

The American Institute of Architects

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A GUIDE TO THE REGIONAL/URBAN DESIGN ASSISTANCE TEAM PROGRAM

R/UDAT

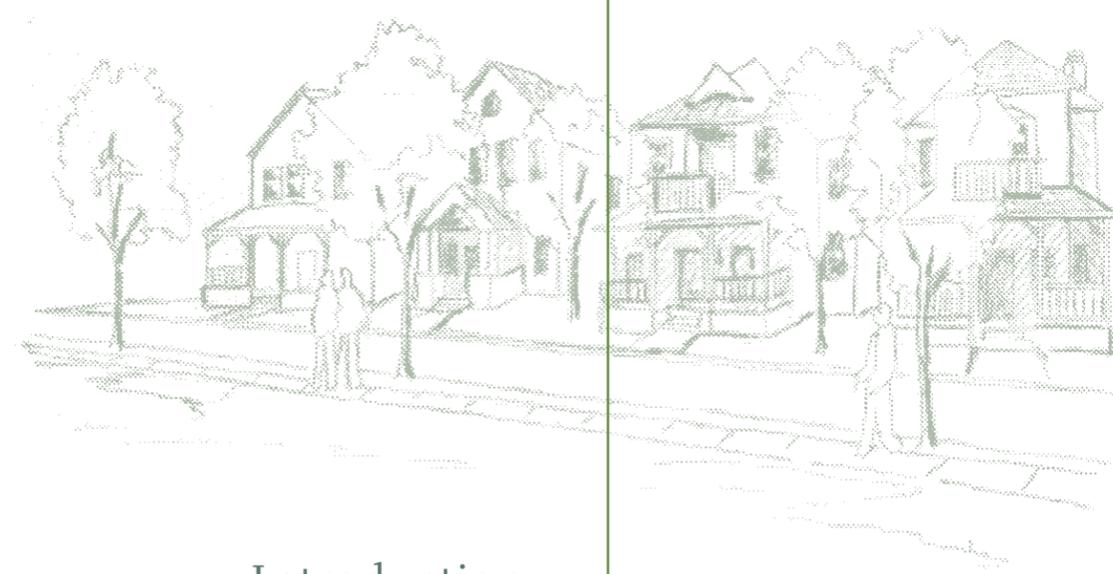
**Planning Your
Community's
Future**

**The R/UDAT and other
Design Assistance Team
programs are a public service of
The American Institute of Architects**



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Introduction

What is a Regional/Urban Design Assistance Team (R/UDAT)?

Since 1967, the American Institute of Architects (AIA) has run the R/UDAT (pronounced ROO–dat) program, a results-driven community design program based on the principles of interdisciplinary solutions, objectivity, and public participation. The program combines local resources with the expertise of a multi-disciplinary team of nationally recognized professionals who volunteer their time to identify ways to encourage desirable change in a community. The team visits the community for four intense, productive days, and team members return within the year to advise on implementation strategies. The process is fast-paced, exciting, and energizing. This approach—which can address social, economic, political, and physical issues—offers communities a tool that mobilizes local support and fosters new levels of cooperation. The R/UDAT program has used this grassroots approach across the nation to help create communities that are healthy, safe and livable, as well as more sustainable.

The R/UDAT program is offered to communities as a public service of the AIA, a national association of approximately 73,000 architects and related professionals. A task group, composed of volunteer AIA members and others with extensive R/UDAT experience, administers the R/UDAT program with assistance from professional staff. More than 500 professionals representing more than 30 disciplines have donated over \$3.5 million in services as members of R/UDAT teams.

What can a R/UDAT do for your community?

Communities across the country are constantly changing as they face challenges that include the loss of major employers, new bypass roads, gridlock, unfocused suburban growth, crime, loss of open space, regional conflict, unaffordable housing, abandoned mills and industrial plants, environmental problems, vacant storefronts, and loss of identity. A R/UDAT can help your community respond to these kinds of issues by developing a vision for a better future and an implementation strategy that will produce results. Because the R/UDAT process is tailored to the specific needs of each community, it is effective in communities as small as villages and urban neighborhoods and as large as metropolitan regions.

Recent R/UDAT communities include

SPRINGFIELD, OHIO, where a R/UDAT team developed a downtown revitalization plan to reinvigorate the heart of the city.

SPRINGFIELD, ILL., where a R/UDAT addressed the lack of functional and visual cohesiveness in the city core and traffic and parking challenges brought on by increased tourism.

BUFFALO, N.Y., where a R/UDAT team examined strategies for revitalizing downtown by increasing housing.

EAST NASHVILLE, TENN., where a R/UDAT helped the town recover from a tornado and repair its traditional urban area, which had been in decline.

SANTA ROSA, CALIF., where a R/UDAT resulted in a link between the downtown and a historic square and increased foot traffic encouraged with a pedestrian walkway, a farmers' market, and cultural resources.

Why does the R/UDAT process work?

The process works because it relies on three simple principles:

Multidisciplinary Expertise

Team members are highly respected professionals representing many disciplines. Because they are selected on the basis of their experience with the specific issues facing your community, the disciplines represented vary from team to team. Team members might include architects, planners, landscape architects, developers, land use attorneys, transportation engineers, housing specialists, preservationists, economic development specialists, urban designers, tourism consultants, public officials, public financing advisers, or other professionals as appropriate. We have found that the energy and creativity generated by a highly skilled, multidisciplinary team of professionals working collaboratively can produce extraordinary results.

The R/UDAT program offers more than 35 years of experience in managing this process combined with the wide-ranging expertise of its team members—experience and expertise that are available to your community throughout the process.

“I’m impressed with the product we got in the short amount of time the [R/UDAT] consultants had to work on it. I’m impressed with their quick and apparently accurate assessment of the community. I think they accurately identified some of our potentials, some of our strengths, some of our weaknesses, and some of our opportunities to make the most of what we’ve got.... It’s just a great vision.” —GEORGE “MAC” MCREYNOLDS, CITY COUNCILMAN, KINGMAN, ARIZ.

Objectivity

Many communities are immobilized by factors such as conflicting agendas, politics, personalities, or even an overabundance of opportunity. The R/UDAT process ensures that all voices are given a fair hearing and that options are weighed impartially. The lack of bias, professional stature of the team members, and pro bono nature of the work generate community respect and enthusiasm for the process.

All team members donate their time and professional services. Only their travel and living expenses are reimbursed by the community. Members stipulate they will not accept commissions for work resulting from the team’s recommendations for three years. To further ensure objectivity, members usually do not reside in the same state as the project community.

Community Participation

The process encourages the active participation of all sectors of the community. The team members who visit your community will seek the opinions and comments of the public as well as community leaders and interested groups. Interaction with team members and local commitment to the process in the form of financial support, in-kind services, or volunteer time create a sense of ownership in the results and help ensure that the energy needed to implement the community’s own action plan will be maintained.



What is the structure of the R/UDAT process?

The R/UDAT process is flexible, but typically has four parts or phases, some of which may overlap.

The first two phases, which are critical to the overall success of the R/UDAT effort, typically take three to six months to complete. Phase Three, Team Visit, normally takes place about six months after your initial phone call, depending on how quickly the community can organize. Phase Four, Implementation, can take as long as needed to meet local needs and priorities, although the follow-up visit usually occurs about a year after the team visit.

PHASE ① Getting Started

A local leader or citizen calls the AIA and asks for help and information, initiating a conversation between the AIA and local leaders. The AIA assigns a project manager to your community. A steering committee is formed that represents a cross-section of residents, local government agencies, businesses, institutions, and community groups. This committee gathers community support and prepares an application. A representative from the AIA visits the community, suggests revisions to the application, and prepares an evaluation report for the AIA and the community. Upon review and approval of the application, the AIA makes a formal commitment to your community.

PHASE ② Getting Organized

A team chairperson selected by the AIA R/UDAT Task Group meets with the steering committee. This visit introduces the leader to the community and its concerns and sparks broader community interest and participation in the process. At this time, preparations begin for the team visit, including initial steps that will facilitate eventual implementation of an action plan.

PHASE ③ Team Visit

The task group selects a multidisciplinary team of six to ten professionals who visit the community for four intense, productive days. After viewing both the study area and the surrounding community and listening to the concerns and ideas of residents, interested groups, and community leaders, the team prepares and publishes a report that is presented in a public meeting on the last day.

PHASE ④ Implementation

The community begins implementation by analyzing the team recommendations, identifying priorities, preparing an action plan, and undertaking immediate objectives. Some R/UDAT team members return a year later to evaluate progress to date and advise the community on opportunities to improve the effectiveness of its implementation efforts.

R/UDAT Participants

Project manager: AIA representative who guides the AIA’s participation in the R/UDAT process from the preapplication through implementation phases.

Local steering committee: Committee of community members formed to manage the community obligations of the R/UDAT. This committee must include members of the diverse stakeholder groups.

AIA R/UDAT Task Group: A standing committee of AIA member volunteers with extensive experience in the process that makes recommendations regarding approval of applications, selection of team leaders, and other issues.

R/UDAT team leader: The team leader is a professional with substantial R/UDAT experience who, after being nominated by the AIA R/UDAT Task Group, will select and lead the team assigned to a particular R/UDAT effort.

R/UDAT team: A group of multidisciplinary professionals selected to assist a community during the R/UDAT process. All team members, including the team leader, volunteer their time and professional expertise.

Implementation committee: Committee of community members formed to manage the implementation of the R/UDAT recommendations. Some or all of these individuals may have served on the steering committee as well.

“This [R/UDAT] is the first project in ten years which seriously solicited input from people.”

—EDDY KING, RESIDENT, EAST NASHVILLE, TENN.

What are the results of the R/UDAT process?

R/UDATs have led to new construction and development, new public agencies and organizations, new parks and open space, new zoning ordinances, political change, affordable housing, commercial and economic revitalization, preservation of historic districts, landmark preservation, pedestrian systems, comprehensive plans, changes in growth patterns, and cessation of inappropriate development.

