A consortium of local health organizations applies for a grant to create teen pregnancy prevention programs.

### 3. How do you build partnerships?

- First you need to know your own needs. This will grow out of the development of your strategic plan. Your plans should include not only the needs of the community, but your organization's needs as well.
- Then you need to know what institutions are already providing services and goods in your community. You will want to have a list of names, addresses, and contact people. Use the Yellow Pages or library reference works to find them. Make phone calls: ask who in the organization would be the best person to talk to.
  - Businesses:
    - Ask the Chamber of Commerce for a list of member businesses.
    - Walk around the neighborhood, and make lists of businesses.
    - Include the banks and utility companies on your list. Your neighborhood provides important customers, and they may be willing to contribute to neighborhood growth.
  - Hospitals, clinics, and other medical organizations.
  - Religious organizations: churches, synagogues, mosques, etc. Don't ignore the smaller non-English speaking congregations often found in storefront or other commercial locations. They can be important sources of spiritual strength and influence in the neighborhood.
  - Schools, colleges and universities, both public and private. Look for the institutions that serve your community; they don't have to actually be within the neighborhood. Include University Extension Services.
    - Colleges and universities are some of the best partners. However, each college and university has its own unique abilities and specializations.
    - You will need to talk to a number of people within each college or university to find the right partner.
    - One way to know what a college has to offer is to look at its catalog (not the schedule of courses). The catalog will tell you

what academic programs are offered, what professional programs students are trained for, what special centers or interdisciplinary programs are available. If you want a partner to help with childcare issues, you might want to talk to someone in Psychology, Social Work, or Early Childhood Education. For help with community organizing, you might check the departments of Communication, Sociology, Social Work, Psychology, or Educational Leadership. A School of Business can help with marketing, accounting, or business law.

- Remember that it's not only the right program you are looking for, but the right person. Ask for referrals and for more information, etc.

- Cultural organizations: libraries, museums, musical groups, arts organizations.
  - Non-profit service organizations: the YWCA/YMCA, housing organizations, Boys and Girls Clubs, Shelters and food pantries, etc.
  - Business and social service organizations: Kiwanis, Lions, Elks, Junior Chamber of Commerce, Leadership Development, Junior League, League of Women Voters, local unions, etc.
  - Local government: city hall, local board of education, elected members of city government, state legislature and U.S. Congress.
- Next you need to contact these organizations.
    - Start with questions:
      - Are you interested in our neighborhood?
      - Do you know about our NRZ project?
      - Is there some department or some person in your institution who has something to offer us?
      - Is there some way our organization can help yours?
    - The key to a good partnership is finding the right people. These people will:
      - Have skills that you need.
      - Understand your group's concerns.
      - Have the time to spend on this project.
      - Have enough status within their organization to persuade it to partner with you and to keep its promises.
      - Be fun to work with.



- Don't assume that you know the organization. The strength of the organization is in the people and their availability to you.
  - Sometimes you won't know everything the organization does; sometimes there will be special people.
  - Sometimes the organization will have exactly what you need, but the people won't have time to work with you, or won't be able to keep their promises, or won't be personally compatible.
  - Sometimes people in the organization can suggest a more appropriate partner.
- Successful partnerships are built on carefully designed programs. Your early discussions with a potential partner should focus on:
  - Identifying as exactly as possible the tasks that need to be done,
  - What the components of those tasks are; and
  - Who will be responsible for what.
  - What will be the cost of these tasks, in terms of time, people, money and goods.
- Successful partnerships meet the needs of both organizations.
  - Almost every single organization you will want to partner with needs to support itself financially, and so will you.
  - One goal of partnering is to develop programs that can be paid for by outside funders.
  - Your partner will want to be treated fairly and adequately in the relationship: even if you are providing all volunteer work, they may still need money to pay for staff, rent, utilities, etc.
- A small project, done well, will lead to greater collaboration. Take the small steps first. Test the ability of both partners to deliver what they promise.
- Include representatives of potential partners in your own organization, or at least in your planning processes and especially in any grant writing.
- There is government and private foundation support for partnership building. Your partner may be aware of these programs. If you know about resources, proposing projects to a new partner may work better if there is some hope of outside support.

#### **4. Keeping partnerships going.**

- Stay in touch with your partners.
- Be open with one another about the progress of the project.
- Pay attention to what works and what doesn't.
- Make sure you are a good partner: meet your obligations, especially providing services and financial record keeping.
- Plan to build on your successes.
- Develop new projects.
- Look for new partners, new kinds of collaborations.

## MAKING GOVERNMENT WORK FOR YOUR NRZ

EFFECTIVE ORGANIZATIONS: Understand how their government partners work, and know how to make the best of these partnerships.

EFFECTIVE ORGANIZATIONS: Are able to persuade government to help carry out their Strategic Plan, and other activities.

EFFECTIVE ORGANIZATIONS: are visible to politicians and government employees.

EFFECTIVE ORGANIZATIONS: have strong community support which they can mobilize for public hearings, letter-writing campaigns, elections, etc.

EFFECTIVE ORGANIZATIONS have good leadership:

Knowledgeable about government.

Willing to speak up.

Respected by the community.

Optimistic yet realistic.

EFFECTIVE ORGANIZATIONS: plan ahead for years of activity.

### 1. Why do you need to be concerned about "government"?

- Because an NRZ requires city approval to be established.
- Because an NRZ requires city and state approval to have its strategic plan approved, and implemented.
- Because the city, state and national governments are the major funders for NRZ programs.
- Because NRZs are partnerships between communities and their governments.

## 2. How can government affect your project?

It can help by:

- Providing information about the city and your neighborhood.
- Providing money or other resources for your project.
- Providing technical advice.
- Sharing information about funding sources, changes in the laws, political developments.
- Giving you legal authority to act as an NRZ.

It can hurt by:

- Refusing, or neglecting, to establish your neighborhood as an NRZ.
- Not helping you develop a workable strategic plan.
- Refusing, or neglecting, to adopt your strategic plan.
- Not participating in, or agreeing to specific actions required by your strategic plan.
- Withholding technical support, resources and approvals.
- Not keeping you informed about new projects, changes in old projects, political changes, etc.

## 3. Government officials need to know you exist, and that you are important.

- Government officials need to see your organization and the work it has done in order to know it is important. How can you show politicians that you are important?
  - Your members attend public meetings.
  - Your members plan ahead: when you want a decision made in your favor, the people who will make that decision know about you, and why they should vote for your proposal.
  - Your neighborhood turns out to vote on elections days, including primary elections.
  - Members of your organization write letters to the local media and to politicians.
  - Your members ask politicians to take stands on issues, and pay attention to see whether or not they keep their promises.
  - Your organization has successful programs.

**What do you need to know to make sure that you have a good, positive relationship with city and state government?**

You need to know how government decisions are made:

- Who makes them?
- When do they make them?

You need to be on good personal terms with the people who make the decisions. This means that

- you are polite to each other,
- that your organization knows what it wants, and
- is specific and detailed about what it wants and
- how it can be achieved, and
- that you talk openly with one another about needs and common concerns.

**4. How is government organized? Who has the power?**

In Connecticut, each of the 169 towns creates its own governmental structure and defines the power of each office in the CITY CHARTER. Any changes in the Charter must be approved by the voters.

Most American governments have three branches: executive, legislative and judicial. This rule may NOT be true at the local level.

- Executive: Cities can have:
  - A strong mayor, with the legal authority to take action without the Council's approval, or
  - A weak mayor, who has little legal power.
  - Some towns have no mayor at all, relying instead on an elected Board of Selectmen.
  - Some towns place all the executive power in the City Manager, who is hired and fired by the Council.
- Legislative: All towns have some form of a legislative body, usually a City or Town Council, or a Board of Selectmen or Aldermen.
- Judicial: In the 1950s, the state courts took over the municipal court system, and today local courts have almost disappeared. There is still an elected local court, the Probate Court that handles wills and estates and custody questions. Justices of the Peace, who used to hold court power in the past, now only register voters and marry people.

6. You will be meeting with many government officials: your mayor, your state representative and senator, the local planning officials, state officials, etc.

- For each government official, it helps to understand:
  - what kind of a position he/she holds,
  - what kind of power he/she has, and
  - what will persuade that person to help you.
  
- “Bureaucrats” are the people who work for government.
  - Almost all of them hold their jobs because they had the qualifications and experience necessary to do the work.
  - Their power is limited by their job description.
  - According to their job description, they MAY have the ability to make decisions, grant exceptions, experiment with new ideas.
  - Their ability to be flexible will be defined by
    - Whether or not money is available,
    - Their relationships with their supervisors,
    - The history of similar experiences in their office,
    - The current political climate,
    - Their own personality.
  - They are frequently the best sources of information about your neighborhood, your program and the city.
  - They can provide real assistance. For example:
    - Authorizing building demolition,
    - Placing new programs in your neighborhood,
    - Changing old programs to meet your needs,
    - Political guidance.
  - While they have special training, they are still people with families and the ordinary problems of life and work. They have a job to do, and can sometimes be difficult to deal with, but they aren’t much different from the rest of us. They have feelings that get hurt; but most try to do their best and a little consideration can go a long way.
  
- “Elected Officials” are the people who are there because they ran for election and people voted for them in an open election.
  - This means that the person probably belongs to either the Democratic or Republican Party, and that the person voluntarily held him/herself up for public examination in an election campaign.

