

Ensuring Economic Development Benefits All: The Case for Community Benefit Agreements in Louisiana

Policy Advocacy Plan

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Introduction

Effective Leadership Fellows James Gilmore, Damon Batiste, Daryn Dobson, Cornelius Blanding, Susan Jones, Calvin Mackie, Dominique Duval-Diop, Terri Ricks, Eric Lewis and Jainey Bavishi worked for several months on the Economic Development Policy Project. In this section we describe the policy failure, policy change and process that we undertook to develop the policy advocacy plan.

Policy Failure

Millions, even billions of dollars are spent by local, state and federal government on projects to spur economic and infrastructure development. Often the benefits of those projects and incentives are not felt by poor communities and instead accrue to the corporations or governments who receive the funds. Workers in these communities do not have access to the jobs and higher wages that come with large scale economic development or infrastructure projects. Furthermore, neighborhoods bear the burden of the location of factories, roads and other structures that destroy the fabric of their communities. In contrast, they do not benefit from an increase in the recreational or community facilities that could be financed with tax payer dollars that instead go to these development projects.

This problem is becoming increasingly serious with the billions in hurricane recovery and economic stimulus funds that have been allocated to state and local governments. Communities need a strong tool to ensure that benefits from these investments accrue to their residents and help them to flourish instead of stagnate.

An article in the Advocate also indicated the opportunities present in Louisiana showing that the State “ranked second in the nation behind Texas as locations where industrial firms projects. In Louisiana only, firms considering investing in 273 projects with a cost of nearly \$20 billion, and ranging from new plant construction to upgrades at existing plants.¹

Proposed Policy Change

A Community Benefits Agreement, or “CBA,” is a legally enforceable contract, signed by community groups and by a developer, setting forth a range of community benefits that the developer agrees to provide as part of a development project. A CBA is the result of a negotiation process between the developer and organized representatives of affected communities, in which the developer agrees to shape the development in a certain way or to provide specified community benefits. In exchange, the community groups promise to support the proposed project before government bodies that provide the necessary permits and subsidies. The CBA is both a process to work towards these mutually beneficial objectives, and a mechanism to enforce both sides’ promises.

This policy change will:

- Ensure that benefits associated with state tax incentives and public investments to corporations are ones that communities need.

¹ Business staff. Dec 30, 2008, *The Advocate*.

- Enhance flexibility in development process, for example the tool can be use in different ways including as a matching pool for community projects.
- Provide incentives to encourage greater investment in poorer communities.

The team learned several key lessons about Community Benefits Agreements that helped inform our plan and advocacy strategy. These lessons include the fact that CBAs generally target new developments—especially those that receive taxpayer subsidies or major land-use approvals. Public entities that are doing large-scale projects represent opportunities for doing community benefits agreements. To ensure the success of a CBA, a non-profit entity that supports the involvement of residents in a community is essential. An example is Community Organized for Responsible Development (CORD) was founded by the Connecticut Center for a New Economy (CCNE) and includes hundreds of city residents as members, as well as 22 different local community groups, faith-based organizations and local unions. Other examples throughout the nation can be found in Appendix 1.

After soliciting expert advice from a national expert on CBAs, we also recognized that a primary concern is understanding how to move beyond the project plan and into implementation. In order to respond to that concern, it is critical to determine which CBA focus represents the best prospect for engendering community or government/union support in each respective region of our state. Examples include *Arts in Education* (New Orleans), or *Local Job Workforce Development associated with new Project Developments* (Disaster Areas in the Gulf Region). The CBA expert, John Goldstein, recommended that we develop a broader policy that could address the implementation and capacity issues that will be faced when establishing CBAs in local areas. Another opportunity that should be considered is how to use the Obama administration’s economic recovery plan as a way to move this broader policy forward².

Furthermore, these agreements take time to negotiate and advocate for, and require building alliances with non-traditional allies. CBAs must be relevant to the community that it is intended to benefit. Due to the considerations and issues raised by our research, the Economic Development Team decided to develop an approach that focused both on implementing a broader CBA policy at the state level as well as creating mechanisms to support CBAs at the local level. Louisiana has some unique issues that confront our state that represent opportunities particularly: (1) environmental cleanup, protection and restoration; and (2) poverty reduction through living wage jobs going to community residents.

Our Process

After the first meeting at the retreat, James Gilmore stepped up to help facilitate the discussion and volunteered to distribute notes as well as coordinate follow-up meetings and conference calls.

² PolicyLink. 2009, [*Bringing Home the Green Recovery: A User’s Guide to the 2009 American Recovery and Reinvestment Act.*](#)

June Retreat Meeting

1. At the Opening Retreat, we defined the policy failure, the policy change, the public benefit it would produce, and some ways of defending the policy change as well as challenges we would face.
2. In the interim prior to the October Retreat, we identified the need to conduct CBA Roundtables, which would build the public will to convince policy makers to make the change and would also help us understand how grantmaking organizations can support this effort.
3. Each fellow would work to become an ‘expert’ in CBA’s by reading and understanding the research material will help use better define and defend the policy change and its effective application to Louisiana. Our team leader distributed the research material.
4. These Roundtables would also help us deal with the issue of the policy change’s “feasibility” and the likelihood of the plan being realized. Lastly, the Roundtables will help us identify likely allies and antagonists.
5. Discussed at the Retreat how to continue working on the project given our busy schedules addresses the issue of making the assignment both manageable and productive.

Two conference calls in October 2008, emails & follow up calls with team members

Discussed the necessary research; reading on Community Benefits Agreements that each team member needed to complete; discussed steps that needed to be taken to chart a strategy for building the public will necessary for convincing policy makers to implement the change; discussed how our course of action fulfills the objectives of the Policy Advocacy Assignment. After examining the requirements of the Assignment, the team felt that we made significant progress towards fulfilling its requirements.

October Retreat meeting

After reconnecting on the policy failure and our understanding of community benefits agreements, the team had a focused discussion about the actual components of the advocacy plan and who would be responsible for researching and drafting each component. A concrete set of next steps was decided upon to complete the project.

November individual outreach from Team leader to follow up on assignments

Our team coordinator sent emails and made follow up calls to individual members of the team to assess progress on assignments and provided updates to keep the momentum of the project moving forward.

Meeting on January 29, Southern University

The team met in Baton Rouge for 4 hours to receive and discuss the work that each team member had completed to date. Presentations were made on state level examples of CBA’s, a draft of a CBA legislation/resolution, a list of potential stakeholders and ideas about how to engage people and win public will, local examples of CBAs, and community engagement strategies. Further next steps were identified.

February individual calls from Team leader to follow up on assignments

Our team leader made several calls and sent emails to check on the progress of team members. Individual members sent their respective completed assignments to the team leader to be compiled.

March 18, 2009 conference call with CBA expert

Team members met with John Goldstein from the Partnership on Working Families on CBAs best practices to increase the learning.

Evaluating the Team Process

Early in the process, team members took stock of how we modified our process for engaging around this project. Initially we tried to get everyone to participate in calls or meetings prior to the October retreat. Given everyone's busy schedules, it proved impossible to accomplish that goal. Our team coordinator came up with the idea of scheduling and facilitating several calls and reaching out individually to those who could not participate in those calls. This process change was very effective in engaging everyone and ensuring their participation.

By adapting to the challenge, we were able to meet our objectives and make progress on the project. We also realized that once that hurdle was confronted and after reconnecting at the October retreat, we were all fully committed to ensuring the success of the project. Participation after this point no longer presented a challenge. As effective servant leaders, we all decided to help carry the water so that no one person would bear that burden alone. In so doing, we were able to develop a strong advocacy plan that has a great deal of potential for changing the condition of poverty and disempowerment in our state.

Community Needs Assessment and Organizing

An important aspect of a successful CBA is being able to assess the needs of a community, its application to a potential CBA, and organizing individuals and organizations to come together to create a CBA. There must have an organized structure in place in order to capitalize on a community benefit agreement (CBA). This section of the report was designed to assist individuals and organizations in understanding the strategies to assess community needs and organizing around those needs. In the appendix (2) you will also find an example of a community needs assessment tool that can be helpful in identifying the needs of a community. A key criteria to creating a CBA that focuses on economic development includes assess and identifying the economic benefits a CBA will have on improving community needs.

What is community organizing?

Community organizing is a long-term approach where the people affected by an issue are supported in identifying problems and taking action to achieve solutions. The organizer challenges those he or she works with to change the way things are—it is a means of achieving social change through collective action by changing the balance of power.