Tangible products include:

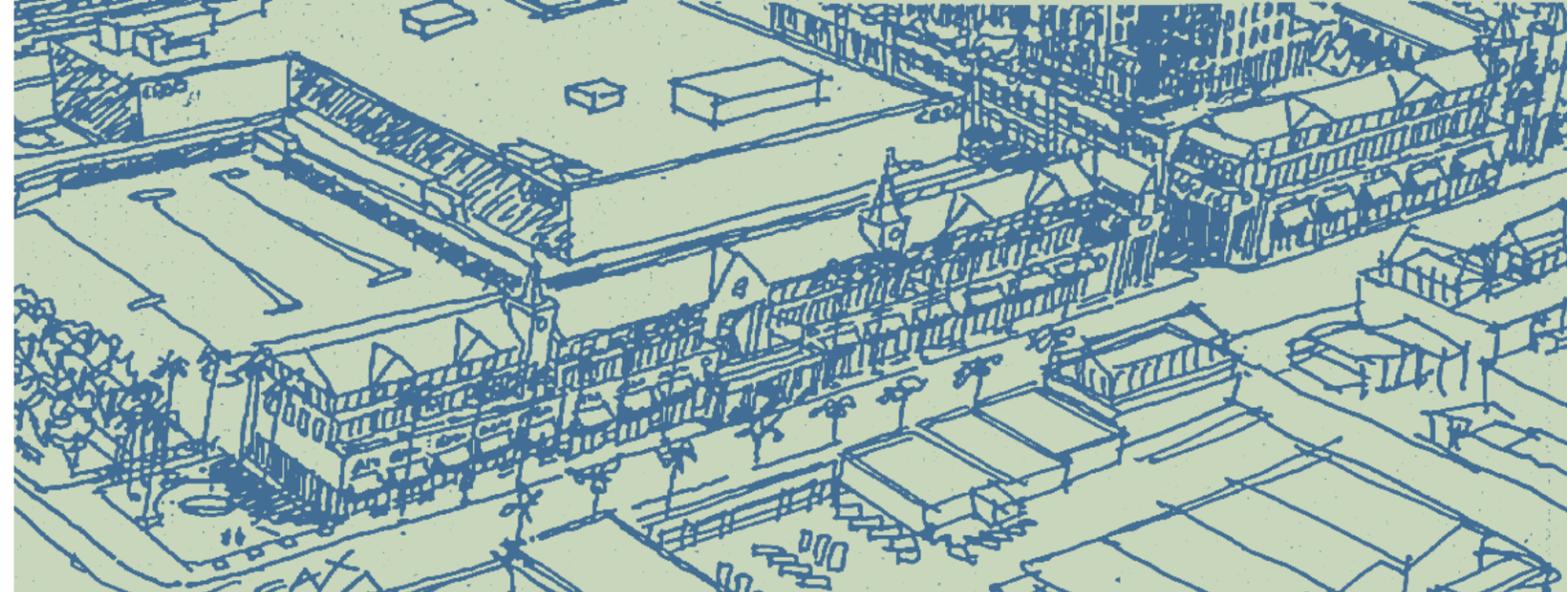
- A coherent description of the community’s condition and the challenges that must be addressed. This statement, generated by the steering committee during the application process, is frequently a community’s first citizen-based self-analysis.
- A professional report, published and distributed by the end of the team visit. The report both examines the community’s concerns and aspirations and recommends a vision for the future, specific action items, and timetables for implementation.
- A report resulting from the follow-up visit that analyzes the action plan, assesses progress to date, and makes recommendations that will aid implementation.

Intangible products frequently include:

- A new or renewed sense of purpose and direction
- An objective look at the community
- Increased energy and commitment
- New levels of cooperation and collaboration throughout the community
- Consensus on community concerns
- Improved communication networks throughout the community

Why a R/UDAT?

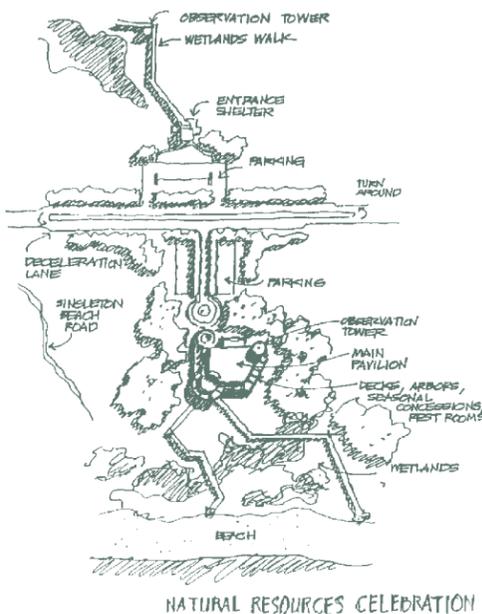
Since 1967, R/UDATs have helped more than 135 communities nationwide become more healthy, safe, livable, and sustainable. Teams have addressed a wide variety of community issues related to land use, including urban growth, the state of inner-city neighborhoods and downtowns, environmental issues, waterfront development, and commercial revitalization.



“If people continue to dream, applying the energy and enthusiasm of the last four days, the downtown will continue to be the place that respects our history and culture and that defines Santa Rosa as a unique and special city. So long as people care about their downtown, success is guaranteed.” —EDITORIAL, THE PRESS DEMOCRAT, SANTA ROSA, CALIF.

Program Costs

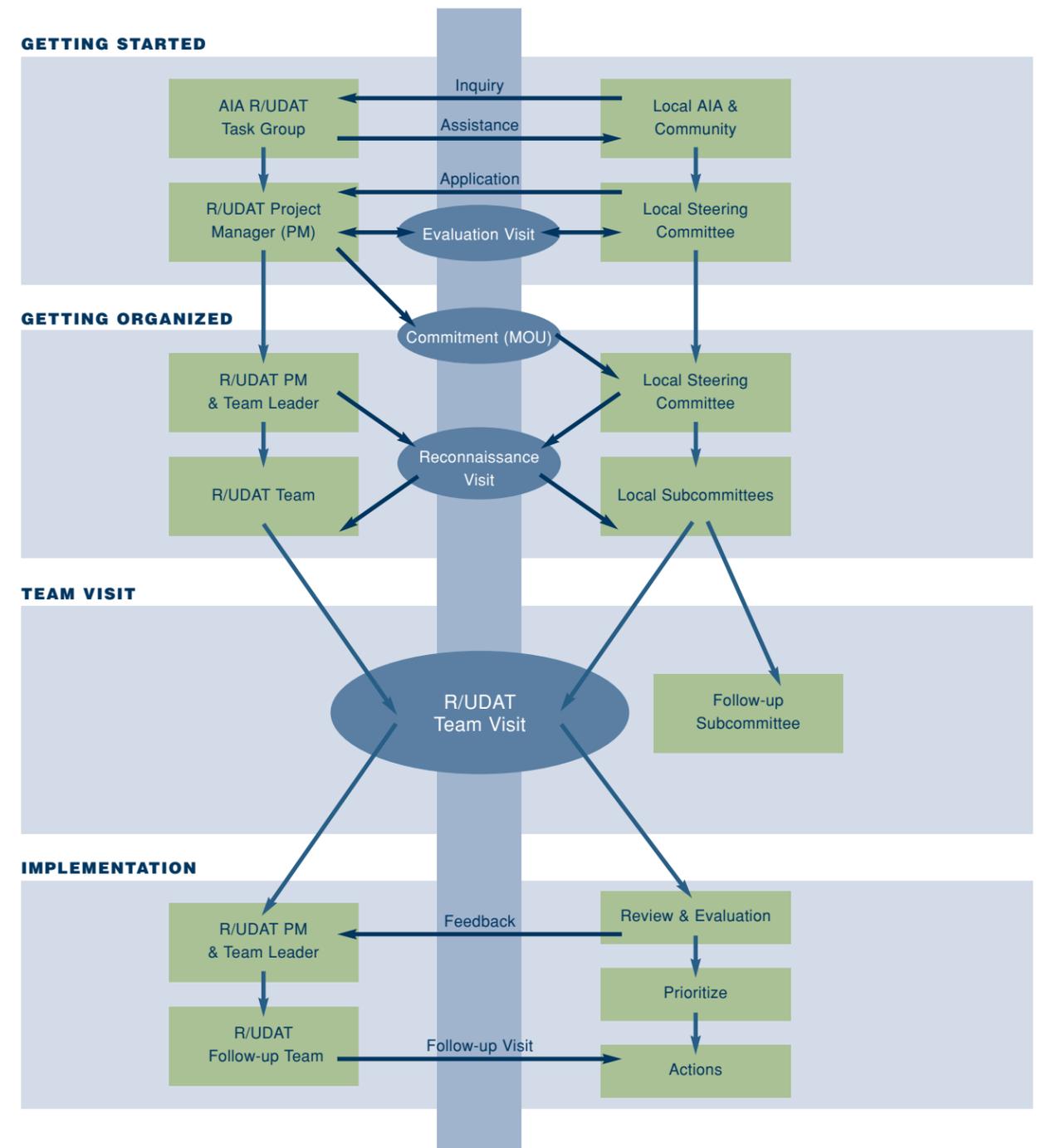
Costs typically range from \$35,000 to \$55,000, depending on the scale of the project and other circumstances. The costs include travel, work space, and other necessities, as well as a fee to cover AIA expenses. Some of the cost coverage may be in the form of contributions and in-kind services solicited by the local steering committee to cover lodging and living expenses, report production costs, or other items.



Roles and Responsibilities of Participants in Each Phase of the R/UDAT Process

	PHASE 1 Getting Started	PHASE 2 Getting Organized	PHASE 3 Team Visit	PHASE 4 Implementation
Local Community <i>Individual citizens and leaders, community groups, private and nonprofit organizations, businesses, government agencies, and officials</i> Local Steering Committee <i>Group formed to guide the R/UDAT process</i>	A local leader contacts the R/UDAT program for information on the program and on how to get started. The community begins to educate its citizens and build support for a R/UDAT team visit.	Citizens and leaders learn about the process, local issues, and the need for their participation in the overall process.	The public is invited to participate in the R/UDAT through open public meetings, scheduled interviews, and the final presentation.	The public is invited by the local implementation committee to participate in meetings and events to review and discuss the R/UDAT report.
Local Steering Committee <i>Group formed to guide the R/UDAT process</i>	A steering committee is formed to manage local activities and to establish a dialogue with the R/UDAT program. An application describing local needs and issues and indicating committed financial support is submitted to the R/UDAT program.	The steering committee is expanded to represent a wide range of community interests. Preparations are made for the team visit. A briefing book is prepared for the team members.	The steering committee hosts the team visit and participates as a community resource.	The implementation committee reviews and evaluates the R/UDAT recommendations and develops short-and long-range objectives and priorities. An action plan and timetable are produced, and short-term projects are implemented. The implementation committee hosts the follow-up visit.
AIA R/UDAT Task Group <i>AIA members who manage the R/UDAT process</i>	The task group begins a dialogue with the steering committee; reviews the application; and assigns a program manager to visit the community, evaluate local conditions, and report back to the program. Based on a successful evaluation, the R/UDAT program sends a letter of commitment to the steering committee stating that a professional team will be sent to the community.	The task group selects a team leader, who visits the community with the program manager for a two-day round of meetings with local leaders and citizens to review logistics for the team visit. The task group selects a multidisciplinary team of professionals to visit the community.	The team visits the community, listens to citizens, and makes recommendations for taking action.	Selected team members return to the community within a year of their first visit to evaluate progress and make recommendations for further action.