- In cities, mayors may be full-time, and may be paid a salary. However, MOST elected positions do NOT provide any pay and are held by volunteers. This includes city councilmen, board of education members, planning and zoning boards, all of the commissions and committees that are necessary to run a town.
  - The term of office for elected positions ranges in length from one year to as long as 6 years.
  - Some people chose to run for multiple terms, and may remain in those positions for many years. In Connecticut, most people stay in elected office no more than two terms, although there are notable exceptions, such as Mike Peters, mayor of Hartford, who is in his third term. Small towns, however, have traditionally been run by people who remain in office for several terms, although that is changing.
  - Elected officials can make a difference in the quality of life for their communities, and most want to do that. Almost all of them get their real kicks from helping people. There isn't much reward for being an elected official: public scrutiny of your private life, no pay, not much respect, lots of complaints. Recognition for their work can make the job worth the effort.
  - Under Connecticut's Freedom of Information Laws, decisions made by groups of elected officials must be made in public. This is NOT true of government employees.
- What are "political appointees"?
    - Elected officials in some towns have the power to appoint certain employees. For example, a City Manager may be hired by either the Council or the mayor, and can be fired at any time. The same is true of the School Superintendent, who is hired and fired by the Board of Education.
    - Elected officials in some towns can appoint volunteers to serve on boards or commissions. For example, in some towns, the Planning and Zoning Commissions are elected, in others, the mayor or the Council appoint local residents to those positions.

- In both cases, the people who hold these appointments are expected to support the political judgments of the people who appointed them. Note: this is only an expectation, not a requirement.

#### 5. Where does "politics" come into the picture?

- The elected officials are the "political" officials. They care about public opinion, and media coverage.
- The political party of an elected official may be important. Most towns have one major party, the Democrats or the Republicans. A few towns have successful third parties. In some towns, local officials are "non-partisan", meaning that they run for office based on their own background and ideas, not on their political party.
- Many Connecticut towns require that the minor party also be represented on government boards. A representative of that party will have less political power than a member of the majority party.
- Councils, Commissions and Boards, and other groups of elected officials decide by voting, and the group with the largest number of votes wins. One of the most important skills of successful community groups is to be able to predict the votes of individual members BEFORE the vote is taken. Groups should NOT attempt to get items passed before there is some assurance that they will be successful. Talk to people before the day they will vote.
  - Sometimes the members of a council or commission will vote according to their political party. If so, a promise from a party leader should be enough assurance to move ahead. Other times, members are allowed to "vote their conscience." In these cases, contact with each member individually will be necessary.

#### 6. How do you know who is who in your city?

- Ask someone at City Hall. This is all public information.
- Ask a local politician.
- Ask a government employee.
- Ask someone to explain the structure of your city government.
- Ask the League of Women Voters, a non-partisan organization.



## LOBBYING

**EFFECTIVE ORGANIZATIONS:** Know what they want from government, and how to get it.

**EFFECTIVE ORGANIZATIONS:** Have a lobbying plan, including a plan for what happens if they are turned down.

**EFFECTIVE ORGANIZATIONS:** Understand the power and limits of government officials.

### 1. Why do we need to know this?

- Because the NRZ law requires that NRZ's get approval for their Strategic Plan from both state and city government.
- Because governments are supposed to help NRZs but not take them over.
- Because most Strategic Plans will require help from city, state and national governments to be successful.
- Because government will be a major source of money for your NRZ and the projects you want done.

### 2. What is "lobbying?"

- **Lobbying is persuading government** to do what you want them to do.
- Lobbying is getting proposals passed by your city council.
- Lobbying is asking your town planning officials to support your Strategic Plans.
- Lobbying can also be asking state government to give your plan support by making changes in the laws, or creating new programs.

### 3. How do you "lobby?"

- The most important thing you will do to persuade people is to talk to them.

- What do you need to do to persuade someone?
  - **Present facts.**
  - **Understand the person you are talking to.** What is important to this person?
    - If you are talking to an elected person, that person needs to know what voters want.
    - If you are talking to an elected person, that person wants to know whether or not voters support YOU.
    - If you are talking to government employees, those people need to know whether what you are asking for is legal, part of an existing program, supported by the people they work for.
    - How do you think this proposal should be paid for.
    - Read the chapter on Making Government Work.
  - **Be trustworthy, truthful and right.** If you appear to be wrong on the facts, to hide the truth, to lie, or be untrustworthy in any way, you will not be able to persuade anyone.
  - **Be polite, respectful and friendly.** If the people are angry or afraid of you, their minds will not be open to your ideas. You can strongly disagree with people and still be polite and respectful.
  - **Be specific, and put your request in writing.**
    - Have a budget proposal for your community festival, with a statement of the purpose of the festival and the expected results. Don't just say, "We want some money for a festival. It's a good idea".
    - Show that your proposal has support from other people: your festival budget could show in-kind contributions from several businesses, and the local police department.
  - **Establish relationships.** Get to know people before you want something from them. For example: Your city council must adopt your Strategic Plan.
    - Keep members of the council informed on your progress before the plan is finished.
    - Invite members to participate in hearings, in writing the plan, etc., so that they will believe it is a good idea even before you take it to them for a vote.
    - Have meetings with council members while you are drafting the Plan so that they understand your concerns.

- **Be prepared.** Think about what you will need before you need it so that the ground work for persuasion will be laid.

#### 4. What do you do to persuade people?

- Put your proposal in writing.
- Appoint a group of people to be responsible for making presentations.
  - At least 3 people should be part of any public presentation, and at least 2 people should be part of any meeting.
  - Why a group?
    - There is strength in numbers;
    - One person doesn't look like a whole neighborhood;
    - A group is more confident;
    - A group will provide a better record of what happened.
- Set up appointments and schedules; inform people that you will be coming to see them.
  - Tell the people you are going to see what you will be talking to them about. This gives them a chance to prepare; they will be able to hear your presentation better if it isn't totally new.
  - Send written materials ahead of time, if possible.
- Show the people you are persuading how much the neighborhood supports your idea.
  - Collect signatures on petitions.
  - Have people vote on your proposal.
  - Make sure your public meetings are well attended.
  - Ask people to make phone calls and write letters of support.
  - Write letters to the editor of the local newspapers.
  - Bring large groups of people to city council meetings when your proposals will be discussed.
- Make sure **YOUR ORGANIZATION** has approved your proposal, and is aware of what you are doing.
- Think about what you will do if your request is denied.
  - Did you have enough information?
  - Are there other people who need to be persuaded?
  - Why isn't this important to the person you were talking to? Does this person have other things that are more important? Can you figure out a way to tie your proposal to those things?
  - Can you scale this project back to make it more acceptable?
  - Are there other ways you can get this project done?
  - What will you do if you don't do this project at all?

## FOLLOWING THE GOVERNMENT MONEY TRAIL

EFFECTIVE ORGANIZATIONS: Understand how government works.

EFFECTIVE ORGANIZATIONS: Understand that government decisions about money are controlled by fixed timetables, and know how to use those timetables.

EFFECTIVE ORGANIZATIONS: Create realistic expectations in their community about when and how government programs can be delivered.

### 1. Why do you need to know about the city's money?

- Because your organization will want some of that money spent in your neighborhood.
  - Because your strategic plan will require the city to change its spending policies in favor of your NRZ.
  - Because you will want to know what money is available for projects in your neighborhood.
  - Because you need to be realistic in your expectations. You will lose public support if you make promises of improvement which don't seem to ever happen. If you say, "These changes will begin in 18 months," then people will be more patient.
  - Because, in the end, nothing can happen without the money to pay for it. Money is the life-blood of government and communities.

Cities spend three kinds of money:

- Local taxes, raised primarily from the property tax.
- Money raised by borrowing, or issuing bonds.
- Government grants, from the state or national government

Each kind of money is spent on a different timetable, and requires different kinds of authority for spending it.

## LOCAL TAXES:

- How much will be collected is determined a year in advance by the city council.
- The spending plans are in the BUDGET. The City develops its budget in the Spring.
- The budget is a plan for a single year. Spending the budget begins in July, and ends in June.
- There are always public hearings, when members of the public can tell the City Council, or Board of Education what they want included or excluded from the budget.
- If your NRZ wants to be included in city spending, it needs to plan ahead. Here is an approximate timetable:
  - In the Fall, decide what parts of your strategic plan require changes in city spending.
  - By January or February, gather information to support your proposed spending changes.
  - In early Spring, watch for the public hearings, and prepare for them.
  - Have members write short speeches supporting your position, which they will read and hand out to the council at the public hearings.
  - Have members of your group present.
  - Be sure that members of your group attend the work sessions and council meetings when the council discusses and decides on the budget. NRZ members can talk to council members if there are breaks, before or after the meetings, and between meetings.
  - YOUR VISIBLE PRESENCE AT HEARINGS, WORKSESSIONS AND MEETINGS IS ESSENTIAL TO PERSUADE THE COUNCIL THAT YOU ARE AN IMPORTANT PART OF THE BUDGET.
- If your town has a budget referendum or a town meeting at which the budget is approved, BE SURE YOUR NEIGHBORHOOD VOTES.
  - Once the budget has been approved, and the budget year has begun, you will need to stay in touch with government officials to find out how and when the money you have asked for will be spent. Some money will be spent early, some may be held in reserve until the end of the year. Make sure you and your organization understand what the

plan is for your program so that you don't make promises to the community that can't be kept, and so that you can determine whether or not the politicians have kept their promises to your community.

#### MONEY RAISED BY YOUR CITY BY BONDING:

- When the city "bonds" a project, that means it will borrow money from the public. The formal name for a loan to a government (or corporation) is a bond. Bonds are usually handled by large banks or other financial corporations, and can be made available to small investors.
- In many towns, borrowing requires approval by public vote. If you support a project **BE SURE YOUR NEIGHBORHOOD VOTES FOR IT.**
- The timetable for bonding is only slightly different from the timetable for spending tax money. The bonding budget is developed in the Spring, and bonds are sold beginning in July.
- As a rule, bonding is only used for very large expenditures: roads, bridges, buildings, etc. Consequently, the expenditure is made in stages: planning, architectural drawing, infrastructure, and construction, for example. Large projects can take years to complete.
- Each stage must be subject to public bidding. That means that the city must draw up a detailed description of what it wants done, make it public, and then accept bids from the companies that want to do the work. This process alone can be very time-consuming for large projects.
- It is **IMPORTANT** to be **REALISTIC** about these timetables. Sometimes your members will expect a project to be visible or completed in a much shorter timeframe than is possible.
- Your organization can have a role at several points in this process: budget planning, helping to determine what the project will actually be, and what conditions will be attached to the construction, and monitoring each stage of the process.

