

A Resource Guide for Strengthening Communities

From The Community Conservation Conference
“Strengthening Communities In
Changing Times”

Held at The Burkshire Guest Suites & Conference Center
Towson, Maryland
Saturday, March 19, 1994



Coordinated by
The Baltimore County Community Conservation Advisory Group
of the
Baltimore County Office of Planning and Zoning

Resource Guide Sponsored by

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Baltimore County

Baltimore County Government
County Executive's Office



Roger B. Hayden
County Executive

400 Washington Avenue
Towson, Maryland 21204
887-2450

October, 1994

Dear Community Leaders:

Thank you for participating in the Community Conservation Conference on "Strengthening Communities in Changing Times" that was held in March at the Berkshire Guest Suites and Conference Center. It was heartening to be a part of such an enthusiastic effort to learn about new ways of stabilizing our communities.

The awareness of changing times and the active involvement of citizens in their communities led me to initiate a comprehensive Community Conservation program this year. It involves all county agencies as well as business groups and, eventually, all of the citizens of the county. The Community Conservation Action Grants that were recently awarded are one step that the county government is taking to provide assistance in partnership with community associations.

You will be hearing more about this initiative in the months ahead. Many of the ideas that have emerged from this conference and the first one in 1993 have been included in our thinking and planning. The work of the Community Conservation Advisory Group continues to be important to our overall strategy.

I look forward to working together with all of you as we strengthen and improve our neighborhoods.

Respectfully yours,

Handwritten signature of Roger B. Hayden in cursive script.
Roger B. Hayden
County Executive

RBH:pat

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**Dynamics of Community Change:
National and Local Trends**

A Presentation to the Community Conservation Conference:
Strengthening Communities in Changing Times

The Burkshire Conference Center
Towson, Maryland
March 19, 1994

by

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Baltimore, Maryland 21228

**Dynamics of Community Change:
National and Local Trends**

by

Donald F. Norris

The theme of my talk this morning is that communities continually face change. Indeed, if there is a single constant in life it is change.

There is both good news and bad news about change. The bad news, at least for some of us, is that change is a constant; it is inescapable. The good news is that we all get the opportunity to participate in change, and through that participation, try to improve conditions for ourselves, our families, and our communities.

A corollary of this theme is that it is better to understand the nature of the changes that are occurring and to address them realistically than to do nothing or to react to change out of fear and ignorance. As the old saying goes: It is better to light just one candle than to curse the darkness. I hope that my remarks this morning will illuminate some of the changes that are occurring in communities across the country and in Baltimore County.

National Trends -- Impacts on Baltimore Metropolis

Since roughly the end of World War II, numerous trends have affected urban America. This morning I will address three: dual migration, suburbanization and polynucleation, and economic restructuring/deindustrialization.

Dual Migration. The first is what has come to be known as the great dual migration. This was the movement of African-American citizens from the rural South into the great cities of the industrial heartland of the United States. The area that is today disparagingly referred to as the Rust Belt. That geographic polygon described in outline by the cities of Boston, Washington, St. Louis and Minneapolis. That polygon contains nearly all of the once great industrial cities of the nation. It was to these cities that millions of African-Americans trekked in search of social and political freedom and economic opportunity in the decades following World War II.

At the same time that blacks were moving into the cities, whites were moving out. The trends occurred simultaneously-- sometimes reinforcing one another and being reinforced in very ugly ways. We must also remember that whites left the cities for more prosaic reasons as well that had little or nothing to do immediately with race. They left because they have become affluent enough to do so. They left to escape the real and perceived problems of the cities. They left quite literally for greener

pastures. The dual migration ultimately to produced central cities with large concentrations, including some majority populations of African Americans, ringed by overwhelmingly white, often hostile suburbs. Because of the concomitant national economic restructuring and the peculiar economic dimension of the dual migration, in a single generation the central cities changed from being the economic engines of their regions to the economic basket cases. The peculiar economic dimension I mentioned was that the in-migrating blacks were much poorer than the out-migrating whites.

Here is how the dual migration played out in Baltimore and environs;

- o In 1950, Baltimore City had a population of about 950,000. By 1990, that had dropped more than 200,000 to about 736,000.