The Four Stages of the R/UDAT Process





PHASE 1 Getting Started

The first phase of the R/UDAT process introduces the community to the program. The focus of this phase is preparation of the application, which is a critical aspect of the R/UDAT experience. One person should not do all the work. The R/UDAT process is inclusive, and this is the time to begin making connections within the community that will provide the support needed to sustain the entire four-phase process.

R/UDAT projects are not selected on a competitive basis among communities. The AIA will try to help any community that can demonstrate the commitment and resources that experience has shown are necessary for a successful R/UDAT. Occasionally, the application process reveals—both to the community and to the AIA—that the conditions or timing is not right or that a R/UDAT is not the appropriate response to local issues.

Call or write the AIA

R/UDAT program staff can provide resources and contacts to help you decide whether a R/UDAT is right for your community. After filling out the self-assessment form in Appendix A, please call the AIA at 202-626-7405 or e-mail rudat@aia.org.

Establish a steering committee

The steering committee is made up of a variety of local people who have made a commitment to the R/UDAT process—community leaders who can get things done. Committee members might come from the chamber of commerce, Main Street programs, municipal planning and development office, downtown associations, public-private partnerships, nonprofit community development corporations, developers, banks, local businesses, professional firms or organizations, and community groups. Be sure to contact your local AIA component at the earliest stage. (Call us if you don't know how to contact your component.) The committee must be large enough to get the work done. The size and structure of the steering committee depend on the needs and resources of the community.

The first—and ongoing—task of the steering committee is to stimulate enthusiasm and support for the program in the community. Interest must be solicited from all corners—from banks to city hall, from neighborhood groups to the media. Through conversations with community stakeholders, the committee will gain greater understanding of local problems and begin to see the potential in bringing together diverse groups in the community. The steering committee will decide when and if to formally apply for a R/UDAT.

Prepare the application

When the preparation of your application (see Appendix F) is under way, a member of the AIA R/UDAT Task Group may be assigned to guide you through the application process. Your liaison may recommend revisions to the application, but this should be no cause for alarm. Many applications are resubmitted to provide more information or a better definition of the problem or to demonstrate participation by a broader cross-section of the community.

Project manager's evaluation visit

Your project manager will visit the community, usually accompanied by an experienced member of the task group. The itinerary for this short (one- to two-day) visit will be developed with you and will probably include meetings with the steering committee, planning and/or economic development officials, local leaders who may not yet be on the steering committee, and representatives of the local AIA component. Meetings with decision makers (particularly ones with remaining doubts) can also be useful. The agenda should include a tour of the community and study area.

The primary purpose of this visit is to enable the project manager to determine if a R/UDAT is appropriate and if local resources and support are sufficient to sustain the process. The project manager can also answer the community's questions about what the program can and can't do. If local conditions seem favorable, the project manager may use this visit to begin to assess the areas of expertise that should be represented on the team and any special skills the team leader should have. This is also a good time to review the application and preliminary logistics, such as potential dates for the team visit, and to promote community interest and support. The costs associated with the visit are paid by the community.

Evaluation of Application

After the project manager is satisfied that the application is complete and the elements that ensure a successful outcome are in place, the project manager (after consultation with R/UDAT Task Group members) will recommend approval, approval under certain circumstances, or denial. The AIA will send a letter to the chair of your steering committee notifying him or her of the status of the application. If the application is approved, the AIA will also send a short memorandum of understanding outlining the responsibilities of the AIA and the community during the R/UDAT process.





PHASE 2

Getting Organized

The second phase of the R/UDAT process is critical to preparing the community for the R/UDAT team visit. This is when resources are gathered that will be crucial to the team’s understanding of your community and thus to its ability to work effectively.

This phase typically begins with selection of the team leader by the AIA R/UDAT Task Group. The team leader will then make a preliminary visit to gain a better understanding of the issues and give you guidance on logistics. Use this time to generate excitement about the process and encourage broad community participation—the keys to ensuring a positive future for your community.

“Rome wasn’t built in a day, but the R/UDAT team might not have needed much more than a week. What the members accomplished in four days was truly inspiring.”

—EDITORIAL, *STATE JOURNAL-REGISTER*, SPRINGFIELD, ILL.

Expanding the steering committee

The steering committee will create continuity and inclusiveness throughout the R/UDAT process.

The steering committee must work hard to make sure key groups are involved in the process:

- **Citizens**

Citizen participation is a cornerstone of the R/UDAT process. Citizens have teams have, on occasion, rejected directives from the establishment that seemed to conflict with the needs of the people of the community. R/UDAT reports are nonpartisan vehicles that serve all citizens.

The steering committee should be sure to involve citizens and community groups not usually engaged in the political process. Citizens who are affected directly or indirectly by development issues may not turn up at a meeting without encouragement. A citizen participation subcommittee should identify all of these groups and solicit their participation in the public sessions. Scheduling

“The R/UDAT study gave real validity to a lot of things the local black leadership had been saying for years. It validated for the African-American community that these problems do exist and it’s the town’s responsibility to effect a solution.” —HILTON HEAD ISLAND, S.C., MAYOR

THOMAS PEEPLES, WHO CALLED THE R/UDAT RECOMMENDATIONS A CENTERPIECE OF HIS CAMPAIGN

private meetings for these groups with the team may also be helpful. In any case, the steering committee must establish a mechanism to keep these groups informed and must remain open and accessible to all segments of the community.

- **Public officials**

Local elected leaders must recognize the potential of the R/UDAT process and agree to participate. Public officials and agencies should be encouraged to pool data, collaborate, and work supportively before and after R/UDAT visits. All affected resource and regulatory agencies must take part. The information resources subcommittee should include some of the leaders who can most effectively encourage the participation of their peers.

- **Movers and shakers**

Identify now those people who are key to the eventual implementation of an action plan. If these people are not key members of the steering committee, devise a process (e.g., an advisory council, informational lunches, briefing sessions, etc.) that will promote their interest in the R/UDAT effort. These people must have a sense of ownership in the process if they are to help you achieve results.

Steering committee members will now begin to focus on specific tasks, usually through a subcommittee structure that will involve other members of the community. Some typical subcommittees are:

Citizen participation	Report production/computers
Budget and fund-raising	Accommodations
Transportation	Equipment and supplies
Information resources	Students
Photography	Public relations, media
Work space	Meals

Even though the steering committee’s attention in this phase will focus on logistical issues, it is very important for committee members to keep in mind that the goal of the R/UDAT process is to implement a plan for positive change. The steering committee should be thinking about how to build the implementation committee, and including some members who are interested in implementation will provide for continuity throughout the process.



“There have been many of us for four or five years now telling the leaders in this community that we had a racial problem, and we were ignored,” says Jan Pruitt, director of the Lancaster Outreach Center. “[The R/UDAT] was a safe place to say some things that needed to be said.” More important, Pruitt says, “I think it was actually heard.”

Selection of a team leader

The task group will select your team leader based on recommendations from your project manager. Team leaders have extensive R/UDAT experience and bring special skills to the process, including leadership, sensitivity, an understanding of community development, and an ability to orchestrate the action.

Team leader reconnaissance visit

The team leader, accompanied by your project manager, will make a one-to-two-day visit to your community. During the visit, the team leader will tour the community in the company of the steering committee members and meet with community leaders and concerned citizens to begin analyzing the issues.

The team leader and the steering committee will set the agenda for the team visit at this time. The team leader will review the community participation process and the media plan. A detailed survey of logistics including a budget and options for the work space and community meeting locations—will be made. The information package that will be sent to each team member should be ready for review, and the team leader will meet with the report printer, film processor, and production coordinator. Finally, the team leader will discuss details of student involvement with faculty representatives.

Involving your AIA component

Be sure to ask your local or state AIA component for help. Component members are likely to include architects who are familiar with the process and eager to participate. Local AIA members can help you with organizational, logistical, and technical issues and frequently serve as a valuable resource to the team leader.

Setting a date for the team visit

Most team visits are scheduled for the spring or fall months. This ensures availability of student help, avoids peak holiday or vacation times, and allows for better weather conditions for fieldwork. The visit should not be scheduled in conjunction with a local conference, meeting, or other event. Experience has shown that these dilute the effectiveness of a R/UDAT, which works best when it is the “only show in town.” Consider the implications of other significant events such as elections and the timing of other studies or public initiatives.

Team selection

Your team chairperson and project manager will consult with members of the R/UDAT Task Group, which is responsible for selecting team members who match the needs of your community. The all-volunteer team will consist of highly skilled professionals representing a variety of disciplines.

Involving students

Architecture students and students in related disciplines can be an important part of the team visit. Performing assignments in support of the team’s work, they can contribute to a more complete report.

The heads of participating school(s) of architecture or planning should be asked to recommend their most talented students. The criteria for student participation are the students’ understanding of the principles of urban design and planning, a talent for drawing or writing, and an ability to help with report production or photography. Students must have the ability to work intensely in collaboration with others. Their specific roles will vary with their skills and experience and can be a major learning experience.

The team leader will determine the number of students required and their disciplines; selections are at the leader’s discretion. The students will serve under the direction of the team leader.

“The Regional/Urban Design Study was probably the neatest thing to happen here in quite some time. It was a positive step toward conserving and enhancing the quality of life we all enjoy and it confirmed, as we have long suspected, that we must plan ahead and move forward simply to maintain the status quo.” —EDITORIAL, *DAILY NEWS*, NAPLES, FLA.

Media and public relations

An effective media plan is essential to success. A media and public relations subcommittee should refine the details of the media plan and begin to implement items that will continually promote community awareness and enthusiasm. A suggested public relations strategy is included in Appendix D of this guidebook.

Maintaining records

A member of the steering committee should take responsibility for maintaining a clip file of all media coverage throughout the R/UDAT process. Copies should be sent to team members and to AIA staff. This person should also be responsible for maintaining an archive, including copies of the team reports, drawings, photographs, and slides (images related to the process as well as study shots taken by the team).





Budget

The tentative R/UDAT budget submitted with the application can be refined as details become clear. The budget will vary depending on a number of factors, including the size of the team, the length and number of copies of the finished report, the total number of visits to the community through all four phases of the R/UDAT process, and costs incurred by the AIA in managing the R/UDAT.

Many budgeted items are typically donated by local organizations, including housing, meals, cars, vans, donated/discounted airfares, typists, film, photography, photocopy and diazo machines, word processing equipment, and report printing. For example, hotel owners may be willing to make a contribution of rooms, architects' support staff may volunteer typing, and a printer may offer labor. Also, colleges and universities in the area are often willing to help with equipment or facilities. Make sure that in-kind donations are ready in time and meet your needs.