At the heart of community organizing are inclusion, ownership, relationship building and leadership development.

Why organize a community?

Community organizing helps to bring out many voices to add collective power and strength to an issue. Community organizing is a key part of an overall strategy to make changes in a community that are widely felt, and that reflect the wishes of the people who are directly affected by community problems.

Who should organize?

Anyone interested in working with individuals of a community to identify common problems that affect them all and assist them along the way in developing the necessary skills to address the issues in an ongoing way should consider being a community organizer.

A community organizer must be a good listener and be responsive to the community. They (Community organizers) think strategically about their work while always keeping the final goal in mind and continually making contributions to the goal.

Some qualities of a good community organizer include:

- An Imagination
- A Sense of Humor
- A Blurred vision of a better world

- An organized personality
- A Strong ego/sense of oneself
- A free, open mind, and political relativity
- Ability to create the new out of the old (*Saul Alinsky, 1971*)

When to organize a community?

You should start thinking about community organizing when there is an ongoing issue in the community that affects many individuals and the community as a whole. It should be desired for the community to have some control over their own destiny and solving their own problems. It should also be recognized that the skills and/or leadership needed to address various issues exist in the community

Timing is extremely important in community organizing. In order to reach community members most affected by and interested in an issue, you must plan accordingly. Depending on the circumstances, you may be able to organize an initial meeting around other events that are happening in the community, such as weddings, deaths, political events, community traditions, etc.

Ten (10) Steps to Community Organizing

- Assess the community (get to know the community and issues)
- Orientation with the community (general meeting about issues and plans)
- Build relationships
- Invite community participation
- Identify leadership team / Develop core group
- Develop common vision
- Develop strategy/develop action plan
- Mobilize to action
- Implement plan
- Evaluate results

Community Organizing Resources/Organizations in Louisiana

Acorn - www.acorn.org

Episcopal Church - www.episcopalchurch.org

Louisiana Environmental Justice Community Organization Coalition -www.lejcoc.blogspot.com

Federation of Southern Cooperatives/Land Assistance Fund - www.federation.coop

Policy Link - www.policylink.org

Stakeholders and Building Public Will

Identifying stakeholders is an essential step in the Community Benefits Agreement process. Stakeholders should represent a diverse group of community based organizations and individuals that have a vested interest and commitment to the CBA and the issues surrounding the establishment, implementation, and evaluation and enforcement of a CBA. Listed below is a list of community based organizations that could prove beneficial in conducting a community needs assessment, aligning the assessment to the need for a community benefits agreement, thus building public will to implement a community benefits agreement process.

- Southwest Louisiana Independence Center Offices in Lake Charles, Lafayette, Leesville
The mission of Southwest Louisiana Independence Center (SLIC) is to provide Information and Referral, Advocacy, Peer Counseling and other Independent Living Services, to develop community options for persons with significant disabilities in Southwest and South Central Louisiana, and to assist them in achieving and maintaining self-sufficient, productive lives. The Center serves twenty parishes across southeastern Louisiana. To learn more about SLIC visit www.slic-la.org.

- Urban League of Greater New Orleans
Established in 1910, the Urban League is the nation's oldest and largest community-driven agency devoted to securing economic self-reliance, parity, power and equal rights for African Americans. The Urban League of Greater New Orleans was founded in 1938 to advocate better race relations and improve the social and economic standing of African Americans in the New Orleans area. Through its Centers of Excellence, the Urban League directly services thousands of New Orleanians in the areas of education, economic development, social advocacy and policy development. For more information about the Women's Business Resource Center or the Urban League, visit www.urbanleaguenorleans.org | Phone: (504) 620-2332

- National Black Arts Festival
The National Black Arts Festival (NBAF), a non-profit cultural institution based in Atlanta, Georgia, celebrates the contributions of people of African descent and their impact on world cultures.

The mission of NBAF is to engage, cultivate and educate diverse audiences about the arts and culture of the African Diaspora and provide opportunities for artistic and creative expression. Visit www.nbaf.org to learn more about the National Black Arts Festival.

- Neighborhood Development Foundation (NDF)
Neighborhood Development Foundation is one of New Orleans' greatest success stories and the key to a rewarding and productive life for many low and moderate-income families. The Mission of the Neighborhood Development Foundation is to educate and assist low and moderate-income families to become homeowners.

NDF is a non-profit organization that helps people through the home buying process. The Foundation has been providing straight talk and sound advice to people who register in its homeownership programs. **NDF** implements this through training, counseling, and facilitating

financing by lenders in the New Orleans banking industry. Visit www.NDF-Neworleans.com to learn more about the Neighborhood Development Foundation.

- Catholic Charities

Respecting the dignity and potential of each human person, Catholic Charities Archdiocese of New Orleans collaborates with the wider community to serve those in need. Impelled by the love and teaching of Jesus Christ, they offer life-giving programs, advocate for the voiceless, and empower the poor and vulnerable to foster a more just society. The core values of Catholic Charities include:

- Dignity through Respect
- Service through Love
- Justice through Advocacy and Empowerment
- Unity through Prayer

Visit www.ccano.org to learn more about the services of Catholic Charities and their initiatives to eradicate poverty through economic development and self empowerment.

- Recovery School District/Louisiana

To goal of the Recovery School District (RSD) is to provide a superior learning environment in which every student, regardless of ability, attains educational success and graduates with proven skills that will provide them access to quality institutions of higher learning or to the workplace.

Five Strategic Goals

- Increase school readiness
- Create a superior learning environment
- Increase choice of and accessibility to student programs
- Increase support offered to schools
- Streamline, upgrade management information systems

Visit www.rsd.la.new to learn more about the Recovery School District and its mission to serve the youth of Louisiana.

- Louisiana Disaster Recovery Foundation (LDRF)

The LDRF is a people-first organization. The staff works directly with those impacted by hurricanes Katrina and Rita to learn first-hand about their needs, strengths and aspirations. LDRF stands firm in its conviction that groups historically disenfranchised by racial discrimination and economic hardship must have access to sufficient resources and opportunities; thus, the Foundation insists that equity and inclusion be not just one goal among others, but the lens through which we see each and every undertaking for post-hurricane betterment. LDRF's equity-driven approach charts a new place in Louisiana's philanthropic landscape. LDRF's focus on betterment means going beyond replacing what was lost to improving the socioeconomic conditions exposed by disaster. LDRF believes that strengthening our most vulnerable communities improves quality of life overall. Providing greater access to the opportunities and services that many take for granted – jobs, safe housing, education, medical care – builds stronger communities for all citizens.

- Louisiana Association of Non-profit Organizations (LANO)

LANO represents the interests of nonprofit organizations at the local, state and federal government levels. The goals of LANO's Public Policy program are to:

- build the capacity for Louisiana's nonprofit sector
- strengthen the climate for philanthropy and volunteerism
- support recovery efforts.

LANO's public policy program educates, informs and engages our membership in advocacy, both to empower nonprofits and also to encourage LANO's members to get involved in relevant public policy issues.

- National Association for the Advancement of Colored People

From the ballot box to the classroom, the dedicated workers, organizers, and leaders who forged this great organization and maintain its status as a champion of social justice, fought long and hard to ensure that the voices of African Americans and other people of color would be heard. For nearly one hundred years, it has been the talent and tenacity of NAACP members that has saved lives and changed many negative aspects of American society.

- Hispanic Chamber of Commerce of Louisiana

The Hispanic Chamber of Commerce of Louisiana is a non-profit organization in existence since 1984 committed to creating and facilitating a business climate within the Hispanic community which will result in economic development and progress for Louisiana. Included within their Mission Statement is a dedication to the expansion of trade relations between the State of Louisiana and Latin America. Visit www.hccl.biz to learn more about the Hispanic Chamber of Commerce of Louisiana.

- Asian Chamber of Commerce of Louisiana

The mission and purpose of the Asian Chamber of Commerce is to promote and support business and educational relationships between our chamber members and the general public.

1. To serve as a liaison between governmental entities and agencies and our business members.
2. To assist our business members to network and promote their products and services.
3. To refer our members to community resources for information and technical assistance

Visit the Asian Chamber of Commerce of New Orleans at www.asianchambernola.org

Initial Engagement of Stakeholders – “CBA Roundtables”

The team implementing this policy advocacy strategy should reach out to specific individuals, elected officials, funders organizations, state agencies, and private companies in order to meet with them to discuss CBA's and the value they bring to the community. This outreach could be called *CBA Roundtables* and could be organized at different geographic locations throughout the State.