#### GOVERNMENT GRANTS:

- When the U.S. or state government wants to experiment with certain policy changes, or wants to reward and support certain innovations, it will create a fund of money to be spent on exactly those programs. This is important to remember: the government won't fund any good idea, just those ideas that it has already identified as worthy of support.

- Notice of these U.S. government grants is published in government publications, most importantly, The Federal Register. You can get access to The Federal Register through the Internet, your local library, a college or university, or city officials responsible for grants and contracts.
- When funding is made available, the U.S. governmental agency, or state agency, publishes a Notice of Funding Availability (NOFA). The NOFA describes exactly what kinds of projects the agency is willing to fund. This will be followed by a Request for Proposals (RFP). The RFP will explain exactly what is desired, how proposals will be evaluated, and what forms are required as part of the submission.
- If you decide to apply for one of these grants, READ THE DIRECTIONS CAREFULLY. BE SURE YOU RESPOND TO WHAT THE AGENCY IS ASKING FOR. Make sure your proposal meets all the requirements: page limits, budget information, required signatures, etc. Otherwise, the chances of your being funded drop dramatically. Pay attention to the statement of how much money is available, how much will be spent on each project, and how many projects will be funded. It can be an enormous waste of time to write a proposal for a grant that you have little chance of receiving.
- Some grants go directly to the city for distribution to local projects. The most important grants for neighborhoods are Community Development Block Grants (CDBG), which are received every year from the U.S. Department of Housing and Urban Development (HUD).
- Other grants go to the state for distribution. Your contact at the Office of Policy and Management will be your primary source of information on these grants. However, any announcement of new RFPs must be published in a major newspaper. These can be found in the classified section of the paper.
- The Governor as part of state government distributes other funds.

## FINDING OUTSIDE SOURCES OF MONEY

EFFECTIVE ORGANIZATIONS: Have money to pay for activities, staff, training and publicity.

EFFECTIVE ORGANIZATIONS: Think in terms of tens or hundreds of thousands of dollars.

EFFECTIVE ORGANIZATIONS: Have professional staff, often paid for by grant funding.

EFFECTIVE ORGANIZATIONS: Spend time to plan for the future, including fund raising.

EFFECTIVE ORGANIZATIONS: Use the grant writing process to help them clarify their own goals and activities.

EFFECTIVE ORGANIZATIONS: Find members with the skills necessary to write grant applications, or build partnerships with organizations that can help do this.

### Grant Funding

#### 1. Why do you need to know this?

- Because volunteer organizations often think about fund raising in terms of hundreds of dollars. You will need much more than that to achieve the goals of neighborhood revitalization.
- Because volunteers benefit from training, contact with other similar organizations, and written materials. All this costs money.
- Because even volunteer activities require some money for printing, publicity, refreshments, rewards, etc.
- Because the most effective organizations have the best staff. Staff provides professional, consistent organizational support, and without money, you will not be able to hire staff.
- Because organizational stability depends on having an office that the neighborhood recognizes as yours, where people can go to talk to you, and where your records are kept, and where you can hold small meetings.
- Because asking for money requires skill and knowledge, also called “**grantsmanship.**”



## **2. For most non-profit and community-based organizations, grantsmanship has become a basic survival skill.**

- **All organizations need to know how to raise money to:**
  - Provide an initial investment (“startup capital”);
  - To expand services to new clients;
  - For staff and member development;
  - To keep pace with advances in a specific field of work.
  
- There are three ways to do this:
  - The first is soliciting charitable donations.
  - The second is developing a set of services for which fees are collected.
  - This section deals with the third -- securing grants.
  
- Grants can be obtained from either government agencies or private foundations.
  
- Government agencies spend tax dollars:
  - To meet public needs.
  - According to specific rules and goals that have been written into law by the U.S. Congress or state legislatures.
  - Only on activities that fit within its legal authority.
  
- Private foundations disburse monies from endowments - either corporate or family.
  - They demonstrate a strong concern for public approval and
  - A sincere wish to see their money well spent.

Both public and private funding sources want to fund projects that hold promise of making a contribution to the areas for which they feel responsibility. So, this truly is an ideal partnership. Your organization has the ideas and the capacity to solve problems, but no dollars with which to implement them. The foundations and corporations have the financial resources but not the other resources needed to create programs. Bring the two together effectively, and the result is a dynamic collaboration.

## **3. Applying for grants**

- The first step in the process of grantsmanship, is to determine YOUR goals for the project and to list a specific set of activities that will achieve those goals.
  
- The next step is to identify particular sponsors who might have an interest in the proposed work.
  - Government agencies are listed in the Catalog of Domestic Federal Assistance (CFDA) and
  - Private foundations are found in the Foundation Directory.

- These references can help determine the appropriateness of a given program in light of
  - eligibility criteria;
  - funding limitations and
  - can provide additional information necessary to writing the proposal.
  
- Once potential sponsors have been identified, it is important to obtain as much information as possible in order to ascertain their likely interest in the project. The information can usually be found in printed materials readily available to the public. Pay particular attention to the following factors:
  - The purpose of the program.
  - Stated program priorities.
  - Recipient eligibility requirements (including geographic limitations).
  - Types of activities eligible for funding.
  - Particular funding mechanisms utilized (grants, contract, etc.).
  - Level of competition (total funds available and projected number of awards anticipated).
  - Availability of application forms or specific proposal guidelines.
  - Application deadlines and review cycles.
  - Giving history (types of organizations and activities funded in the past).
  
- If you decide that this agency or foundation is likely to be supportive of YOUR goals and activities, then it is not only OK, but a good idea to contact the agency or foundation staff to find out the current status of the program.
  - Contact with a potential sponsor can be a telephone call, office visit, or both.
  - Sometimes a "letter of intent" is required. This is a short letter (one or two pages), but it must include all the NECESSARY information.
  - Although there is no commitment for funding at this time, what you learn from this inquiry should help you decide whether or not to spend the time and energy necessary to apply for this particular grant.
  
- Some basic guidelines regarding grant proposals:
  - Be sure to read the agency or foundation's own guidelines carefully.
  - Focus on the needs of the "community" and make the proposal fit those needs.
  - Give credibility to yourself as an acceptable recipient. Sponsors look for successful partners with good track records and good administrative skills to run the programs.
  - Make sure there is internal consistency throughout the entire proposal (all data and numbers, information and language should agree). If it is a team effort, one person should actually write the grant.

- A grant proposal should be physically appealing -- adequate margins, well printed, double-spaced, numbered pages, proofread.
- Be sure to include the required number of copies; make sure that the necessary signatures are in the right places, and that the proposal is submitted within the sponsor's deadline.

#### **4. BASIC ELEMENTS OF A GRANT PROPOSAL**

The content of any specific proposal will depend on the sponsor's guidelines, but generally there are eight basic elements to a proposal - Summary, Introduction, Problem Statement, Objective, Method, Budget, Evaluation and Outcome.

- Summary
  - What are you going to do? Who are you?
  - Gives an overall view of the proposal.
  - Should be written last as it gives an advanced view of the other sections of the proposal.
  - Should have an impact on the reviewer.
  
- Introduction
  - Who are you/your organization? What are your strengths and relationships to other organizations? When founded? By whom?
  - Credibility - show that you can do what the sponsor is seeking.
  - Impact of past endeavors - results which clearly identify who has benefited and why.
  - Uniqueness - who you serve and how you meet the geographical, economic, and social needs of the community. What is your philosophy? What is the diversity of your staff?
  
- Problem Statement
  - The problem is NEVER a lack of resources! Say instead, that the problem is a situation for which your program or resources may be the answer.
  - Set of conditions, situations: who, how many, how affected?
  - Use statistics - both percentages and real numbers.
  
- Objective
  - Desire to bring about a change/solution.
  - Describes the problem-related outcomes.
  - What change? How many affected? In what direction? For how long?
  
- Method
  - There should be a correlation between the method and problem process that includes a plan, timetable, costs, staff, and equipment.
  - Defend the method you select. If it has been used before, state the outcomes.

- Budget
  - Is a key element in the proposal, as it outlines the project in fiscal terms and is often used by sponsors to get a quick sense of how the project is organized.
  - Should be well thought out and complete.
  - Should be as detailed as required by the funding agency.
  - Expenses are broken down in to 'personnel' and 'non-personnel' costs.
- Evaluation
  - Presents a plan for determining the degree to which objectives are met and methods are followed.
  - May include tests, questionnaires, and evaluation reports.
  - You may want to include an outside partner to help with this aspect of the proposal.
- Future Funding
  - Describes a plan for continuation beyond the grant period.
  - Shows the availability of other sources necessary to implement or continue the grant.

6. **Community support for most proposals is essential.** Once the proposal summary has been developed, look for individuals or groups representing academic, political, professional and social organizations that may be willing to support the proposal in writing. These groups think your idea is a good one, and are willing to help. They don't have to be full partners. Numerous letters of support can be persuasive to a grantor.

7. **Background information.** Often, sponsors may request supporting information that will allow them to make judgments regarding the ability of your organization to carry out a project. They may request some or all of the following:

- Organizational Budget.
  - Audit.
  - Annual Report/Statement.
  - IRS Letter of Determination.
- If you have questions about these requirements, be sure to discuss them with the sponsor as part of the pre-application preparations. Also strengthen your organization's credibility by the inclusion of the following:
    - Endorsements - letters from people who can give credibility to your proposal and its ability to carry out your plan.
    - Letters of Commitment - Letters from people/agencies/organizations with whom you will be forming partnerships or collaborations during the grant period.

## **8. What happens if we're turned down?**

Of course, not all proposals are funded. If the proposal is turned down:

- Don't give up.
- Contact the sponsor and
- Ask for reviewers' comments as well as
- Any suggestions they can offer for future improvements.
- Many successful proposals are the result of multiple revisions, and multiple grant applications.
- Agency and foundation staff can be very helpful.

