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## A report on Arts Administration internship with Christmas in October New Orleans, Louisiana, Fall 1994

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A REPORT ON  
ARTS ADMINISTRATION INTERSHIP WITH  
CHRISTMAS IN OCTOBER  
NEW ORLEANS, LOUISIANA, FALL 1994

An Internship Paper  
Presented to  
the Faculty of the Graduate School  
of the University of New Orleans

In Partial Fulfillment  
of the Requirements for the Degree  
Master of Arts in Arts Administration

by  
Andrew Wolf  
B.A., Michigan State University, 1992

May 1995



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A thank you is due to Patrice Melnick who let me use her computer to write all my papers while attending UNIVERSITY OF NEW ORLEANS, fed me, drove me all over town and beyond, and took me to the movies. I love you. Also, a thank you to Tomboula and Samba who kept me company while writing this report and all the other papers.

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## ABSTRACT

During September through December 1994 I completed an internship with Christmas in October, an organization that uses volunteers and donated cash and supplies to paint and repair the homes of low-income elderly and/or handicapped homeowners in New Orleans. CIO is a program of the Preservation Resource Center of New Orleans, a historic preservation organization dedicated to promoting and preserving the architecture and neighborhoods of New Orleans.

I performed a variety of jobs for Christmas in October including assisting with the daily operation of the office and warehouse, working on promotion and public relations, shooting photographs, and writing a plan for CIO's 1995 promotional campaign.

This report discusses my experiences while I worked with the CIO staff and volunteers, discusses some managerial problems that I encountered and makes recommendations for their improvement. I also discuss my short and long-term contributions to the organization.

## CHAPTER I

### THE PRESERVATION RESOURCE CENTER

#### Mission and Programs

The Preservation Resource Center (PRC) was founded in 1974 with a mission "to promote the preservation of New Orleans' historic architecture and neighborhoods".<sup>1</sup> Over the years the PRC has developed several programs to help further its mission. These projects are: Preservation in Print, Holiday Home Tours, Operation Comeback, and Christmas in October. **"Preservation In Print"** is a monthly tabloid featuring an editorial by the Director of the PRC, research articles on historic buildings or styles of buildings in Louisiana and news on regional preservation activities. The **Holiday Home Tour** is a tour of historically significant homes in New Orleans. It is a major source of income for the PRC. **Operation Comeback (OC)** finds buyers for homes in desperate need of renovation. OC acts as the real estate agent in the purchase of the house and as the contractor in

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<sup>1</sup>The Preservation Resource Center. History of the PRC New Orleans. (New Orleans: The Preservation Resource Center, 1991), p.1.

the renovation. Operation Comeback has focused most of its work in the Lower Garden District along Magazine St. and in the Irish Channel between Magazine St. and the river.

Finally, **Christmas in October** is the local affiliate of Christmas in April U.S.A. which uses donated materials and teams of volunteers to paint and repair the homes of low-income and elderly residents.

#### Christmas in April U.S.A.

There are currently 138 affiliates of Christmas in April U.S.A. which is based in Washington D.C. Each affiliate operates with the same basic goal "to provide warmth, safety and dignity for low-income homeowners".<sup>2</sup> What sets Christmas in April U.S.A. apart from other organizations that deal with low-income housing is the emphasis on using large teams of volunteers to accomplish their ends. There is an appealing ring to the grass roots, neighbor-helping-neighbor conception of CIA-U.S.A. that has

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<sup>2</sup> Maria Stieglitz, "Christmas in April Delivers Gifts Year-Round," Historic Preservation News Feb/March 1995: p. 32.

helped it grow in scope and effect since it was established as a national organization in 1988. The market value of work completed in 380 American cities in 1994 totalled \$24 million according to CIA-U.S.A. President Patty Johnson.<sup>3</sup>

Another non-profit organization that deals with housing for low income families has become very renowned thanks, in part, to the promotional efforts of former President Jimmy Carter and his wife Rosalyn. The organization is Habitat for Humanity. Both Habitat for Humanity and CIA-U.S.A. use mostly volunteer labor and leverage corporate and private funding due to their non-profit status. The difference is that while Habitat focuses mainly on building affordable new homes, CIA-U.S.A. works exclusively on pre-existing (and many times historic) homes occupied by their owners. The preservation aspect of CIA-U.S.A. is ideal for a city like New Orleans which is struggling against a backdrop of poverty to maintain, and in some cases reclaim, the integrity of its neighborhoods.

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<sup>3</sup>Ibid.

### CHRISTMAS IN OCTOBER

Due to the tropical climate of southern Louisiana, the New Orleans affiliate of CIA-U.S.A. decided they could mobilize a larger group of enthusiastic house painters if the event were scheduled in mid-October when the temperature is less oppressive. Christmas in October is one of the original affiliates of CIA-U.S.A. and has gone on to be fourth largest affiliate in terms of number of buildings painted and budget. Each affiliate establishes its own selection criteria and carries out the mission of CIA-U.S.A. with different management styles. Some affiliates hand over a certain amount of cash to each volunteer team for supplies. Others, of which Christmas in October is a leader, buy the paint, lumber and miscellaneous supplies for each team and keep detailed inventories and accounts of what materials were used and how much was spent on each house.

### Goals of Christmas in October

The mission of Christmas in October is a shortened version of the mission statement of Christmas in April

U.S.A. and is as follows: "To improve the quality of life of low income elderly and/or disabled homeowners through home repair accomplished by volunteers".<sup>4</sup> The founders of Christmas in October also stated goals that reflect the PRC's mission of preserving historic architecture and helping revitalize neighborhoods. The goals of Christmas in October are:<sup>5</sup>

1. To assist low income senior citizens and/or low income handicapped homeowners in remaining in their homes and neighborhoods;
2. To improve the quality of life of these homeowners;
3. To encourage neighborhood revitalization in historic New Orleans neighborhoods;
4. To heighten community awareness and pride and encourage neighborhood/volunteer/corporate and community interaction.

The first Christmas in October took place in New Orleans in 1988. The program has grown in scope from eleven homes in the Lower Garden District the first year to 60

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<sup>4</sup> Interview with Kristin Gisleson-Palmer, Director of Christmas in October, New Orleans, LA, March 1995.

<sup>5</sup> Christmas in October. Christmas in October 1988-1993. (New Orleans: CIO, 1993), p.1.



homes in the MidCity, Bywater, Esplanade Ridge and Algiers Point neighborhoods 1994.<sup>6</sup> The budget has grown from \$24,349 in 1988 to \$151,620 in 1993.

To qualify for assistance from CIO a person must fit three criteria: a) own their home b) be over 65 **or** handicapped c) live in a neighborhood targeted by CIO.

Eligible candidates are nominated by neighborhood organizations, church groups and individuals when the target neighborhoods are announced early in the calendar year. CIO also maintains a file of eligible candidates who apply after the deadline or are located outside of that year's target neighborhoods.

Christmas in October is a non-profit organization that operates under the PRC's 501(c)(3) tax exempt status. Over half of CIO's funding comes from a Community Development Block Grant administered by the City of New Orleans as part of a federal program for urban renewal. The rest of the budget comes from money donated by local companies. In 1994 fifty-nine companies made donations to CIO. Some companies made in-kind donations of services like trash pickup or

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<sup>6</sup>Christmas in October. CIO 1988-1993.

cellular phones while others made cash donations ranging from a few hundred dollars to \$10,000. Donations of labor and goods for 1994 totalled \$415,000.<sup>7</sup>

The money in CIO's budget is used for supplies needed to spruce up the homes, skilled labor, equipment rental, employee salaries, printing, photography and hospitality. The largest expenditures are on paint (\$35,125 in 1994) and lumber (\$19,542 in 1994).<sup>8</sup>

#### Management Structure

Christmas in October employs a full-time Director, a part-time Assistant to the Director, and a part-time bookkeeper who divides her time between CIO and Operation Comeback. The governing body of the organization is a Board of Directors called the Steering Committee. The Chair of the Steering Committee has the highest authority and is assisted by the director and assistant director in carrying out the decisions of the Committee. The founder of CIO, Muffin Balart, has served as the volunteer chair since 1988.

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<sup>7</sup>Interview with Kristin Gisleson-Palmer.

<sup>8</sup>Christmas in October. Addendum to Budget Dated December 30, 1994. (New Orleans: CIO, 1994).

For 1994 the position was expanded to a co-chairmanship to keep up with the extra work that accompanies CIO's expansion. The co-chair is Michelle Dutrey.

There are nine other committees responsible for various aspects of the Christmas in October process. The link between the CIO office and the targeted neighborhoods is made through the **Neighborhood Committees** which are made up of residents of the target neighborhoods and representatives of their neighborhood organizations. The candidates eligible to qualify for assistance from CIO are chosen by the **Site Selection Committee** which reviews all the applications from the target neighborhoods. The condition of each house is assessed by the **Technical Evaluation Committee** which is made up of volunteer contractors and carpenters. "Workscopes" describing the extent of the necessary repairs that each house needs are created based on the technical evaluations. There are two committees for training the volunteer leaders for the Christmas in October days. The leaders of the painting teams are called "House Captains" and together they make up the **House Captain Training Committee**. The person in charge of the House Captains is the "Area Leader". These individuals learn

their jobs at the meetings of the **Area Leader Committee**. In addition, those who want to help fill last minute supply orders on the CIO days can volunteer for the **Warehouse/Distribution Committee**. Anyone with knowledge of marketing, printing, graphics or photography is placed on the **Publicity and Promotions Committee**. There is also supposed to be a **Professional Services Committee** in charge of organizing the skilled volunteers and a **Supplies/Materials Committee** responsible for assembling the inventory of supplies. Both of those functions were performed by the Director and the Assistant in 1994.

## CHAPTER II

## AN INTERNSHIP WITH CHRISTMAS IN OCTOBER

Introduction

My internship with Christmas in October lasted from August 29 to December 9, 1994. I worked under the supervision of CIO Director Kristin Gisleson-Palmer and the Assistant Director Tracey Hogan-Hills as well as the Co-Chairs of the Steering Committee, Muffin Balart and Michelle Dutrey. Over the course of those three months I performed a variety of tasks ranging from forklift operator to photo-journalist, all of which led to a fairly comprehensive understanding of the mechanics of Christmas in October's operations.

This report is divided into four parts for purposes of analysis. The first section deals with the early stages of the internship when I was "getting to know the organization" and assisted in the daily operation of the office. In the second section my duties focused exclusively on helping publicize the Christmas in October days which occurred on the Saturdays of October 15 and 23, 1994. On the two CIO

days I was given a camera and instructions to "take a lot of pictures". It was through this carte-blanche assignment that I was able to make what I feel was my greatest contribution to the organization and that is dealt with in the third section. The final month of the internship was post-Christmas in October. I spent this time creating a promotional plan for 1995 along with some other miscellaneous duties. In the fourth section I discuss some managerial problems that were revealed during that period.

#### THE FINAL PHASES OF THE CIO PROCESS

It was mid-August, 1994 and I was riding my bicycle up Magazine St. to the offices of Operation Comeback and Christmas in October. My purpose: To begin a three-month internship required for completion of a Master's degree in Arts Administration from the University of New Orleans. I kept a slow pace because I didn't want to be too sweaty when I arrived for the first day. My trepidation over beginning a new job also kept me from going very fast. What would they have me doing? What if they assigned me something stressful? Groan...welcome to the real world I guess. What if this turned out like some of my other experiences as a

volunteer where it was difficult to find a niche where I could be useful? I thought about my interview with the Director four months earlier where we had agreed that I could do a lot of work with the Publicity Committee. For the '93-'94 school year I had worked as the Graduate Assistant in the UNO Department of Music, spending about half my work week as a hack publicist promoting recitals on campus. I consoled myself by thinking that this is my chance to really learn how to run a promotional campaign. The sweat dripped off my eyelids as I pedaled the last few blocks before 1504 Magazine.

The office of Christmas in October is on the second story of an historic building in various stages of dilapidation and renovation. The first floor is the headquarters of Operation Comeback. The coffee shop Rue de la Course rents the other first floor commercial space in the building and there is a pottery studio upstairs from them.

The internship began six weeks before the Christmas in October days. Many steps in the CIO process had already been completed. In the winter and spring the target neighborhoods had been named, candidates for CIO had been

chosen, and the extent of the necessary repairs had been documented by the technical advisors and turned into "worksopes" by the Director and Co-Chairs.

In mid-July CIO held a publicity event where the House Captains from each company were presented with display boards featuring photographs of each eligible house, a few comments on the homeowner, and scope of the work needed. Each House Captain made a list of the top three or four houses they wanted to work on. The Director and Co-Chairs assigned houses based on the Houses Captain's preferences and what they felt each team could handle. A new team generally gets a smaller house that only needs painting and a few small repairs to screen doors and windows. Large teams that have worked with CIO in the past are assigned homes that have suffered extensive damage or are too big for a small team to finish in two Saturdays.

The final steps in the process leading to Christmas in October involved ordering the inventory to fill the supply orders, training the House Captains (many of whom were already familiar with their duties from previous years), obtaining work permits, having each house pressure washed,



and hiring skilled tradesmen to complete roofing and shoring work before the CIO days.

At the time I started working with CIO the staff was concentrating their efforts on soliciting bids for lumber, paint, and other miscellaneous hardware. Christmas in October is required to obtain at least three bids on each item as a spending control for the Community Development Block Grant. The bids are documented on a standardized form and filed for the quarterly CDBG audit.

The Technical Evaluators make lists of supplies needed to paint and repair the houses they evaluated. The supply lists are updated by the House Captains when necessary. Items are ordered once most of the supply lists are turned in and the orders are delivered to a donated warehouse space. At the time my internship began a warehouse space had not yet been donated. Finding one was a top priority. The staff was also preparing for an upcoming House Captain's meeting so the Director was printing list upon list to put in every House Captain's information packet.