One-half to two-thirds of budgeted costs must be committed prior to the project manager's evaluation visit. A final budget needs to be established and funds raised before the team visit. This timing is important because it is virtually impossible to raise additional funds once a project has been completed. A sample R/UDAT budget can be found in Appendix H.

Managing R/UDAT funds

A separate R/UDAT bank account controlled by the steering committee chair is an effective way to manage funds, although some communities choose to delegate fund responsibility to an organization such as the chamber of commerce—determine what works best for your community. Establish a procedure for reimbursements to the project manager, team leader, and team members. Reimbursed items may include the following:

- Airfare
- Mileage or ground transportation to and from the airport
- Airport parking
- Miscellaneous R/UDAT-related expenses while in the community

It is ideal to present reimbursement checks to team members before they leave. Coordinating travel arrangements through a local visitors' bureau or travel agency can also be convenient and may avoid the need for critical reimbursements.

Logistics

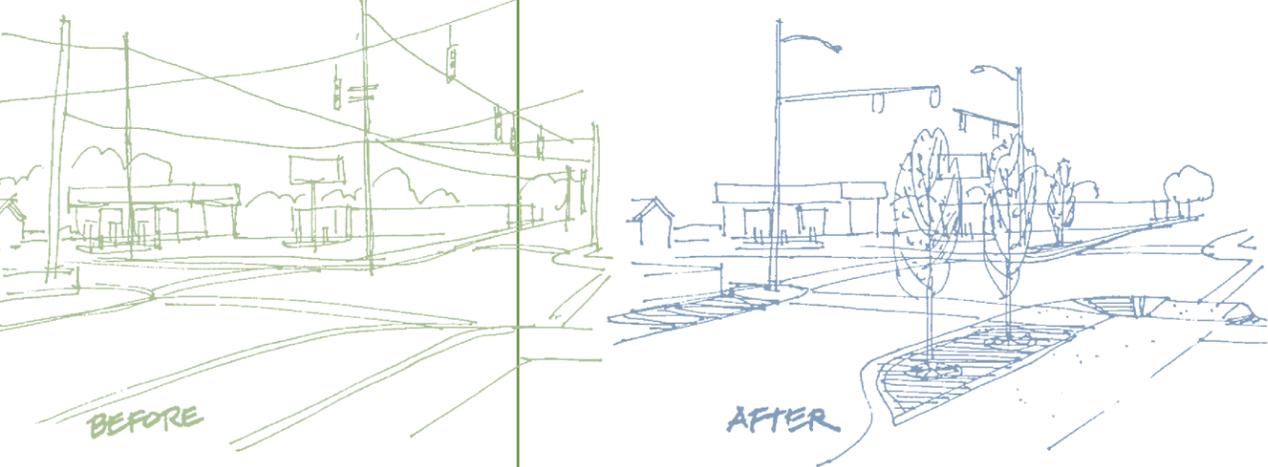
The various logistical tasks and assignments to be completed during this phase of the process are described in Appendix B. Please review this section with care, as it is critical to a successful R/UDAT process.

Preparing the information package

About two weeks before the team visit, an information package should be mailed to all team members. One package should also be sent to the school that will be participating. The package should be similar in size to a briefing book—not more than can be absorbed in a few hours. The team leader should review a sample package during his or her reconnaissance visit. The information package is discussed in greater detail in Appendix G.

Provide the name and telephone number of the steering committee member who will answer detailed questions from team members prior to their arrival. (You may want to have one person answer questions about the information package and another answer questions about travel and logistics.) Also list resource people familiar with each document or report cited in the package. Team members such as social scientists, geographers, ecologists, and political scientists may request specific information that has not been provided. Every effort should be made to supply this before the team arrives.





PHASE 3 Team Visit

THURSDAY	<i>evening</i>	Team arrival and introduction Initial team meeting Informal social event
FRIDAY	<i>morning</i> <i>afternoon</i> <i>evening</i>	Official welcome Tours by foot, bus, air Meeting with interested groups Possible social event Broad problem definition (team meeting)
SATURDAY	<i>morning</i> <i>afternoon</i> <i>evening</i>	“Town meeting” with citizens and other interested groups Detailed problem definition (team) Additional work with resource people (team) Development of central themes (team)
SUNDAY	<i>morning</i> <i>afternoon</i> <i>evening</i>	Word and drawings (team) Report development (team) Report production (to 8 a.m.) (team)
MONDAY	<i>morning</i> <i>afternoon</i> <i>evening</i>	Sleep and report printing starting around 6 to 8 a.m. Presentation preparation (team) Press conference Briefing with follow-up committee Public presentation Team social event Thank you
TUESDAY	<i>morning</i>	Return home

The focus of the R/UDAT process is the team visit. This is an exciting time for the community. Broad citizen participation and media attention, combined with the energy and commitment of the team, can inspire a community with newfound confidence and optimism, which will fuel the implementation phase of the process.

Schedule

A detailed schedule should be developed in collaboration with the team leader. Each R/UDAT will be different, based on the community’s needs and resources, but a typical visit runs from Thursday afternoon through Tuesday morning.

Team introduction

The team typically arrives Thursday evening. An informal get-together with steering committee members and community leaders might be scheduled in the early evening. The team will then typically spend time alone to prepare for the R/UDAT.

Team tours

Tour logistics are described in Appendix B. Remember that it is important to provide materials that give the team a good sense of the entire community. The media are welcome and have typically responded very well to this event.

Interviews with community leaders and resource people

The team will meet with many diverse groups and may need to split up and exchange information later. The steering committee should coordinate the interviews well in advance, and proposed schedules should be reviewed with

the team leader. Careful scheduling is important to avoid overwhelming the team or the meeting space and to conserve people’s time. Meals—particularly breakfast and lunch on Friday and Saturday—can provide an opportunity for team members to meet informally with groups, particularly business and political leaders.

Each group should be asked to make a short presentation of its activities, issues, and viewpoints and then respond to questions. Be sure group members understand their time allotment before they prepare their presentation.

Groups that should be represented include:

- Mayor and city council (or your community’s equivalent)
- Planning board and its key staff
- Municipal agencies and authorities (transit, housing, public works, economic development, etc.)
- County/regional authorities and agencies and their key staff
- Chambers of commerce
- Downtown or area businesspeople
- Community groups
- Community service organizations
- Developers and real estate professionals (nonprofit and for profit)
- Public and private school systems and colleges or universities
- Environmental, historic preservation, and other groups

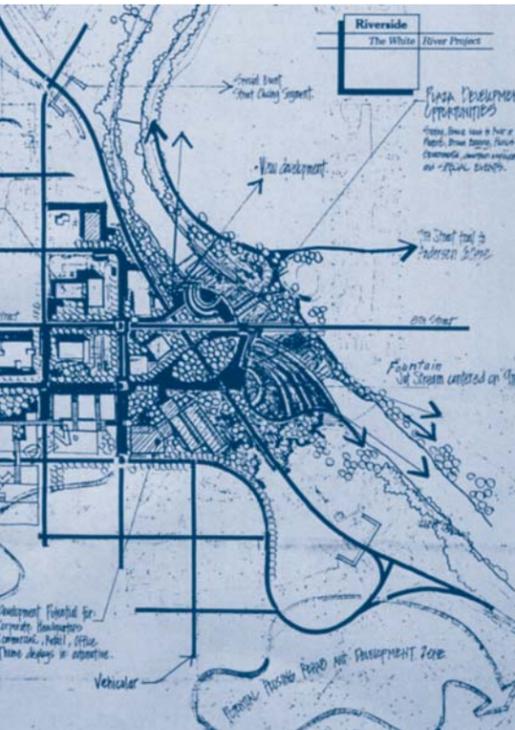
Interviews with such groups are best held in a setting that will encourage informal, candid conversation. Team members may wish to talk again with individuals who have appeared, so it is important to make sure of their availability and to keep a record of those who attend, along with their work, home, and cellular telephone numbers.

“They got out there and interviewed people. They got down to it. It wasn’t just a superficial flashover. They got involved. I think probably at this time they may know us better than we do. They put together a comprehensive blueprint of all those pieces in order to give us an opportunity to create our own destiny.”

—PAT BOURQUE, HERITAGE CROSSROADS STEERING COMMITTEE, KINGMAN, ARIZ.

Meeting with citizen groups

This “town meeting” is moderated by the team leader and is typically held on Saturday morning at a location considered a neutral space. Considerable effort must be made to get people to turn out—notices must go out to various organizations well in advance and follow-up phone calls made the day before. Prior media coverage is essential. The team leader will moderate the meeting. At the team leader’s discretion, the team may divide into groups to facilitate communication.



Participants should include:

- Neighborhood organizations
- Community development corporations
- Church groups
- Chief of police
- PTAs
- Senior citizens
- Teenagers and youth groups
- Ethnic groups
- Environmental organizations
- Preservation groups and historical societies
- Resource people familiar with issues such as:

Crime

Demographics

The elderly

The environment

Housing

Jobs and income

Recreation

Schools

Transportation

Welfare and public assistance

Plenty of floor microphones should be set up if the meeting is large. Tape recording will provide a resource for valuable quotations later on. Be sure to record the names and phone numbers of all those attending. The media are welcome.

“The way the team made the public a part of the process helped because I don’t think the city would have done it all by itself.” —HENRY SCHMIDT, AIA, LOCAL ARCHITECT, SAN ANGELO, TEX.

Social events

Steering committees are often tempted to introduce the team to the community informally throughout the visit. Unfortunately, limited time requires that such events be kept to a minimum. However, social time with members of the local AIA component, the steering committee, or the sponsors of the R/UDAT can be both pleasant and helpful. The best time for this activity is Friday evening.

Teamwork

The team works very intensively in three phases, which occasionally overlap:

- Understanding: learning about your community and its concerns
- Creating: generating ideas that respond to your issues
- Producing: preparing the report and the public presentation

Some members will withdraw from the central activity of the team visit to write or consult with resource people. Others will spend more time interacting with other team members and the public. The team leader is responsible for development



and final assembly of the report. Steering committee members and other key volunteers are generally welcome in the work space. Media representatives and a limited number of members of the public may also enjoy the opportunity to observe the work in progress, but this should be cleared with the team leader to avoid interfering with the process.

Public presentation

The final presentation to the entire community should be well publicized. Media representatives should be invited and prepped well in advance. The team will present its observations and recommendations, using Power Point and other means, for about an hour and sometimes will take another hour for questions and discussion. The presentation itself is usually organized and rehearsed late Monday afternoon.

This public meeting is a good time for the team leader to present copies of the report formally to local elected officials. Some time should be allowed for a very brief, formal thank you or response. A wind-down social event for the team, students, steering committee, and other active participants is a welcome close to the evening.