For additional background, the following web sites provide excellent, in-depth descriptions of the grant process.

<http://fdncenter.org/onlib/shortcourse/prop1.html>

<http://www.cfda.gov/public/cat-writing.htm>

## MARSHALLING EDUCATION & TRAINING RESOURCES FOR YOUR NRZ

### EFFECTIVE ORGANIZATIONS:

Believe that human resources are the most valuable assets.

### EFFECTIVE ORGANIZATIONS:

Believe education & training opportunities can assist residents in meeting their fullest potential.

### EFFECTIVE ORGANIZATIONS:

Use local resources to help increase the capacity of neighborhood residents.

### EFFECTIVE ORGANIZATIONS:

Determine resident skills and educational/training goals and desires.

### EFFECTIVE ORGANIZATIONS:

Identify all available education & training opportunities.  
Contact each resource to identify program coordinator.  
Schedule an appointment to discuss available programs, registration & payment processes, etc.  
Obtain brochures, pamphlets, course schedules, etc.  
Develop a positive working relationship with each program coordinator.

### EFFECTIVE ORGANIZATIONS:

Follow-up and observe individual progress, provide encouragement or identify barriers.

### EFFECTIVE ORGANIZATIONS:

Determine options to assist individuals continue towards accomplishing their goals.

**1. Why do we need to be concerned about "education & training" resources?**

- Because an NRZ depends on the participation of its residents.
- Because an NRZ is more effective when residents are educated and informed about how and what the organization can do to help them and the neighborhood.
- Because education and training opportunities increase the capacity of residents - economic, cultural, social, and civic.
- Because an NRZ is more effective with more residents participating in the organization.

**2. How do we set program goals?**

- Evaluate NRZ Strategic plan to identify where increases in knowledge or information are necessary.
- Identify the educational/training strengths and needs of the business owners and residents through:
  - community meetings/one-on-one contact
  - surveys and/or simple questionnaires
- Determine what types of expertise and knowledge are needed to help the NRZ achieve its goals.
- Provide educational/technical training that will build on current strengths.
- Consider specific individual and group training sessions.
- Develop a short/long term plan to offer education/training opportunities.

**3. What kinds of programs/resources are available?**

- Adult Education.
- Regional Vocational Technical Schools.
- Community Technical Colleges.
- Local Library courses and computer on-line services.
- YWCA/YMCA.
- State University system.
- Private, for/non-profit training centers.
- Community based Housing Agencies.
- Small Business Administration/SCORE/CERC/CSBDC/CAAS.
- Community Health Centers.
- Volunteer community tutoring or exchange programs.

**4. How do we learn about these opportunities and Who do we contact in each of the above organizations?**

- Newspaper articles, program brochures, employment and job training fairs.
- Contact and meet with the following representatives:
  - Program Director/coordinator.
  - Education coordinator.
  - Training department staff.
  - Executive Director and/or staff.
  - Continuing Education office.
- Develop and promote friendly working relationships with each representative.
- Look for people who are willing to work with you and make things happen.

**5. How do we inform neighborhood residents and business owners about these opportunities?**

- Education Fairs.
  - Use a location that is accessible and convenient for all attendees.
  - Invite a representative from each institution/agency.
  - Send confirmation letters and enclose directions.
  - Follow-up with a phone call.
  - Advertise, Advertise, Advertise (in multiple languages if needed).
  - Provide an area/table for each representative to display their materials.
  - Offer beverages and light snacks to the participating representatives.
  - Have a sign-up sheet available and ask neighborhood residents to write down their individual goals/needs.
  - Welcome each person from the neighborhood that walks through the door.
  - Send a thank you note to the attending institution/agency representatives.
  - Be sure to respond in some way to all residents who attend.
- Multilingual advertisements.
- NRZ newsletters.
- Local radio, TV, newspapers.



- Post flyers in community centers, churches, social organizations/clubs, community health centers, schools, and businesses.
- Develop an NRZ education/training brochure and distribute it to all households, businesses, etc. in the neighborhood.
- NRZ or community Website.
- Ask neighborhood organizations to include your information in their newsletters.

**6. When do we develop new or "tailor" existing education/training programs?**

- A group of residents/business owners need a specific kind of course that will help them increase their economic capacity.
- The NRZ determines that it needs new types of businesses in the area that require specific and/or high tech, Information Technology training and skills.

**7. What characteristics of different programs make them more or less appropriate for different groups/individuals?**

- Kind of classes offered e.g., variety of training materials, multi-learning approaches, classroom environment, any prerequisite skill level required of the participant, language/literacy competency.
- Scheduling of classes - date/time/frequency.
- Personalities of the teacher and students.
- Look for **Charisma**, as well as subject matter expertise, in the instructor.
- Childcare services, transportation availability.

**8. What kinds of rewards do education/training program representatives need and/or want so that they will continue to participate and work with your organization?**

- New enrollments.
- Returning students.
- Completion of program(s) and Graduation ceremonies.
- Alumni support/referrals.
- Public recognition (press releases).

**9. What kinds of things can the NRZ expect to happen?**

- An overwhelming community response to an advertised training/educational opportunity.
- Conflicting time schedules and/or other life commitments prevent neighborhood residents from participating.
- People who either do **not** live, work, or own property in the neighborhood ask if they can sign-up and participate in a class.
- A class starts with a full roster but as the sessions proceed, people drop out for a variety of reasons (e.g., change in employment, childcare and/or transportation difficulties, family emergency, a person decides the training is not what they want or need, etc.).
- Class sessions have begun and other people quickly learn/hear about the class and want to participate.
- The location where the class is being held becomes temporarily unavailable and/or the instructor is not able to continue teaching the class.
- The participants are so enthusiastic about learning that they want more sessions and follow-up courses.

**10. How can your NRZ deal with the situations referred to in the previous question?**

- Resources permitting, add additional classes to serve all those who sign-up.
- Try to offer classes at different times e.g., day and evening.
- Take the time to explain the goals of your NRZ so the person understands why they are not eligible to participate.
- Contact the person to find out why they couldn't attend class. Offer any assistance that may help them to continue.
- Have the instructor determine an appropriate cut-off date, after which no more students may join the class (e.g., the third week of an eight week course).
- Notify the participants about the change in location or if no suitable alternative can be arranged, temporarily suspend classes until a suitable location is available.
- When you know you've got a good course try to improve it and continue to offer it if the need exists.

## ENTREPRENEURSHIP

**EFFECTIVE NRZs:** Recognize that one way to create economic development is to help new businesses form and grow.

**EFFECTIVE NRZs:** Understand that one way to increase the stability and quality of life in their neighborhood is to increase the flow of money into the neighborhood.

**EFFECTIVE NRZs:** Include economic development and small business growth in their Strategic Plan.

**EFFECTIVE NRZs:** Know that new businesses fail at a high rate, and that training business owners to increase their chances of survival will benefit the whole neighborhood.

**1. Why do we need to know this? This information is presented for NRZs to share with Entrepreneurs as part of their support for local businesses. However, NRZ leaders should know about entrepreneurship:**

- Because successful NRZs can offer guidance and support to new businesses.
- Because many of the skills possessed by a successful entrepreneur are necessary for building new organizations. For example, planning, marketing, budgeting, understanding personality types, and risk taking are all elements of creating a long-lasting organization.
- Because some of the attitudes of entrepreneurs may be particularly useful for individual business enterprises, but may NOT be helpful for leaders of democratic organizations.
- Because some people should NOT be entrepreneurs. It is helpful to know about the traps that lie ahead before you walk into them.

### **WHAT IS ENTREPRENEURSHIP?**

An **Entrepreneur** is “a person who organizes, operates and assumes the risk for business ventures,” according to the American Heritage Dictionary.

What is the difference between entrepreneurship and small business management?

- Entrepreneurship has more risk associated with it.
- You can be an entrepreneur in businesses of all sizes-small or large.
- Small business management may follow entrepreneurship.

- The core characteristics of an entrepreneur and a manager are different.

## **CHARACTERISTICS OF AN ENTREPRENEUR**

Are there any areas in which entrepreneurs show similar characteristics?

- The locus of control: entrepreneurs believe they control of their own lives; managers are more likely to believe that others control critical aspects of life.
- Independence and the need for achievement.
- Willingness to take risks.

What are some control characteristics of entrepreneurs?

- They think that they can do something about imperfect situations.
- They respect, but do not rely on luck.
- They are trendsetters, not followers.
- They feel that once they start something they must finish it.
- They take great satisfaction in a job well done.
- They are proactive; they ask for what they want.

What are some independence and achievement characteristics? Entrepreneurs:

- Do not need to involve others before acting.
- Can operate independently.
- Seek financial independence.
- Welcome others' opinions, but can act without them.
- Take the responsibility of being in charge.
- Do not need the approval of others.

What are some risk-based characteristics of an entrepreneur?

- Can risk money without being certain of the outcome.
- Will try new things.
- Takes risk regularly.
- Can have a conversation with a total stranger.
- Willing to travel an unfamiliar route.
- Will try things that no one else has tried.

## **TYPES OF BUSINESS ORGANIZATIONS**

You will have to decide what kind of a business yours will be. There are a number of choices that have substantially different legal consequences.

What should you consider when choosing a form of business ownership?

- Tax considerations - The tax rates for a business are based on how the business is organized.
- Liability exposure - Certain forms of ownership offer business owners greater protection from personal liability.

- Startup capital requirements - Forms of ownership differ in their ability to raise startup capital.
- Control - Certain forms of ownership require the entrepreneur to give up some control of the company.
- Business goals - Plans for how big and how profitable the business will become will influence the form of ownership chosen.
- Management succession plans - Some forms of business are easier to pass to the next generation or buyer.
- Costs of formation - Some forms of ownership are more costly and involved to create.

What are the different forms of ownership?

- Sole proprietorship – One person is the only owner.
- Partnership - Requires two or more partners, with at least one being the general partner whose liability is unlimited.
- C Corporation - Ownership is determined by how many shares a person holds - liability is limited.
- S Corporation - Provides limited liability along with an individual tax obligation.
- Limited Liability Corporation (LLC) - Provides limited liability, individual tax rate, and can be formed by one person.