BOOT CAMP

The first responsibility I was assigned was that of Photo-Archivist. I was in charge of organizing the hundreds of documentary photographs used in the house selection process. Pictures of the houses before and after Christmas in October are used for promotional displays, press releases and permit applications. Each year CIO creates a documentary yearbook consisting of before and after shots of each house put together in a binder.

Photo-documentation is an essential part of historic preservation projects. The restoration of a building or landscape is an aesthetic undertaking that centers around recreating the way it looked at some point in the past. Photography is used to document the changes the building went through as a result of the restoration. Sequences of before and after shots communicate the benefits of preservation quickly and dramatically. By assembling yearbooks CIO not only documents its work, but also creates an excellent promotional device that can be used to recruit new teams and funders.

Before dealing with the pictures for '94 I had to put together the yearbook documenting CIO '93. I glued the

pictures to sheets stating the address, owner's name, and the team that worked on the house. The sheets were organized by neighborhood and ordered alphabetically by street name. There were no after shots of several houses in the Esplanade Ridge and Algiers Point neighborhoods so my job description expanded to include the title of Photographer. I was given a 35mm camera with a zoom lens and sent out to locate and photograph 18 homes painted by CIO volunteers in 1993.

As I planned my route through Esplanade Ridge (bordered by Broad and Claiborne on the north and south and St. Bernard and Orleans on the east and west) I realized how well targeting this neighborhood fulfills CIO and the PRC's mission to "encourage neighborhood revitalization" and "to heighten community awareness and pride". There are abandoned buildings throughout Esplanade Ridge and many of the occupied houses are severely dilapidated. The recipients of CIO's services are people that have less than \$10,000 a year in income and really can't afford to maintain their homes. The average cost of materials to paint and repair the houses in 1994 was \$1,715. Adding the value of the volunteer labor and in-kind donations brings the average

cost per house to \$8,631, about as much or more than the yearly income as most of CIO's clients.<sup>9</sup> Without assistance from CIO their homes would most likely suffer demolition by neglect, meaning that the original fabric of the building deteriorates beyond the point of making renovation practical. If those homes are allowed to suffer demolition by neglect the neighborhood faces a situation like parts of New York where entire blocks have been razed, leaving only the archaeological evidence of the people who once lived there.

In Detroit's inner-city neighborhoods there are so many abandoned buildings that the city can't afford to tear them down. The buildings become crack houses and sites of gang wars. It is not uncommon for abandoned homes to be burned down by fire bombs leaving the City of Detroit with a bill from the Fire Department and a safety hazard for neighborhood residents. If CIO and other preservation-minded groups did not help, New Orleans could easily be in a similar situation. This is pretty dramatic rhetoric yet CIO has found that it has been effective for recruitment as

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<sup>9</sup>Interview, Kristin Gisleson-Palmer.

shown by the increase in teams from 14 in 1988<sup>10</sup> to 86 in 1994.

With all that in mind I was eager to see some of the results of CIO's work. While touring Esplanade Ridge I couldn't help notice how sloppy some of the paint jobs were. One house had paint splattered on the roof around dormer windows. Others had paint splattered on the sidewalks and paint on the windows. I'd heard second-hand stories about shoddy work by CIO volunteers and wondered if there would be any problems this year.

After completing my mission in Esplanade Ridge I headed for the Algiers ferry. The neighborhood of Algiers Point is across the river from the rest of the city but is still part of New Orleans. There are two fairly distinct areas of the neighborhood divided by Opelousas Avenue. The riverside of Opelousas is a very charming and somewhat isolated community with street names like Pelican and Bermuda. It is a Preservationist's and Community Planner's dream come true. The houses are well maintained, there are no gaudy franchise operations, and it's pedestrian friendly.

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<sup>10</sup> Christmas in October. CIO 1988-1993.

Once I finished taking the pictures I dropped the film off at Fox Photo on Canal St. where the PRC has an account. That pretty much wrapped up my assignment, aside from picking up the pictures the next day and putting them the documentary yearbook.

For the next couple of weeks I acted as office-boy. I spent a couple of days making photo-copies of materials for the upcoming House Captain's meeting. I called hardware stores to get bids on things like trash bags and fire ant granules. I filled out applications for work permits for all the houses from the Historic Districts and Landmarks Commission. I tallied up inventories. I was depressed. Every day I was in a situation where I'd arrive and the Director would spend an hour thinking of something for me to do and I would feel more and more useless.

The Publicity Committee met a few days after I started the internship and discussed the volunteer thank-you party and publicizing a group of lawyers that were going to help organize the CIO warehouse. The CIO Director ran the meeting. The day after the meeting she told me that she encouraged the committee members to utilize me in their

promotional campaign. I never saw or heard from the publicity committee again. The reason for this, I believe, is that they were waiting for assignments from the Director who seemed to be in charge of the committee but who was, in turn, waiting for them to act of their own initiative.

By mid-September Hibernia Bank donated the main warehouse space where all the supplies are delivered and organized. Instead of working in the office I was sent over to the warehouse at 1901 St. Charles Ave. and spent about a week receiving deliveries and organizing the warehouse. The Director would drop by frequently to help and advise. I started by laying out a wooden palette for each team's supplies, each with the address of the house they had been assigned grouped by neighborhood. The supplies were on palettes along the walls of the warehouse. The week before Christmas in October the House Captains are required to come in for "shopping days" where they collect all the items on their supply list and place them on their palette for pickup at the end of the week.

It didn't take much to get the warehouse ready and I spent most of my time reading the paper while waiting for deliveries. My greatest personal accomplishment was

learning how to operate a forklift which we used to unload lumber and move palettes of paint and other heavy items.

At about the same time that we were setting up the warehouse CIO began working with the New Orleans Youth Action Corps (NOYAC). NOYAC is part of the AmeriCorps program instituted by the U.S. Congress in 1994. Participants in AmeriCorps are volunteers between the ages of 16 and 24. They are allied with existing non-profit organizations dealing with education, health, the environment and public safety. A youth can work with AmeriCorps for up to two years. Volunteers receive health insurance and about \$5,000 a year in government vouchers for college or vocational school tuition.<sup>11</sup>

The NOYAC group started out by clearing lots in the target neighborhoods and then worked on a house that was eligible for CIO's services but not selected by a team. After those jobs had been completed they were assigned to work in the warehouse doing the labor that had I been performing. At that point, instead of being an intern from UNO's Arts Administration program I was essentially a member

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<sup>11</sup>"Hard-nosed volunteerism," editorial, New York Times 13 Sept. 1994: A22.



of NOYAC, except I didn't wear a NOYAC t-shirt or get any tuition vouchers. That gave me a clear message of how useful I was as a volunteer to the organization. I was so frustrated that I slipped out the back door of the warehouse and rode home trying to decide if I should ever go back.

RECOMMENDATIONS FOR CIO'S MANAGEMENT OF VOLUNTEERS

BASED ON MY EXPERIENCE

The fundamental concept of Christmas in October and all of the other affiliates of Christmas in April U.S.A. is that its mission be carried out by volunteers. The main group of volunteers is made up of the company teams. Their job description is simple: scrape and paint. There is no training required and the more of these volunteers there are the better. CIO has also developed job descriptions and training methods for the positions of House Captain and Area Leader.

That's about as far as their volunteer coordination goes. There is a pretty clear idea of what sort of jobs CIO needs volunteers for. They need photographers to take pictures of the teams on the CIO days. Contractors are necessary for assessing the amount of work required on the

homes eligible for CIO's services. They need bodies to organize the warehouses and run supplies on the CIO days, and so on.

Anyone with a certain skill or expertise is assigned to the appropriate committee in the event they are needed. The committee structure breaks down the components of CIO's process and operation and is a start towards coordinating volunteer opportunities. However, some of the committees exist only on paper or do not fulfill their duties. During the term of the internship I saw no evidence of a functioning Supplies/Materials Committee or a Professional Services Committee. CIO staff took on most of the responsibilities of the Publicity Committee, due more to lack of coordination than a shortage of willing and capable committee members.

I recommend drafting a document that explains the role of each committee and details the tasks involved in fulfilling that role. The list of tasks can be turned into job descriptions. The Jazz and Heritage Festival sends its volunteers a list of volunteer positions with titles and a description of the duties involved. The volunteer can choose where they want to work based on the job

descriptions. This way the volunteer has a definite idea of what each role is in the organization and what the organization's expectations are. Having this information in writing would help CIO's committees function more effectively. All this information should be part of a volunteer manual that also tells the history of CIO and states policies relevant to volunteers.

By presenting volunteers with choices on how they can participate Christmas in October can better satisfy the needs of volunteers. People volunteer for a variety of reasons such as altruism, learning a field, developing professional contacts, getting training/experience, or for social prestige.<sup>12</sup> Satisfying the needs of volunteers enables the organization to hold on to its volunteers and operate more smoothly and consistently.

I also suggest recruiting a Volunteer Coordinator to oversee the recruitment and orientation of volunteers. A good candidate is someone from the Steering Committee or an ex-Area Leader who is familiar with the organization and would volunteer for this job. Another option is to make it

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<sup>12</sup>Thomas Wolf, Managing a Nonprofit Organization (New York: Simon & Schuster, 1990) 70-71.

the responsibility of the Assistant Director. The Volunteer Coordinator should create the job descriptions with the help of the Director (and Chair). They should also create and update an orientation packet that states CIO goals, statistics and how they operate. When an individual wants to volunteer with CIO they should be interviewed and placed in an appropriate position by the Volunteer Coordinator.

In my case I was not given a proper interview to find out what I had to offer the organization and what I wanted to get out of my experience. I got the feeling the Director thought I volunteered simply because I shared her love of Christmas in October. When I started working for the organization I didn't have a specific purpose and the Director was continually faced with having to come up with little jobs to keep me busy. Had someone given some thought to how I could have been utilized there wouldn't have been a situation where I was continually frustrated in satisfying my needs which were to get training and experience.

It is very important to interview every volunteer coming into the organization. The interview serves two purposes. It gives the volunteer an introduction to the organization and it gives the interviewer, and in turn the

organization, a chance to find out about the volunteer. The interviewer needs to find out what the person wants to get out of their volunteer experience and what skills they have to offer the organization. To get the most out of the interview CIO should consider creating a "Self Inventory of Skills and Abilities"<sup>13</sup> that enables a recruit to rate or comment on their ability in areas like organizing, soliciting donations, computers, or writing. A Skill Inventory would list the items mentioned above and anything else relevant to CIO and give a space for the recruit to comment on their abilities or experience in those areas. The recruit should receive a copy of the Skill Inventory a few days before the interview so they have an opportunity to fill it out before being interviewed. During the interview the Skill Inventory can be used by the interviewer to more easily discern the recruits needs and where they can work most effectively.

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<sup>13</sup>Anne K. Stenzel and Helen M. Feeny, Volunteer Training and Development: A Manual for Community Groups (New York: Seabury Press, 1968) 92-93.

MY DECLARATION OF INDEPENDENCE

I repeated what I planned to say over and over in my head as I rode to work the next day. After walking out the day before I'd spoken with the UNO Arts Administration Director Elizabeth Williams who suggested that I come up with my own projects. Since my proposal stated that I would be helping with publicity I would offer to take over the publicity campaign.

The Director thought it was a great idea, and even seemed a little relieved to have something for me to concentrate on. She then declared to the Assistant Director and Co-Chairs that "from now on Andy is only going to work on publicity". That left me pretty much on my own.

The first thing I did was go through a press list to find out submission deadlines for any relevant publications. After a few phone calls it was pretty obvious that since Christmas in October was only two weeks away I had to get something to the media right away. I was aware that CIO makes a press kit which they give to the television stations and to the Times-Picayune which features color photocopies of "before" shots of homes whose owners have a particularly newsworthy story. Some stories show how CIO is a

homeowner's last hope, like the case of an elderly woman who had been defrauded by workers to whom she paid the last of her savings. Others are more based on human interest like two sisters who have lived in the same house for 70 years. In the past the press kit was packaged in a creative way. The press kit for 1993 came in a one-gallon paint can with a label listing all the sponsors, etc. I didn't know what else went in the press kit so I decided to write a press release that could be included in the kit as well as sent to publications with a smaller circulations than the Times-Picayune. I planned to send it out that day.

When I was making copies of the press release one of the Co-Chairs asked what I was doing. I told her it was a press release announcing that Christmas in October was coming up. She wanted to know if this was a "teaser" to the media before we delivered the press kits. I explained which publications I intended to send the release to and told her that we needed to make the press kits immediately. She told me that she had to look through the photographs and homeowner histories to decide which pictures would be included in the press kit. I encouraged her to do it that

day so I could help them get the press kits together as soon as possible.

In the meantime I put together my press release with a list of teams participating in CIO and a list of the sponsors. I sent copies to Bywater News, The Chamber, CityBusiness, Gambit, Louisiana Business Journal, Louisiana Weekly, New Orleans Tribune, This week in New Orleans, WWL AM radio, Black Data Weekly, UNO Driftwood, Louisiana Landmarks Society, and Tulane Hullabaloo. The day after I sent these out Elizabeth Donze of the Times-Picayune phoned the CIO office and I sent her the same press release.

The Bywater News printed a large article about CIO. Gambit printed a paragraph on CIO in their "En Passant" news column and also gave us a bouquet in their "Bouquets and Brickbats" column after Christmas in October. The Times-Picayune published articles in their Mid-City and Algiers Point neighborhood supplements and also interviewed the Director and Co-Chairs for a three page spread in their Saturday Real Estate Section. I did not have the opportunity to read any of the other publications listed above to see if they wrote anything about CIO.