Press conference

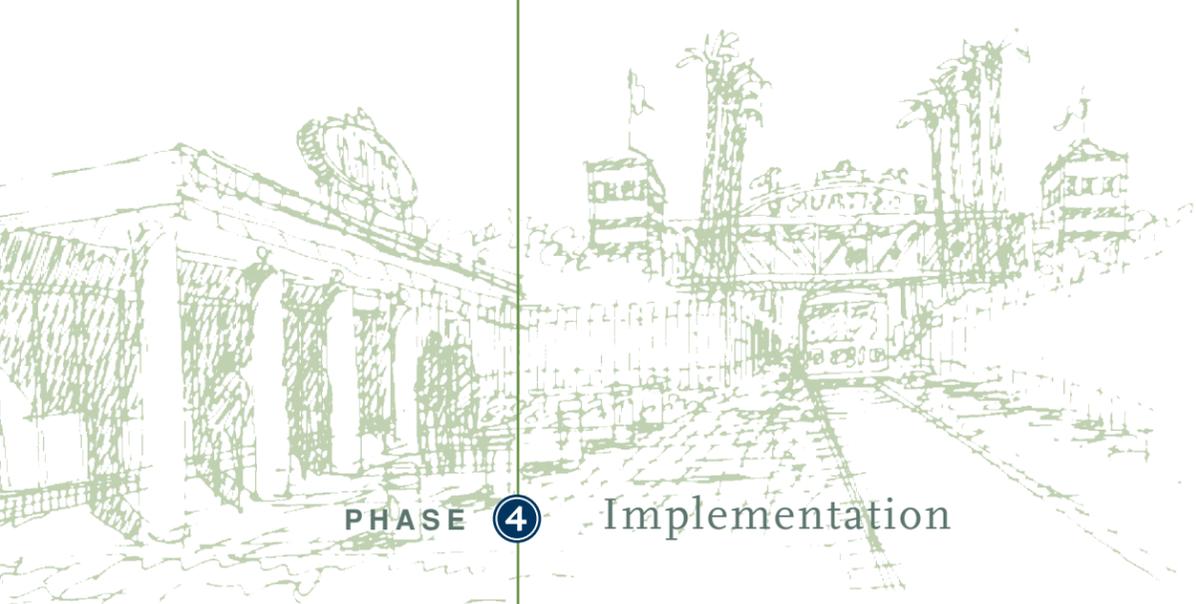
A press conference is usually scheduled to follow the public presentation in order to answer specific questions. This allows the press to hear the entire presentation and the response of the citizens before interviewing the team. Press conferences (or simple interviews with the team leader) are sometimes scheduled to accommodate televised evening news.

Report distribution

The number of copies of the team report will vary from one community to another. A typical distribution might be:

- Community—700
- Local participants and students—150
- Team members—6 each
- AIA headquarters—50 (required)

Often a local newspaper will print an illustrated summary of the report or even print the report in its entirety. This should be encouraged, as it will allow maximum distribution of the team’s findings throughout the community. However, it is not a substitute for daily news coverage during the team visit.



PHASE 4

Implementation

In this phase, the community begins to translate the team's report into an action plan for implementing the vision for its future developed during the R/UDAT process. Knowing that a follow-up visit will occur within the year encourages the community to begin developing a plan promptly. This phase begins within a week of the team visit.

Implementation committee

The membership of the implementation committee should reflect constituencies affected by potential changes in the community, the commitment of individuals and groups they represent to the effort, and the need for certain skills during this phase. The committee should remain nonpolitical and broadly representative of the community. Continuity provided by including original steering committee members is valuable, but new members can make important contributions.

“The bottom line is your community will get as much out of a R/UDAT as it is willing to put into it.

A R/UDAT study is not a magic bullet. The real work begins the day they leave on the plane.”

—DONNA STENGER, URBAN PLANNER, CITY OF TACOMA, WASH.

The implementation committee's structure must respond to a new agenda:

- Review the team's report (months 1–2)
- Identify immediate and short-term objectives (months 2–3)
- Develop long-range goals and objectives for implementation within the next three to five years (months 4–6)
- Produce an action plan based on the above items (months 4–6)
- Maintain broad community involvement and interest (ongoing)
- Support implementation efforts (ongoing)
- Prepare for the follow-up visit (months 9–12)
- Prepare a report card for the AIA (months 10–12)

Review the team's report

The implementation committee should develop an immediate strategy for discussing the report, identifying priorities, and determining which areas need further attention. As soon as possible, the committee should obtain endorsements and commitments from public officials for the report recommendations for which there is consensus.

To maintain the inclusive spirit of the R/UDAT process, solicit feedback from involved groups and individuals as well as other interested parties. Maintaining a database of those who participated in the earlier phases makes it possible to solicit feedback through mailings and encourage continuing interest.

This work should be completed within three weeks of the team visit in order to maintain momentum.

“You've got problems bigger than architectural and design problems; this community has a huge communication problem to address.” —JAMES ABELL, AIA TEAM LEADER, LANCASTER, TEX.

Produce an action plan

After soliciting broad community participation in the development of goals and objectives, the implementation committee should produce a document that will become the community's action plan. The outline for this document will vary, but it should include a clear description of the community's vision for its future; a statement of long-range goals; a list of objectives to be achieved over the next three to five years, including identification of kickoff projects that can be completed in the next 12 months; a summary of actions needed to achieve the objectives; and a funding strategy identifying sources of funding. Include a map of the community that shows where funds will be spent and where projects will be completed. This map will be the basis for describing your overall community strategy.

The success of the action plan depends on people seeing results quickly—the momentum that builds with short-term achievement can sustain a community for years to come. Identify a few achievable, high-visibility projects that are certain of early success and support the long-range goals. Consider projects that are likely to energize the community and expand the number of people who will help implement the overall plan. A community with the goal of revitalizing its downtown, for example, might identify projects such as hiring a downtown-events coordinator, razing a condemned eyesore, establishing a visitors' center, creating a volunteer cleanup program, arranging tours for potential investors, or approving projects already in the budget pipeline.

After discussing the report, the implementation committee defines the community's goals and priorities over the next three to five years and identifies objectives that will help you achieve them. There are many ways to accomplish this, but whatever the process, the implementation committee must remain open and responsive to community feedback. To revitalize its downtown, for example, a community's long-term objectives could include relocating town offices from a highway site





**“If you turn your back to the history, you turn your back on why the city exists—
it’s an insult.”** — SALVATORE ALBINI, WATERBURY, CONN.

to the business district, developing a new traffic plan, restoring historic building façades, or establishing a special-assessment business-improvement district.

A good action plan will include benchmarks and triggers for action—ways to measure your progress and successes that will allow the community to celebrate its achievements. Benchmarks will vary with your objectives but might include enactment of regulatory changes; completion of buildings, parks, or infrastructure improvements; and statistical measurements, such as a 25 percent increase in tourist traffic or a donor-participation target in a community-projects fund.

Solicit endorsement of the action plan by political leaders, and be sure to follow through with newly elected officials. Future political candidates should understand the plan and the grassroots process behind its development.

Maintain broad community involvement and interest

Develop a public relations strategy that uses events, mailings, and the media to maintain the visibility of the R/UDAT process and encourage continuing participation. Distribution of the action plan and the team’s return visit should receive special attention, but establishing an ongoing presence in the community is an equally important effort. The implementation committee might sponsor events like public information meetings, workshops, or leadership retreats. There is also value in joining with other community groups to sponsor events like local heritage-day celebrations, festivals, and gala evenings.

“Overall the report helped us galvanize a majority of our community to look for solutions.”

—MAYOR THOMAS PEEPLES, HILTON HEAD ISLAND, S.C.

Follow-up visit

Some members of the R/UDAT team return about a year after the team visit on a highly flexible schedule determined by the needs of the community. Timing decisions depend on many of the factors considered in scheduling the first visit, but an attempt should be made to balance maintaining the momentum with avoiding undue burdens on volunteer time.

The purpose of this visit is to assist you in implementing your action plan. Team members will listen to your response to the R/UDAT report, review the action plan, comment on your progress to date, and offer additional insight where appropriate. Their expertise can be especially useful as the community moves into this next phase of implementation. The team can also answer questions, provide advice on unresolved issues, and mediate in areas of conflict. Properly presented, the visit can attract wide media attention.

This visit requires some effort on the part of the implementation committee, who must arrange interviews and promote the public hearing. The itinerary for the visit is flexible and developed jointly by the implementation committee and the team members participating in the visit.

The implementation committee should meet immediately after the visit to discuss the team’s recommendations and revise the action plan, if necessary. Although this visit concludes the task group’s formal participation in your R/UDAT, the process continues as your community continues to implement the action plan.

Many communities maintain close contact with the team leader throughout the fourth phase of the R/UDAT process. The AIA R/UDAT program is interested in your progress. We hope you will keep in touch through occasional phone calls or correspondence; copies of press clippings are always appreciated as well.



APPENDIX A: Self-Assessment Checklist

The following checklist is intended to help your community better understand its potential for producing a R/UDAT that proceeds smoothly and yields a successful result.

Project area

- How will you describe the size and complexity of the geographic area you want to address? Is the project area one centralized place, or is it several overlapping areas, such as a core area that requires a specific area plan, a larger area that requires land use and zoning changes, or an even larger area that requires public policy or regulatory changes?

Mission

- What specific mission do you wish to achieve through the R/UDAT process?
- Is your mission inclusive? Does it address all of your community's issues and concerns for the project area? For example:

<p>ECONOMIC</p> <ul style="list-style-type: none"> - Revitalization - Diversity - Jobs - Public services - Managing growth - Public policy/planning 	<p>SOCIAL</p> <ul style="list-style-type: none"> - Housing/affordability - Ethnic/racial issues - Demographic/household income changes - Education - Sense of community/sense of place - Environmental - Air quality
<p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> - Water quality and quantity - Open space, parks, playgrounds - Sensitive wildlife habitat/wetlands - Traffic congestion 	<p>TRANSPORTATION</p> <ul style="list-style-type: none"> - Transit and land use - Pedestrian and bicycle options - Access to jobs/housing

- Based on what you know about your community and the R/UDAT process, why do you believe a R/UDAT will help you achieve your mission?

Participant Outline

- Who will be affected by the project outcome?
- Who are the key individuals, organizations, institutions, and government agencies that should participate in the R/UDAT? What is their relationship to the project mission?
- What issues or problems does each participant group or individual wish to address and what outcome would they like to see?
- Which community decision-makers will help you implement strategies for improving your community? Which decision-makers may attempt to block these strategies?

SWOT Analysis

- What are your community's *strengths* and *weaknesses*? (Identify internal factors that add to or detract from your community's competitive advantage when compared with similar communities.)
- What *opportunities* and *threats* (or constraints) does your community face? (Identify external factors that can affect your community's success, such as state and federal regulation, regional or national economic trends, and demographic changes.)