This process will help the team to chart a strategy for building the public will necessary for convincing policy makers to implement the change. These Roundtables may be conducted over

a three to four month period. Participants at the event should receive talking points, a clear message and specific suggestions for how CBA's can be implemented locally and statewide.

An additional strategy for engaging stakeholders at the beginning of the process is to identify various conferences at which a workshop on CBA's may be presented (i.e. Police Jury Association, Conference of Mayors, NAACP, etc...).

State Level CBA Opportunities

This section describes two focus areas that represent opportunities for developing a statewide Community Benefits Agreement policy that directly addresses the needs of the State. The environmental issue area includes a discussion of local efforts to implement some aspect of community benefits.

I. Encouraging Quality Job Creation

Quality Jobs Program

Summary: The Quality Jobs Program promotes economic development by encouraging businesses to create well-paid jobs. Employers must create a minimum of 5 full-time net new jobs, and offer a basis health care plan within 90 days of employment. Benefit rates for the program are calculated based on the amount of wages paid to these new employees.

Benefits to Businesses: The benefits to businesses include a rebate up to six percent of your gross payroll rebate on all net new Louisiana jobs created at your facility annually for up to ten years. It also allows for state sales/use tax rebates on buildings, equipment, and or materials you purchase that stay at the plant site.

To qualify for incentives: Businesses must create a minimum of 5 net new jobs or increase their current workforce by 10% (a minimum of 1 job) within the first 12 months, and 35% of these net new jobs must meet one of the following criteria:

- Resident of an Enterprise Zone
- Recipient of some form of public assistance, using Louisiana job training resources or have attended a technical college within 6 months of being hired.
- Lacking basic skills: a person below the 9th grade proficiency level in reading, writing and math.
- Physically challenged.

Targeted industries: Businesses must be in one of the following industry clusters: Bio-Science, Manufacturing, IT, Environmental Technology, Food Technology, Advanced Materials or Oil & Gas Field Service.

Potential for Program Improvement

Potential improvements that can have a statewide impact include increasing the number of jobs created, raising the percent of those jobs that go to people meeting the special criteria listed above, or ensuring training opportunities accompany the number of jobs created. Requiring that companies receiving major government funding, such as economic stimulus funding or other disaster funding, implement Quality Jobs provisions would be another potential improvement to the program that could broaden the impact for local communities.

II. Addressing Environmental Issues Through CBAs

CBAs can require a developer to reduce the negative environmental impacts of a project, or to provide affirmative environmental benefits like parks, open space, and recreational facilities. The CBA negotiation process is an effective mechanism for communities to negotiate for environmental benefits and mitigations beyond those required by law. CBAs can also allow community groups to step in when government enforcement is lax, supplementing the always-important process of working with the government to ensure enforcement of environmental laws.

The LAX CBA provides a wide range of environmental mitigations and benefits. Concern about environmental impacts of airport operations was the driving force that led the community to press for a CBA (see Chapter 6 of the CBA Manual).

How CBAs Can Reduce the Environmental Impacts of the Development

CBA negotiations on environmental benefits take place against the complex backdrop of environmental law. Federal, state, and local laws contain detailed requirements pertaining to environmental issues—zoning and planning measures, impact disclosure requirements, restrictions on toxic emissions, and so forth.

Environmental laws may prohibit a specific environmental impact, may require that it be mitigated, may require that it merely be disclosed, or may ignore it altogether. Community groups need to work closely with experienced attorneys to determine what laws govern a proposed project. Once they understand the backdrop of environmental laws pertaining to a project, community groups can use CBAs:

- to strengthen existing environmental requirements;
- to address environmental impacts that existing laws don't cover; and
- to provide more enforcement options by enabling direct, private enforcement of environmental requirements.

Whenever plans for a project contain an environmental impact statement or a related document requiring the developer to take mitigation measures, community groups should try to incorporate the document by reference into the CBA—ensuring that all mitigation requirements are enforceable by affected community members.

In addition to helping reduce environmental problems, the CBA process can help communities obtain affirmative environmental benefits as well. The larger the proposed development, the greater the public benefits that ought to be provided: open space, public plazas, and money for park and recreation facilities are all amenities that a developer can provide. Communities should think creatively about their needs—and should keep in mind the size of a project's public subsidy when doing so.

Why Environmental CBAs Are Important to Louisiana

More than 200 people from across southern Louisiana came together on January 10, 2009, at the Lake Charles Civic Center to create a Rebuilding Lives Agenda. Citizens, advocates, service providers, government staff and elected officials took part in the Summit where they identified

the most important needs that local, state and national leaders must address to support people rebuilding their lives.

The Summit was convened by the Rebuilding Lives Coalition and facilitated by America Speaks. Participants, which was representative of many partners of members of this leadership group, discussed the most important issues that must be addressed by local, state and national leaders to help rebuild lives. One of their top priority issues was restoring wetlands and protect against future damage - **38% voted for this.**

Concerns included the need to:

- Create substantial and suitable barriers such as artificial reefs, sea walls, planting trees, use of sand and concrete;
- Coordinate with civic and grassroots organizations;
- Reclaim man made changes, i.e. canals, ditches, dredging. “Oil companies need to restore and finance the restoration since they are causing most of the damage”
- Fix levees;
- Provide adequate funding from state and federal government;
- Increase local and national public awareness of the need for coastal restoration and understanding that land loss is an environmental justice issue; and
- Acknowledge the difference between SE and SW coastal restoration needs, and increase public input about those diverse characteristics.

Oil and Gas, particularly Petrochemical Manufacturing, Petroleum Refineries and other types of petroleum manufacturing, and Industrial Gas Manufacturing, belong to the 32 NAICS codes which are eligible for the 10 year Louisiana Industrial Tax Exemption (see fact sheet).

Potential of Environmental CBAs

- It has a core constituency already concerned and wanting to act on this.
- There is a federal administration that is allocating hundreds of millions in the form of state funding to the coast, an administration that is very committed to environmental issues.
- There is a state program that has a history of supporting industries that have destroyed the coast through this incentive program.
- There are university law groups with a history of working with the community around this issue that can be enlisted to help with this effort.

Research is needed to answer some of the following questions in order to make this an effective strategy including:

- Which parishes or communities are particularly affected by environmental issues caused by oil and gas manufacturing?
- What is the number of businesses in these industries that are currently benefiting from the Industrial Tax Exemption incentive? Economic stimulus funding? Hurricane rebuilding funding?
- What benefits have they been providing to the State of Louisiana and its citizens?
- What costs have they imposed on the communities in which they are located?
- What specific community and law groups should be enlisted to assist with this effort?

Best Practice

The Richmond Equitable Development Initiative (REDI)³ works to empower, inform and share ideas with Richmond residents about land use and development issues and how these decisions can impact low-income communities and communities of color in their city. REDI's aim is to protect neighborhoods and communities against the potential for displacement or gentrification. REDI actively supports the need for quality, living-wage jobs and job training programs linked to growth industries and sectors as well as quality, affordable housing options, effective and connected public transportation networks and an overall healthier and cleaner environment. REDI conducts research and policy analysis, organizes community stakeholders and advocates for public policy and development that benefits instead of burdens low-income communities and communities of color.

One way that REDI has worked to advance an environment community benefit agreement ensure was supporting a campaign that inserted a provision into the city's General plan, requiring that any expansion of the Chevron refinery be subject to a cap on the processing of dirtier oils.

Every city and county in California must create a General Plan to guide its future development. A General Plan is a long-range policy document that expresses a city's development goals, policies, and objectives relative to the distribution of future land uses, both public and private, as well as a number of other topics. The General Plan also informs residents, developers, decision-makers, and other cities and counties of the "ground rules" that will guide development in Richmond. The City of Richmond is developing this plan jointly with the community and with other area planning professionals.

Making an Environmental CBA a State Level Policy

One potential strategy using this best practice as a model is to pass a statewide piece of legislation that requires that municipal master planning processes include community benefits requirements for any industrial expansion project. Additionally, a state level policy can be built from existing efforts within the State that exhibit key elements of CBAs. Two examples are presented below. Following these two examples is a draft resolution that can be passed at in the state legislature or that can be adapted for passage at the municipal and parish levels.

The Livingston Parish Literacy and Technology Center

The Livingston Parish Literacy and Technology Center is a cooperative endeavor between Southeastern University and the Livingston Parish School System.