The day after I sent out the press release I tried once more to get the co-chair to decide which pictures would go in the press kit but she had not picked them yet. There was nothing I could do if the main authority of the organization was holding things up so I moved on to my next project. Every November the PRC's publication Preservation in Print does a cover feature on CIO with pictures of all the teams and a list of skilled volunteers and donors. I was assigned to write the copy for the CIO feature and for a special section on NOYAC and deliver it to the editor.

Last year's issue had a lot of empty space in the layout and the Director wanted some ideas on how to fill it up. I suggested putting the logos of the six major funders in some of the spaces. Everyone like the idea so I called the CIO contacts at Freeport McMoRan, McDermott, Mobil, New Orleans Home Mortgage, and Waste Management of New Orleans/Rust Scaffolding and arranged to pick up black and white versions of their logos.

When I met with the editor of Preservation in Print to deliver the copy for the feature and the logos I had a difficult time explaining what I wanted done with the logos. Eventually we came to the understanding that the layout

would be done a little differently to solve the problem of the large empty areas and the logos would appear after the introduction. There were to be the five corporate logos plus a small box acknowledging the Community Development Block Grant from the city. I asked her if I would get credit for writing the introduction. She told me that in order to be credited I had to submit a research article. When I told her that I was an intern from UNO Arts Administration she wrote my name down and planned to acknowledge me as such.

I met with the editor one more time after the second CIO day to deliver photographs to replace some that were underexposed. She had a deadline to deliver everything to the printer that day and was showing signs of considerable stress due to trying to put together the Christmas in October feature in such a short time frame. She said irritably that she didn't understand why they didn't print the feature in December.

When the CIO feature came out the first week of November (see appendix I) there were several embarrassing errors and omissions. The most glaring mistake for me was that Freeport McMoran's logo had not been included with the

other major sponsors. I blamed myself for not communicating clearly what I wanted until I was told that I was the victim of an error as well. Instead of acknowledging me as the UNO intern I was listed as a photographer with a different name than what my mother gave me. The Director claimed that the editor even argued with her over what my name was.

My recommendation is to simply publish the CIO feature in December with a short summary on the results of Christmas in October in the November issue. That will reduce stress on the PIP editor and ease the poor relations she has with CIO. It will also give a representative from Christmas in October a chance to check the layout before it goes to press in order to reduce omissions and errors.

One of the projects that Liz Williams suggested I work on was to get Mayor Marc Morial to appear for a photo-opportunity during one of the CIO days. I mentioned the idea to the Director who didn't really agree or disagree with me, only saying that they had made arrangements with a City Councilperson to appear for a photo-op and that dealing with them was "a pain in my butt". That was a pretty discouraging statement and I almost gave up on that task. I

do, however, have a couple of connections in the mayor's office who I thought could help. A few days later I ran into one of these "inside men" who gave me the names and phone numbers of the Mayor's Director of Communications and the person in charge of the Mayor's schedule. I was told to send a letter to both people, contact them by phone and fax a copy of the letter to my two friends who would act as advocates on behalf of the CIO photo-op.

I told the Director about this opportunity and presented her with a very rough draft of a letter inviting the Mayor to visit a CIO worksite. I was hoping that the rough draft would stimulate some input from the Director concerning the content of the actual letter as well as give her the opportunity to know what was going on and endorse my actions. The letter worked its way to the bottom of the "in" pile over the course of a few days, a scenario that would be repeated a few more times before the end of the internship. This was essentially a pocket veto.

About a week before the first CIO day I decided to go through the exercise of faxing the letter to the Mayor's office and see if there was any room on the schedule for a photo-op. I phoned the person in charge of the Mayor's

schedule who informed me that the Mayor would be out of town for one of the two Saturdays but there might be a chance of him appearing on the other. I made the mistake of telling one of the Co-Chairs what I was up to before I faxed the letter. She told me to hold off because they wanted to get the Mayor to go on the PRC's Holiday Home Tour. I faxed the letter out of spite and then left it alone. Needless to say, there was no Mayor that Christmas.

The project I worked on the week before Christmas in October was a new part of CIO's promotional campaign. The Director had attended a conference for all the Christmas in April U.S.A. affiliates earlier in the month where she got an idea of how other programs operate. One affiliate makes big posters that say "Christmas in April" and the days that it is happening. The posters are put up in businesses located in the neighborhoods they are working in. The Director said that next year she wanted to do something similar because she loves that sort of grass roots campaigning. I volunteered to come up with a flyer that could be blown up into poster size. We decided to put the names of the sponsors on it as well.

The Director and I decided that the flyer would have "Christmas in October" on the top, the list of sponsors superimposed over the CIO logo, and the Christmas in October dates on the bottom. I called Computer Mentors, a non-profit organization that does work with computer graphics, to see if I could get some help in creating the flyer. The person who answered the phone happened to be a member of the Publicity Committee who does all of CIO's design work. He was happy to donate his time and had the flyer done the next day, free of charge.

I made copies on green paper and headed to the target neighborhoods. My first destination was Mid-City where I stopped at Harry's Ace Hardware. They are listed as a sponsor so I figured they would be a likely candidate to post one. Instead, they refused because they felt that by posting it Harry's Ace would be endorsing these businesses. The manager termed it a "discriminatory endorsement" which is against company policy. After that I decided to distribute the flyers to churches and corner stores.

I recommend distributing flyers again next year but without all the sponsors listed. Instead they should be used to promote CIO and explain what it does. It could say

something like "CHRISTMAS IN OCTOBER is happening in this neighborhood October 21 & 28. Our teams of volunteers will be painting and repairing the homes of some of your elderly neighbors." Then there could be a CIO slogan like "Working Together for New Orleans Neighborhoods" that communicates their mission in a few words.

I also recommend having posters printed that say all of the above plus "This business is a proud sponsor of Christmas in October". When the business makes a donation, CIO can send them a poster along with a thank-you. This would solve the problem I had with Harry's Ace and help CIO be prompt with their acknowledgement of the sponsors.

On the last few days before Christmas in October I helped the Director in the warehouse. I asked her whatever became of the fabled press kit. She told me that one of the Co-Chairs had decided that she was going to assemble the press kit but was stalling and wouldn't let anyone help her. The Director had been encouraging her to let me help but nothing ever came of it. Even the other Co-Chair (who had founded the program and had run it without the assistance of a partner for 6 years) was totally exasperated. The

Thursday afternoon before Christmas in October I was working in the warehouse and the Co-Chair drove up and had me go through all the team's supplies to find work gloves to put in the press kits which she was wrapping up like Christmas presents.

The press kits were delivered the day before the first CIO weekend. In the meantime the Times-Picayune had already covered the CIO story after receiving my press release. We had gotten some TV coverage but it was through LL&E's marketing department and the story did more to promote LL&E than CIO, who was barely mentioned. I did not hear about any TV station covering either of the CIO days. Had the press kits been delivered much earlier we would have had a better chance of getting on the TV news schedule and there would have been some time to follow through with some phone calls to encourage coverage.

#### RECOMMENDATIONS BASED ON MY WORK WITH PUBLICITY

Christmas in October's neighbor-helping-neighbor concept is the kind of human interest story the media loves and CIO gets coverage without even really trying. If they made an organized effort to promote their activities it



seems likely that they could get major coverage from all of the local media. As more people become aware of CIO and what they do for New Orleans it will be easier to recruit volunteers and solicit donations.

The problem with the delayed press kits resulted from breaking the first rule of a non-profit board of directors. The board should never be involved in the day to day operations of the organization. In this case The Co-Chairs usurped control over the creation of the press kit and there was nothing anybody could do. I was a volunteer and had no say in the matter. The Director could do little more than try to persuade them to take action, because she was under their authority. According to Tom Wolf, part of the Board's job is to "Develop and maintain a communication link to the community, promoting the work of the organization".<sup>14</sup> Developing and maintaining a link to the media is a staff function.

My experience with CIO's promotional campaign shows that the organization had not followed through with planning. For promotion they had no strategic plan

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<sup>14</sup>Wolf 30.

delineating the steps in a comprehensive promotional campaign. I found evidence buried in the file cabinet of the beginnings of a promotional plan from a committee meeting in early 1994 but it was more of an outline of basic ideas than specific actions and had long since been forgotten.

The organization has also not made plans for incorporating new people into their staff. The chairman's position on the Steering Committee was expanded into a Co-Chairmanship yet the new Co-Chair did not fully understand her role in the organization. I listened to her complain for two days about how she didn't want to make a presentation about CIO to a potential corporate funder because she hated performing those type of jobs. She even tried to get other people to do it for her. Obviously, nobody explained to her that fundraising is a major component of a non-profit boardmember's job. As chairman she has a duty to represent the organization and win over potential sponsors. She also disrupted the daily operations by taking on staff duties, again the result of no clear definition of the difference between the Chairman's responsibilities and those of the staff.

This confusion over responsibilities is a result of the organization growing rapidly from a small grass-roots project run by a volunteer to being the PRC's most visible preservation effort involving dozens of sponsors and thousands of volunteers. Christmas in October grew sort of in spite of itself. This became clear to me when I asked the Co-Chairs for a quote to put in my press release and CIO founder, Muffin Balart, came up with, "With the overwhelming response of volunteers and services CIO's impact this year will be greater than ever, **without even recruiting**". As the job of organizing Christmas in October became larger they developed the habit of taking on more bodies and putting them to work wherever there was a gap in operations. That's what happened to me. What they must do to operate more efficiently is to look at the variety of tasks that go into organizing Christmas in October and assign those tasks to specific positions. The breakdown of job descriptions should be incorporated into an employee manual that states policies on sick leave, pay raises and anything else relating to paid employees.

The employee manual should also state procedures for certain managerial tasks like recording inventory, applying

for work permits, matching teams with houses, and accounting for the CDB grant. This information would benefit newcomers to the organization and serve as a reference for veterans. For example, 1994 was Kristin Palmer's first year as Director. The Director before her left no specific instructions on accounting for the CDB grant or setting up the warehouse and it resulted in a lot of back pedalling and last minute stress. Ms. Palmer had worked closely with the past Director for two years as a volunteer so she was pretty familiar with the CIO process, but what would happen if they hire someone who had never worked with CIO before? It seems like an invitation for the Co-Chairs to be even more involved in the daily operations. Having written explanations of important managerial procedures will also be valuable when CIO makes presentations to people in other cities who want to start similar programs.

#### IT REALLY IS LIKE CHRISTMAS

I donned my photographer's hat for the Christmas in October days. The Director assigned me to take pictures for a slide show to be shown at the volunteer thank-you party

the second week of November. Once again I felt like I had been marginalized by being assigned what seemed to me a ridiculous job. "Who wants to see a boring slide show?", I kept thinking to myself. Nevertheless, it was a great premise for a bike ride, and my chance to see what Christmas in October was all about.

The only instructions I had were to "take a lot of pictures". Since there were 60 houses and three satellite warehouses to cover I decided to take two shots at every house. If there was something especially interesting going on at a house I had leeway to take three or four shots. I chose six themes to work with. One objective was to show what types of work CIO volunteers do besides painting, for example, building a porch or landscaping. I looked for examples of "impact" on the neighborhood, meaning working on several houses in one block or homes on corners that have high visibility, hopefully inspiring neighbors to spruce up their homes as well. All the teams made a big production out of lunch and I got several shots on that theme. I had three themes showing the people of CIO. Specifically they were the homeowners, kids that were helping, and interesting looking volunteers. I tried to avoid shots of volunteers

with paintbrush in hand mugging for the camera because they don't tell much of a story and are just not very interesting to look at. I enjoyed calling myself the "candid photographer" to distinguish myself from the other photographers assigned to take group shots of the teams.

This assignment allowed me to witness every team in action. I was very impressed by the veteran teams that assembled huge crews of workers and completed work on some very large houses. Everywhere I went there was an infectiously jolly atmosphere of people helping each other. I even heard someone say, with deep sincerity, to a homeowner, "It really is Christmas in October, isn't it?". She agreed with an unreserved yes, indeed.

There were a few cases of disappointed House Captains whose teams were much smaller than they had anticipated. One team from a church completed the work over several weekends but company teams did what they could and left their house unfinished. Professionals were hired with left over funds in the budget to complete the work promised on the workscopes.

There were enough cases of teams coming up short on workers that CIO would be wise to change the unwritten

policy of not recruiting. They should recruit individuals that can beef up teams that have smaller turnouts than expected. The individual volunteers can also be used to form a team in the event that a whole team bails out a few days before Christmas in October (this actually happened with two teams from the U.S. Army in 1994). CIO would save a lot of money by using only volunteer labor. A program like this would definitely require a Volunteer Coordinator to make sure the volunteers were treated with consideration rather than as last minute substitutes.

I enjoyed being able to see every team at work on the CIO days and I was the only person in the organization who had that privilege. The slideshow turned out to be a valuable asset to the organization because I had a unique, overall perspective on the actual workdays. I was able to capture what happens from a variety of views which, when seen together, give a pretty accurate picture of what Christmas in October is all about.

The slide show premiered at the thank-you party for the volunteers held at the Mid-City Lanes, the Home of Rock'n'Bowl, the second Wednesday in November. When I arrived at the party I was greeted by the accolades of the

CIO staff who hadn't had a chance to see the slides until that night and were somewhat surprised by their artistic quality. Throughout the night there was a small crowd around the slide projector (which was pretty good considering that the slides were competing against free bowling) and the show got a good review.