## THE BUSINESS PLAN

Businesses of all sizes and ages create **business plans**. These plans are most important in that they force business owners to confront the hard questions and develop very specific answers:

- What is my business going to do;
- Where will the money come from;
- What is my market;
- What do I need to do to make it successful in the short and long term.

Most business plans become out-of-date within months of writing them. However, the skills, planning, and project development used in writing the plan are invaluable. In addition, outside lenders use your plans to see how thoroughly you have thought about your business. You will find your own plans useful if they help you anticipate challenges in the future.

What are the different types of business plans?

- Financial
- Marketing
- Human resource
- Production
- Sales
- Long-term
- Short-term

- Strategic
- Operational

A business plan answers these questions:

- Where am I now?
- Where do I want to be?
- How will I get there?
- What internal factors (inside my business) will make a difference?
- What external factors (outside my business) do I need to take into account?

Who should write the plan?

- The entrepreneur.
- Assisting resources (lawyers, accountants, patent attorneys, business owners, suppliers).

What are some sources of information for business planning?

- U.S. Small Business Administration.  
<http://www.sbaonline.sba.gov/>
- U.S. Department of Commerce.  
<http://204.193.246.62/public.nsf>
- U.S. Bureau of Census.  
<http://www.census.gov/dmd/www/2khome.htm>
- State and municipal governments.  
<http://www.state.ct.us/index.asp>  
<http://www.state.ct.us/commerce.htm>  
<http://www.state.ct.us/ecd/helpbusiness.htm>
- Chamber of Commerce.  
<http://www.uschamber.com>  
The National Black Chamber of Commerce: <http://www.nationalbcc.org/>
- Trade associations.
- Trade journals
- Libraries
- Universities and community colleges
- Market information

What are the sections of a business plan?

- Introductory page.
- Executive summary.
- Industry analysis.
- Description of venture.
- Location.
- Production/Merchandising plan.
- Marketing plan.
- Organizational plan.
- Assessment of risk.

- Financial plans.
- Operations information needs.
- Financial information needs.

How do I use and implement the business plan?

- It serves as a map, helping you decide where to go, during the first year.
- It requires continual comparison between the real and the ideal, followed by adjusting the plan to fit reality.
- It is a method of controlling:
  - Inventory control.
  - Production control.
  - Quality control.
  - Sales control.
  - Disbursements.

Why do business plans fail?

- Unreasonable goals.
- Immeasurable goals.
- Lack of total commitment to the business.
- Oblivious to threats and weaknesses.
- No customer need was ever established.
- Difficult to operate new venture on part-time basis.
- Lack of family understanding and/or support.
- Not able to commit financial resources to the business.

## **THE MARKET PLAN**

What can market planning do?

- Allows firm to pull together all marketing activities.
- Minimizes the effects of surprise due to sudden environmental changes.
- Establishes a benchmark for comparison.
- Enhances ability to manage since guidelines and expectations are known.

What must be understood by the marketing plan?

- Where have we been?
- Where do we want to go?
- How do we get there?

What are the steps in marketing research?

- Define the purpose or objective.
- Gather data.
- Gather information.
- Analyze and interpret the results.

What facts are needed for market planning?

- Information on the users of the product or service.
- The use of promotion and advertising.
- Are there any competitors?
- Selection of the right channels of distribution.
- Recognition of the company's strengths and weaknesses.

What are some characteristics of a marketing plan?

- Provides a strategy for accomplishing the goal.
- Based on facts and valid assumptions.
- Should be short and simple.
- Must be flexible.
- Identifies very specific ways to measure performance.

What type of analysis is associated with the plan?

- External analysis:
  - Economy
  - Culture
  - Technology
  - Industry demands
  - Legal concerns
  - Competition
  - Raw materials
- Internal analysis:
  - Financial resources
  - Management team
  - Suppliers
  - Company mission

What are the components of the marketing mix?

- Product or service.
- Pricing.
- Distribution.
- Promotion.

## **THE FINANCIAL PALN**

What financial data is required for the business plan?

- Source and use of funds statements.
- Capital equipment and supply list.
- Pro forma balance sheets.
- Break-even analysis.
- Pro forma income statements.
- Pro forma cash flow.



What supporting documents accompany the financial plan?

- The owner's tax returns.
- Personal financial statements.
- Copy of franchise contract (if a franchise).
- Proposed lease or purchase agreement.
- Licenses and other legal documents.

What should be understood about finances in order to develop a financial plan?

- How financial statements are used in business.
- The differences and similarities between a personal cash flow statement of financial position and a business balance sheet.
- The definition and the role of the components of the basic accounting equation.
- The distinction between assets and liabilities.
- The relationship between fixed assets and depreciation.
- The ability to construct a financial statement.

## **THE ORGANIZATIONAL PLAN**

How is the management team developed?

- Certain employees should be included on the management team.
- Employees must understand the expectations of the company.
- The owner must realize the probability of failure increases when he tries to do too much, alone.
- The design of the organization will set expectations for management and employees alike.
- Organizational structure will clarify the formal rules and roles.
- Planning, measurement, and evaluation will reveal how organizational goals are accomplished.
- Rewards will set the ground rules for the distribution of promotions, bonuses, praise, etc.
- Selection criteria will be used to select employees for each position.
- Training, both on and off the job, will stimulate growth for individuals and the company.

What are the organizational stages experienced by a new organization?

- Production orientation - produce as much as possible.
- Sales orientation - sell as much as possible.
- Marketing orientation - determine the needs of the consumer then develop and deliver products and services that will effectively meet those needs.

What information should be collected about the jobs within the organization?

- Job analysis - what it takes to get a certain job done.
- Job description - details of the work that has to be done.
- Job specifications - what you must have to do the job (skills/abilities).

What is the role of the Board of Directors?

- Image.
- Developing long-term marketing philosophy.
- Supporting day-to-day activities.
- Developing an information network.
- Planning for the future.
- Raising money, especially for nonprofit organizations.

## **SOURCES OF CAPITAL**

What are two sources of capital?

- Debt - involves an interest-bearing instrument, usually called a loan.
- Equity - some portion of ownership is traded for capital.

What are some characteristics of debt financing?

- It requires something as collateral (car, house, machine, land).
- Requires a payback of the funds borrowed (principal) plus a fee (interest).

What is the difference between short-term and long-term debt?

- Short-term debt is used to provide working capital to finance inventory, accounts receivable or operations.
- Long-term debt is used to purchase some asset (machinery, land or building) which is used for collateral.

What are some sources of internal funds?

- Internal funds can come from profits, sales of assets, reduction in working capital, extended payment terms, and account receivable management

What are some sources for external funds?

- External funds can come from delaying supplier payments and shortening the collection for accounts receivable.

What do banks consider when making a loan?

- Character - How does the lending officer "feel" about the potential borrower's character?
- Capacity - Can the potential borrower manage the business in such a way that the business will grow and make it possible to meet new obligations and repay the principal and the interest?
- Collateral - Is there something that the bank can attach that covers any possible bank loss?
- Conditions - Is the industry environment stable; does the borrower have adequate market share?
- Capital - What will the capital be used for on the business?

## **MANAGING THE NEW BUSINESS**

What is the value of good record keeping?

- Necessary for good control.
- Necessary for tax purposes.
- Easier because of the personal computer.
- A simple system can be used that identifies key incoming and outgoing revenues.

What incoming revenues (sales) records are key?

- Who is buying how much of what.
- Customer profiles.
- What fees are paid for what services, including late payments.

What outgoing revenues (expenses/costs) records are key?

- Costs can be maintained through a checking account folio.
- Cancelled checks are evidence of payment.
- Invoices due.
- Employee information.
- Records on all assets owned by the business.

What is the difference between accrual and cash accounting?

- Accrual is not usually used by a small business or a new business.
- Cash method is more consistent with the cash flow of a small business.
- Accrual sales are accounted for when sales are made.
- Cash sales are not counted until payment is actually received.
- Accrual expenses are accounted for when the expense is incurred.
- Cash expenses are not counted until payment is actually made.

### **MANAGING GROWTH AND EXPANSION**

What are some problems of companies experiencing rapid growth?

- Growth can cover up weak management, poor planning or wasted resources.
- It dilutes effective leadership.
- It causes the venture to stray from its goals and objectives.
- It leads to communication barriers between departments and individuals.
- Training and employee development are given little attention.
- It can lead to stress and burnout.
- Delegation is avoided and the founders maintain control, creating bottlenecking.
- Quality control is not maintained.

### **STARTING A BUSINESS THROUGH FRANCHISING**

What is a franchise?

- Franchising is a network of interdependent relationships that allows a number of people to share brand identification, a successful way of doing business, and a proven marketing and distribution system.
- Licensing others to use the brand and operating system.

What are the strengths of a franchise?

- It is possible to open business quicker.

- One can experience success sooner.
- A customer base can be developed faster.
- There may be less risk.
- A franchise may be more profitable.

What steps should be taken when considering a franchise?

- Evaluate yourself - Does the franchise concept fit your expectations?
- Evaluate the franchise opportunity - Are you comfortable with the territory, policies, cost of advertising, management support, marketing fee, and royalty obligations?
- Evaluate the franchiser's business plan - Does it have an analysis of the competition, an operations manual, an explanation of the training provided, and pre-opening assistance?

What items constitute a checklist for evaluating a Franchisor?