The Center is funded by a \$4.5 million judgment in the federal environmental class action suit known as Combustion, Inc., the 39,000 square foot facility opened in Walker, La., in fall 2005. This new cooperative venture further strengthens Southeastern's long-standing successful relationship with the Livingston Parish School System and the citizens of Livingston Parish.

³ <http://urbanhabitat.org/richmond>. Contact Sheryl Lane at (510) 839-9510 or sheryl@urbanhabitat.org for more information.

The Livingston Parish Literacy and Technology Center's goal is to improve the level of education and quality of life for the citizens of Livingston Parish. Through the center's programs, adults and children will attain long-term economic benefits associated with improved education; become more comfortable with reading, writing, math, science, and technology; and become better informed on environmental issues in modern society Livingston Parish. The Center's life-enriching programs include Southeastern college courses Summer 2009 and Fall 2009, high school elective classes, summer academic camps, community music school.

East Baton Rouge/Scotlandville and Alsen Communities: Environmental Issues

The Louisiana Department of Environmental Quality (LDEQ) and the Environmental Protection Agency (EPA) accepted the potentially responsible parties (PRPs) Interim Remedial Action Report on June 26, 2007. This report documents the end of Remedial Action and the beginning of long-term operation and maintenance. Long-term operation and maintenance will continue until the ground water remediation goals established in the Record of Decision are met.

The Alsen community of East Baton Rouge Parish, Louisiana, has approximately 15 industrial manufacturing facilities within a three-mile radius. Currently, a Type I, II, and III solid waste non-hazardous landfill has been proposed by Louisiana Land Systems to be sited within 3 miles of the city. The community feels overburdened by the surrounding industry and contamination, and feels that through education they will be better able to articulate their concerns.

Summary of assistance (through September, 2005)

TOSC has worked in the Alsen community for a number of years, but only more recently with the Alsen Environmental Justice Community Organization. TOSC's contact with this organization was initiated by a representative from LDEQ who knew of the community's interest in funding opportunities. TOSC has provided the community group with information on various funding opportunities and the group was awarded an EPA Environmental Justice Hazardous Substance Research Small Grant (EJ Grant) that TOSC assisted with. TOSC assisted the community early on in implementing this project in their community, as well as identifying the role TOSC would play in assisting the community with analyzing data and providing workshop training on various environmental issues identified by their project. TOSC assisted the community in obtaining services for data analysis in their EPA Environmental Justice small grant, and assisted with developing a newsletter to inform the community about the project and upcoming dates and events associated with carrying out the project.

In July 2004, TOSC gave a small presentation to approximately 25 children attending the Alsen Environmental Justice Youth Camp. TOSC provided worksheets and focused on environmental justice and general environmental awareness issues. The children also participated in a hands-on demonstration illustrating soil permeability and the movement of contaminants in soil.

TOSC has also provided this group with information and a presentation on a site in its area that was proposed for the National Priorities List (NPL), Devils Swamp Lake, and its implications to the community as a whole.

The Alsen community contacted TOSC to assist with increasing public participation in the organizations work addressing environmental issues within the community. To help with this,

the community wanted a workshop to revisit the fundamentals of environmental justice: "Understanding the Basics of Environmental Justice and EJ in Brownfields Redevelopment" was presented in April of 2007. TOSC will give a presentation to the Alsen Environmental Justice Youth Camp on June 27, 2007 focused around learning about landfills, and is in discussions about workshops to educate the community about Brownfields Redevelopment.

The Petro-Processors of Louisiana, Inc. (PPI) site, located in East Baton Rouge Parish, Louisiana, operated two waste disposal facilities: the Brooklawn area and the Scenic Highway area. A variety of wastes generated by petrochemical processes were disposed of at both areas by the operators of the site, from 1964 to 1980. Both areas contain chlorinated aromatic hydrocarbons and chlorinated hydrocarbons. Contaminants have been detected in samples from soil, groundwater, surface water, and air at the Brooklawn area and in soil, groundwater, and air at the Scenic Highway area. Contaminants in water, sediments and fish have been detected off-site of the Brooklawn area, Scenic area, in Bayou Baton Rouge and in Devil's Swamp. In 1993, the Louisiana Department of Environmental Quality (LDEQ) and the Department of Health and Hospitals, Office of Public Health (LOPH), Section of Environmental Epidemiology (SEE) expanded a 1987 health advisory against swimming, sediment contact, and fish consumption to include Devil's Swamp and Bayou Baton Rouge.

The community has expressed concerns about potential health effects related to the site, migration of contamination off site, the potential for increased exposure during remediation, foul smells and respiratory distress, and the lack of an evacuation plan.

An evaluation of the health outcome data did not demonstrate a significant difference in cancer and stillbirth rates between the community of Alsen and East Baton Rouge Parish.

The site is considered a public health hazard because of risks to human health from past, present, and future exposure to hazardous substances. Exposure pathways of public health concern are: ingestion of contaminated fish, potential ingestion of contaminated groundwater and wildlife, dermal contact with contaminated sediments, inhalation of airborne volatile contaminants prior to and during remedial activities, and dermal and incidental ingestion of contaminated soils.

The LOPH and the Agency for Toxic Substances and Disease Registry's (ATSDR) Health Activities Recommendation Panel determined that community and health professional education is needed. In addition, LOPH recommends better site restrictions, additional groundwater characterization, air monitoring during excavation, additional fish sampling, and development of an emergency evacuation plan.

Community Benefits Agreements

A State Resolution

Presented By: The Louisiana Legislature

In an effort to demonstrate the need for a statewide strategy to developing Community based Agreements, our Policy Advocacy group drafted a resolution to be filed by the Louisiana State Legislature to bring greater awareness around Community Benefits Agreements and how they can stimulate economic development activity that helps build stronger, safer, and sustainable communities. Upon passage, the resolution will be distributed to local government officials and other stakeholders across the State.

Regular Session, 2009

HOUSE RESOLUTION NO. _____

BY REPRESENTATIVE PATRICK C. WILLIAMS

A RESOLUTION

To urge and request the local governmental units and community leaders across the State of Louisiana to explore and, where deemed beneficial, to implement the use of Community Benefits Agreements as a tool which can be used to meet the economic, social, health, educational and human resource development needs of communities, especially those which are economically depressed, across the state and to establish greater equity in the distribution of resources.

WHEREAS, local governmental units and community leaders across Louisiana serve an essential role in recruiting, planning, and bringing forth economic development opportunities for citizens, as well as guiding the growth and development of communities across the State of Louisiana; and

WHEREAS, there is great opportunity to better coordinate and leverage economic and community development efforts to benefit the State and each of its communities, especially the State's economically depressed communities; and

WHEREAS, resources need to be targeted in a way that will serve to increase the number of homeowners, increase the number of skilled workforce, increase the number of high tech jobs, increase asset/wealth building opportunities, improve the health and well-being of citizens, stimulate economic growth, and reduce the number of homelessness, especially in economically depressed communities across the state; and

WHEREAS, Community Benefit Agreements are negotiated agreements between and among business developers and coalitions of community organizations – with the support and/or participation of local governments - which may address a broad range of community needs or safeguards to ensure that affected residents share in the benefits of major developments; and

WHEREAS, the process of creating and negotiating Community Benefit Agreements may provide opportunity for community groups to have a voice in shaping projects that will

impact their community, to identify needs that should be addressed by the community, including any new businesses or developments that may touch their community, to tailor agreements to meet their particular needs, and to provide a tool for keeping the parties accountable to the promises made via Community Benefits Agreements; and

WHEREAS, Community Benefits Agreements are one several best practice efforts being used in landuse planning taking shape through labor-community partnerships around the country; and

WHEREAS, Community Benefits Agreements offer local governments the opportunity to establish stronger public and private partnerships that are driven from the perspective of the public's needs and the needs of the community; and

WHEREAS, Community Benefits Agreements offer opportunities for local government to provide public needs through private sector partnerships.

THEREFORE, BE IT RESOLVED that the Legislature of Louisiana does hereby urge and request the local governmental units and community leaders across the State of Louisiana to explore and, where deemed beneficial, to implement the use of Community Benefits Agreements as a tool which can be used to meet the economic, social, health, and human resource development needs of communities, especially those which are economically depressed, across the state and to establish greater equity in the distribution of resources..

BE IT FURTHER RESOLVED that the Southern University and A&M College School of Business and the Nelson Mandela School of Public Policy and Urban Affairs possess the expertise and have expressed the willingness to assist local governmental units and community leaders who desire to explore and/or implement Community Benefits Agreements in their communities.