A few weeks later I was given an opportunity to use the slides to create a promotional presentation on Christmas in October. The Director and founding Chair had been invited to Charleston, South Carolina to show a group there how to create a program like CIO. A representative of the Charleston organization phoned the day before the Director and Co-Chair were to depart to request that they present a slide show on CIO. In one afternoon I organized the best slides according to the themes that I used when shooting. Then I created an outline for the presentation with a phrase or a word describing what each slide is supposed to point out. There is plenty of room for the speaker to elaborate about unique aspects of CIO. In an attempt to cover up the fact that this would be an improvised presentation I added a few humorous lines to deliver with particular slides. I included the slide and box number of each slide on the



outline so that the presentation can be repeated at any time in the future (see appendix II). The response in Charleston was very good and my slide show played two repeat performances during the weekend.

The creation of the promotional slide show for CIO demonstrates my understanding of CIO's objectives. The presentation starts with before and after shots, the meat and potatoes of preservation documentation. It goes on to show what work CIO sponsors besides painting that encourages neighborhood revitalization. Examples in the slide show include building sheds, replacing large sections of missing siding, putting up drywall, and clearing out trash, and even a complete renovation of an abandoned property as a home for a community boy's choir. A few slides show how CIO encourages revitalization by working on two houses next to each other, houses on corners, and a house next to a home that was boarded up. There are some examples of the elderly homeowners who are the main recipients of CIO's services. The subject of the rest of the slides are the volunteers, who are the backbone of the organization, working hard and having fun. I produced the slide show without any instructions on content and was able to deliver something

the Director and founding Chair were delighted with. It can be used for many years to promote Christmas in October.

#### THE INVISIBLE INTERN

After the CIO days the office slowed its hectic pace. The only big event on the calendar was the volunteer thank-you party at Mid-City Lanes. My contributions to the party were the slide show, which I entitled "The Faces and Places of CIO", and hiring the band. The budget for the party allotted \$200 for the band. The Director wanted something that would appeal to a diverse audience and suggested a Cajun band. I suggested the Treme Brass Band or the New Orleans Klezmer All-Stars as more high profile options. We agreed on the Klezmers who feature Willie Green from the Neville Brothers on drums and were recipients of a 1994 Big Easy Entertainment Award.

I got the impression that attendance at the thank-you party had been pretty slim in previous years but this year's location at the Rock'n'Bowl made it a big hit. The crowd was dense and the reviews were glowing, maybe because of the free beer. I added to the atmosphere by providing a quality band at a discounted price.

After the first CIO day I worked less on informing the public of our activities (publicizing), and focused more on the public relations side of promotion. The object of public relations is to make the public view the organization favorably. At this stage in the CIO process we wanted to make the organizations that contributed feel that they were appreciated and that, with our help, they did a great service for the community. I did write one press release on a past recipient of Christmas in October who was helping volunteers paint her neighbor's house. The press release was faxed to the news editors of all the local TV stations as well as the Times-Picayune.

When I finished that assignment I suggested to the Director that I start working on thank-you notes to sponsors. She thought it was a good idea to get a jump on this and gave me a list of companies that made small cash donations or in-kind donations of material. I drafted several letters with short personalized messages pertaining to their donation and how much CIO appreciates their generosity. The second paragraph gives CIO's tax ID number so the donor can make a deduction from their taxes. It also

identifies the PRC as CIO's parent organization. I copied this paragraph onto each letter.

I printed the letters on CIO letterhead and presented them to the Director for approval. If they were acceptable all she had to do was sign them and I could mail them off. The Director was very excited to get the letters and said she would read them that night. She never read the letters that night or at any other time that I know of. Every week or so the topic of thank-you notes would come up and my letters would be dragged out and given to someone to proofread. The letters would sit there for a day and end up stashed back in the file.

During the month of November a kind of thank-you anxiety grew like a pimple on a teenager's greasy face. Everyone in the office expressed their dislike of writing thank-you's at one time or another. Even when they had a completed letter there was some force preventing them from sending it out. I don't know if my letters were ever sent.

The thank-you form letter to the House Captains was a terribly painful process. The same Co-Chair who delayed the press kits took it upon herself to write this letter which went through draft after draft. Each sentence was carefully

picked apart and reassembled, then changed again. "Oh, this is impossible!", was her favorite phrase. The letters were finally sent out in December, much to the dismay of the Director who noticed, after they had been posted, that they said "Have a Happy Thanksgiving".

This is another example of the same board member being involved in day to day operations and mucking up the organization. As I said before, it should be clarified what this person should and should not be doing as Co-Chair. There should also be precautions made to avoid having to work with someone like this year after year. The bylaws of the organization should set term limits for serving as Chairman of the Steering Committee. After a year or two there should be a new Chairman. This will also help CIO organize itself better. If there is a new Chairman on a regular basis they will have an even greater need for a manual detailing the policies and workings of the organization. Having a variety of people serve in the Chairman's position brings fresh ideas into the organization and may also lead to better business practices.

I attempted to help make thank-you notes less tedious by composing a few form letters. I created letters for cash

donations, in-kind donations, technical evaluators, and for skilled professionals who donated work. Like the personalized notes I wrote, the form letters never made it to the review stage. I planned to prepare the form letters for the merge function in WordPerfect 5.1. This would enable them to plug names, addresses and any other pertinent information into the letters and have them printed and ready to mail in minutes. The drafts of the letters got put in the "in" pile and I never saw or heard of them again.

I felt like the main character in Ralph Ellison's novel The Invisible Man, who worked diligently for "the Brotherhood" trying to help his Harlem neighborhood rise from its condition but was really just an invisible pawn working for powerful social theoreticians trying to insulate their stale rhetoric from reality. Unlike Ellison's character I did not vow to "overcome them with yeses, undermine them with grins, [and] agree them to death and destruction until they choke on their own foolish postulating".<sup>15</sup> Instead, I maintained my idealism and tried to show the organization how it can improve.

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<sup>15</sup>Ralph Ellison, The Invisible Man (New York: Random House, 1952) 508.

Metaphorically going underground, I assigned myself the task of helping CIO prepare for their 1995 promotional campaign. This involved organizing the files on publicity and creating a promotional plan that makes suggestions on restructuring the committee, gives job descriptions, sets some goals to work towards, and gives a timeline of the tasks involved in executing the plan (see appendix III). There was a definite need for some organization in CIO's publicity department, which has been a low priority, and the leadership appeared grateful for my recommendations and directions on how to carry them out.

Before beginning the plan I did some investigating into the history of CIO's annual promotion. There is a whole filecabinet drawer dedicated to publicity documents. The state of the drawer reflected the state of their PR. There were folders with a variety of titles like "Promotion: facts", "PR '94", "Publicity Committee '94", and "Press Releases" each containing some of the same documents along with other papers that had been filed randomly. I organized everything into two categories. The first was "PR campaign" which contains press releases and information on CIO. The second category was "coverage" containing all the articles

about CIO from that year. The files for coverage go from 1988 to 1994.

By searching through the files I found documents, like the agenda for a PR Committee meeting and a fax that lists what should go in the press kit, that helped me formulate the 1995 PR plan. The Director and her Assistant were on vacation at this time so I put myself on a Flex-time program and worked at home on the plan.

My promotional plan starts out with a brief analysis of what happened with publicity in 1994. I make the recommendation that a CIO staff member be named Director of Publicity. Another option for filling this position is to recruit a volunteer who would be willing to spend a few hours a week working on publicity. I wrote a job description for the Director of Publicity which can be used to recruit a suitable candidate. There are also job descriptions for the Co-Chairs and Committee members.

The next section puts forth some goals to strive for and explains why they are appropriate. I did not go so far as to quantify the goals but four of the seven call for an increase of something over past years. The other three goals deal with policies or habits that should be adopted



and are not really quantifiable. The goals are divided into three categories: coverage, recruitment, and funding. For coverage I said they should arrange appearances on radio and TV. For recruitment I said they should try to recruit more skilled labor, more individual volunteers, and as many candidates for CIO's services as possible. For funding I suggest making habits of notifying the Mayor and City Council of what is going on with CIO throughout the year, getting clippings on CIO from a variety of publications, and always trying to differentiate CIO from Habitat for Humanity. The goal in the funding category is to make it a policy to always do these things.

The Director and I worked together to create a timeline of all the tasks involved in the publicity campaign. The tasks are divided by month with a space before each item to fill in the exact deadline day. Each task specifies whether it is the job of the Director of Publicity, the Committee or the Co-Chairs. There is Task Breakdown that explains what each item on the timeline means and gives suggestions on how to carry out the job.

The addendum includes a media list, the names and addresses of Publicity Committee members from 1994, two

sample press releases, a 1994 CIO information sheet, and one of the flyers that I put up around the target neighborhoods.

The promotional plan will facilitate an effective PR campaign for CIO in 1995. By assigning specific responsibilities the plan will prevent the Co-Chairs from going beyond the scope of their duties. My promotional plan can be used year after year by updating the goals and adding or deleting any relevant tasks. It can also serve as a prototype for plans in other areas like fundraising, recruitment of in-kind donors, writing thank-you notes, and action plans for special events.

The last major event that occurred during the internship was another thank-you party sponsored by the Holiday Inn on Loyola Ave across from the library. The Holiday Inn recently took over the building from Howard Johnson's. The building has been known locally as the location from which a crazed gunman sprayed bullets into the park across the street in the early 70's. As part of a marketing scheme to make local businesses aware that the building has been spruced up and is under new management, the Holiday Inn offered to sponsor a dinner party for

Christmas in October's corporate contributors. A free party is more fun than writing thank-you notes so CIO snapped up the opportunity. Two upper-level managers from each of the major sponsors were invited to come and get to know CIO.

My role in the preparations was to create and assemble display boards featuring before, during, and after shots of the homes worked on by teams of the major contributors. There were 20 in all, four of which were larger than the others because they represented companies who donated between \$5,000 and \$10,000. Before I could make the display boards I had to go out and take photographs of all the CIO houses in their completed state. I also had to get my man Hal Plauche at Computer Mentors to print some headings and labels to paste on the boards.

I made an appointment with Hal to explain what I needed and give him the names of the companies being represented. We met and decided that each board would have a heading with the company name flanked by the CIO logo on each side. The pictures would be captioned with before, during, and after labels cut in irregular shapes.

While Hal worked on the headings and labels I went out to take pictures of the completed work. While photographing

the homes I met a few of the homeowners and got their critique of the results. Most of them were very pleased by the work done by the volunteers. One woman added some blue trim because her house turned out a little too yellow.

As I mentioned before, some of the teams didn't have a big enough turnout to finish the job. There was one case where only four or five people showed up and not much was accomplished. Much to my embarrassment I encountered the homeowner's daughter when I was photographing that house but she appreciated what had been done and had the attitude of "we did what we could". One team had to bail out because the homeowner was impossible to deal with. I rode by that house looking for the address and the owner came out and started cursing at me. I don't blame the team for leaving. The most embarrassing moment was when a homeowner asked when they were going to put the gutters back on her house. She'd been calling the CIO office and gotten no response. The reason for that was the Director was on vacation.

There were several other houses, mostly in the Esplanade Ridge neighborhood, where the painting had not been completed. I asked the Director what CIO does to complete the projects but didn't get a definitive answer.

Some groups finish the job over several weekends. There was a church group that did that this year. Sadly, by the time the internship was over in early December most of the unfinished paint jobs remained that way. The Director was busy paying off suppliers so she could see how much was left in the budget for extra jobs on the houses but there was no immediate plan for finishing what had already been started.

Although the unfinished homes made up a small percentage of the total worked on by CIO it left me with a bad taste. It's especially ironic when the Director makes statements like "I hate loose ends" after painting a house herself to cover for a no-show and then takes a vacation while another CIO recipient needs gutters put back on her house. What they need is a contingency plan to finish work left by the teams. I suggest recruiting a pool of volunteers who can step in after the CIO days and finish the job. The work should be completed as quickly as possible for credibility and also because the CIO process starts again in January. It should be documented when a team is unable to finish so they can be paired with another team the next year and get better results.

When I picked up the prints from the developer I was complemented on my eye for architectural photography. The pictures were the CIO staff's first chance to see all the houses after they had been painted. I completed the display boards in a couple of days, arranging the photos in a variety of asymmetrical designs. I also designed two large boards, one with thank-you notes from some of the homeowners and one with photographs of the volunteer thank-you party at Mid-City Lanes, Home of Rock'n'Bowl. My final act was to meet with a representative of the Holiday Inn to work out where the boards would be displayed.

## CHAPTER III

## THE INTERN'S CONTRIBUTION TO THE ORGANIZATION

During my internship I was able to work on a variety of projects that had both short and long-term ramifications and gave me an understanding of how Christmas in October operates. I assisted in the daily operation of the office by calling businesses for bids on materials, filling out permit applications, tallying inventories using their Lotus program, putting together packets of information and mailing referral forms to people not qualified for CIO. I was involved in setting up the warehouse where all the supplies are delivered and organized, learning the skills of operating a forklift in the process. These were all short term contributions.

In the area of publicity I wrote and sent press releases which resulted in several newspaper articles including a feature in the Times-Picayune's Saturday Real Estate section and a "Bouquet" from Gambit Weekly's Bouquets and Brickbats column. I expanded the publicity campaign to

include posting flyers at churches and corner stores in the target neighborhoods to promote CIO's name at the grass-roots level. I wrote the introduction for CIO's annual feature in Preservation in Print and expanded the content of the feature to include the logos of the major corporate sponsors. I organized photographs I took on the Christmas in October days into a slide show that explains what CIO does and what sort of people are involved. This show can be used when making a pitch to a potential sponsor or as part of a presentation to another group explaining how to set up a similar program. The intended result of these activities was to insure that the public knows the name Christmas in October and has an understanding of what CIO does for New Orleans.