- o At the same time the five closest suburban counties grew from just over half a million (507,000) in 1950 to 1.6 million in 1990. These counties are Anne Arundel, Baltimore, Carroll, Howard, Harford. Baltimore County alone grew from 270,000 to close to 692,000 in this period.

- o In 1950, black population of the region (city and counties combined) was 278,000 or 19 percent of the total. 81 percent lived in Baltimore City. In 1990, the black population of the region had reached 668,000 (28.5 percent) of whom 67 percent lived in Baltimore City.

o In 1950, about 7 percent of the region's population was over 65 years of age or older. Today the elderly constitute nearly 12 percent of the total population. And Baltimore County has the highest proportion (14.0 percent) followed by Baltimore City (13.7 percent). Carroll County is next with 10 percent; all other jurisdictions are under 9 percent.

Suburbanization and polynucleation. The development of suburbs has meant far more than just the movement of population from the central city into what was heretofore the hinterland and the attraction of new residents to the suburbs instead of the central city. It has produced particular development patterns which have consequences for the lives of the residents of the region. These patterns include leapfrog residential and commercial development and the establishment of numerous, competing centers of commerce, culture and entertainment within the metropolis.

All one needs do is look at a road map of the region--although areal photographs would have greater visual impact--to know what I am talking about. Each of the suburban counties has countless residential developments ranging in size from a handful of dwelling units to hundreds. Many of these developments are unconnected with one another, seemingly plunked down in the middle of a former cow pasture or corn field. And they extend to the far horizons of the region.

Combined with these residential developments are the new centers of commerce. What one author calls Edge Cities. These are

places with names like: Columbia, Crofton, Annapolis, Glen Bernie, White Marsh, Bel Air, Towson, Timonium, Owings Mills, and to a lesser extent places like Hampstead and Westminster. Whether totally new places (like Columbia, White Marsh and Owings Mills) or older established communities like Towson and Bel Air, these places share at least one thing in common. They have become centers or nucleuses (whether larger or smaller) in multi-centered or polynucleated region. And, they compete with one another and with the city of Baltimore to provide goods and services to the people of the region and to attract economic development.

What are some of the consequences of this type of development. I will wager that nearly all of us got to this conference by automobile (and had trouble parking). Few of us got here by using public transportation. So one consequence of our development pattern is the development of the automobile culture--if you will pardon an obvious oxymoron.

A second consequence is that by allowing--and I will argue that we do more than allow, we actively promote through our personal choices and public policies--this type of development, as a society we have essentially decided to throw away older communities. This includes the older, poorer, blacker neighborhoods of the central city and it is beginning to happen in some of the older neighborhoods of the older suburbs. Suburbs like of Prince George's and Baltimore Counties come to mind here.

Economic Restructuring and Deindustrialization. Since the end of World War II, the United States has gone from being a mighty industrial nation to being an even mightier nation with what has come to be known as a post-industrial economy. This economy is increasingly based on services, technology and information processing.

To give you an idea of what that has meant locally, in 1950, the metropolitan area boasted a total of nearly 412,000 jobs for a population of 1.5 million. Of these, 176,000 (43 percent) were in manufacturing and 109,000 (26 percent) were in wholesale and retail trade. In 1990, the region had about 1.1 million jobs for a population of 2.3 million--nearly three times as many jobs for less than twice the population. Only 129,000 (12 percent) of these jobs were in manufacturing. This was a decline of 52,000 jobs during a period when the total number of jobs grew by nearly 700,000. Where did the job growth occur? Services grew from 36,000 jobs to 317,000; and wholesale and retail trade grew from 109,000 to 259,000.

Not only did the types of jobs change, but the educational and skills requirements to hold the new jobs changed as well. When I graduated from high school in (a millennium or two ago), it was not unusual for a young man to take a job at a local manufacturing facility, where wages and benefits were sufficient to own a home and raise a family. We also believed that the job was secure for life. All of this with a high school diploma or less.

This scenario is no longer possible for most young people. The manufacturing jobs are no longer available, at least in the numbers they were 30 years ago and the jobs are no longer secure. More importantly, the education and skills needed to hold a job which will enable them to live a good life in today's environment are beyond the reach of increasing numbers of young people.

