



Debriefing the briefings: Public housing redevelopment

11.201 GATEWAY: Planning Action

5 October 2005



Preview

- **Content**
 - Defining the message
 - Visual aids
- **Delivering the message**
 - Handling the audience, understanding the questions
 - Positioning and movement
 - Making eye contact



Content: Message

Define the message

- **Avoid long wind-up:** Please “jump to the conclusion” fast (memo-like)
- **What decision-makers need from you:**
Your arguments, support for same, discussion of risks and alternatives
- **The *message* is not a script** (specific words in fixed sequence)



Content: Visual aids

Develop a storyline with the visual aids

- Say something when possible (and beware “table of content” visuals)
- Try to make the slides understandable on their own (“stand alone”), i.e. without you
- Avoid being “too cute” (out of step with the content)
- Careful with “charged” images



Delivering the Message

Limit the visual scope

Give roadmap

Make the main ideas readable

Calibrate the emotional content

Don't let go of realism

Be *strategic* about charged content

Highlight lessons

Use clear logic

Manage complexity

Say something meaningful



Give roadmap, frontload main ideas

Background

- Angela Meehan

Tenant Engagement as Foundation

- Quinn Eddins
- Josh DeFlorio

Physical Design Interventions as Enhancements

- Molly Markarian
- Priyanka Shah

Re-cap: Principles for Future Redevelopment



Find clear “core message” slides





Highlight lessons in data trends

(Group 4)

- **Losses in units impacting only lowest income***
- **Between 1991- 1999...**
- **“Very low income” experienced 8% decline in available units**
 - 70 units to every 100
- **“Extremely low income” experienced 14% decline**
 - Only 40 units to every 100

Disproportionate burden on our most vulnerable populations



Use clear logic to “roadmap”

Key questions (Group 5)

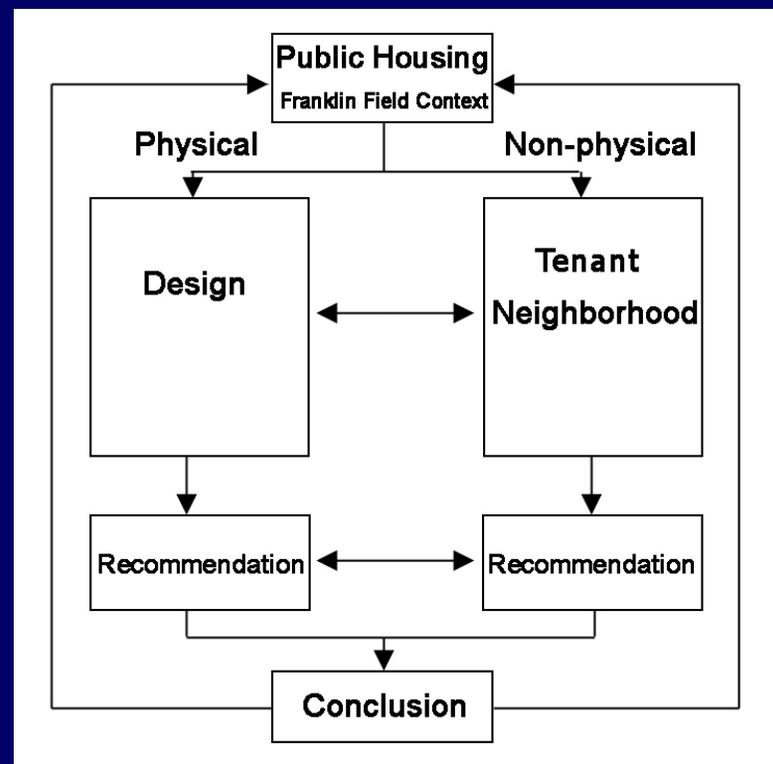
- **Who should public housing serve?**
- **What model of public housing meets this goal?**
- **What is the best way to address the physical and socioeconomic distress in Boston public housing?**



Manage complexity

AGENDA (F-Field)

- Context
- Key Intervention Areas and Policy Recommendations
- Role of Tenants
- Role of Neighborhood
- Conclusion
- Q&A





Say something

Recommendations:

- **No net loss**
- **No displacement**
- **Vacancies - most in need**
- **Low-income mix**
- **Private sector supplement**



No, really say something

Recommendations:

Community Integration



Broad policy choices ≠ success factors

“KEYS TO SUCCESS”

- **Serve the extremely low income**
- **Preserve public housing units**
- **Empower the community**



Say something: Beware “TOC”

ROLE OF TENANTS

- **Relationships
Among Tenants**
- **Tenants’
Relationship with
BHA**
- **Tenants’
Relationship with
Neighborhood**



Say something: “Unpack” problems

ADDRESSING RACE

- **Rebuild Image**
- **Improve Economic Opportunities**
- **Facilitate Community Dialogue**
- **Consider Linguistic Needs**
- **Maintain Diverse Staff**



Say something: Stand-alone slides

Invite interaction of neighbors within development and with greater neighborhood



- Defined and un-defined play areas
- Sitting areas for elderly
- Wide pedestrian pathways
- Community rooms
- Mixed-use developments



Deliver the message effectively

- **Make as much *eye contact* as possible, minimize reading cards or slides**
- ***Position* yourself to reach the decision-makers, avoid distractions**
- **Interacting with the audience is an *opportunity*, but don't "revert to script"**
- **Confirm the *question* (e.g., \$5.5 billion allocated for HOPE VI)**