I was also CIO's photo-archivist. This job involved organizing before and after photographs documenting the work done by CIO volunteers into Documentary Yearbooks for 1993 and 1994. The yearbooks show the history of CIO's work and can also be used in promotional presentations. Some of the after shots for 1993 and all of the after shots for 1994 were taken by me. I used before, during, and after photographs in a series of display boards showing the work



of teams from the major corporate sponsors which were displayed at a thank you party for these businesses. Some of the after shots that I took for 1994 are now being used for fundraising documents.

I organized the Department of Publicity and Promotions by restructuring their PR files and writing a plan for them to follow in promoting their activities in 1995. A comprehensive plan will enable them to work more effectively and efficiently in the area of promotion and public relations. This plan can be updated and modified for use year after year as well as serve as a model for other plans in areas like development, marketing, and special events.

## CHAPTER IV

## THE FINAL ANALYSIS

My experience with CIO shows that the work done by the organization involves completing the process of identifying candidates to receive CIO benefits, matching homes with volunteer teams, buying supplies, and organizing the Christmas in October days. The different tasks involved in completing the process are accomplished not so much according to a plan but rather by a yearly routine that is known by the insiders of the organization, namely founder-and-Chairman and the Director. I highly recommend that the organization go through the process of creating a long term plan for the next five or ten years.

Creating a long term plan will involve a hired consultant, members of the Steering Committee, staff, and probably some representation from the PRC's board. The first step is to analyze the mission of the organization. The board, with assistance from the Director then set goals that advance the mission. Some examples might be "Paint X# of houses every year", "Have every qualifying homeowner's

house in Y neighborhood completed by the year 2000", "Provide plants for landscaping every house" or "Establish alliances with other non-profit groups dealing with housing for low-income residents". Next, the staff and members of the board narrow the broad goals into specific actions and identify which departments, with their respective volunteer committee, will be responsible for what. Members of the different volunteer committees should meet with staff to make a plan of action for each department. Each plan should define tasks and set deadlines and there may be some restructuring of the committees. At least once a year the volunteer committees should meet and evaluate the results of their work compared to the goals and action plans they set. The action plan can be modified according to how well or how poorly the objectives were accomplished.

There are several reasons why CIO should make a long-term plan. First of all, they are notorious amongst their volunteers for being feckless and unorganized. Getting some advice and planning assistance from a knowledgeable outsider can only help them to operate more professionally.

The organization has a new Director who does not have very extensive experience in management. Going through a

planning process will help clarify her duties and also give her a chance to introduce some initiatives or policies of her own. This will give the Director stronger ties to the organization and possibly increase her term of employment.

Another reason has to do with the trend towards decentralized government. Governments are now providing funds to profit and non-profit corporations to manage programs that were formerly administered by government bureaucracies. One of the areas privatized by the City of New Orleans is low-income housing. The Housing Authority of New Orleans (HANO) has a big money contract to run the City's housing projects. Christmas in October receives a Community Development Block Grant from the city that makes up nearly half of its budget. Rebuilding the integrity of New Orleans's inner-city neighborhoods is becoming an important issue as crime and violence escalate in the city. I predict that the City will come to depend more and more on organizations like Operation Comeback and Christmas in October to lead efforts in restoring the community. Creating a long term plan will give CIO an opportunity to consider how they can contribute to the future of New

Orleans's neighborhoods and make a plan to lead them in that direction.

As this report is being written the Federal Government is voting to cut or alter many of its social welfare programs, including the Community Development Block Grant. It is imperative that CIO plan how they will raise funds without the CDB grant. They must also make sure they have the support of City Hall in the event that there are city funds available and so CIO staff knows what, if any program will replace the CDGB.

It is important for Christmas in October to seriously consider their future because they are coming close to completing their original purpose of painting and repairing the homes of low income elderly/handicapped homeowners. CIO stopped working in the Irish Channel (their original target neighborhood) because they finished work on all the homes that fit the qualifying criteria. The eligible candidates are being thinned out in the other target neighborhoods as CIO teams work on ten to twenty houses in each neighborhood yearly. The Board doesn't have any serious intention to target east New Orleans. Two possibilities for continuing the work are the Carrollton area between Carrollton Ave and

the canal and to go deeper into the Ninth Ward. In light of this CIO needs to consider ways of expanding their services. For example, they could start a year-round repair service or a program to help restore some of approximately 6,000 abandoned properties owned by the City of New Orleans which could then be sold to low-income families. CIO has associations with many local companies and a reputation at City Hall for being fiscally responsible. A long-term plan will serve to strengthen this foundation and enable Christmas in October to reach new heights in fulfilling its mission.

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APPENDIX I

Preservation in Print CIO feature

PRESERVATION RESOURCE CENTER OF NEW ORLEANS

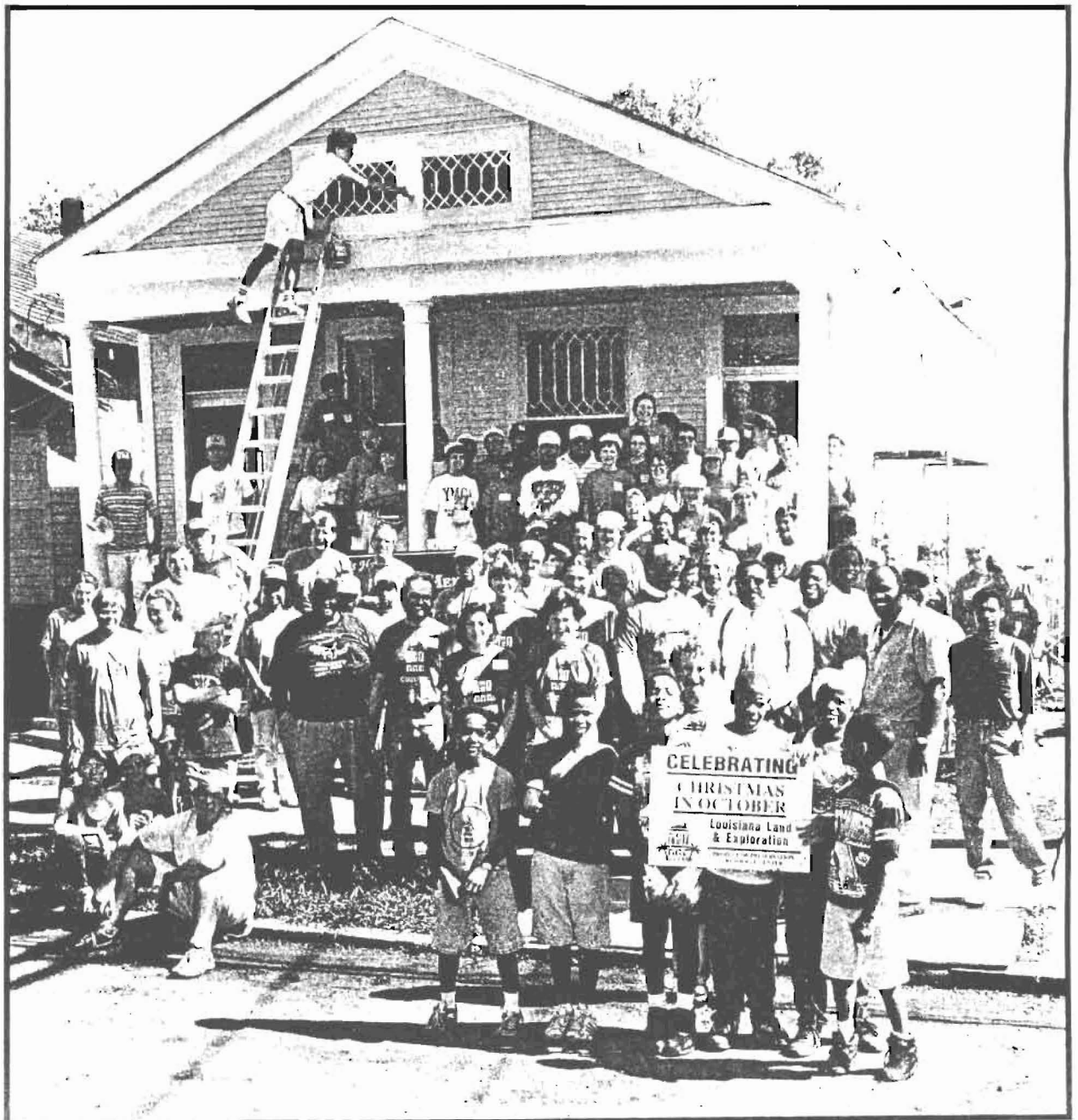
NOVEMBER 1994

# PRESERVATION

VOLUME 21 NUMBER 9

IN PRINT

LOUISIANA STATE HISTORIC PRESERVATION OFFICE



3,500 Christmas In October Volunteers Transform 61 Houses

From the  
**DIRECTOR**

Patricia H. Gay, Executive Director  
Preservation Resource Center of New Orleans

## Christmas In October Does It Again

Congratulations to the seventh year to the many volunteers, organizations and donors who have made Christmas In October such a success! Co-chairmen Muffin Balart and Michelle Dutrey, backed by incredibly dedicated volunteers and staff have indeed done it again, and our city continues to benefit in many ways from this special event.

Work went on for a year for this year's event, which was bigger and better than ever, thanks to long-time and new volunteers and staff, and to increased funding from the City of New Orleans and other donors. Neighborhood associations in Algiers Point, Bywater, Esplanade and Mid-City, led by Ron Robertson, Cathy Paeyna, Raymond Young and Paul Runage, respectively, began canvassing early in the year to identify the homeowners, and the Faubourg St. John Improvement Association continued to participate in the event for the fourth year. Area leaders Jay Carrigee, Karen Kertung, Tim Brennan, and Perry Bird were outstanding, strengthening the

program with their leadership and suggestions. From the beginning volunteers such as Jay Carrigee and Eric Bocage have provided enthusiasm, expertise and energy. For example, training of house captains became even more professional this year thanks to Marvin Burnett, Tony Hymel and Nolan O'Neal, who produced a manual for their use.

New partnerships were established and new teams added to the list. New Orleans Youth Action Corps volunteers worked for weeks in each neighborhood, supervised by volunteer Lisa Breaux. NOPSI and the Fire Department contributed safety and energy-saving devices for each house. The MCC Group, Inc. provided teams of roving plumbers on the two Saturdays. Media coverage was again substantial and contributed to the expansion of the program by generating additional teams and volunteers.

This is just a sampling of the highlights of this year's Christmas In October.

## Christmas In October 1994 Summary

- 3,500 volunteers worked on two Saturdays.
- One main warehouse and three satellite warehouses were organized and stocked.
- 52 house exteriors were completely painted.
- 9 houses were partially painted.
- 3,700 gallons of paint were used.
- 700 linear feet of sandpaper were used.
- 700 wire brushes were used.
- 5,600 paint brushes were used.
- 1,350 roller covers were used.
- 50 homes had window and door screens repaired or replaced.
- Repairs were made on 10 roofs.
- 1 concrete drainage ditch was installed.
- 4 hot water sheds were installed.
- 2 new hot water heaters were installed.
- 5 homes had ceiling fixtures rewired.
- 1 home was completely rewired.
- 10 homes had gutters repaired or replaced.
- 15 homes had handrails installed.
- 4 homes received floor repairs.
- 4 homes had doors repaired.
- 2 homes had their porches re-screened.
- 1 home had 2 porches built.
- 2 porches were rebuilt.
- 7 homes had new doors installed.
- 27 homes had windows repaired or replaced.
- 3 homes had handicapped ramps installed.
- 1 homeowner's greenhouse was repaired.
- 2 facades were restored.
- 4 homes were shored/leveled and/or had sill replacement.
- 20 gardens were planted.
- 2 fences were built.
- 2 fences were repaired.
- 15 rooms were sheetrocked.
- 60 hot water heater blankets were installed.
- 60 water-efficient shower heads were installed.
- Smoke detectors were installed in 61 homes.

See pages 8-14 for Christmas In October teams and houses.



Esplanade Ridge homeowner Rose Lee Baker with House Captain Rosanna Dunn.



Walter Ernst as Santa Claus in Algiers Point



Faubourg St. John does it again



Shoops in Bywater get a facelift.



Muffin Balart testing for command central.



Michele Dutrey and Annie Avery with "Christmas" boxed press releases for the event

# 3,500 Volunteers Transform 61 Christmas In October Houses

MUFFIN BALART AND MICHELLE DUTREY, CO-CHAIRMEN

For the seventh year in a row the Preservation Resource Center's Christmas In October brought together volunteers and skilled trades people to paint and repair the homes of some of New Orleans' low income senior citizens. Over 3,500 volunteers worked on the Saturdays of October 15th and 22nd to rehabilitate homes in four national and local historic districts. Christmas In October has increased its impact every year, and 1994 is no exception. The completion of 61 houses is a 20% increase over last year.

Christmas In October not only helps improve the quality of life for elderly New Orleans homeowners, it also helps revitalize some of our historic inner city neighborhoods, making a better future for everyone. This program is the local affiliate of Christmas In April U.S.A. based in Washington, D.C. The following are examples of the homes that the Preservation Resource Center's program has improved and the people who have improved these homes.



**NOHMA**  
New Orleans Home Mortgage Authority



**Waste Management  
of New Orleans**  
RUST  
A Waste Scaffolding Company



**Mobil**

City of New Orleans  
Community Development  
Block Grant

## Technical Evaluators

Adnan Aydin  
Painting Contractor

John Andrews  
John Andrews House Restorations & Remodeling

Howard Beck  
H. Beck & Sons Const., Co.