BE IT FURTHER RESOLVED that the authority for the commission shall never expire.

BE IT FURTHER RESOLVED that a copy of this Resolution be transmitted to the every local governmental unit within the State of Louisiana, as well as to Southern University and A&M College of Business and the Nelson Mandela School of Public Policy and Urban Affairs.

SPEAKER OF THE HOUSE OF REPRESENTATIVES

Lesson Learned: New Orleans CBA Example

AN EXAMPLE OF A COMMUNITY BENEFIT AGREEMENT (CBA) PROCESS IN NEW ORLEANS POST-HURRICANE KATRINA: The Good, The Bad and The Ugly!

Who is Transload America?

TransLoad America (TLA) was formed in 2002 to own and operate businesses associated with rail-based transportation, handling, recycling and disposal/conversion of waste material, including, but not limited to, municipal solid waste ("MSW"), special wastes (soils, industrial by-products) and construction and demolition debris ("C&D"). The Company's strategy is to satisfy and exploit an increasing need for cost effective long-haul transportation and disposal/conversion of solid waste, initially from large urban centers in the US and Canada where capacity is becoming increasingly limited, to disposal/conversion facilities in the Midwest and Southeast where disposal capacity is more abundant and lower-priced.

TLA has the capacity to offer transloading services at its own sites for both waste and non-waste commodities, as well as to co-develop rail transload facilities and provide the same transloading services in collaboration with third-party developers, waste services providers or municipalities. TLA capabilities include site design and engineering, equipment procurement and operation, rail car procurement, maintenance and fleet management, and end-to-end transportation and disposal.

Why is Transload America important to the future and urban communities?

TransLoad America (TLA), ships municipal solid waste by rail and operates rail yards in Michigan, Rhode Island and New Jersey, and owns landfills in Ohio, Utah and Alabama. TransLoad acquired a proprietary waste-disposal technology developed by German firm Roll Press Pack. TLA is using that technology to create a vertically integrated trash-disposal service to take a bite out of the United States' \$45 billion solid waste management business in an environmentally responsible way.

TLA's equipment compresses tons of garbage into dense cylindrical bales and seals them hermetically in several layers of plastic film. The company intends to load those bales into boxcars, and ship them to its landfills. The combination of compaction, shrink-wrapping and rail-based shipping makes the system cost-effective and eco-friendly, especially to dense urban areas where space is limited. Baling allows TransLoad to transport waste in custom-built high-side rail cars without first packing it in the expensive steel containers currently required to ship loose trash. TLA has over 1,200 of these special boxcars designed specifically to speed the loading and unloading process.

As municipalities look to reduce their carbon footprint and go "green", TLA believes their patented technology can be the impetus to transforming waste disposal market. As more and more waste to energy technologies are developed, TLA believes that each bail of garbage will eventually be looked as huge fuel cells. Instead of putting trash into the ground, municipalities can now remove garbage and has it returned in the form of clean usable energy.

In November 2007, **TLA** came to New Orleans with the idea of making NOLA one of its hub centers for transforming and removing waste and construction debris. In the aftermath of Hurricane Katrina, **TLA** believe that the greater New Orleans area would be the center for innovative clean energy initiative and proceeded to introduce its core ideas 21st century waste removal to New Orleans. The information which follows delineates the process in which **TLA** followed in its attempt to bring its revolutionary waste removal technology to NOLA. In the end, the community based organizations pressured its city and state representatives to vote against such an initiative, thus voting to allow more inefficient, polluting material to be placed in their grounds. The following delineates the process **TLA** followed in its attempt to join the NOLA Community post hurricane Katrina.

Transload America (TLA) CBA Process between November 2007 and October 2008: (as dictated by then Vice-President Mr. G. C.)

1. **TLA** met with various elected officials representing neighboring constituents of the proposed facility. (Council members, State Representative, State Senator)
2. **TLA** immediate goals were to Educate, Inform and Involve.
3. **TLA** identified numerous stakeholders. (Various community organizations and neighborhood associations)
4. **TLA** shared company's short term and long range plans to all stakeholders in numerous meeting in different settings.
5. **TLA** and consultants brainstormed on ways to involve the community with the proposed project and defined a "communiprise", i.e. the combination of involving the community with free enterprise.
6. Over a one year period, **TLA** met with each and every neighborhood association surrounding the proposed project site to explain and disseminate relevant information about the project.
7. **TLA** solicited ideas from community stakeholders to be included in a Community Benefit Agreement (CBA).
8. **TLA** drafted and memorialized a **CBA** with the France Road Green Committee in the Gentilly area of New Orleans.
9. **TLA** provided resources to establish a 501(c) 3 to ratify and sign the **CBA**.
10. The **CBA** was an official part of the Company's planning and zoning application presented to the NOLA City Council.
11. **TLA** held numerous town hall meetings to ensure that the needs and wants of the community were met.
12. In the end, the community association still voted against supporting **TLA** development in their community. The **CBA** played a large part in winning over the community organizations.

However, the vehement opposition by local landfill and waste removal companies proved too difficult to overcome.

13. The **TLA** project failed to gain hold in NOLA East or Gentilly, and most recently the U.S. Army Corp of Engineering released a report stating that the abundance of debris placed in NOLA landfills is now compromising the integrity of the levee protection in Eastern NOLA. The very technology and company that could protect NOLA was voted down based on inaccurate information and misinformation, thus leaving the same people even more vulnerable to the impact of hurricanes.

14. In the following documents, one will find the final CBA agreement between TLA and the France Road Green committee and the letter of non-support forwarded to the City Council members of NOLA submitted by the Gentilly Civic Improvement Association signing the death blow to the agreement.

TLA was moving forward believing that the community was negotiating in good faith. However, **TLA** realized at the end that there was an undercurrent of mistrust being stroked by an opposing group who did not want **TLA** technology in the community. Following the negative vote of the City Council of NOLA to issue **TLA** a permit, TLA ceased operations in NOLA in November 2008 and removed all of its assets from the city.

MEMORANDUM OF UNDERSTANDING BETWEEN TRANSLOAD AMERICA INC. AND THE FRANCE ROAD GREEN COMMITTEE

PURPOSE.

The purpose of this Memorandum of Understanding (the “Memorandum”) between TransLoad America Inc. (“TLA”) and the France Road Green Committee (the “Committee”) is to memorialize the shared commitments of the Committee and TLA to each other and the benefits of the TLA Reuse Recycling and Transfer Facility to the Neighboring Communities. This Memorandum is agreed upon this _____day of _____, 2008, by and between the parties hereto.

WHEREAS.

TLA is proposing to develop, construct and operate the Project, a state-of-the-art Reuse, Recycling and Transfer Facility on an 11.5 acre property at 4201 France Rd. New Orleans (the “Site”).

The residents and neighborhoods situated adjacent to France Road, are interested in working with TLA as stakeholders in the Project, and have together established the Committee for this purpose;

TLA and the Committee wish to memorialize the mutual obligations, interests and benefits that they agreed to, all of which is set forth herein;

1. Project Development

- a. Process. TLA is required to obtain a conditional use permit from the City council prior to further development of the Project. On June 6, 2008, TLA submitted its application for the Project to City Planning Commission.

After approval at the NOLA City Council, but prior to construction, TLA will need to receive a permit from the Louisiana Department of Environmental Quality (“LDEQ”) to construct and operate the Project.

2. Jobs, Employment and Vendor Opportunities

- a. TLA will promote the hiring of residents who live closest to the France Road Neighborhoods, and offer competitive compensation and benefits to qualified candidates, all according to a “First Source” hiring and job notification program that will be coordinated with the Committee; the “First Source Program” will provide training in Life and Soft Skill counseling.

- b. Training will be provided for each job category, including, in addition to specific skill training, environmental management, occupational health and safety training. Career advancement opportunity is a high priority for TLA. All hires will receive on going Life & Soft Skills Counseling.

- c. Vendor/Business Owner Opportunities. TLA is committed to supporting community business opportunity, and will give priority consideration to Project vendors, suppliers and contractors from Orleans Parish. Relatedly, TLA will work with community members that are interested in providing such third party services or products, in terms of business planning and financial assistance.
- d. TLA will identify prospective hires from the community to be a part of the administration of the project.