Another dimension of the economic restructuring is that most of the new jobs that have been created are located in the suburbs. Of the 412,000 jobs in the region in 1950, only 86,000 (21 percent) were in the suburbs. Of the 1.1 million jobs today, nearly 650,000 (60 percent) are in the suburbs. The trend is to locate further and further away from the core of the metropolis.

Coincidentally, the areas of highest unemployment are the older communities closest to the center of the central city. (The throw away communities.) This poses a real problem. Even if people in these communities have the needed skills, they do not live near the jobs. And a decent public transportation network is not available to get them to and from work.

There are two additional dimensions of these trends that I want to mention. The first is income and the second is property valuation. In 1950, Baltimore City had a median family income of \$15,300; the regional median was \$14,100; and Baltimore County's was \$18,500. (These are constant 1990 dollars.) In 1990, Baltimore City had a median family income of \$28,200. The regional median was almost \$46,000. Howard County (not surprisingly) led with a median family income of \$61,100. Baltimore County trailed all of the

suburban counties with a family median income of \$44,500.

In 1950, Baltimore city had a per capita assessable base of \$10,357 compared to a regional average of just over \$9,000. Baltimore County had a per capita assessable base of nearly \$10,000. In 1990 the numbers were: Baltimore City: \$12,800; Region: \$21,100; Baltimore County \$22,400. (Harford and Carroll Counties trailed Baltimore County in assessable base.)

Why are these numbers important. For two reasons. First they show the tremendous disparity between the suburbs and Baltimore City. Baltimore City is the poor man of the state and it got there because much of its middle class left and took with it wealth and jobs while at the same time it saw a dramatic increase in its dependent or poor population.

The second reason is--and my guess is that many residents and policy makers in Baltimore County will not want to hear this--is that to a growing extent Baltimore County is following Baltimore City. It is an older suburb. And many older areas within the County, especially those inside the beltway and just outside of it, are beginning to show patterns and problems similar to those of neighborhoods inside the city.

Compared to Baltimore City, Baltimore County is in great shape. Compared to the other suburban Counties, however, Baltimore County in the main is older and more fully developed, has a less wealthy and an older population; an older housing stock, especially closer to the city line; and in a trend I expect to continue, has an increasing minority population. More than 104,000 of the

County's 692,000 population (15 percent) is African-American. This is an increase of 40,000 or 60 percent in the decade of the 1980s.

The American Dilemma: Race. One of the greatest difficulties that suburban citizens and officials face is what the sociologist Gunnar Myrdal called The American Dilemma. For Myrdal, when he wrote the book many years ago, the dilemma was how can a society based on freedom and equality deny freedom and equality to its African-American citizens. Today the issue is far more complex, made so in large part because of the incredible success of the civil rights movement and the enforcement of civil rights laws by the Federal government.

I firmly believe that this dilemma can be solved only if we make special efforts to promote the stable racial integration of our communities. I think that such efforts are morally right and just. They will benefit all of us and our communities. They are essential if in this multi-ethnic, multi-racial society we are to be able to get along with one another. Moreover, with the continuing suburbanization of African-Americans, timely, intelligent, sensitive and sensible efforts to promote stable racial integration of our communities is the only avenue I know that will enable us to avoid the mistakes of the past.

What Can Be Done.

To begin with the list of workshops for this conference is a place to start--getting community institutions involved in the lives of communities, addressing issues like safety and

infrastructure, developing partnerships, developing community plans and marketing your communities. All of these are important. Indeed, they may be necessary ingredients in preserving community vitality. However, they are probably not sufficient. More is needed.

The reality is that change produces different situations for different communities. What is true in one place is not necessarily true in another. And the needs and abilities of the residents of different communities are different. Thus, the mechanisms and the specific actions to address community needs cannot be generic. They must be tailored to the needs of these communities. There is no magic pill that can be taken, no silver bullet that can be fired to fix the complex problems faced by our diverse communities. What may be good for a neighborhood in Dundalk may not be relevant or may even be counter-productive in Catonsville.

While it is beyond my purview and my ability to suggest specific solutions to situations confronting different communities, I can suggest a process to address change and the consequences of change. I find this process quite valuable in much of my own work --whether it is teaching, research, consulting, or neighborhood development.