Hunter Charbonnet  
Charbonnet Enterprises

Connie Conwell

John Dammé, Paddison Builders

Eddie Geoghegan, Contractor

Joe Holt, A.I.A., Holt Consultants

Chris Horrigan, Trademark Renovations

Andy Ingles, Westbrook Fence

Mike Kittok, Contractor

Tom LeBlanc, Kemper Construction

Kevin Lechleiter, Brushstrokes, Inc.

Bill Leon, Leon Construction

Joe Lindley, J.R. Lindley Construction

Crystal Mitchell, A.I.A.  
Xavier University

Roy Oisen, Roy T. Oisen, Inc.

Rick Perry, Perry's in Progress

Rick Roberds, Contractor

Denaud Roudeze, Painting Contractor

Barry Seigal, Bywater Woodworks

Jerry Strug, Contractor

Heather Vigeo, ALA  
Blitch/Krebs Architects

Ronald Wendel  
Olde World Remodeling

Toni Wendel  
Olde World Remodeling

Jonathan Wallick  
Wallick Construction & Restoration

Wardlaw Witherspoon  
Witherspoon Construction, Corp.

## Major Sponsors

**Community Builder:**  
City of New Orleans, Community Development Block Grant  
Freeport McMoRan, Inc.  
McDermott International, Inc.  
Mobil Exploration and Producing US, Inc.  
New Orleans Home Mortgage Authority  
Waste Management of New Orleans/  
Rust Scaffolding

## Neighborhood Developer:

Abry Brothers, Inc.  
Folger Coffee Co.  
Hibernia National Bank  
Shell Offshore, Inc.  
Texaco, Inc.  
NOPSIS/Focus/Energy

## Block Renovator:

Chevron  
CNG Producing, Inc.  
Dash Lumber  
Fannie May  
Fidelity Homestead Assoc.  
First National Bank of Commerce  
Holiday Inn Superdome  
Louisiana Land and Exploration  
Mercy-Baptist Medical Center  
Monteleone Hotel  
Norwest Mortgage  
Radiofone, Inc.

## Home Repair Sponsor:

Amoco Production Co.  
Deluxe Corporation Foundation  
Exxon Co., USA  
Home Depot  
IMR Corporation  
Junior League of New Orleans  
Martin Marietta Manned Space Systems  
Pan American Life Insurance  
Reily Foods Company  
Safety Concepts  
Safety & Survival, Inc.  
South Central Bell  
Whitney National Bank

## Bricks and Mortar:

C.F. Bean  
Ochsner Medical Institutions  
Orleans Parish Civil Sheriff's Reserve  
Deputies  
Trinity Episcopal Church

## Friends of Christmas In October:

A to Z Paper  
Algiers Point Neighborhood Assoc.  
Armstrong Lighting & Supply Co.  
Brown's Velvet Corporation  
CITOH Building Products Co., Inc.  
Fifth District Savings and Loan  
Harry's Ace Hardware  
Hibernia Homestead and Saving  
Johnson and Johnson  
New Orleans Fire Department  
Swiss Bakery  
Cough Southern Environmental Services  
State Investors

## Substantial Supply Donations

Waste Management of New Orleans:  
Dumpsters and Servicing thereof

RUST Scaffolding: Scaffolding rental

Hibernia National Bank: Warehouse space rental

Johnson & Johnson: First Aid Kits

CITOH Building Supplies Inc: Nails

Cough Southern Environmental Services: Wasp Spray & Ant Killer

Dash Lumber: Building Supplies

Harry's Hardware: Caulk

Radiofone: Phone rental

Safety concepts: Goggles & Gloves

Safety & Survival, Inc.: Goggles & Gloves

IMR Corp.: Goggles and Gloves

Brown's Velvet: 1 gallon Buckets

New Orleans Fire Department: Smoke Detectors

## Photographers

Renee E. Allie  
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Bryce Lankard  
Betty Lilley  
Andy Melnick  
Jelpi Picou  
Cecil Rimes  
Randy Vidrine  
Richard White

## Supply Committee

Bob Carpenter  
Nancy deMontluzin  
Jon Dombrowski  
Mamie Gasperez  
Ben Goliwas  
Mike Lopez

## Steering Committee

Muffin Balart, co-chairman  
Michelle Dutrey, co-chairman  
Nancy deMontluzin  
Linda Fried  
Ben Goliwas  
Dione Harmon  
Tony Hymel  
Diana Lewis  
Debbie Pinto  
Jay Carnegie  
Tim Brennan  
Karen Kersting  
Perry Byrd  
Eric Bocage  
Ron Robertson  
Cathy Pacyna  
Raymond Young  
Paul Rumage  
Marvin Burnette  
Erin Dominick  
Jonathon Wallick  
Dr. Mike Dolan  
Kristin Gisleson Palmer  
Patty Gay  
Susan Maclay

## CIO Staff & Volunteer

Kristin Gisleson Palmer  
Tracey Hogan: Hills  
Lisa Breaux  
Kelly Talbot

*Algiers Point*



Kiwanis Club of  
Algiers/Kiwanis  
of Algiers Morning  
Edition:  
817 Alix



Home Depot:  
429 Diana



British Petroleum:  
1015 Atlantic



Home Depot:  
423 Diana



Martin Marietta/  
Digital Consulting  
& Software Service:  
1023 Belleville



U.S. Army Reserve  
Co. 355:  
1038 Elmira



Pan American Life:  
437 Bouny



Wackenhut:  
815 Homer



C.F. Bean  
Corporation:  
720 Brooklyn



NOPSI-LP&L-  
Energy-  
FOCUS/Fifth  
District Savings &  
Loan/Algiers Point  
Neighborhood  
Association:  
228 Lavergne



La. Air National Guard/Paper People: 404 Pacific



Fidelity Home Association/Exxon Co., USA: 601 Vallette



Hyatt Hotel/U.S. Attorney's Office: 832 Pacific



Air Force Reserve: 824 Vallette



Young Leadership Council/Perez, Ernst, Farnet Architects/Tulane School of Architecture: 501 Slidell



Louisiana Land & Exploration: 840 Vallette



Amoco Production Company: 718 Thayer



Owens & Minor: 1030 Vallette



Latter & Blum: 719 Bartholomew

*Bywater*



Hibernia National Bank/LSU School of Architecture: 828 Bartholomew

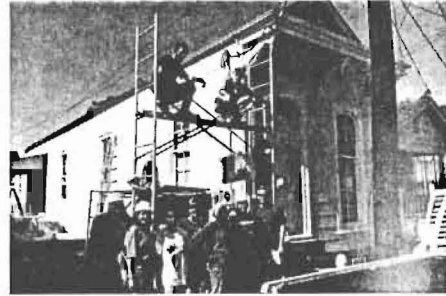


PRESERVATION IN PRINT

NOVEMBER 1994 11



McDermott International:  
4203 Burgundy



Ochsner Medical Institutions:  
1228 Gallier



Brother Martin School/Trinity Episcopal Church:  
628 Clouet



Ernest M. Morial Convention Center:  
3214 Marais



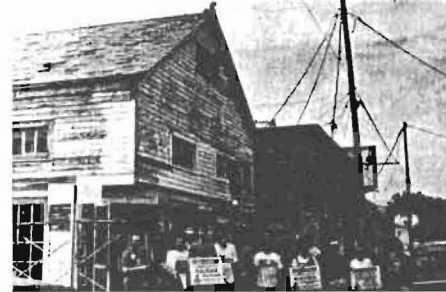
Ernest M. Morial Convention Center:  
1236 Clouet



Whitney National Bank:  
943 Mazant



Electrical Association of New Orleans/  
Construction Industries Association:  
2833 Dauphine



Bailey Refrigeration/Bywater Neighborhood Association:  
1042 Mazant



South Central Bell:  
625 Gallier



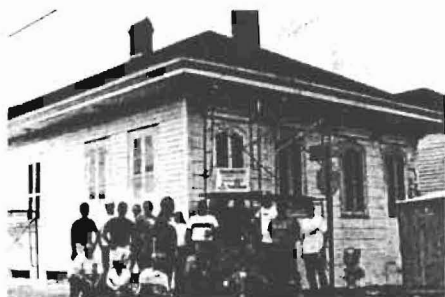
Folger Coffee Company/New Orleans Metro Association of Realtors:  
3119 N. Rampart



UNO Engineering Students/Walk, Haydel & Associates: 3123 N. Rampart



National Association of Women in Construction/Construction Specification Institute: 2228 Royal



U.S. Coast Guard: 700 Pauline



Tulane Office of Housing & Residence Life: 3412 St. Claude



Coopers & Lybrand/ Beta Alpha Psi/ Williams Blvd. Baptist Church: 1916/18 Columbus

*Esplanade Ridge*



Mobil: 1742 N. Dorgenois



Rayne Memorial Methodist Church: 1569 N. Dorgenois



PRISM-Environmental Institute: 1440 N. Galvez



Texaco, Inc.: 1700 N. Dorgenois



Norwest Mortgage/Zulu Snake Charmers: 1555 N. Galvez





New Orleans Youth Action Corps:  
1418 N. Johnson



Rayne Memorial Methodist Church:  
1468 N. Roman



First National Bank of Commerce:  
1439 N. Johnson



Reserve Deputies Association:  
1471 N. Roman



U.S. Postal Workers:  
1884/86 N. Rocheblave



Merrill Lynch:  
1817 St. Ann



Reily Foods Company:  
1131/33 N. Roman



Faubourg St. John Neighborhood Association:  
2748 St. Philip



Latter & Blum/  
Chevron, U.S.A.:  
4330 Banks



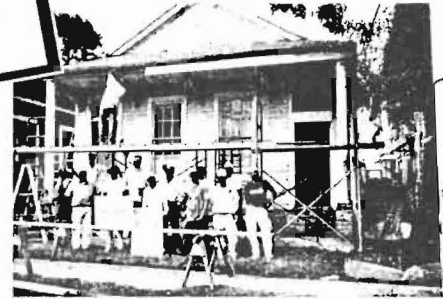
Deusch, Kerrigan & Stiles/IBM Corporation:  
4631 Banks

*Mid-City*

*Mid-City*



Prudential Properties:  
3827 Baudin



Denaud Roudez  
Team/C.J. Brow.  
Property  
Management/Bo  
Men/New Orlea  
Home Mortgage  
Authority:  
535 S. Genois



Freeport McMoRan/  
Delta Sigma Pi:  
4021 D'Hemecourt



Corporate Realty:  
502 S. Murat



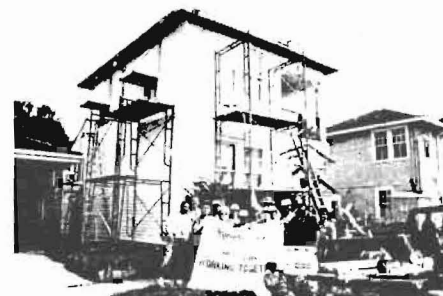
Arthur Anderson &  
Co./UNO CUPA:  
510 N. Solomon



Mercy-Baptist  
Hospital/Southern  
Baptist Hospital:  
517 S. Murat



Delgado School:  
425 S. Bernadotte



Holiday Inn  
Superdome:  
4715 Toulouse



Shell Offshore, Inc./  
Junior League of  
New Orleans:  
515-17 S. Clark



Celebration Church:  
4137 Ulloa

APPENDIX II

Outline and Guide for CIO Promotional Slide Show

## Christmas In October Slides 1994

### I. INTRODUCTION -- BEFORE, DURING AND AFTER

- |      |                                 |        |                |
|------|---------------------------------|--------|----------------|
| a)   | 1. 2833 Dauphine                | before |                |
|      | 2. 2833 Dauphine                | during | (#19 ER)       |
|      | 3. 2833 Dauphine                | during | (#20 ER)       |
|      | 4. 2833 Dauphine                | after  | (#21 AP/AFTER) |
| b)   | 5. 700 Pauline                  | before |                |
|      | 6. 700 Pauline                  | during | (#14 ER)       |
|      | some teams use scaffolding      |        |                |
|      | 7. 700 Pauline                  | after  | (23 AP/AFTER)  |
| c)   | 8. 625 Gallier                  | before |                |
|      | 9. 625 Gallier                  | during | (12 ER)        |
| joke | others use more extreme methods |        |                |
|      | 10. 625 Gallier                 | after  | (22 AP/AFTER)  |
| d)   | 11. 2228 Royal                  | before |                |
|      | landmark homes                  |        |                |
|      | 12. 2228 Royal                  | during | (15 AP/AFTER)  |
|      | 13. 2228 Royal                  | after  | (20 AP/AFTER)  |

### II. THE EXTENT OF SOME CIO PROJECTS

- |      |  |              |
|------|--|--------------|
| a)   | 14. 515 S. Clark                             | (#1 MidCity) |
|      | paint small and <b>large</b> two story homes |              |
| b)   | 15. 817 Alix                                 | (6 AP/AFTER) |
|      | repairing greenhouse                         |              |
| c)   | 16. 815 Homer                                | (18 AP)      |
|      | building shed                                |              |
| d)   | 17. 501 Slidell                              | (23 AP)      |
|      | landscaping                                  |              |
| e)   | 18. 1015 Atlantic                            | (3 AP)       |
| joke | repairs in those hard-to-reach places        |              |

f) 19. 3119 N. Rampart (25a BY)  
rebuilding a sill eaten by termites

g) 20. 1228 Gallier (7 ER)  
building railings and porches

h) 21. 1700 N. Dorgenois (3 ER)  
replacing siding

JOKE and of course....

i) 22. 1817 St. Ann (18 ER)  
**SCRAPPING!** (eeeeewww! nasty!)  
you can talk about the trash hauling here

j. 23. 502 S. Murat (11 MidCity)  
note the stove on the left. The entire left apartment  
was renovated with new drywall, etc.

k. 24. 840 Vallette (15 AP)  
tell the LL&E fairy tale

### III. HOMEOWNERS

a) 25. 510 N. Solomon (22 MidCity)  
sometimes the homeowner can be found  
giving praise or encouragement

b) 26. 437. Bouny (12 AP/AFTER)  
sometimes they help where they can

c) 27. 1236 Clouet (24 BY)  
or just watch the transformation take place  
and enjoy the weather (check out the blue sky)

d) 28. 719 Bartholomew (15 BY)

### IV. IMPACT

a) 29. 437 Bouny (10 AP/AFTER)  
next to an abandoned house

b) 30. 3119 and 3123 N. Rampart (23a BY)  
two homes next door

- c) 31. 1042 Mazant (23BY)  
corner properties

**V. LUNCH** CIO days are not just work, they are social events. Lunchtime gives the teams a chance to relax and talk about the project. Also provides an opportunity for photographers to take the group shots for PR.