3. Neighborhood Improvement/Education

a. TLA will establish an Environmental Education Program, with a TLA instructor providing relevant materials, for all community schools that wish to participate, as well as Dillard University and Southern University of New Orleans (SUNO). Training will include elementary, junior high, high school and the general public. Participating schools will make transportation arrangements for students to attend on days assigned for training. TLA's education program will be a model for the nation. It will start where the traditional classroom programs leave off going above and beyond in terms of sophistication of message and materials. The facility will showcase the use of green technology in New Orleans. The Education/Conference building will be built to the green technology standards utilizing such items as paperless sheetrock, solar panels, a cistern, will include an interactive display that shows the entire operation. There will be a secure viewing location where visitors will be able to see the recycling operation from a distance. The program will talk about the reuses of the recycled materials and show new products that have been made from recycled plastic, for example. A coloring book will be produced for elementary students in the lower grades. Other printed materials will be available for older students. Students will be encouraged to begin recycling at their schools and in their homes. Materials will be available for distribution to their parents and neighborhood businesses as well. Tours will also be available for out-of-town visitors.

In addition, TLA will provide site tours and onsite programs for community schools (and environmental sciences faculty), community members and senior citizens.

b. TLA will create a work-study/internship program for SUNO and Dillard students.

4. Business Support - Recycling

a. TLA will assist residents who want to start their own recyclables collection business, utilizing the Project and its materials recovery capacities. In addition, TLA will conduct workshops for area residents who are interested in establishing businesses utilizing salvaged or recycled materials.

5. Traffic Management

a. Truck Traffic.
 Truck Traffic: TLA will require that all commercial trucks accessing the Site at all times are strictly prohibited from using residential streets. All trucks will access the site via the I-10 freeway or Highway 90, in accordance with the attached traffic map.

TLA shall coordinate with the District “D” Councilperson to ensure all state and city authorities, including but not limited to the New Orleans Police Department, New Orleans Criminal Sheriff, New Orleans Civil Sheriff, Louisiana Department of Transportation and Development, and Louisiana State Troopers, enforce the traffic restrictions pertaining to entrance and egress at the Site; in particular, restrictions relating to trucks on residential streets shall be strictly enforced.

- b. Truck Idling. TLA will require that any commercial truck on Site which is not moving for more than ten (10) minutes must have its engine turned off, rather than idling. Signs that outline this policy will be visible wherever commercial trucks are present at the Site.

6. Security

- a. TLA will use commercially reasonable efforts to secure and control access to the Site and must provide private security for the Site during construction to minimize reliance on public police resources during said period. TLA will make a good faith effort to award contracts for security services to local minority business enterprises.

7. Financial Benefit

- a. TLA will contribute to the Committee the following financial benefit: \$25,000 in the first year of operation, \$50,000 in the second, increasing \$5,000 per year until \$75,000, which shall be paid each year thereafter. The proceeds deposited in a fund controlled by the Committee’s 501C3 to be used for neighborhood-based projects.

8. Mutual Support

- a. In light of TLA’s commitments set forth in this Agreement, the Committee and its Member Organizations agree to support the Project, as follows:

- i. Letters of Support. The Committee will send letters of support of the Project to the City Council and any other government entity specified by TLA prior to any public hearing regarding the Project or any Project Approvals. If appropriate, The Committee will support the project by co-sponsoring TLA’s application.

- ii. Hearing Attendance. Member Organizations will send a representative knowledgeable about the Project to speak on behalf of the Committee in support of the Project at any public hearing that is considering the Project or any Project Approvals, if requested by TLA with at least five business days' notice, including the time, date, and location of the hearing. The Committee will encourage attendance by its members and other individuals who are interested in or affected by the Project, such as area workers and residents.

iii. Media Availability. If requested by TLA, the Committee will work with TLA to prepare a collaborative media strategy regarding shared support for the Project.

TLA:
TransLoad America Inc.

By:

—

**FRANCE ROAD
GREEN COMMITTEE:**

—
By:

—

Print _____ Name:

Its:

—



October 10, 2008

Cynthia Hedge-Morrell
Councilperson, District D
City of New Orleans
1300 Perdido Street
New Orleans, LA 70112

Re: TransLoad America, Inc. France Road Recycling Facility

Dear Ms. Hedge-Morrell:

Last evening, GCIA held a special meeting of the board to discuss the TranLoad proposal which is scheduled to go before the City Council October 16th. We sensed that many of our neighborhoods were not familiar with the proposal, either its pros or cons. Therefore, we had presentations from TransLoad America, Inc. representatives, and also from a group of citizens who are opposed to the facility. When the presentation concluded, we allowed TransLoad a rebuttal, and then took questions from the attendees. After the Q&A period, everyone was asked to leave so the GCIA board members could discuss the proposal and try to come to one of several decision options: For, Against, Neutral or No Position at this time.

After a careful and lengthy discussion, the consensus of the GCIA board was to strongly oppose the TransLoad America, Inc. proposal and facility. The board sites several reasons:

1. This facility or any additional industrial facility does not fit with the vision we have for Gentilly, and the surrounding Chef Menteur corridor. Katrina and the UNOP planning process allowed us to see Gentilly as the community we want to have, one that supports families, education, retail and recreation. The TransLoad facility does not help us go in this direction, but instead, creates one more barrier to our vision. How can we attract high quality retail, restaurants, recreation, and even hotels to this area with a new addition of a recycling plant? Putting the plant in this location tells everyone that this community is content to remain industrial and uninviting. That is not the case.

2. TransLoad stated that the facility would add about 400 more trucks on the Chef Menteur corridor each day to dump debris at their facility. The board was emphatic that this is not acceptable. Truck noise, rattling roads, fumes and dust every two minutes does not create the warm and welcoming community we envision.
3. Trust issues: there was a sense among the group that it would be too easy for TransLoad to say they are going to have a facility that only handles C & D, but then change to other types of waste a few years down the road when the C & D business slows down. We don't believe that the city of New Orleans can sustain a profitable C & D recycling facility. Once they get in, we lose control of how they do business. The time to make it clear that we do not want additional industrial facilities along the Industrial Canal is now.
4. Heath concerns: several members were concerned about the debris as it traveled through our Gentilly neighborhoods, dumped at the facility and then sat around while being separated and waiting for transport (rotting wood, moldy sheetrock, etc.). They were also concerned about the particles of concrete and asbestos staining our air quality.
5. This is not just a Gentilly issue, but a city issue, and the board felt that the TransLoad officials did not do their due diligence with the community after their first round of meetings and after they had made adjustments from these meetings. They seemed to have only gone back to a few surrounding neighborhoods, and then developed the "France Road Green Committee" as their community engagement component. It is true that the TransLoad facility has the support of these neighborhoods. However, the MOU's they signed with these neighborhoods, along with the \$50,000 or more that they have pledged to them, makes us suspicious that a "quid pro quo" deal was made.

We appreciate TransLoad America Inc.'s time and interest in the city of New Orleans. However, this project is not right for New Orleans and the Gentilly Community, and impedes us from rebuilding, repopulating and creating further economic development through retail in this area.

Please take this under advisement this Thursday when the TransLoad request is brought before the council. The neighborhood's represented at this meeting were: Mirabeau Gardens, Pontilly, Gentilly Terrace, Indian Village, Oak Park, Paris Oaks/Bayou Vista, Sugar Hill, Filmore Gardens, Gentilly Heights East, Gentilly Heights Vasconville, Seabrook, Virgil Park and Milneburg. Thank you very much for your time and consideration.