Community Commitment to the R/UDAT Process

The questions in this section are intended to help your community assess its ability to fund, coordinate, and manage the R/UDAT process.

- Do you need to gain approval for a R/UDAT from your city council or county commission, the community, or a specific neighborhood?
- Have you engaged other organizations or entities to share in the cost, management, and operation of the R/UDAT project from initiation to completion?
- Can you raise funding that will cover the entire R/UDAT cost from a broad spectrum of stakeholders?
- Have you identified resource individuals, organizations, or entities that will help develop information for the R/UDAT and follow up on recommendations? For example, do you need to assemble information resources in areas such as political support, economic and market conditions, and transportation, among other considerations?
- Is your schedule for preparing, conducting, and following up on the R/UDAT realistic? Can you commit to the time required to produce a successful R/UDAT that results in a useful product?

APPENDIX B: Logistics

The following items are logistical considerations that must be addressed during Phase 2, Getting Organized.

Room and board

The place selected for team lodging should be close to the center of the study area and near the R/UDAT work space. Each member should have an individual room as they sleep at different times. The team leader should have a suite that can be used for team conferences. The steering committee is responsible for room arrangements and direct billing. Arrangements should be made for students to stay at a local university or in inexpensive dormitory-type hotel rooms. Where practical, students should eat with the team.

Breakfasts and lunches are usually casual, the latter often served in or near the R/UDAT work space or on tours. Evening meals are more of a respite from the day's activities. Informal discussions among team members, students, and steering committee members will, of course, continue during all meals, and arrangements should be made accordingly.

Steering committee participation

Because steering committee members will have primary responsibility for developing the eventual action plan, their continuous involvement is critical to the eventual success of the project. The team leader and the steering committee chair should discuss how the committee will be involved during the team visit to ensure maximum ownership of the process after the team finishes its work.

Transportation

For the team visit, members will typically arrive Thursday evening and depart Tuesday morning, although the team leader may wish to arrive early for a final check on logistics. (The schedule for the follow-up visit is more flexible.) A steering committee member should meet the planes and take team members to their hotel (often one committee member can meet several flights). Don't forget to inform R/UDAT team members what to expect at the airport and to schedule return trips to the airport for them.

During the team visit, at least one rental car should be available to team members.

Space needs

Three types of space are required—a work space where most of the team's work will be done during the visit, a space for community meetings, and a space for the final presentation. The team leader should review all the options available on the reconnaissance visit before commitments are made.

Work space

The work space should be a minimum of 3,000 square feet located within or adjacent to the primary study area, with easy access from the street. The space should be suitable for the needs of production, and there should be good lighting, heat, restrooms, plenty of wall outlets with reliable electrical power, windows, and exten-

sive wall space to pin up drawings and other graphics. Visibility to the public is very desirable. A vacant storefront right in the study area is often an ideal location.

The work space can be one single space, although a large space with several smaller rooms is preferable. The activities that will take place there include:

- Drawing—about 8 drafting tables
- Writing—about 6 desks or work tables
- Interviewing—a couple of small rooms, at least one for 6–12 people
- Word processing—4 desks or tables
- Conferencing—16 chairs around one or two work tables and a good pin-up wall

Community meetings

A “town meeting” space is needed. This space may be located nearby in a church, school, or similar public space on neutral ground. Depending on the scale of the community, there should be space for 150 to 300 people in an informal setting. Microphones are necessary in a larger space, and tape recorders are valuable. The session should be videotaped as well.

Final presentation

The place for the final presentation during the team visit should have good community access and be identified as neutral ground. It does not need to be near the work space. There should be provision for a projector (data or slide as specified by the team leader) and screen—preferably two—and a public address system. It is desirable to provide a microphone for each team member and one or two for citizen participation. It is also important to be able to control the lights. The size of the space will vary according to the size of the community, but even small towns or rural regions can attract 200 or 300 people.

Furniture and equipment

Furniture and equipment for the R/UDAT work space may be rented or borrowed from other offices. Generally, a major moving activity is involved, and everything must be in place before the team arrives. The following should be included:

- Drawing tables, stools, lights
- Working desks (or tables) and chairs
- Sofa, easy chairs (if possible)
- Conference tables and chairs
- Photocopier; 11" x 17" format, in good working condition (with plenty of paper) for quick reproduction of drawings and copy. (A continuously variable—not preset—zoom reduction/enlargement feature is required. Provide two machines, or one additional backup that can be moved immediately into the work space at any time.)
- Four to six desktop computers or laptops, at minimum (coordinate with team leader)
- Miscellaneous folding chairs

- Large light table (two preferred)
- Copy stand and lights
- Dictating and transcribing equipment (must be good quality)
- Data projector(s) for PowerPoint and digital photographs. If traditional photography is used in addition to digital, slide projectors (Kodak Carousel) and extra bulbs should be provided.
- Digital camera with wide-angle capabilities and capacity for high-resolution images
- Telephone with outside lines and optional cell phone for team leader
- Fax machine, with dedicated line
- Tape recorder with tapes
- Waste baskets and garbage bags
- Keys to work space for all team members
- Refrigerator with food and drink

There should be a reference center consisting of copies of ordinances, statistics, maps, previous reports and studies, and histories. This should be under the control of a local steering committee member as some of these documents will be one of a kind. If there is a local GIS system, it should be set up on the computers in the work area.

Every piece of mechanical equipment should have a backup on hand or nearby, and substantial amounts of paper, toner, tape, and other necessary supplies should be stored on site. Also, service technicians should check the equipment ahead of time and be on standby during the team visit—particularly over the weekend.

Supplies

Supplies will include materials normally found in an architect's office and should be reviewed with the team leader before the first team visit. Poll all team members before they arrive for special equipment needs. In general, the R/UDAT work space should be stocked with:

- Sketchpads, 9" x 12" and 24" x 36"
- Writing paper pads, 8 1/2" x 11"
- White vellum (1000#) and yellow (canary) tracing paper, 12", 24", and 36" wide rolls
- Post-its
- Felt-tipped markers (Magic Markers, Design Art Markers) in colors and gray tones
- Colored pencils
- Fiber-tipped (not ballpoint) pens, with medium and fine tips, black and red
- Large newsprint pads and easels

- T-squares, triangles, drafting pencils, erasers, scales, drafting tape, colored pencils
- Rapidograph or other technical pens (sizes 1 to 4), several sets, plus ink
- Cutting knives (X-ACTO), cutting straightedges, scissors
- Rubber cement, magic tape, push pins, glue sticks
- Shorthand books, pencils, pens
- Layout sheets or pads, 8 1/2" x 11", grid marked with "nonrepro" blue ink
- Light-blue "nonrepro" pencils
- White correction fluid and tape (various widths)
- Plain bond paper, 8 1/2" x 11"
- Reproducible base maps of the community and study area (some of these should show building outlines)
- Aerial photos
- Special photos of study area
- Snack food and drinks, including some healthy choices
- Paper plates, cups, forks, knives, napkins
- Paper towels, toilet paper
- Coffee machines and ice chest or refrigerator
- A list of work and home phone numbers for suppliers

Identification

Self-promotion can publicize a R/UDAT effort and establish a spirit of fun. The steering committee should have its own letterhead to create an identity in the community. A "uniform" available to team members, students, and other participants can add to the sense of teamwork—printed T-shirts, baseball caps, buttons, or nametags all have been used in the past. Posters, signs, or banners welcoming team members, announcing meetings, or identifying the R/UDAT work space also add to the special chemistry that makes the process work.

Photography

Team members and students are encouraged to bring cameras. This usually results in about eight working cameras. High-quality digital cameras are ideal (images should be at least 300 dpi). If traditional photography is used in addition to digital, it is best to use only two standard films—for color slides, Ektachrome (ASA 400) and for color prints, Kodacolor (ASA 400). Provide rolls of each in 35 mm, 36-exposure format. Arrangements must be made for film processing; fast one- or two-hour processing of both slides and prints is preferable. Digital images and slide photographs of drawings will be made early Monday to allow for morning processing and afternoon sorting for presentation that evening.

Two freestanding photo lights and a copy stand mounted with photo lights must be available for photographing drawings and maps. All photo lights should include 3200° Kelvin tungsten photo copy bulbs. Provide 10 rolls of tungsten-type Ektachrome film (64T or 160T).

Note that film types and processing methods must be coordinated with the team leader and the report printer well before the team visit.

Digital images, slides, and prints used in the public presentation are the property of the steering committee. These will be used in subsequent local presentations, and copies should be sent to the AIA for its record of the R/UDAT, as well as for use in related publications. Leftover slides and prints may be claimed by team members. Unclaimed materials should be retained in the steering committee archives.

Computers

Most team members will use computers to write their sections of the final report. Some will bring their own laptops, but others will want access to machines and programs that are familiar to them. Team preferences and local capabilities vary widely, so it is very important to coordinate computer needs well before the team's first visit. At least one steering committee member should work with the team leader on this. Be sure the hardware and software systems used in the work space are compatible. Assume that both PC and Mac platforms will be used.

Techniques for report production vary. Team members will need to generate multiple drafts that can be pinned up and reviewed. Final copy is sometimes pasted up and printed locally and other times printed as newspaper supplements. Some reports are delivered to the printer as hard copy; others are delivered on disk. In any event, it is essential to have an IT professional set up equipment before the team visit and to be available on site to troubleshoot any problems.

Computer equipment required for the work space might include:

- Computers (rented or donated), Mac and/or IBM, and software (Four to six stations are required depending on the size of the team.)
- Laser printer (preferably) with spare toner cartridges
- Scanner
- Disks, IBM, and/or Mac (coordinate)
- Internet access

Note: Production of the report is a critical activity—this is not the time to experiment with technology! LANs are not appropriate at this time. Glitches will occur in any case, but they occur more frequently (and more disastrously) with conflicts in newer technologies. Be sure to find an IT professional who is really knowledgeable.

Word processing

The need for word processing support will vary with each team, as many members now prefer to type directly onto computers. Local support will be necessary for those who prefer to write longhand or dictate, and the presence of a good copy editor familiar with local names and references can be useful to everyone.

The people who will type the final report must be highly skilled. A group that has worked together before is best. A leader should assign work to ensure a good flow and meet the needs of team members, with backups available in case of no-shows.

The typists should be familiar with the word processing programs and know how to format tables. They should understand that the work flow may be uneven, with considerable downtime.