It is a step-wise process that goes something like this:

- o Organize -- Develop a neighborhood or community organization. Be careful to be sure and involve all persons in the community and not to exclude any comers.

o Identify Your Problems -- You really cannot know what to do unless you know what your problems are. So identify them, examine them and prioritize them. If you craft solutions based on non-existent or poorly understood problems you are not only wasting your time and every one else's, you will also pay an opportunity cost later.

o Examine Alternatives -- Once you know your problems and know which ones it is feasible to address, look at alternative methods to deal with them. There is no one best answer. Try to learn what has worked and what has not worked in other communities.

o Select the Most Feasible Alternatives -- It should go without saying that you should select only those alternatives that you can manage and than have a good chance of working. But I will say it anyway.

o Implement, Implement, Implement -- This is the hardest part. It will require time, people, energy, and maybe money. But time and people are the key ingredients. Remember, the problems did not come about all at once. It may take time, possibly a long time of sustained commitment, to address them effectively. Some you may never be able to solve--just settle for stasis.

o Monitor and Evaluate -- As you are implementing, keep an eagle eye on what you are doing, how you are doing it, and what effects are occurring. Make adjustments as needed to improve what you are doing. Do not hesitate to abandon something that is not working.

o Periodically Go Back to "GO" -- What I mean here is that from time to time you will need to sit down with your neighbors and ask all of the fundamental questions all over again. What are our problems? How serious are they? What can and should we do about them? What are our options? And so forth.

Change is a continuing, dynamic process. Addressing the consequences of change requires a similar process--one that is also dynamic and that provides both the methods and the flexibility to adjust to change.

Let me leave you with a final thought. It is the statement of a man far wiser than I and it is something that I find useful to remember, especially at times when the task before me seems especially daunting or risky. It is this: "To try and to fail is at least to learn. But to fail to try is to suffer the inestimable loss of what might have been."

Responding to Community Change

**Baltimore County
Office of Planning and Zoning**

Name of Workshop: Responding to Community Change

Name of Presenter: Ann Dugan

Organizational Affiliation: Morris Goldseker Foundation of Maryland Inc.

Activity or Service: Local foundation.

Brief Description of Activity or Service: The Goldseker Foundation provides start-up grants to nonprofit organizations for a variety of community purposes. Its primary interests are community affairs, education, health, human services, and neighborhood development.

"Do's and Don'ts:"

- Do understand what your neighborhood's needs are and how to address them.
- Don't expect a foundation to know your needs or to know the best way to solve your problems; you must determine these things.
- Do your homework first. Do some research.
- Don't expect to get on-going, long-term support for your project or program from foundations.
- Do diversify your funding base by being creative. Don't count on foundations for your operating support.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Enoch Pratt Public Library (grant resources)
400 Cathedral Street
Baltimore, MD 21202
(410) 396-5430

The Association of Baltimore Area Grantmakers
2 E. Read Street 9th Floor
Baltimore MD 21202
(410) 727-1205

Citizens Planning and Housing Association
218 W. Saratoga Street 4th Floor
Baltimore MD 21201
(410) 539-1369

Neighborhood Design Center
2645 N. Howard Street
Baltimore, MD 21218
(410) 366-3223

Name of Workshop: Responding to Community Change

Name of Presenter: Ralph Moore

Organizational Affiliation: Saint Ambrose Housing Aid Center

Activity or Service: Community-based nonprofit organization.

Brief Description of Activity or Service: Saint Ambrose provides a variety of housing and community development services, including homeownership counseling, rehabilitation housing assistance, fair housing advocacy, neighborhood stabilization efforts, and affordable housing development.

Steps to Follow:

1. Be pro-active. Get a clear idea about what your neighborhood's problems and resources are. Research all aspects of your community.
2. Develop an inventory of your assets: volunteer assistance, funding, capabilities, real property, human experience, access to expertise.
3. Inventory your liabilities.
4. Know what it is that you want and what you don't want.
5. If this is your first time doing housing/community development, either have the necessary assess or have access to them.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Saint Ambrose Housing Aid Center
321 E. 25th Street
Baltimore MD 21218
(410) 366-8550

Name of Workshop: Responding to Community Change

Name of Presenter: John Lieth-Tetrault

Organizational Affiliation: Formerly of Maryland National and NationsBank

Activity or Service: How to work with lenders to address community change.