- a) 32. 1015 Atlantic (4 AP)  
under the shade of a **live oak**
- b) 33. 419 and 423 Diana (14 AP)  
this team set up the BBQ grill

**potential laugh:**

- c) 34. 720 Brooklyn (25 AP)  
Most teams head for the shade to eat because the New Orleans sun scorches even in mid-October.

**VI. KIDS** everybody is encouraged to help, even the kids

- a) 35. 1023 Belleville (8 AP)  
grandchildren of the homeowner get in the act
- b) 36. 3412 St.Claude (9 BY)  
grandchildren of homeowner
- c) 37. 4631 Banks (16 MidCity)  
children of the team-members. The kids tend to work together and have fun.
- d) 38. 840 Vallette (17 AP)  
kids from the boys choir start a community garden

**joke:** "Of course, kids will be kids....(switch)... and sometimes they have too much fun".

- e) 39. 4203 Burgundy (20 BY)

**VII. FACES**

- a) 40. 1131 N. Roman (17 ER)
- b) 41. 4137 Ulloa (9 Mid City)

- c) 42. 1700 N. Dorgenois (4 ER)
- d) 43. 625 Gallier (13 BY)
- e) 44. 3214 Marais (5 BY)
- f) 45. 3214 Marais (4 BY)
- g) 46. 828 Bartholomew (18 BY)

### VIII. WAREHOUSES

- a) 47. Belleville school 800 Pelican (9 AP/AFTER)  
you can discuss warehouse donations and  
satellite warehouses and show this example  
of using a closed down school.

### IX. BEFORE AND AFTER

- a) 48. 4203 Burgundy before  
49. 4203 Burgundy after (24 AP/AFTER)  
note the house being painted down the street
- b) 50. 1918 Columbus before  
51. 1918 Columbus after (18 AP/AFTER)  
some houses are painted the same color as before
- c) 52. 1439 N. Johnson before  
while others opt for something different  
53. 1439 N. Johnson after (17 AP/AFTER)
- d) 54. 228 Lavergne after only (14 AP/AFTER)

### ANY QUESTIONS?

The numbers and abbreviations in parenthesis are the slide number and the box it's in. AP = Algiers Point, ER = Esplanade Ridge, BY = Bywater, MidCity is MidCity, and AP/AFTER = Algiers Point and after shots

Saved as ~~94~~ 94 slides

APPENDIX III

1995 CIO Promotional Plan



## PROMOTIONAL PLAN

For the 1993-94 CIO year Publicity and Public Relations were handled by a PR Committee consisting of community volunteers. In March the committee created a PR itinerary and started to divide up the tasks among the members. As the CIO days approached the committee remained relatively inactive. The publicity campaign for press coverage was carried out, without the benefit of a comprehensive plan, by individuals in the office operating more or less independently of each other.

In order to have more focused publicity campaigns in the future a CIO staff member should take on most of the responsibility in the PR department rather than a committee of volunteers. The scope of Christmas in October's undertakings has been expanding at about 20% for the past 4 years. CIO is the fourth largest affiliate of Christmas in April U.S.A. As the program expands the CIO staff is left with less time to monitor and prod the committee into action. While the committee structure may have worked in the past the project has become too large to rely exclusively on volunteers who may or may not follow through on their assignments. The committee members can still be

used as liaisons, advisors, party planners, and to carry out work that can't be done by CIO like graphic design, but the managing mind of the publicity campaign needs to be a CIO staff member. The position could be filled by the Assistant-Director or perhaps by a part-time employee. A breakdown of duties for the "Director of Publicity", the CIO Co-Chairs, and the volunteers on the Publicity Committee is included on page 8.

The following promotional plan lists the components of CIO's PR campaign, explains the steps involved in each part, and organizes it into a timeline with dates and deadlines for each item. It will also set some goals for the PR campaign to work towards and serve as a reference source with sample press releases, thank you's, and a press list.

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## Goals

As CIO grows every year, so does its need for donations of money, skilled labor, and materials. Promotion plays a significant role in helping to meet this need. As awareness of CIO increases so will CIO's ability to leverage donations, attract both skilled and unskilled volunteers, and otherwise fulfill its mission.

Goals for coverage:

More TV and radio coverage. Have the press kits **ready** for delivery at least two weeks prior to the Christmas in October days. This will give you enough time to harass the media for coverage. In 1994 LL&E arranged TV news coverage for their project in Algiers Point and naturally the story was from the perspective of "look what LL&E is doing" instead of "look what CIO and PRC are doing." The 1994 promotional timeline mentioned appearances on radio talk shows. This should also be pursued more aggressively. Appearances can be made to announce target neighborhoods and help maximize the pool of candidates, a few weeks before the June press conference/house selection gala to possibly

recruit more teams, and before the CIO days for promotion's sake.

Goals for recruitment:

Attract a larger pool of carpenters, plumbers and electricians. (Get references from other skilled labor and mail out informational brochure with volunteer form.

Article in a regional or local journal with "to volunteer" blurb.)

More "free lance" volunteers to cover no-shows and low turnouts. (PSA's to radio and TV. Maybe a weekly or monthly appeal for volunteers in T-P. Can be used for jobs throughout the year, put job description for this in PSA.)

Get maximum exposure within target neighborhoods once they are announced. This will result in the largest pool of candidates so that CIO can fill the greatest need and have the biggest impact. (Flyers door to door, announcement in the press.)

Funding:

Make the City Council and Mayor's office aware of what's going on with CIO throughout the year and get them to show up for a photo-op during the CIO days or parties. (Letters to Councilmembers announcing their district contains target neighborhoods.)

Coverage in a variety of publications. Clippings are good supplementary material with grant applications. CIO written up in someone else's words is a powerful testimonial.

CIO's main competition for volunteers and donations is Habitat for Humanity, with whom CIO is often confused. Not only is it important for CIO to get coverage but also that publicity differentiates CIO from Habitat. Key words Low-income elderly, renovate, historic New Orleans neighborhoods.

**TIMELINE**

## JANUARY

- form committee

## FEBRUARY

- \_\_\_ announcement of target neighborhoods
- \_\_\_ press release (DoP)
- \_\_\_ door to door, or church to church flyers  
or announcements at senior citizen's centers  
(DoP creates, C distributes)
- \_\_\_ letters to Councilmembers letting them  
know that CIO will be in their district (DoP)
- \_\_\_ create maps of target neighborhoods (C)

\_\_\_ prepare CIO info-volunteer-donation flyer(DoP)

### MARCH

\_\_\_ set locale for June Press Conference (DoP, Co-Chairs)  
 \_\_\_ investigate possibility of new reusable CIO signs(DoP)  
 \_\_\_ compile list of people to invite to the press conference (DoP, Co-Chairs)

### APRIL

\_\_\_ "before" photos taken of qualifying homes (C)  
 \_\_\_ write copy for display boards (DoP)  
 \_\_\_ T-shirt bids (DoP)  
 \_\_\_ invitations to press conference printed

### MAY

\_\_\_ set date for volunteer party (DoP)  
 \_\_\_ display boards for June House Selection Press Conference. Get bids, buy supplies, assemble. Plan decorations. (C)  
 \_\_\_ mail invitations to press conference (DoP)  
 \_\_\_ send press releases for press conference (DoP)

### JUNE

\_\_\_ press conference

### JULY

- target skilled labor (DoP)  
 \_\_\_ referral form to current volunteers

\_\_\_ press release - T-P, any periodicals targeted at carpenters, plumbers, electricians

\_\_\_ Press update - what's planned for '95, plug for donations (DoP)

#### AUGUST

\_\_\_ organize photographers (DoP and C)

#### SEPTEMBER

\_\_\_ press kit completed (DoP)

\_\_\_ Preservation in Print short article (DoP)

\_\_\_ Contact City Councilmembers for CIO day photo-op (DoP)

\_\_\_ Party invitations designed and printed (C)

\_\_\_ Arrange talk show appearances for Co-Chairs (Co-Chairs)

\_\_\_ Preservation in Print short article (DoP)

#### OCTOBER

- Posters announcing dates posted in neighborhoods (C)
- Photographers group shots on CIO days (C)

#### NOVEMBER



- \_\_\_ Thank-you party (C)
- \_\_\_ Print ad (DoP)
- \_\_\_ Thank you notes
- \_\_\_ After shots completed (C)
- \_\_\_ Photographic journal assembled (C)
- \_\_\_ Preservation In Print feature assembled (DoP)

## DECEMBER

- CIO cover feature published in PiP

25 Christmas in December

Job Descriptions

Director of Publicity:

- head PR committee
- write and send out press releases, assemble the press kit,  
communicate with the press
- communicate with head of the photography team to arrange their schedule
- communicate with councilmembers
- Preservation In Print write ups and proof layout for CIO feature. (I recommend publishing the feature in December)
- prepare the CIO info-volunteer-donation flyer
- prepare thank-you form letters

Co-Chairs:

- radio and TV appearances
- political photo-ops
- invitation lists to events

Committee members:

- graphic design of posters, invites, display boards
- hospitality planners
- advisors
- photography

## Task Breakdown

### JANUARY

Forming the publicity committee. Many '94 committee members may volunteer again. Anyone interested new members should be aware of what will be expected of them. Show them the schedule and job description. No slackers.

In order to have a functioning committee you will need some people with specific skills like **photography, graphic design, and marketing** or connections in **broadcasting or hospitality**.

Use the committee members to complete tasks designated to them on the calendar and as advisors to the Director of Publicity.

### FEBRUARY

Announcement of Target Neighborhoods. The first step in CIO's program is to decide what neighborhoods they will be working in for that year. When that decision is made let the public know so that people living in the target neighborhoods will know to apply. It is also an event you can publicize to get CIO's name out and remind people you're out there.

Send press releases for coverage in the publications listed in the press list. Send letters to the Councilmembers whose districts will be impacted. This will prime them for future photo opportunities. Design a flyer announcing the target neighborhoods and the criteria for qualification that can be distributed door to door in the neighborhoods, posted at corner stores, or churches. The flyer could even be blown up into a poster at Kinko's for display at churches, community centers, etc.

Create maps of target neighborhoods. This is a good job for someone on the committee who is a stickler for details.

These maps need to be clearly drawn because they will be photocopied over and over.

Prepare CIO information-volunteer-donation mailer.

Serves as an inspirational information device that can be distributed and mailed to solicit support. Include pictures, quotes (from homeowner thank-you notes and from some of last year's volunteers), and a place to pledge money, materials or labor. Pass them out everywhere.

**MARCH**

Set locale and date for the House Selection Press Conference in June. A donated space would be good. Promise them publicity and a spot on the donor's list.

New reusable CIO signs. Investigate the possibility and cost of new signs. They should be large and conspicuous, maybe in the shape of the CIO logo, with a space to put the company's name. This way the names would be the only thing that needs to be printed every year. Compare the cost and life-span of new signs with the cost of printing new ones. If the reusable ones are too expensive you might consider a new design that stands out more. The signs should be posted at the CIO homes a few weeks **before** the event.

By the end of May the Director of Publicity should start compiling a list of people to invite to the press conference. Include everybody.

**APRIL**

Photos for display boards taken. For each house you need photographs of the front of the house and detail shots of any specific problems. These photographs will be attached to large display boards with the homeowner's name and information about the house. The teams will decide what house they want to work on based on these boards. This is a

job for Renee Allie (899-5064 wk, 899-1127 hm) and her team of photographers.

Write copy for display boards. Includes how long the homeowner has lived there, whether they rent or if family members live in the house, any stories that demonstrate need (ripped off by contractors, fell off a ladder, etc.) and what sort of work needs to be done on the house.

Get bids from t-shirt printers. One side, one color, a couple thousand, lowest price.

Get invitations to press conference printed. Don't forget to get bids for most competitive price.

## **MAY**

Set date for volunteer thank-you party. In '94 the thank-you party was held at the Rock'n'Bowl on a Wednesday a week and a half after the second CIO day and went over really well.

Assemble display boards for press conference. This is a great job for the committee. They need to get bids on all the necessary materials, buy those materials and meet sometime to assemble them. The committee can plan any other decorations for the press conference at this time.

Mail invitations to press conference. Having given the printers plenty of time to print the invitations it's now time to call in any trusty volunteers for some envelope stuffing.

Send out press release announcing press conference. a copy of 1994's release is included in the back.

## **JUNE**

House Selection Press Conference. This is the first really big opportunity for CIO to surface in the media. Staffmembers may consider new outfits just for fun.

## **JULY**

Target skilled labor. Create a referral form to send to carpenters, plumbers and electricians that have worked with CIO in the past. The letter should ask them to help again this year and to also recommend others in their field who may be interested in helping. You may want to include a stamped envelope so it will be convenient to mail the form back. Send the recommended names the CIO brochure with a note that their colleague gave their name. Call them to see if they will volunteer.