The team leader will set the actual schedule as work progresses, but it may resemble the following:

Saturday	8 p.m. to midnight	1 person
Sunday	10 a.m. to noon	1 person
	noon to 4 p.m.	2 persons
	4 p.m. to 8 p.m.	3 persons
	8 p.m. to 8 a.m.	2 persons

Printing of final report

A printer must be selected well in advance and must be a skilled, understanding, and patient person. The scope of the work and deadlines must be made clear and a reasonable, fixed price for the work agreed upon. Often, but not always, the printer will scan the images to be included in the report or otherwise prepare them for printing. The format of the report, the size and type of photographs, the color and type of ink and paper, the method of binding, and the number of copies should be explained clearly to ensure the printer is able to handle the job. The team leader should meet with the printer during the reconnaissance visit to ensure the printer understands and can respond to the needs of the R/UDAT process.

Team tour

Planning should be done in advance for tours that will give the team an understanding of your community and its issues. The team and students, together with their steering committee guides, will inspect the study area by air, bus, foot—even by boat if appropriate. Rush-hour traffic is often best observed from the air, as are broad land-use patterns. Regional maps should be provided for the team.

Air inspection should be done by helicopter because these machines can fly low and slowly. If this is not possible, a light plane will do. Depending on capacity, you may need to arrange for either several aircraft or several trips in one helicopter or plane. Allow for schedule shifts in case of inclement weather. Because of the expense involved, the air inspection is usually reserved for team members only.

A bus survey should be made with everyone in a single vehicle high enough to see above traffic and with a microphone for the guide. Again, maps marked with the route are important.

APPENDIX C: Pitfalls to Avoid

No process can be error-free, but avoiding the common pitfalls listed below can help ensure success.

Inadequate or inaccurate information

Inadequate and inaccurate information (either in the information package or during the R/UDAT team visit) will result in unnecessary time spent on background research and less time for problem solving.

Insufficient local support

If elected officials or community leaders are not actively involved in the local steering committee process or are not available during the visit, implementing an action plan is difficult if not impossible. Poor citizen attendance discourages team members and limits their access to information. Insufficient public interest in the process will hinder communication and long-range success.

Uninvolved movers and shakers

If the individuals who are critical to the implementation of a plan are left out or are apathetic, the best intentions will be thwarted.

Insufficient representation and participation at open public hearings

The team will have inadequate information about the community and will not hear from citizens who may have the most at stake.

Logistical failures of equipment or people

Mismatched word processors and programs result in frustration and inhibit productivity, mismanaged schedules waste time and limit access to resource people, and equipment breakdowns delay production.

Well-intentioned disruptions

Too many social events during team visits, inappropriate interruptions, and local people who become overly involved and attempt to act as team members or who have their own agendas can all hinder the efficiency of the process.

Insufficient funds or underbudgeting

Lack of financial support can result in discomforts and inadequacies that undermine the quality of the process. Poor reimbursement procedures similarly undermine the spirit of the program.

Inadequate media coverage

Media coverage is critical to the success of the R/UDAT in terms of increasing both public participation in the process and public awareness of the recommendations made in the report.

The noble champion

If one person on the steering committee tries to do all the work, the inclusive collaboration that is the key to success will be lost.

Poorly laid out or inadequate work space

Insufficient or uncomfortable work spaces undermine team efforts and reduce productivity.

APPENDIX D: Media and Public Relations

A carefully developed public relations program is essential to the long-term effectiveness of the R/UDAT effort and can help ensure the successful implementation of your action plan. Your public relations strategy should include media and community relations that promote the visibility of R/UDAT activities and that encourage broad-based participation throughout the four-part R/UDAT process.

Identify an experienced person to coordinate all public relations activities. This should be someone who knows the local participants and the local media market. In generating all press materials and public announcements, the public relations coordinator should work directly with the team leader and the project manager.

The presentation of clear and unified messages is critical. All written materials should be reviewed and approved by the team leader or project manager. A single person should speak for the steering committee whenever possible; this is typically the steering committee chair.

Following are some suggested public relations activities, listed according to the four-part process. Not all of them will be appropriate to your community. Press releases are frequently not necessary in smaller communities where you can develop a relationship with local reporters. Note that some activities listed under one phase may require earlier coordination or lead time.

(Activities to which the media are especially receptive have been marked with an asterisk.)

Phases of the R/UDAT Public Relations Plan

Phase 1: Getting Started

- Include a public relations coordinator on the steering committee who will be responsible for development of the outline media plan required for the application.
- Establish a database of local media outlets and contacts. Include newspapers, community newsletters, radio and television stations, magazines, business publications, local access cable, community home pages, and other electronic media.
- Educate the community about the R/UDAT process and the successes of other communities. Develop a strategy for distributing the AIA R/UDAT brochure to the public (direct mail to key community organizations, elected officials, government staff, and citizens; informational public awareness displays, etc.).
- Use the letter of commitment from the AIA to generate initial newspaper coverage about the R/UDAT. This is a chance to introduce the public to the process and to build broad interest.

Phase 2: Getting Organized

- Establish an information headquarters. This might be the local AIA component office, the chamber of commerce, or the office of a steering committee member.
- Refine the outline media plan submitted with your application. Develop a complete strategy and timeline for all public relations activities, noting media

deadlines (three to four months in advance for magazines, two to three weeks ahead for weekly publications, etc.).

- Solicit feature stories in local or regional magazines, working with editors three to six months in advance of the publication dates.
- Identify potential story subjects for pre-publicity (e.g., news features that focus on the problems that will be addressed by the R/UDAT team, etc.).
- Meet with key reporters and officials (including media editorial boards) to brief them on the R/UDAT process.
- Develop an article that could be published in community organization newsletters, creating awareness of the R/UDAT process and announcing opportunities for public input.
- Develop a comprehensive but concise press kit that explains the community's issues and the R/UDAT process. Inserts will include a background piece that describes the project study area, a list of the R/UDAT team members with brief biographical summaries, an abbreviated summary of the issues, the R/UDAT brochure, and press releases.
- Consider developing a special R/UDAT newsletter for distribution to community members and others connected to the R/UDAT effort. This can be a very effective way of maintaining continuity and public interest throughout the four-part process.
- Use the evaluation visit to demonstrate support, raise public awareness, and answer skeptics.
- As soon as the team members have been selected, announce the R/UDAT team, including biographical information on each person.
- Promote the team leader's initial visit. Consider holding a press conference to introduce the team leader and describe the R/UDAT process to the media.
- Consider retaining print media and electronic media clipping services. Create a clip file and system for distribution to key participants.

Phase 3: Team Visit

- Announce the arrival of the R/UDAT team through a press release to create awareness of the process.
- Notify the public via direct mail, published notices, and press releases of the "town meeting" and all community forums held to gain public input during the team visit. This is critically important and should be coordinated well before the visit. Newspaper coverage is extremely helpful. Consider buying ad space in the local paper for a public invitation.
- Invite the media to participate in the team tour.
- Invite the media to the Saturday morning "town meeting."
- Invite the media to observe activities in the work space, ensuring their presence is not disruptive. This must be coordinated and approved first by the team leader.

- Develop a press release that summarizes the final results of the team's report. This can be done on Monday after work is completed and before the final presentation.
- Invite print and electronic media to a press conference following the team's presentation to the steering committee. Have press kits and the final press release available for distribution to the press at the event or in advance. (Discourage media coverage of the presentation in order to allow candid discussion between the team and the steering committee.)
- Schedule radio interviews by telephone or in-studio television interviews if reporters are not able to attend the final presentation.
- Schedule radio and television talk show appearances by the team leader immediately following presentation of the results.
- Develop a strategy for distribution of the final report to key community and elected leaders after the presentation.
- Promote a separate supplement in the local newspaper summarizing the report or even reproducing it in its entirety.
- Develop an article summarizing the report for use in organizational newsletters (service clubs, community groups, design and planning organizations, civic groups, environmental organizations, historic preservation groups, business organizations, etc.).

Phase 4: Implementation

- Notify the public via direct mail, published notices, and press releases of all community forums and workshops the implementation committee might hold to solicit public reaction to the team report. Consider publishing an invitation in the local paper. This will be important at two points during this phase: (1) during the implementation committee's discussion of the report and development of goals and objectives, and (2) at the time of the follow-up visit to encourage participation in the public meeting with team members.
- If a newsletter has not been published in previous phases, consider establishing one now. Continue to try to place stories in other community groups' newsletters.
- Develop a press release announcing publication of the action plan.
- Establish a distribution strategy for the action plan.
- Maximize every opportunity to announce progress on or completion of action plan objectives.
- Send copies of all news clips and any public response to AIA staff (they will distribute copies to the team leader and project manager as appropriate). This is especially important before the follow-up visit and is a welcome courtesy thereafter.
- Announce the follow-up R/UDAT visit through a press release.
- Invite the media to attend any public meetings.

- Invite print and electronic media to a press conference after the team members' presentation to the implementation committee. Have press kits and the final press release available for distribution to the press at the event or in advance. (Discourage media coverage of the presentation in order to allow candid discussion between the team and the implementation committee.)
- Schedule radio and television interviews with the team members following the presentation.
- Develop a strategy for distribution of the follow-up recommendations to key community and elected leaders.
- Prepare a press release covering the follow-up visit and report.
- Develop an article summarizing the follow-up visit and report for organizational newsletters (service clubs, community groups, design and planning organizations, civic groups, etc.).