Brief Description of Activity or Service: NationsBank, as do many other lenders, has a Community Development office that makes loans for affordable housing and economic development. Maryland National's Community Lending Office worked with Hearth, Inc., a Baltimore County nonprofit, to establish Saint John's House, a two apartment rental building for formerly homeless families. Maryland National provided a line of credit for acquisition and rehabilitation of the building. Permanent financing will come from government sources. Maryland National has assisted in many other community-based initiatives.

"Do's and Don'ts:"

- Do recognize that no one source can fund your whole program. Every lender (public, private) wants to leverage other funds and reduce risk.
- Do recognize the lender is not a developer. Gain expertise by forming a partnership with an experienced entity.
- Do contact the bank's CRA (community reinvestment act) Officer. Forward information in advance.
- Do present your proposal as a business proposal. Even with community lending, the bank wants to make money, or at least break even.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Amy Johanson
Department of Community Development
1 Investment Place
Towson MD 21204
(410) 887-2908

Name of Workshop: Responding to Community Change

Name of Presenter: Saliann Alborn

Organizational Affiliation: Timothy House Inc.,
Towson Lutheran Church

Activity or Service: Church-sponsored senior housing development.

Brief Description of Activity or Service: The First Lutheran Church of Towson formed a nonprofit organization, Timothy House, Inc., to establish Timothy House, an affordable housing development for the elderly in Towson. The group worked with an experienced housing developer and manager, Shelter Development Corporation. Timothy House is a 112 apartment rental community for seniors of limited income. Timothy House, Inc. continues to provide services to the residents of the community, which was completed in 1992.

"Do's and Don'ts:"

- Do identify real problems based on your experience.
- Do be prepared for change in partners, public officials.
- Do research every aspect of the project.
- Do be prepared to jump at opportunities.

- Don't just provide services, empower people to live independently.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Amy Johanson
Department of Community Development
1 Investment Place
Towson, MD 21204
(410) 887-2908

Improving Community Safety

**Baltimore County
Office of Planning and Zoning**

Name of Workshop: Improving Community Safety

Name of Presenter: Detective W. J. Cordwell

Organizational Affiliation: Baltimore County Police Department
Precinct 11 Selective Enforcement Unit

Activity or Service: Evictions from drug distribution locations.

Brief Description of Activity or Service: Nuisance Abatement: the process of evicting tenants from rental properties where evidence has been developed showing distribution of controlled dangerous substances or storage of controlled dangerous substances in quantities sufficient enough to indicate an intent to distribute.

Steps to Follow:

1. Identify problem location through citizen complaints, informants etc.
2. Compile evidence showing pattern of nuisance activity.
3. Gather enough probable cause for search and seizure warrant.
4. File for Court Civil Hearing to abate nuisance.

"Do's and Don'ts:"

- Do present this program as a long term solution to a problem location.
- Do advise that this program is fairly new and still needs refining.
- Do stress the fact that a few telephone complaints will not constitute enough probable cause to file against a location; much more investigation is needed.
- Don't lead people to believe that this program will solve all the community's problems. It's only one more useful tool.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Police Precinct Selective Enforcement Units:

<u>Precinct</u>	<u>Phone #</u>
01 Wilkens	(410) 887-2529
02 Woodlawn	887-6830
03 Garrison	887-1610
06 Towson	887-5508
07 Cockeysville	887-1823
09 White Marsh	887-5040
11 Essex	887-0220 Det. W.J. Cordwell
12 North Point	887-7309

Name of Workshop: Improving Community Safety

Name of Presenter: James Moyer

Organizational Affiliation: Kingsley Park Improvement Association, Inc.
Kingsley Park Apartments, Essex, MD

Activity or Service: Eliminating drug and crime activity in communities.

Brief Description of Activity or Service: Kingsley Park Apartments is a 311 unit complex comprised of Section 8 housing located near Back River Neck Road and Old Eastern Avenue, Essex, MD. It was due to the reputation of the park as an Open Air Drug Market that the association was created in August 1992. Tenants were very concerned and were living in fear, not only for their own safety but for their children as well.