- Product has broad market demand.
- Market for the product is growing and is not saturated or diminishing.
- Market is a trend and not a fad.
- Market support is directed toward promoting the brand regionally and nationally.
- Brand is properly promoted to current and future customers to drive the market to the franchisees.
- Strong market support is available to assist franchisees to penetrate, build, and dominate their local market.
- Franchisor's territorial restrictions are supportive of the need to be competitive.
- Franchisor has an aggressive strategy for establishing a competitive edge and increasing the market share in every market.
- Franchisor has a marketing and advertising program that will generate new customers for the franchisee.
- Franchisor has ongoing research and development (R&D) for new products, services, and ideas to retain and build customer loyalty and repeat business.
- Franchisor teaches franchisee how franchising works as a business and marketing system.
- Franchisor is concerned with the franchisee making a profit and being successful in other ways and not just concerned with making money.
- Franchisor has a business plan describing the five-year growth of the system.
- Franchisor is well-capitalized.
- Franchisor provides excellent start-up, pre-opening, and ongoing assistance.
- Franchisor offers excellent operational support to the franchisee.
- Franchisor provides excellent training package that includes operational manuals and other training materials and support.
- Franchisor has Franchise Advisory Council that actively seeks the input of the franchisees on the decisions that effect the future of the system.
- Franchisor litigation with franchisees or customers is minimal.

## Connecticut General Statutes

### Neighborhood Revitalization Zones

**Sec. 7-600. Neighborhood revitalization zones: Establishment.** (a) Any municipality may by resolution of its legislative body establish neighborhood revitalization zones, in one or more neighborhoods, for the development by neighborhood groups of a collaborative process for federal, state and local governments to revitalize neighborhoods where there is a significant number of deteriorated property and property that has been foreclosed, is abandoned, blighted or is substandard or poses a hazard to public safety. The resolution shall (1) provide that the chief executive official facilitate the planning process for neighborhood revitalization zones by assigning municipal staff to make available information to neighborhood groups and to modify municipal procedures to assist neighborhood revitalization zones and (2) establish a process for determination of the boundaries of neighborhood revitalization zones.

(b) Public buildings in the municipality shall be available for neighborhood groups to meet for neighborhood revitalization purposes as determined by the chief executive official.

(c) As used in this section "deteriorated property" means property in serious noncompliance with state and local health and safety codes and regulations.

### **Sec. 7-601. Neighborhood revitalization planning committee Strategic plan**

(a) Upon passage of a resolution pursuant to section 7-600, a neighborhood revitalization planning committee may organize to develop a strategic plan to revitalize the neighborhood. The membership of such committee shall reflect the composition of the neighborhood and include, but not be limited to, tenants and property owners, community organizations and representatives of businesses located in the neighborhood or which own property in the neighborhood. A majority of the members shall be residents of the neighborhood. The chief executive official may appoint a municipal official to the committee who shall be a voting member. The committee shall adopt bylaws that shall include a process

for consensus-building decision-making. Notice of adoption of such bylaws and any amendments thereto shall be published in a newspaper having a general circulation in the municipality not more than seven days after adoption or amendment.

(b) The neighborhood revitalization planning committee shall develop a strategic plan for short-term and long-term revitalization of the neighborhood. The plan shall be designed to promote self-reliance in the neighborhood and home ownership, property management, sustainable economic development, effective relations between landlords and tenants, coordinated and comprehensive delivery of services to the neighborhood and creative leveraging of financial resources and shall build neighborhood capacity for self-empowerment. The plan shall consider provisions for obtaining funds from public and private sources. The plan shall consider provisions for property usage, neighborhood design, traditional and nontraditional financing of development, marketing and outreach, property management, utilization of municipal facilities by communities, recreation and the environment. The plan may contain an inventory of abandoned, foreclosed and deteriorated property, as defined in section 7-600, located within the revitalization zone and may analyze federal, state and local environmental, health and safety codes and regulations that impact revitalization of the neighborhood. The plan shall include recommendations for waivers of state and local environmental, health and safety codes that unreasonably jeopardize implementation of the plan, provided any waiver shall be in accordance with section 7-605 and shall not create a substantial threat to the environment, public health, safety or welfare of residents or occupants of the neighborhood. The plan may include components for public safety, education, job training, youth, the elderly and the arts and culture. The plan may contain recommendations for the establishment by the municipality of multiagency collaborative delivery teams, including code enforcement teams. The plan shall assign responsibility for implementing each aspect of the plan and may have recommendations for providing authority to the chief executive official to enter into tax agreements and to allocate municipal funds to achieve the

purposes of the plan. The plan shall include a list of members and the bylaws of the committee.

(c) The neighborhood revitalization planning committee shall conduct a public hearing on the proposed strategic plan, notice of the time and place of which shall be published in a newspaper having a general circulation in the municipality at least twice at intervals of not less than two days, the first not more than fifteen days nor less than ten days and the last not less than two days prior to the day of such hearing. The proposed plan shall be submitted to the Secretary of the Office of Policy and Management for review. The secretary may submit comments on the plan to the neighborhood revitalization planning committee.

(d) The strategic plan shall be adopted in accordance with the bylaws of the neighborhood revitalization planning committee. The committee shall submit the approved strategic plan to the legislative body of the municipality for adoption by ordinance pursuant to section 7-602.

**Sec. 7-602. Approval of strategic plan.** (a) The strategic plan shall not be implemented unless approved by ordinance of the legislative body of the municipality. Such ordinance shall create a neighborhood revitalization zone committee for the neighborhood and establish the powers and membership of the committee, provided the categories of membership shall be consistent with the categories of membership of the neighborhood revitalization planning committee.

(b) The neighborhood revitalization zone committee shall submit a report on implementation of the strategic plan to the chief executive official and the legislative body of the municipality and to the Secretary of the Office of Policy and Management at intervals of six months in the first year after adoption of the ordinance and annually thereafter.

**Sec. 7-603. Legislative finding; exercise of power of eminent domain in neighborhood revitalization areas.** It is found and declared that there has

existed and will continue to exist in municipalities of the state substandard, unsanitary and blighted neighborhoods in which there are significant properties that have been foreclosed, and are abandoned, which constitute a serious menace to the environment, public health, safety and welfare of the residents of the state; that the existence of such conditions in neighborhoods contributes substantially and increasingly to the spread of disease and crime, necessitating excessive and disproportionate expenditures of public funds for the preservation of the public health and safety, for crime prevention, correction, prosecution, punishment and the treatment of juvenile delinquency and for the maintenance of adequate police, fire and accident protection and other public services and facilities, and the existence of such conditions constitutes an economic and social liability, substantially impairs or arrests the sound growth of municipalities and retards the provision of housing accommodations; that this menace is beyond remedy and control solely by regulatory process in the exercise of the police power and cannot be dealt with effectively by the ordinary operations of private enterprise and government without the powers herein provided; that the acquisition of the property because of the substandard, unsanitary and blighted conditions thereon, the removal of structures and improvement of sites, the disposition of the property for revitalization incidental to accomplish the purposes of sections 7-600 to 7-607, inclusive, the exercise of powers by municipalities acting to create neighborhood revitalization zones as provided in sections 7-600 to 7-602, inclusive, and any assistance which may be given by any public body in connection therewith, are public uses and purposes for which public money may be expended and the power of eminent domain exercised; and that the necessity in the public interest for the provisions of this section and section 48-6 is declared to be a matter of legislative determination.

**Sec. 7-605. Waiver of codes and regulations.** (a) Any municipality with a neighborhood revitalization zone program may establish a process to request that a state or local official waive the application of any provision of state and local environmental, health and safety codes and regulations that unreasonably jeopardize implementation of a strategic plan adopted under section 7-602,



except a provision necessary to comply with federal law. Any waiver shall not create a substantial threat to the environment, public health, safety or welfare of the residents and occupants of the neighborhood. Any request for a waiver shall include requirements for alternate measures to replace the standard being waived in the existing code or regulation.

(b) A neighborhood revitalization zone committee may determine, by a majority vote of the members present at a meeting scheduled for such purpose and conducted within the boundaries of the zone, if practical, that a provision of a state or local environmental, health and safety code or regulation jeopardizes implementation of the plan and may request a waiver of such provision. The committee shall provide notice of its decision to the chief executive official of the municipality. Within five business days of receipt of the notice, the chief executive official shall forward a copy of the decision to the local official responsible for code enforcement, if any, and to the Secretary of the Office of Policy and Management who shall, within five business days of receipt, notify the state official responsible for enforcement of the code or regulation that a provision of such code or regulation is requested to be waived. The state official or local official shall conduct a public hearing on the waiver within ten calendar days of receipt of the request at a place determined by the chief executive official. Within five business days of the conclusion of the hearing, the state official or local official shall notify, in writing, the chief executive official of his decision. The decision of the state official or local official shall be final.

(c) Any abandoned or vacant property located in a neighborhood revitalization zone established pursuant to sections 7-600 to 7-602, inclusive, shall be deemed to be in continuous use for purposes of enforcement of state or local environmental, health and safety codes or regulations.

**Sec. 7-606. Receiver of rents.** (a) Any municipality in which a neighborhood revitalization zone has been established pursuant to sections 7-600 to 7-602, inclusive, may petition the Superior Court or a judge thereof, for appointment of a receiver of the rents or payments for use and occupancy for any deteriorated

property, as defined in section 7-600, located within the neighborhood revitalization zone to assure that environmental, health and safety standards established in state and local codes and regulations are met and to prevent further deterioration of such property. Any such petition shall be in accordance with the strategic plan adopted pursuant to sections 7-601 and 7-602. The court or judge shall immediately issue an order to show cause why a receiver should not be appointed, which shall be served upon the owner, agent, lessor or manager in a manner most reasonably calculated to give notice to such owner, agent, lessor or manager as determined by such court or judge, including, but not limited to, a posting of such order on the premises in question. A hearing shall be had on such order no less than three days after its issuance and not more than ten days. The purpose of such a hearing shall be to determine the need for a receiver of the property, the condition of the property and the cost to bring it into compliance with such state and local codes and regulations or into compliance with any waivers approved under section 7-605. The court shall make a determination of such amount and there shall be an assignment of the rents of such property in the amount of such determination. A certificate shall be recorded in the land records of the town in which such property is located describing the amount of the assignment and the name of the party who owns the property. When the amount due and owing has been paid, the receiver shall issue a certificate discharging the assignment and shall file the certificate in the land records of the town in which such assignment was recorded. The receiver appointed by the court shall collect rents or payments for use and occupancy forthcoming from the occupants of the building in question in place of the owner, agent, lessor or manager. The receiver shall make payments from such rents or payments for use and occupancy for the cost of bringing the property into compliance with such state and local codes and regulations or into compliance with any waivers approved under section 7-605. The owner, agent, lessor or manager shall be liable for such reasonable fees and costs determined by the court to be due the receiver, which fees and costs may be recovered from the rents or payments for use and occupancy under the control of the receiver, provided no such fees or costs shall be recovered until after payment for current

taxes, electric, gas, telephone and water services and heating oil deliveries have been made. The owner, agent, lessor or manager shall be liable to the petitioner for reasonable attorney's fees and costs incurred by the petitioner, provided no such fees or costs shall be recovered until after payment for current taxes, electric, gas, telephone and water services and heating oil deliveries have been made and after payments of reasonable fees and costs to the receiver. Any moneys remaining thereafter shall be turned over to the owner, agent, lessor or manager. The court may order an accounting to be made at such times as it determines to be just, reasonable and necessary.