Find out the addresses of local or regional periodicals targeted at plumbers, electricians, or carpenters and send out a press release explaining CIO and making an appeal for skilled volunteers.

Press update. Send out a press release summarizing what CIO is planning for '95 and any relevant details from the press conference. Plug for donations. This may be an item for community calendar spots.

## **AUGUST**

Organize photographers. Give Renee Allie the addresses of all the CIO houses and have her divvy up the houses by neighborhood to the photographers. Make sure you get all the photographers names so they can be acknowledged in Preservation In Print.

## **SEPTEMBER**

Press kit completed. The press kit includes a **press release, the CIO information brochure, fact sheet, sponsors, maps and a few "photo-op" sheets** with color copies of some of the houses along with a paragraph on each house that can basically be taken from what was written for the display boards in April.

In the past the press kit has been packaged creatively. In '94 everything was wrapped in boxes like a Christmas present. In '93 the press kits were put in gallon paint buckets with a fake label that listed all the sponsors and people involved. If nobody has any creative packaging ideas the press kit can be organized neatly in folders with a CIO sticker on it.

The press kits should be in the hands of the media at least two weeks before the event so there is time to harass them for coverage.

Preservation in Print runs a brief article about CIO in the October issue. A copy from last year is included.

Contact City Council and the Mayor's office for a photo-op on one of the CIO days. Send a letter to the councilperson and also to the person in charge of their schedule. Follow up on the phone. If the Mayor or Councilmembers agree to the photo-op make sure that someone from the photography team will be there for the agreed upon time.

Invitations to the volunteer thank-you party should be designed and printed in time to pass them out at the last house captains meeting.

Radio talk show appearances by Co-Chairs to promote the good works of CIO.

## **OCTOBER**

Post CIO signs on homeowner's porches two weeks before the CIO days.

Post flyers in neighborhood churches and businesses announcing the dates of Christmas in October. In '94 we made a flyer that listed all the sponsors but some businesses refused to post it because it was against their policy to advertise for other companies. For '95 it may be a good idea to make two flyers, one with just the CIO days and one with the days and the sponsors. The flyers can be distributed by volunteers who live in the target neighborhoods or by committee members.

Group shots taken by the photographic team on CIO days.

## **NOVEMBER**

Thank-you party. The committee should plan the decorations and set them up.

After shots taken of all the CIO houses. This can be done by one of the photographers or a volunteer.

Organize photos into a book of before and after shots of each house. It would be wise to get a volunteer to organize photographs as they are taken throughout the year so the organization of the book is painless.

Thank-you notes should be sent out in a **timely manner**, (i.e. one to two weeks after the CIO days). The Director of Publicity should create form letters for house captains, supply distributors, technical advisors and workers, the media, donors of money, donors of material, and committee members. The Co-Chairs and Director can write personalized letters where necessary or add a brief message to the form letter. It's very important to acknowledge people's contributions quickly or they may not help next year.

Preservation in Print feature. In the past the November issue of PiP has had CIO on the cover and all the team photographs, donors, and staff printed in a big feature. Since the CIO days were late in the month it was pretty stressful for everybody trying to get the pictures together. When it came out there were several embarrassing errors that could be avoided if someone from CIO had proofed it. If the feature came out in December it would allow more time to correct mistakes.

Print ad in the Times-Picayune listing donors and staff. The layout is taken from the first page of the PiP feature.



**MEDIA LIST**

Black Data weekly  
News Editor  
PO BOX 51933  
NEW ORLEANS LA 70151-1933

Bywater News  
PO BOX 3191  
NEW ORLEANS LA 70177-3191

California Preservation  
1615 BROADWAY STE 705  
OAKLAND CA 94612-2125

Chamber/N.O. and River Region  
New Orleans Area Council  
PO BOX 30240  
NEW ORLEANS LA 70190-0240

CityBusiness  
Kit Gorman, Editor  
111 VETERANS MEMORIAL BLVD STE 1810  
METAIRIE LA 70005-3035  
fax: 832-3550

East Jefferson Business Association  
PO BOX 7043  
METAIRIE LA 70010-7043

Faubourg Marigny Newsletter  
1937 N RAMPART ST  
NEW ORLEANS LA 70116-1936

Gambit  
Clancy Dubos, Managing Editor  
4141 BIENVILLE ST  
NEW ORLEANS LA 70119-5104  
486-5900 fax:488-7263

Hammond Daily Star  
Lil Mirando, News Editor  
PO BOX 1149

HAMMOND LA 70404-2848

Hibernia National Bank  
Business Perspectives  
PO BOX 61540  
NEW ORLEANS LA 70161-1540

Historic Preservation  
Anne Powell, Editor  
1755 MASSACHUSETTS AVE  
WASHINGTON DC 20036-2102

Tulane Hullabaloo  
Tulane University Center Rm 25  
NEW ORLEANS LA 70118

House and Garden  
350 MADISON AVE  
NEW YORK NY 10017-3704

Jewish Civic Press  
2840 JEFFERSON AVE  
NEW ORLEANS LA 70115-7014

Jewish Times  
1539 JACKSON AVE STE 323  
NEW ORLEANS LA 70130-5863

KGLA AM Radio  
Mr. Pedro Perez  
PO BOX 428  
MARRERO LA 70073-0428  
347-8491

Louisiana Business Journal  
Greg Burchell  
PO BOX 94185  
BATON ROUGE LA 70804-9185

Louisiana Weekly  
Jeff White, Managing Editor  
1001 HOWARD AVE STE 2600

NEW ORLEANS LA 70113-1004  
524-5563 fax:527-5826

Loyola Maroon  
6363 ST CHARLES AVE BOX 64  
NEW ORLEANS LA 70118-6143  
865-3535

Morning Advocate  
PO BOX 588  
BATON ROUGE LA 70821-0588

National Building Museum  
JUDICIARY SQUARE NW  
WASHINGTON DC 20001

National Conference of SHPO  
444 N CAPITOL ST NW STE 342  
WASHINGTON DC 20001-1512

National Trust for Historic Preservation  
Arnold Berke, Preservation News  
1785 MASSACHUSETTS AVE NW  
WASHINGTON DC 20036-2117

New Orleans Data Weekly  
PO BOX 51933  
NEW ORLEANS LA 70151-1933

New Orleans Magazine  
Erroll Laborde, Editor  
PO BOX 19308  
NEW ORLEANS LA 70179-0308  
(submission deadline is 2 months in advance)

New Orleans Tribune  
Beverly McKenna  
2335 ESPLANADE AVE  
NEW ORLEANS LA 70119-2501  
945-0772 fax:949-4129  
(monthly)

New York Times  
229 W 43RD ST  
NEW YORK NY 10036-3913

Newsweek  
444 MADISON AVE  
NEW YORK NY 10022-6903

Old House Journal Corporation  
2 MAIN ST  
GLOUCESTER MA 01930-5726  
508-283-3200

Preservation, Editor  
Louisiana Landmarks Society  
1440 MOSS ST  
NEW ORLEANS LA 70119-2904

Riverfront Currents  
1107 SO. PETERS #413  
NEW ORLEANS LA 70130  
523-3710

Saint Tammany News Banner  
PO BOX 9  
COVINGTON LA 70434-0009

Southern Accents Magazine  
2100 LAKESHORE DR  
BIRMINGHAM AL 35209-6721

Southern Living  
PO BOX 533  
BIRMINGHAM AL 35201-0533

This Week in New Orleans  
3100 RIDGELAKE DR #101  
METAIRIE LA 70002-4938  
832-3952

Times Picayune  
Bruce Egger  
3800 HOWARD AVE  
NEW ORLEANS LA 70140-1097  
826-3279 fax:826-3369

Times Picayune  
Doug Parker/Dinah Rogers

Photo Editors  
826-3279 fax:826-3007

Today Show NBC  
30 ROCKEFELLER PLAZA  
NEW YORK NY 10112-0002

UNO Driftwood  
University of New Orleans  
LAKEFRONT  
NEW ORLEANS LA 70148

USA Today  
PO BOX 7858  
WASHINGTON DC 20044-7858  
1-800-368-3024

USA Today  
Sharon Donovan  
1520 HENRY CLAY AVE  
NEW ORLEANS LA 70118-6156  
899-3340

WAJY Radio  
News Director  
1024 N RAMPART ST  
NEW ORLEANS LA 70116-2406

WBOK AM 1230 Radio  
Bob Frost, Program Director  
1639 GENTILLY BLVD  
NEW ORLEANS LA 70119-2161  
943-4600

WBYU 1450 Radio  
Bob Middleton, News Director  
1515 ST CHARLES AVE  
NEW ORLEANS LA 70130-4445

WDSU-Morning Show  
Margaret Orr  
520 Royal ST  
NEW ORLEANS LA 70130-2114

WDSU-TV Channel 6

Paul Powers, Assignment Editor  
520 ROYAL ST  
NEW ORLEANS LA 70130-2114  
527-0604 fax:527-0133

WEZB FM Radio  
601 LOYOLA AVE  
NEW ORLEANS LA 70113-7115  
581-7002

WGNO Channel 26  
2 CANAL ST STE 2800  
NEW ORLEANS LA 70130-1506  
581-2600

WGSO Radio  
1440 CANAL ST  
NEW ORLEANS LA 70112-2711

WLAE-TV Channel 32  
2929 S CARROLLTON AVE  
NEW ORLEANS LA 70118-4301  
866-7411

WLMG FM Radio  
PO BOX 53367  
NEW ORLEANS LA 70153-3367  
524-8787

WLTS FM Radio  
3525 N CAUSEWAY BLVD STE 1053  
METAIRIE LA 70002-3639  
834-9567

WNNR Radio  
News Director  
3525 N CAUSEWAY BLVD STE 1053  
METAIRIE LA 70002-3639

WNOE FM/AM  
529 BIENVILLE ST  
NEW ORLEANS LA 70130-2206

WNOL TV Channel 38  
1616 CANAL ST  
NEW ORLEANS LA 70112-2820  
525-3838

WQUE AM  
1440 CANAL ST STE 800  
NEW ORLEANS LA 70112-2723

WQYX/WBYU FM Radio  
1001 HOWARD AVE FL 42  
NEW ORLEANS LA 70113-2002  
525-9600

WRBH FM  
5926 S FRONT ST  
NEW ORLEANS LA 70115-2152  
899-1144

WRNO FM  
4539 N I-10 SERVICE RD W  
METAIRIE LA 70006-6500  
889-2424

WSHO AM  
4900 VETERANS MEMORIAL BLVD  
METAIRIE LA 70006-5234  
454-0800

WSMB AM  
1450 POYDRAS ST STE 440  
NEW ORLEANS LA 70112-6010  
593-2100

WTIX AM  
61 FRENCH MARKET PLACE  
NEW ORLEANS LA 70116-2617

WVOG AM  
PSA  
125 N GALVEZ ST  
NEW ORLEANS LA 70119-5709

WVUE TV Channel 8

Steve Richier, Assignment Editor  
1025 JEFFERSON DAVIS PKWY  
NEW ORLEANS LA 70125  
486-6161 fax:483-1543

WWIW AM  
1515 ST CHARLES AVE  
NEW ORLEANS LA 70130-4445

WWL AM Radio  
Nancy Green, Talk Show Producer  
1450 POYDRAS ST #440  
NEW ORLEANS LA 70112-6010  
593-6376

WWL-TV Channel 4  
Sandy Breland, Assignment Editor  
1024 N RAMPART ST  
NEW ORLEANS LA 70116-2406  
529-4444 fax:592-1944

WWNO FM  
LAKEFRONT  
NEW ORLEANS LA 70148-0001

WWOZ FM  
PO BOX 51840  
NEW ORLEANS LA 70151-1840

WYES-TV Channel 12  
916 NAVARRE AVE  
NEW ORLEANS LA 70124-2710  
486-5511

WYLD FM/AM  
2228 GRAVIER ST  
NEW ORLEANS LA 70119-7522  
822-1945

Xavier University  
Xavier Herald  
7325 PALMETTO ST  
NEW ORLEANS LA 70125-1056  
483-7474



## VITA

Andrew Wolf was born and raised in Lansing, Michigan. As the son of a Humanities professor at Michigan State University he was permitted to earn a bachelor's degree in the History of Art. While earning his degree at M.S.U. Mr. Wolf also studied the acoustic bass and played in a variety of music groups including the Lansing Symphony and his own jazz group Andy Wolf & Friends.

Mr. Wolf moved to New Orleans to continue his education at the University of New Orleans, enrolling in the Arts Administration program. He has continued to play music and has appeared with John Boutte, Loren Pickford, Steve Masakowski, Michael Ray, and The Hugh Clay Trio. He also founded his own group, Mas Mamones, dedicated to the preservation of Cuban music with an emphasis on improvisation.

**EXAMINATION AND THESIS REPORT**

**Candidate:** Andrew Wolf

**Major Field:** Arts Administration

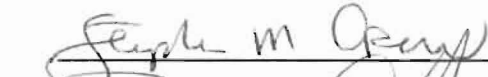

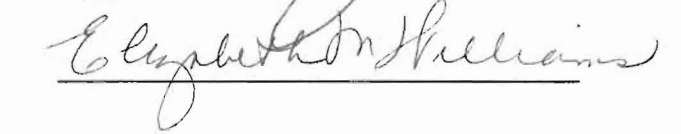
**Title of Thesis:** Christmas in October

**Approved:**

  
Major Professor & Chairman

  
Dean of the Graduate School

**EXAMINING COMMITTEE:**

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**Date of Examination:**

April 18, 1995