Sincerely,



Laurie F. Watt
President

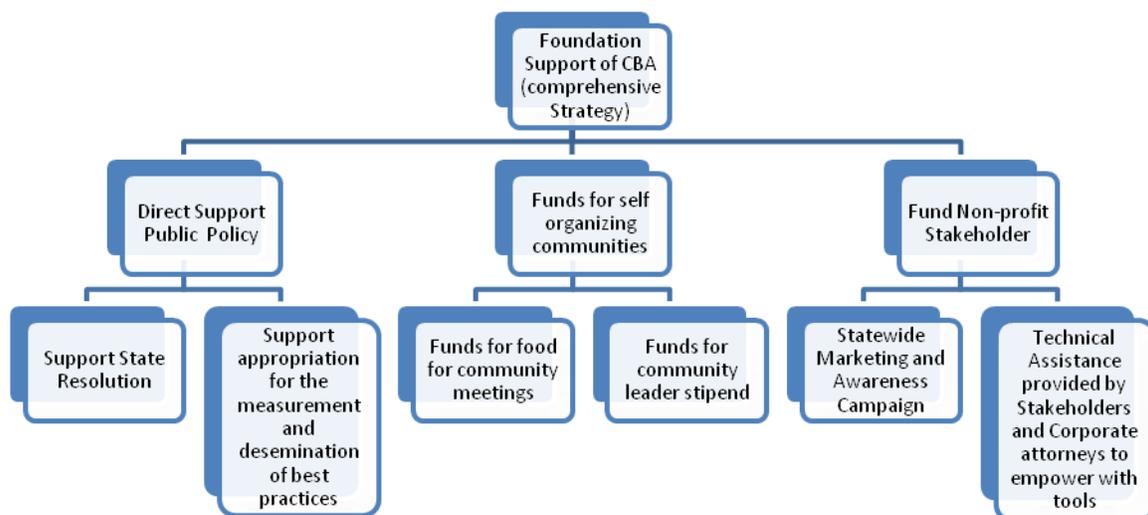
Cc: Council President, Jacquelyn Clarkson
Council Vice President, Arnie Fielkow
Councilperson Shelley Midura

Councilperson Stacy S. Head
Councilperson James Carter
Councilperson Cynthia W. Lewis
Gentilly Civic Improvement Association Board Members
Gino M. Carr, TransLoad America, Inc.
Bill Broadhurst, TransLoad America, Inc.
Mayor Sidney Barthelemy and Mrs. Barthelemy

GCIA 3939 Gentilly Road, #407 New Orleans, LA 70126 www.gcia.us

Opportunities and Priorities for Foundation Support

Foundations that adopt a comprehensive support strategy have been most successful assisting communities to reach their CBA goals. Those that are not successful fund only a single pillar of the diagram below without consideration to the interrelated nature of the priorities. Therefore our group recommends that communities seeking funding should focus on foundations (some listed below) that might fund and support all of the following priorities: 1) Fund Self organizing Community Members 2) Support Public Policy Resolutions related to CBAs 3) Fund Non-Profit Stakeholders.



Comprehensive Foundation Support Recommendations

1. Fund self organizing community Stipend (\$50,000)

Rational: Community leader/leaders need compensation to champion efforts in a formal capacity. Also leaders need food and meeting materials to organize and prioritize the needs of the community. This is consistent with Federal Main Street programs. Community and company should prove sustainability of position within two years.

2. Issues letter of support

Rational: Build state level awareness among legislators to share with constituents. Show businesses that state and foundation community support CBAs.

3. Fund Louisiana based Non-profit Organization (\$300,00)

- To coordinate statewide marketing and awareness campaign (\$100,000).

Rational: Communities are currently unaware that CBA resources, experts and tools are available to help them negotiate with future neighbors corporate.

- To coordinate technical assistance/ corporate lawyer network and experts to advise community members (\$100,000)

Rational: Communities do not have equal legal representation. Companies have corporate lawyers therefore communities should have access to experts and tools are available to help them negotiate with future corporate neighbors.

- To train experts, companies and communities in seminars to bring share best practices (\$100,000).

Rational: After marking campaign and splash after resolution passes legislators need a place to refer interested constituents and communities need a next step to learn more.

Potential Funders

Research indicates that the following foundations have supported CBA type activities legislatively and financially in the past.

Foundation	Previous Support of CBA projects
Annie Casey Foundation	Issued a CBA paper to inform communities of advantages. http://www.aecf.org/upload/PublicationFiles/AECF_CBA.pdf
Surdna Foundation	The Surdna Foundation’s Community Revitalization Program works in select U.S. cities to support efforts to create equitable, environmentally sustainable, mixed-income communities that provide residents with choice and opportunity. Sunrdna also offers a pamphlet and presentation on the ABCs of CBAs http://www.surdna.org/usr_doc/The ABC%27s of CBA%27s.pdf
Ford Foundation	Pittsburg community found support from Ford in negotiating with Casinos- The alliance has funding from the Ford Foundation, matched by local foundation funds, to help it win its first community benefits agreement. In addition to the Hill, it's eyeing the neighborhood around Mr. Barden's proposed casino on the North Shore. http://communitybenefits.org/downloads/Groups%20unite%20to%20demand%20arena%20benefits.pdf
LDRF	Refer to above stakeholder section.

Appendix 1

Community Benefits Agreements Models

Yale-New Haven Hospital CBA (New Haven, CT): Negotiated in March 2006 by Connecticut Center for a New Economy (CCNE), this agreement set aside money for housing, economic development, youth programs and job training, included strong environmental standards, and a job training & local hire program, and addressed neighborhood & community concerns.

www.ctneweconomy.org/CORD.html

Gates Cherokee CBA (Denver, CO): Negotiated in February 2006 by Front Range Economic Strategy Center (FRESC). A national model for transit-oriented development, this landmark agreement includes a mechanism for community awareness & involvement in environmental cleanup, requires payment of prevailing wage for publicly funded construction, prohibits low-road big box retailers from the site, and establishes an enhanced first source hiring program for construction and end-user jobs. <http://www.fresc.org/article.php?id=59>

Ballpark Village CBA (San Diego, CA): Negotiated in September 2005 by the Center on Policy Initiatives (CPI), the agreement requires adherence to environmental building & design standards, establishes a living wage for service contractors, sets aside \$1.5 million for job training programs, requires participation in a local hire program and designates additional funding for youth, arts & cultural programs.

<http://www.onlinecpi.org/article.php?list=type&type=131>

LAX CBA (Los Angeles, CA): Negotiated in February 2005 by LAANE. This groundbreaking CBA was signed by a public entity, the Los Angeles airports authority, and includes over \$500 million worth of community benefits commitments tied to the airport expansion, including local hire and job quality provisions for airport service & retail jobs, and noise & air pollution mitigation. www.laane.org/projects/lax_cba/index.html

Hollywood and Vine CBA (Los Angeles, CA): Negotiated in June 2004 by LAANE, this agreement includes a wide range of community benefits, including 70% living wage goal on all end-user jobs.www.laane.org

CIM Project CBA (San Jose, CA): Negotiated in April 2003 by Working Partnerships USA (WPUSA). WPUSA's efforts yielded an agreement that established living wage protections for parking garage employees, set aside space for locally owned small-businesses on site, and required the developer to seek living wage jobs for grocery, retail or hotel dimensions of the project. Strong affordable housing requirements round out the CBA. www.wpusa.org see alsowww.communitybenefits.org/article.php?id=568

Marlton Square CBA (Los Angeles, CA): Negotiated in January 2003 by LAANE. Agreement includes a wide range of community benefits, including dedicated space for a community services facility, a first source hiring program, and living wage protections.

www.laane.org/policy/cbas.html

NoHo Commons CBA (Los Angeles, CA): Negotiated in November 2001 by LAANE. The CBA for this mixed use project requires 75% of the end-user jobs to pay a living wage, establishes job training and first source hiring programs, and commits the developer to locate low-cost childcare on [site. www.laane.org/policy/cbas.html](http://www.laane.org/policy/cbas.html)

SunQuest CBA (Los Angeles, CA): Negotiated in October 2001 by LAANE. The CBA for this largely industrial project included strong environmental mitigations, community participation in the design, and set aside funds for public art, a neighborhood improvement fund and a youth center. www.laane.org/policy/cbas.html

Staples Center CBA (Los Angeles, CA): Negotiated in May 2001 by LAANE. This prominent, groundbreaking CBA included a comprehensive range of developer commitments, including a living wage requirement, first source hiring program, and a seed fund for job training. www.laane.org/policy/cbas.htm.

Hollywood and Highland CBA (Los Angeles, CA): Negotiated in May 1999 by the Los Angeles Alliance for a New Economy (LAANE). One of the first CBAs, the agreement established strong local hire and labor organizing commitments. www.laane.org

Other Links

www.communitybenefits.org - Provides press coverage and actual documents related to community benefits.

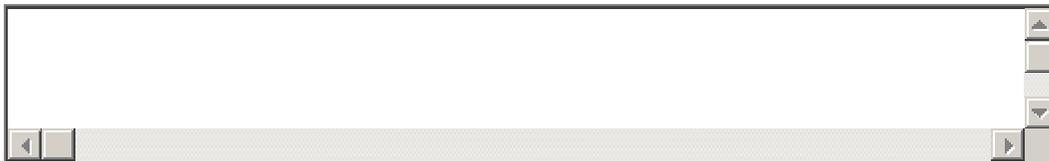
www.goodjobsfirst.org - One of the best resources for statewide accountable development policies

<http://www.rebuildinglouisianacoalition.org/> - Provides information on a project that attempted to work with the New Orleans Redevelopment Authority to institute community benefits into their neighborhood development process.