(b) Any receivership established pursuant to subsection (a) of this section shall have priority over any other rights to receive rent and shall be terminated by the court upon its finding that the property complies with state and local environmental, health and safety codes and regulations or is in compliance with any waivers approved under section 7-605.

(c) Nothing in this section shall be construed to prevent the petitioner from pursuing any other action or remedy at law or equity that it may have against the owner, agent, lessor or manager.

(d) Any owner, agent, lessor or manager who collects or attempts to collect any rent or payment for use and occupancy from any occupant of a building subject to an order appointing a receiver after due notice and hearing, shall be found to be in contempt of court.

(e) If a proceeding is initiated pursuant to sections 47a-14a to 47a-14h, inclusive, or sections 47a-56 to 47a-56i, inclusive, or if a receiver of rents is appointed pursuant to chapter 735a or pursuant to any other action involving the making of repairs to real property under court supervision, rent or use and occupancy payments shall be made pursuant to such proceeding or action without regard to whether such proceeding or action is initiated before or after a receivership is established under this section, and such proceeding or action shall take priority over a receivership established under this section in regard to expenditure of such rent or use and occupancy payments.

**Sec. 7-607. Duties of Office of Policy and Management re neighborhood revitalization zones.** The Office of Policy and Management, within available funds, shall be the lead agency for coordination of state services to neighborhood revitalization zones. On or before January 1, 1996, the Secretary of the Office of Policy and Management may develop guidelines for state departments, agencies and institutions to provide technical assistance to neighborhood revitalization zones. Such guidelines may provide for multiagency collaboration as well as a process to make funds, technical support and training available to neighborhoods and may recommend models for community outreach, job training and education, conflict resolution, environmental and health performance standards, new technologies and public safety strategies.

**Sec. 7-608. Neighborhood Revitalization Zone Advisory Board. Duties.** **Neighborhood revitalization zone grant-in-aid program.** (a) There is established a Neighborhood Revitalization Zone Advisory Board. The board shall consist of the following voting members: (1) The Secretary of the Office of Policy and Management; (2) the President of the Connecticut Institute of Municipal Studies; (3) the chancellor of the Regional Community-Technical Colleges; (4) the heads of those state agencies deemed appropriate by the secretary; (5) the chief executive officer of a municipality in which a neighborhood revitalization zone planning committee, pursuant to this chapter, was established on or before July 1, 1998; and (6) one member of each such neighborhood revitalization zone planning committee appointed by the chief executive officer based upon recommendations submitted to him by such committee. In a municipality having more than one neighborhood revitalization zone planning committee, each committee shall submit its recommendations to the chief executive officer and he shall choose the board member to be appointed from such recommendations. Each member of the board may designate a person to represent him on said board. The membership of the board shall be increased on September 1, 1999, and annually thereafter, to reflect the addition of a municipal chief executive officer and a member of a neighborhood revitalization zone planning committee having been established in the preceding twelve months, in a municipality not

previously represented on said board. The members of the board shall serve without compensation.

(b) The Secretary of the Office of Policy and Management shall serve as chairman of the board and shall convene the first meeting of the board not later than September 1, 1998. At the meeting the board shall adopt bylaws for the conduct of its business. Subsequent to said meeting or any continuation thereof, the board shall meet on a quarterly basis. The Office of Policy and Management shall provide staff support to the board.

(c) The board shall promote neighborhood self-sufficiency and economic development and assist neighborhood revitalization zone planning committees in developing and implementing strategic plans. The board shall make recommendations regarding the disbursement of moneys in accordance with subsection (d) of this section. The board may serve as a clearinghouse for information about neighborhood revitalization zones, including information on (1) linkages with technical experts for the development of strategic plans, (2) innovative neighborhood success models, and (3) training and mentoring opportunities for members of neighborhood revitalization planning zone committees. The board may also conduct seminars or conferences and establish collaborative partnerships with public or private entities, including, but not limited to, financial institutions, nonprofit or religious organizations, state and private institutions of higher learning and libraries.

(d) There is created a neighborhood revitalization zone grant-in-aid program to be administered by the Secretary of the Office of Policy and Management, for the purpose of providing financial assistance for the benefit of neighborhood revitalization zone planning committees. Such financial assistance, within available appropriations, shall be used for activities that promote neighborhood organizational development, economic development and business planning, specialized curriculum development, leadership training, the use of technology, property management, landlord-tenant relations, intergovernmental relations and such other activities as the board may deem appropriate. The secretary shall

review recommendations regarding the disbursement of moneys made by the board and shall make a determination concerning the awarding of such financial assistance. Upon making a determination, the secretary shall certify to the State Comptroller the amount payable and the recipient of such grant. Not later than fifteen days after such certification, the State Comptroller shall draw his order on the State Treasurer, and not later than fifteen days thereafter, the State Treasurer shall pay such grant. The secretary shall not certify a grant in an amount exceeding ten thousand dollars.

(e) The board shall periodically monitor a recipient's use of such grant, to ensure full compliance with the provisions of this section. Each grant recipient shall, for a period of two years following receipt of such moneys, maintain all invoices, purchase orders and other evidence of expenditures related to the use of such grant.

**Sec. 48-6. When municipal corporations may take land.** (a) Any municipal corporation having the right to purchase real property for its municipal purposes which has, in accordance with its charter or the general statutes, voted to purchase the same shall have power to take or acquire such real property, within the corporate limits of such municipal corporation, and if such municipal corporation cannot agree with any owner upon the amount to be paid for any real property thus taken, it shall proceed in the manner provided by section 48-12 within six months after such vote or such vote shall be void.

(b) In the case of acquisition by a redevelopment agency of real property located in a redevelopment area, the time for acquisition may be extended by the legislative body upon request of the redevelopment agency, provided the owner of the real property consents to such request.

(c) In accordance with the policy established in section 7-603, any municipal corporation may take property that is located within the boundaries of a neighborhood revitalization zone identified in a strategic plan adopted pursuant to sections 7-601 and 7-602. The acquisition of such property shall proceed in the manner provided in sections 8-128 to 8-133, inclusive, and section 48-12.

The first set of pages in this section was taken from the US government web page that describes the requirements for creating tax-exempt status.

The second set of pages was copied from the web page of the National Center for Non-profit Boards.

cation 557, Tax-Exempt Status... - Section 501(c)(3) Organizations

[http://www.irs.ustreas.gov/plain/forms\\_pubs/pubs/p557ch03.htm](http://www.irs.ustreas.gov/plain/forms_pubs/pubs/p557ch03.htm)

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## **Chapter 3**

### **Section 501(c)(3) Organizations**

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## Introduction

An organization may qualify for exemption from federal income tax if it is organized and operated exclusively for one or more of the following purposes:

- Charitable,
- Religious,
- Educational,
- Scientific,
- Literary,
- Testing for public safety,
- Fostering national or international amateur sports competition (but only if none of its activities involve providing athletic facilities or equipment; however, see *Amateur Athletic Organizations*, later in this chapter), or
- The prevention of cruelty to children or animals.

To qualify, the organization must be a corporation, community chest, fund, or foundation. A trust is a fund or foundation and will qualify. However, an individual or a partnership will not qualify.

**Examples.** Qualifying organizations include:

- Nonprofit old age homes,
- Parent-teacher associations,
- Charitable hospitals or other charitable organizations,
- Alumni associations,
- Schools,
- Chapters of the Red Cross or Salvation Army,
- Boys' clubs, and
- Churches.

**Child care organizations.** The term "educational purposes" includes the providing of care of children away from their homes if substantially all the care provided is to enable individuals (the parents) to be gainfully employed and the services are available to the general public.

**Instrumentalities.** A state or municipal instrumentality may qualify under section 501(c)(3) if it is organized as a separate entity from the governmental unit that created it and if it otherwise meets the organizational and operational tests of section 501(c)(3). Examples of a qualifying instrumentality might include state schools, universities, or hospitals. However, if an organization is an integral part of the local government or possesses governmental powers, it does not qualify for exemption. A state or municipality itself does not qualify for exemption.

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## Other 501(c)(3) Organizations

In addition to the information required for all organizations, as described earlier, you should include any other information described in this section.

### Charitable Organizations

If your organization is applying for recognition of exemption as a charitable organization, it must show that it is organized and operated for purposes that are beneficial to the public interest. Some examples of this type of organization are those organized for:

- Relief of the poor, the distressed, or the underprivileged,
- Advancement of religion,
- Advancement of education or science,
- Erection or maintenance of public buildings, monuments, or works,
- Lessening the burdens of government,
- Lessening of neighborhood tensions,
- Elimination of prejudice and discrimination,
- Defense of human and civil rights secured by law, and
- Combating community deterioration and juvenile delinquency.

The rest of this section contains a description of the information to be provided by certain specific organizations. This information is in addition to the "required inclusions" described in [chapter 1](#), and other statements requested on Form 1023. Each of the following organizations must submit the information described.