APPENDIX E: List of R/UDAT Communities

COMMUNITY	DATE	COMMUNITY	DATE	COMMUNITY	DATE
Rapid City, SD	6/67	Detroit, MI	5/78	San Ysidro (San Diego), CA	3/87
Frankfort, KY	11/67	Lafayette, LA	5/78	Naples, FL	4/87
Flint, MI	10/68	Ann Arbor/Ypsilanti, MI	7/78	Ogden, UT	11/87
Bellefonte, PA	10/68	Corpus Christi, TX	10/78	St. Albert, Alb.	2/88
Mason, MI	10/69	Medford/Spooner, WI	11/78	The Mon Valley (Pittsburgh), PA	2/88
Redmond, WA	10/69	Bellaire, TX	11/78	Route 83/77 Corridor (McAllen), TX	4/88
Lynn, MA	12/69	Laredo, TX	12/78	Salt Lake City, UT	6/88
Akron, OH	1/70	Oldham County, KY	12/78	Spartanburg, SC	11/88
Ely, MN	7/70	Knoxville, TN	3/79	New London, CT	3/89
Davenport, IA	9/70	Olympia, WA	4/79	Pismo Beach, CA	6/89
Falls Church, VA	5/71	Springfield, IL	4/79	Waterloo, IA	7/89
Fairfax County, VA	4/72	Kansas City, MO	6/79	Truckee/Tahoe City, CA	7/89
Clearwater, FL	5/72	New Orleans, LA	1/80	Fargo, ND-Moorhead, MN	10/89
Gainesville, GA	6/72	Louisville, KY	3/80	Brainerd, MN	11/89
Butte, MT	6/72	Revisit	1981	Houston, TX	5/90
McMinnville, OR	5/73	Lincoln, NE	3/80	Baytown, TX	6/90
Phoenix, AZ	1/74	Hillsboro, OR	4/90	Lawrence, MA	7/90
Columbus, GA/ Phoenix City, AL	2/74	Salisbury, MD	5/80	Olympia, WA	10/90
Honolulu, HI	4/74	South End/Lower Roxbury (Boston), MA	5/80	Philadelphia, PA	11/90
Wilson, NC	5/74	Wilmington, DE	5/80	Austin, TX	1/91
Warren County, OH	6/74	Topeka, KS	6/80	Revisit	1997
Lafayette, IN	10/74	Missoula, MT	10/80	Caldwell, ID	9/91
Hendersonville, TN	11/74	Rockford, IL	12/80	Prince Georges Co., MD	1/92
Long Branch, NJ	1/75	Seattle, WA	5/81	San Angelo, TX	2/92
Macon, GA	1/75	Stockton, CA	5/81	Northern Wood Co., OH	4/92
Shreveport, LA	2/75	San Bernardino, CA	9/81	Atlanta, GA	9/92
New Rochelle, NY	4/75	Lynn, MA	2/82	Hermosa Beach, CA	10/92
Reno, NV	9/75	Jackson Hole, WY	3/82	Moose Jaw, Saskat.	10/92
Wichita Falls, TX	10/75	Healdsburg, CA	10/82	Bellingham, WA	11/92
Vancouver, WA	10/75	Franklin, VA	4/83	Waterbury, CT	9/93
Atlantic City, NJ	11/75	Portland, OR	5/83	Pasadena, TX	10/93
Bristol, CT	11/75	Newport Beach, CA	6/83	Las Cruces, NM	2/94
Denver, CO	2/76	Sarasota, FL	11/83	Hilton Head, SC	10/95
Dalton, GA	4/76	Niagara Falls, NY	4/84	Lancaster, TX	11/95
Lexington, KY	5/76	Tucson, AZ	5/84	Santa Fe, NM	2/97
Gunnison County, CO	10/76	Howell, MI	6/84	Sioux City, IA	4/97
Birmingham, AL	10/76	San Francisco, CA	10/84	West Valley City, UT	11/97
Moore County, NC	10/76	Albuquerque, NM	11/84	Temple, TX	4/98
Forest Park (St. Louis), MO	11/76	Carlsbad, NM	11/84	Tacoma, WA	4/98
Trenton, NJ	2/77	Anderson, IN	3/85	Kingman, AZ	5/98
Fort Smith, AR	3/77	Bethel Island, CA	6/85	Santa Rosa, CA	11/98
West Palm Beach, FL	5/77	Jacksonville, FL	9/85	East Nashville, TN	7/99
Lansing, MI	6/77	Boise, ID	10/85	Buffalo, NY	3/01
Portsmouth, VA	6/77	San Francisco, CA	10/85	Springfield, IL	2/02
Liberty Park, NJ	9/77	Edmonton, AB	2/86	Springfield, OH	3/02
Tacoma, WA	10/77	Farmington, NM	5/86		
		Baton Rouge, LA	10/86		

APPENDIX F: Application Form Outline

Project Title

Include the name of the community and a short project title. Examples:

- Mayberry, N.C.: Commercial Revitalization
- Cicely, Alaska: Impacts of Resort Development
- Cabot Cove, Me.: Waterfront Redevelopment

Contact Person

Include the name, address, phone number (work, home, and cellular), fax number, and e-mail address for the chair(s) of the steering committee. One suggestion is to have an AIA member and a community leader co-chair the steering committee.

Community Description (approximately one to two pages)

Include brief history, population, demographics, economy, geography/topography, form of government, and anything else you feel is pertinent. Include an assessment of your community's most significant needs. (Examples include housing the homeless; public facilities, such as a new town hall or a senior citizen center; social services; and citizen services, such as a medical center or an affordable supermarket.) Be sure to include information on regional setting (context) and influences.

Description of the Problem to Be Addressed by the R/UDAT

(approximately two to five pages, plus maps)

Define and describe the proposed study area. Be as specific as possible about the nature and scope of the issues you wish to address. Describe why they are critical to your community. Describe how these issues relate to development concerns at the neighborhood, municipal, and regional scale. (Example: Downtown development issues may affect surrounding residential areas and may play a role in regional transportation planning.) Identify the barriers (physical, political, social, economic) that have hindered the community's ability to address its concerns or agree on solutions. Tell us about any past attempts that have failed to resolve community issues. Include as much graphic material as necessary to describe existing conditions.

Objective of the R/UDAT (approximately 300 words)

State what you hope the R/UDAT will help you achieve and how this process fits within other community planning and development efforts. Try not to repeat the problem statement (previous section).

Outline Budget

Follow the general format of the budget outline included in Appendix H and modify it as appropriate for your community. You may wish to budget for a pre-application visit from an AIA R/UDAT Task Group member who could meet with community leaders to answer questions and offer an overview of the program.

Funding Sources

Identify specific potential donors and amounts where possible, cash to be raised (and potential sources), and possible sources of in-kind contributions. All sources do not need to be identified by name at this time, but you should have a reasonable sense of funding feasibility. The task group is looking for a diversified range

of funding sources that represent all sectors of the community—from local business owners and residents to corporate donors. Some government funding and/or foundation grants are acceptable, but you need to have a significant amount of buy-in from all sectors of the community. Try to have firm commitments for one-half to two-thirds of your budget prior to submission of the application, and document these sources for the task group.

Timetable for the Team Visit

Identify target dates for the team visit and the follow-up visit. Include any special reasoning that may affect the timing of any part of the process (e.g., six months before an election or changes to a comprehensive plan). Bear in mind that it takes time between approval of the application and the team visit.

List of Steering Committee Members

Provide addresses, affiliations, telephone/fax numbers, and e-mail addresses. Be sure your steering committee represents all of your community, not just a few select groups. Both public and private sectors should be well represented. Also, show how you will organize into subcommittees to plan and carry out the R/UDAT, including the follow-up visit and implementation activities.

Student Resources

Provide the name of the participating architecture school(s) and faculty contact(s) (name, address, and phone). Include a letter of commitment/support from the school(s). The faculty member(s) should be consulted and must agree to coordinate student participants during the team visit. Your local AIA component may be able to help arrange this. (Student participation is described more fully in Phase 2, Section 7 of this manual.)

Media Plan

Include an outline of your media plan with a list of local media outlets and contacts. A suggested outline for a media plan can be found in Appendix D.

Attachments

At a minimum, include as many letters of support as possible from community leaders, neighborhood groups, churches, businesses and institutions, the mayor or town manager, public agencies, etc.; maps and study area site plans; and photographs, especially aerial views. Diagrammatic maps showing, for example, locations and concentrations of specific community needs can also be helpful. Feel free to include other material that will describe your community, such as newspaper articles covering key issues, tourism materials, and brochures from the chamber of commerce or local economic development agency. Be sure to include a letter from the local AIA component. These materials will help us understand your community and the issues that need to be addressed.

Four complete copies of the application should be sent to:

Design Assistance Team Program Coordinator
Center for Communities by Design
The American Institute of Architects
1735 New York Avenue, NW
Washington, DC 20006-5292

APPENDIX G: Information Package Contents

- A statement of the problems set forth in the formal application, including the description of the community, description of the problems to be addressed by the R/UDAT, and the objectives of the R/UDAT process
- Maps of the study area, community, and regions showing:
 - Municipal and county boundaries
 - Neighborhoods
 - Local political boundaries, such as wards and parishes
 - Topography
 - Land use (adjacent to the study area)
 - Streets and highways
 - Important places (employment or shopping centers, schools, etc.)
 - Parks, forests, lakes
 - Public transportation routes
 - Historic or archeological sites
- Photographs—both aerial and street views describing the study area
- Population statistics, including:
 - Growth or decline in past 10 years
 - Projected growth or decline
 - Age, sex, and other household information
- Economic data, including:
 - Past and projected commercial and industrial values
 - Where and what the jobs are
 - Median income
 - Land values
 - Tax information
 - Brochures to attract industry, tourists
- Zoning and other land use regulations (include maps), including:
 - Most recent master plan
 - Design guidelines
 - Growth management measures
- Historic preservation and archeological data (if appropriate), including:
 - Plans or diagrams of historical patterns of development
 - Historic district maps
 - Local history
 - Architectural survey
 - Archeological survey
 - Environmental concerns and programs
- A list of materials that will be available at the team workplace, including:
 - Complete zoning laws/ordinances
 - Previous studies, listed chronologically
 - Materials too bulky for mailing
 - Blank base maps at several scales

APPENDIX H: Sample Budget

EXPENSE	TYPICAL COST	YOUR ESTIMATE
Phase One: Getting Started	\$3,000	
Evaluation visit by the project manager and one other task group member		
Phase Two: Getting Organized	\$2,000	
Visit by the team leader and project manager		
Phase Three: Team Visit	\$25,800	
<i>Transportation: 8 team members @ \$800 each</i>	<i>(\$6,400)</i>	
<i>Room and Board</i>		
Rooms, 8 team members, 5 nights @ \$200/night	(\$8,000)	
Meals, 16 people, 5 days @ \$50/day	(\$4,000)	
<i>Production expenses</i>		
Work space (N/A)		
Car rental for team, 4 days @ \$65/day	(\$260)	
Helicopter, light plane rental	(\$500)	
Film and processing, 40 rolls @ \$16	(\$640)	
Typists/word processors, 100 hours @ \$10/hour	(\$1,000)	
Printing of report, 1,000 copies of 100 pages @ \$.05/page	(\$5,000)	
Phase Four: Implementation	\$3,980	
<i>Transportation: 3 team members @ \$800 (\$2,400)</i>		
<i>Room and Board</i>		
Rooms, 3 people, 2 nights @ \$200/night (\$1200)		
Meals, 3 people, 2 days @ \$50/day (\$300)		
<i>Production Expenses</i>		
Typist/word processor, 8 hours @ \$10/hr (\$80)		
Miscellaneous Expenses (Phases 3 and 4)	\$4,000	
Drawing equipment and supplies; bus rental; preparation of images for printing; social events; equipment rental; copying supplies; press kits; committee expenses; T-shirts, caps, or other team identity; miscellaneous contingencies		
Total	\$38,780	
Contingency	\$5,000	
Grand Total (approximate)	\$43,780	

Acknowledgments

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Members of the AIA Regional/Urban Design Assistance Team (R/UDAT) Task Group updated this guidebook. Sketches and photos found throughout the document were produced during R/UDAT-related events in communities across the United States.

For more information on the R/UDAT program, please contact:

Design Assistance Team
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Center for Communities by Design
The American Institute of Architects
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