Appendix 2

COMMUNITY NEEDS ASSESSMENT FORM

1. **HOW LONG HAVE YOU LIVED IN THE AREA?**
2. **WHAT IS YOUR CURRENT EMPLOYMENT STATUS?**
3. **WHAT IS YOUR AGE RANGE?**
4. **WHAT DO YOU SEE AS THE THREE MAJOR ISSUES CURRENTLY AFFECTING THE QUALITY OF LIFE OF AREA RESIDENTS?**

An empty rectangular text input box with a light gray border and a scrollable area at the bottom. It is intended for the user to provide answers to question 4.

5. **WHAT DO YOU SEE AS THE THREE MAJOR ASSETS IN OUR COMMUNITY FOR RESIDENTS?**

An empty rectangular text input box with a light gray border and a scrollable area at the bottom. It is intended for the user to provide answers to question 5.

6. A VARIETY OF ISSUES THAT AFFECT PEOPLE IN OUR COMMUNITY. WE WOULD LIKE TO KNOW IF YOU FEEL EACH ONE IS A MAJOR ISSUE, A MINOR ISSUE, OR NOT AN ISSUE IN OUR COMMUNITY. THEN WE WOULD LIKE TO KNOW HOW ADEQUATE YOU THINK THE RESOURCES OR SERVICES IN OUR COMMUNITY ARE FOR ADDRESSING EACH ONE.

	A MAJOR ISSUE	A MINOR ISSUE	NOT AN ISSUE	DON'T KNOW/ NO OPINION	ADEQUATE	SOMEWHAT ADEQUATE	NOT ADEQUATE	DON'T KNOW/ NO OPINION
AFFORDABLE HOUSING	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HOMELESSNESS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNEMPLOYMENT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AVAILABILITY OF JOBS THAT PAY A LIVING WAGE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JOB GROWTH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
POVERTY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HUNGER	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRANSPORTATION/PUBLIC TRANSIT SERVICES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SAFETY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CHILD ABUSE & NEGLECT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SEXUAL ASSAULT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DOMESTIC VIOLENCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ELDER ABUSE AND NEGLECT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AVAILABILITY OF MENTAL HEALTH SERVICES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRIME	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JUVENILE CRIME	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

HATE CRIMES	<input type="radio"/>							
ETHNIC/RACIAL DISCRIMINATION	<input type="radio"/>							
AVAIL. OF SERVICES FOR PEOPLE W/ DISABILITIES								

HEALTH ISSUES

PLEASE RATE THE FOLLOWING HEALTH ISSUES IN OUR COMMUNITY AS A MAJOR ISSUE, A MINOR ISSUE, NOT AN ISSUE, OR DON'T KNOW/NO OPINION. PLEASE CHOOSE ONLY ONE.

PLEASE INDICATE THE ADEQUACY OF RESOURCES/SERVICES IN OUR COMMUNITY FOR ADDRESSING EACH ISSUE. PLEASE CHOOSE ONE ONLY.

	A MAJOR ISSUE	A MINOR ISSUE	NOT AN ISSUE	DON'T KNOW/ NO OPINION	ADEQUATE	SOMEWHAT ADEQUATE	NOT ADEQUATE	DON'T KNOW/ NO OPINION
INFANT MORTALITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LOW BIRTH WEIGHT NEWBORNS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TEEN PREGNANCY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
YOUTH SUBSTANCE ABUSE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OBESITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADULT SUBSTANCE ABUSE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
INCIDENCE OF HIV/AIDS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CHILDREN WITHOUT HEALTH INSURANCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADULTS WITHOUT HEALTH INSURANCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LONG TERM CARE FOR THE ELDERLY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AFFORDABLE PRESCRIPTION MEDICATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AFFORDABLE HEALTH CARE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AFFORDABLE DENTAL CARE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EDUCATION

PLEASE RATE THE FOLLOWING EDUCATION ISSUES IN OUR COMMUNITY AS A MAJOR ISSUE, A MINOR ISSUE, NOT AN ISSUE, OR DON'T KNOW/NO OPINION. PLEASE CHOOSE ONLY ONE.

PLEASE INDICATE THE ADEQUACY OF RESOURCES/SERVICES IN OUR COMMUNITY FOR ADDRESSING EACH ISSUE. PLEASE CHOOSE ONE ONLY.

	A MAJOR ISSUE	A MINOR ISSUE	NOT AN ISSUE	DON'T KNOW/ NO OPINION	ADEQUATE	SOMEWHAT ADEQUATE	NOT ADEQUATE	DON'T KNOW/ NO OPINION
QUALITY AFFORDABLE CHILDCARE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
QUALITY AFFORDABLE PRESCHOOL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ACHIEVEMENT GAPS BETWEEN STUDENTS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
QUALITY OF K-12 EDUCATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HIGH SCHOOL DROPOUT RATE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AVAILABILITY OF AFTER SCHOOL PROGRAMS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EMPLOYMENT ASSIST./JOB TRAINING	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADULT EDUCATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADULT LITERACY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ACCESS TO COMPUTERS/ INTERNET	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL ISSUES

PLEASE RATE THE FOLLOWING ENVIRONMENTAL ISSUES IN OUR COMMUNITY AS A MAJOR ISSUE, A MINOR ISSUE, NOT AN ISSUE, OR DON'T KNOW/NO OPINION. PLEASE CHOOSE ONLY ONE.

PLEASE INDICATE THE ADEQUACY OF RESOURCES/SERVICES IN OUR COMMUNITY FOR ADDRESSING EACH ISSUE. PLEASE CHOOSE ONE ONLY.

	A MAJOR ISSUE	A MINOR ISSUE	NOT AN ISSUE	DON'T KNOW/ NO OPINION	ADEQUATE	SOMEWHAT ADEQUATE	NOT ADEQUATE	DON'T KNOW/ NO OPINION
RECYCLING RATES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AIR QUALITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPEN SPACE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMUNITY CONNECTION ISSUES

PLEASE RATE THE FOLLOWING COMMUNITY CONNECTION ISSUES IN OUR COMMUNITY AS A MAJOR ISSUE, A MINOR ISSUE, NOT AN ISSUE, OR DON'T KNOW/NO OPINION. PLEASE CHOOSE ONLY ONE.

PLEASE INDICATE THE ADEQUACY OF RESOURCES/SERVICES IN OUR COMMUNITY FOR ADDRESSING EACH ISSUE. PLEASE CHOOSE ONE ONLY.

	A MAJOR ISSUE	A MINOR ISSUE	NOT AN ISSUE	DON'T KNOW/ NO OPINION	ADEQUATE	SOMEWHAT ADEQUATE	NOT ADEQUATE	DON'T KNOW/ NO OPINION
# OF VOLUNTEERS IN THE COMMUNITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
VOTING RATES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AVAILABILITY OF PARKS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AVAILABILITY OF RECREATIONAL ACTIVITIES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ACCESS TO LIBRARIES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ACCESS TO CULTURAL ACTIVITIES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. IF THERE ARE ANY ISSUES THAT YOU THINK ARE VERY IMPORTANT THAT WE HAVE NOT IDENTIFIED, PLEASE TELL US ABOUT THEM BELOW.

8A. HAVE YOU OR A MEMBER OF YOUR HOUSEHOLD HAD A PROBLEM IN THE LAST TWELVE MONTHS FOR WHICH YOU WERE UNABLE TO FIND APPROPRIATE SERVICES?

YES NO

8B. IF YES, WHAT WAS THE PROBLEM AND WHAT TYPES OF SERVICES WOULD HAVE HELPED YOU SOLVE THE PROBLEM?

9. HAVE YOU VOLUNTEERED YOUR TIME IN THE PAST YEAR?

YES NO

10. IN THE PAST 12 MONTHS, DID YOU OR SOMEONE IN YOUR HOUSEHOLD CONTRIBUTE MONEY TO ANY OF THE FOLLOWING ORGANIZATIONS IN OUR COMMUNITY?: (PLEASE CHECK ALL THAT APPLY)

- CHURCH, SYNAGOGUE, OR OTHER PLACE OF WORSHIP
- HOSPITALS
- UNIVERSITY/COLLEGES
- COMMUNITY FOUNDATION
- UNITED WAY
- ARTS AND CULTURE ORGANIZATIONS
- COMMUNITY BASED ORGANIZATION
- OTHER (SPECIFY)