**Charitable organization supporting education.** Submit information showing how your organization supports education -- for example, contributes to an existing educational institution, endows a professorial chair, contributes toward paying teachers' salaries, or contributes to an educational institution to enable it to carry on research.

**Scholarships.** If the organization awards or plans to award scholarships, complete Schedule H of Form 1023. Submit the following:

1. Criteria used for selecting recipients, including the rules of eligibility,
2. How and by whom the recipients are or will be selected,
3. If awards are or will be made directly to individuals, whether information is required assuring that the student remains in school,
4. If awards are or will be made to recipients of a particular class, for example, children of employees of a particular employer--
  1. Whether any preference is or will be accorded an applicant by reason of the parent's position, length of employment, or salary,
  2. Whether as a condition of the award the recipient must upon graduation accept employment with the company, and
  3. Whether the award will be continued even if the parent's employment ends, and
5. A copy of the scholarship application form and any brochures or literature describing the scholarship program.

**Hospital.** If you are organized to operate a charitable hospital, complete and attach Section I of Schedule C, Form 1023.

If your hospital was transferred to you from proprietary ownership, complete and attach Schedule I of Form 1023. You must attach a list showing:

1. The names of the active and courtesy staff members of the proprietary hospital, as well as the

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## **Chapter 4 Other Section 501(c) Organizations**

### **Introduction**

**501(c)(4) -- Civic Leagues and Social Welfare Organizations**

**501(c)(5) -- Labor, Agricultural, and Horticultural Organizations**

**501(c)(6) -- Business Leagues, Etc.**

**501(c)(7) -- Social and Recreation Clubs**

**501(c)(8) and (10) -- Fraternal Beneficiary Societies and Domestic Fraternal Societies**

**501(c)(4), (9), and (17) -- Employees' Associations**

**501(c)(12) -- Local Benevolent Life Insurance Associations, Mutual Irrigation and Telephone Companies, and Like Organizations**

**501(c)(13) -- Cemetery Companies**

**501(c)(14) -- Credit Unions and Other Mutual Financial Organizations**

**501(c)(19) -- Veterans' Organizations**

**501(c)(20) -- Group Legal Services Plan Organizations**

**501(c)(21) -- Black Lung Benefit Trusts**

**501(c)(2) -- Title Holding Corporations For Single Parents**

**501(c)(25) -- Title Holding Corporations for Multiple Parents**

**501(c)(26) -- State-Sponsored High-Risk Health Coverage Organizations**

**501(c)(27) -- State-Sponsored Workers' Compensation Reinsurance Organizations**

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## 501(c)(4) -- Civic Leagues and Social Welfare Organizations

If your organization is not organized for profit and will be operated only to promote social welfare, you should file Form 1024 to apply for recognition of exemption from federal income tax under section 501(c)(4). The discussion that follows describes the information you must provide when applying. For application procedures, see [chapter 1](#).

To qualify for exemption under section 501(c)(4), the organization's net earnings must be devoted only to charitable, educational, or recreational purposes. In addition, no part of the organization's net earnings may benefit any private shareholder or individual. If the organization provides an "excess benefit" to certain persons, an excise tax may be imposed. See *Excise tax on excess benefits* under *Public Charities* in [chapter 3](#) for more information about this tax.

**Examples.** Examples of types of organizations that are considered to be social welfare organizations are civic associations and volunteer fire companies.

**Nonprofit operation.** You must submit evidence that your organization is organized and will be operated on a nonprofit basis. However, such evidence, including the fact that your organization is organized under a state law relating to nonprofit corporations, will not in itself establish a social welfare purpose.

**Social welfare.** To establish that your organization is organized exclusively to promote social welfare, you should submit evidence with your application showing that your organization will operate primarily to further (in some way) the common good and general welfare of the people of the community (such as by bringing about civic betterment and social improvements).

An organization that restricts the use of its facilities to employees of selected corporations and their guests is primarily benefiting a private group rather than the community. It therefore does not qualify as a section 501(c)(4) organization. Similarly, an organization formed to represent member-tenants of an apartment complex does not qualify, since its activities benefit the member-tenants and not all tenants in the community. However, an organization formed to promote the legal rights of all tenants in a particular community may qualify under section 501(c)(4) as a social welfare organization.

**Political activity.** Promoting social welfare does not include direct or indirect participation or intervention in political campaigns on behalf of or in opposition to any candidate for public office. However, if you submit proof that your organization is organized exclusively to promote social welfare, it may still obtain exemption even if it participates legally in some political activity on behalf of or in opposition to candidates for public office. See the discussion in [chapter 2](#) under *Return for Political Activity*.

**Social activity.** If social activities will be the primary purpose of your organization, you should not file an application for exemption as a social welfare organization but should file for exemption as a social club described in section 501(c)(7).

**Retirement benefit program.** An organization established by its members that has as its primary activity providing supplemental retirement benefits to its members or death benefits to their beneficiaries does not qualify as an exempt social welfare organization. It may qualify under another paragraph of section 501(c) depending on all the facts.

However, a nonprofit association that is established, maintained, and funded by a local government to provide the only retirement benefits to a class of employees may qualify as a social welfare organization under section 501(c)(4).

**Tax treatment of donations.** Donations to volunteer fire companies are deductible on the donor's federal income tax return, but only if made for exclusively public purposes. Contributions to civic

leagues or other section 501(c)(4) organizations generally are not deductible as charitable contributions for federal income tax purposes. They may be deductible as trade or business expenses, if ordinary and necessary in the conduct of the taxpayer's business. However, see *Deduction not allowed for dues used for political or legislative activities* on page 42 for more information.

## Specific Organizations

The following information should be contained in the application form and accompanying statements of certain types of civic leagues or social welfare organizations.

**Volunteer fire companies.** If your organization wishes to obtain exemption as a volunteer fire company or similar organization, you should submit evidence that its members are actively engaged in fire fighting and similar disaster assistance, whether it actually owns the fire fighting equipment, and whether it provides any assistance for its members, such as death and medical benefits in case of injury to them.

If your organization does not have an independent social purpose, such as providing recreational facilities for members, it may be exempt under section 501(c)(3). In this event, your organization should file Form 1023.

**Homeowners associations.** A membership organization formed by a real estate developer to own and maintain common green areas, streets, and sidewalks and to enforce covenants to preserve the appearance of the development should show that it is operated for the benefit of all the residents of the community. The term "community" generally refers to a geographical unit recognizable as a governmental subdivision, unit, or district thereof. Whether a particular association meets the requirement of benefiting a community depends on the facts and circumstances of each case. Even if an area represented by an association is not a community, the association can still qualify for exemption if its activities benefit a community.

The association should submit evidence that areas such as roadways and park land that it owns and maintains are open to the general public and not just its own members. It also must show that it does not engage in exterior maintenance of private homes.

A homeowners association that is not exempt under section 501(c)(4) and that is a condominium management association, a residential real estate management association, or a timeshare association generally may elect under the provisions of section 528 to receive certain tax benefits that, in effect, permit it to exclude its exempt function income from its gross income.

**Other organizations.** Other nonprofit organizations that qualify as social welfare organizations include:

- An organization operating an *airport* that is on land owned by a local government, which supervises the airport's operation, and that serves the general public in an area with no other airport,
- A *community association* that works to improve public services, housing and residential parking, publishes a free community newspaper, sponsors a community sports league, holiday programs and meetings, and contracts with a private security service to patrol the community,
- A *community association* devoted to preserving the community's traditions, architecture, and appearance by representing it before the local legislature and administrative agencies in zoning, traffic, and parking matters,
- An organization that tries to encourage *industrial development* and relieve unemployment in an area by making loans to businesses so they will relocate to the area, and
- An organization that holds an annual *festival* of regional customs and traditions.

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## WHAT ARE THE BASIC RESPONSIBILITIES OF NONPROFIT BOARDS?

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### Ten Basic Responsibilities of Nonprofit Boards

1. DETERMINE THE ORGANIZATION'S MISSION AND PURPOSE  
A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board of directors' responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.
2. SELECT THE EXECUTIVE  
Boards must reach consensus on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position.
3. SUPPORT THE EXECUTIVE AND REVIEW HIS OR HER PERFORMANCE  
The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive's performance.
4. ENSURE EFFECTIVE ORGANIZATIONAL PLANNING  
As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.
5. ENSURE ADEQUATE RESOURCES  
One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.
6. MANAGE RESOURCES EFFECTIVELY  
The board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.
7. DETERMINE AND MONITOR THE ORGANIZATION'S PROGRAMS AND SERVICES  
The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.
8. ENHANCE THE ORGANIZATION'S PUBLIC IMAGE  
An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.
9. SERVE AS A COURT OF APPEAL  
Except in the direst of circumstances, the board must serve as a court of appeal in personnel matters. Solid personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will reduce the risk of conflict.
10. ASSESS ITS OWN PERFORMANCE  
By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long-range plan.

From *Ten Basic Responsibilities of Nonprofit Boards*. Washington, DC: National Center for Nonprofit Boards, Revised 1996.

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## WHAT ARE THE RESPONSIBILITIES OF AN INDIVIDUAL BOARD MEMBER?

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### Individual Board Member Responsibilities

- Attend all board and committee meetings and functions, such as special events.
- Be informed about the organization's mission, services, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on committees and offer to take on special assignments.
- Make a personal financial contribution to the organization.
- Inform others about the organization.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- Keep up-to-date on developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

### Personal characteristics to consider

- Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.
- Develop certain skills if you do not already possess them, such as to: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of the organization.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit's development, a sense of humor.

From *Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members*. Washington, DC: National Center for Nonprofit Boards, 1995.

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## WHAT ARE THE LEGAL RESPONSIBILITIES OF NONPROFIT BOARDS?

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Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty, and the duty of obedience.

### **Duty of Care**

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

### **Duty of Loyalty**

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

### **Duty of Obedience**

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission. From *The Legal Obligations of Nonprofit Boards: A Guidebook for Board Members*. Washington, DC: National Center for Nonprofit Boards, 1997.

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