Steps to Follow:

1. In November, 1992, "Drug Free School Zone" signs were obtained and installed, bringing stiffer penalties for people caught selling or possessing drugs in the park.
2. A rapport was established with our local Police Precinct in an effort to address the shootings and drug related activity. To aid the police in removing transients from the park, "No Trespassing" signs were installed on the buildings.
3. A foot patrol was established that gathered information on drug dealers and users, and turned this information over to the police.
4. A monthly newsletter was established to better inform the tenants that included crime prevention tips and substance abuse information. As a result of this awareness, residents reporting drug related activities to the police increased, leading to the increased arrest of suspects.
5. Tenant meetings, held on a monthly or as-needed basis, were established to keep tenants informed and share information. Tenants that attended the meetings were made more aware of how police handle calls of complaints, what their limitations are, the risk of violating civil rights, etc.
6. Though property is privately owned, roads in the park are County-owned. There is an attempt being made to get them privatized -- making streets one way with fencing around the park perimeter. The end result will be to cut down drug (foot/vehicular) traffic.
7. In representing the Association, I am a member of the Community Teacher's Association (CTA) and the Mars Estates Elementary School in Essex (near the park), which represents the interests of the parents (community and students) in the daily operation of the school.
8. Mars Estates Elementary School and Stemmers Run Middle School are working together to develop a school health program to better serve the health needs of the community. These two schools are under consideration for a grant from the Maryland State Department of Education in collaboration with the Robert Wood Johnson Foundation to develop a model "school-based health center". With the changing needs of families in our communities, a local advisory group has been formed from both the public and private sectors to meet the health needs of the students. I have been invited to be a member of this local advisory council. The health center (to be located in the school) works cooperatively with school nurses, coaches, counselors, class-

room teachers and school principals to ensure that the center is part of the life of the school. Some services offered are to include: physical examinations, monitoring of chronic illnesses, sports physicals, family counseling, mental health and substance abuse counseling. Staffing will include a school nurse, social worker, health assistant, nurse practitioner, and supervisory physicians. In January, 1994, Lansdowne Middle School opened their health center and is currently implementing the various planning steps.

"Do's and Don'ts:"

- Do apply for grants to sustain your association. As Kingsley Park is a low income, funding is very limited.
- Do hold fund raisers. Do a one-on-one survey to increase your knowledge of the needs of residents.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

James W. Moyer
1617 Gail Road, Apt 1
Baltimore Md 21221
(410) 780-3725

Beyond the Potholes: Broad Approaches to Making Physical Improvements

**Baltimore County
Office of Planning and Zoning**

**Name of Workshop: Beyond the Potholes
Broad Approaches to Making Physical Improvements**

Name of Presenter: Donald S. Hawkins

Organizational Affiliation: Halethorpe Civic Association

Activity or Service: Developing an "Action Plan" for the community.

Steps to Follow:

1. Meet to establish the basic structure of your association.
 - A. Committees
 1. Road/Drainage control
 2. Lighting/speed control
 3. Neighborhood watch
 4. Clean-up committee
 5. Hospitality/Entertainment
 6. Education committees
2. Meet with Lead County Department.
 - A. Review with the County requirements for items identified.
 - B. Contact Baltimore County Departments that furnish aid to communities:
 1. Department of Minority Affairs and Fair Practices
Mrs. Adrienne Jones
 - a. Summer youth programs - federal government grant available
 - b. Substance abuse programs - federal government grant available
 - c. Bulk refuse collection
 2. Department of Community Development, Grants Administration
Mr. Kevin Roddy
 - a. Block grants
 - b. Day care centers
 - c. Public health
 3. Department of community Development Housing Rehabilitation
Mr. Peter L. Matthews
 - a. Deferred loan program
 - b. Housing rehabilitation program
 - c. Home energy loan program

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Donald Hawkins
Halethorpe Civic Association
1919 Woodside Avenue
Baltimore MD 21227
(410) 247-1391

Neighborhood Design Center
2645 N. Howard Street
Baltimore MD 21218
(410) 366-3223

**Name of Workshop: Beyond the Potholes
Broad Approaches to Making Physical Improvements**

Name of Presenter: Peter Matthews

Organizational Affiliation: Baltimore County Department of Community Development, Housing Rehabilitation Office

Activity or Service: Housing Rehabilitation Services.

Brief Description of Activity or Service: The Housing Rehabilitation Office makes loans to low and moderate income homeowners and to owners of rental properties where the tenants are or are proposed to be of low and/or moderate income. The purpose is to bring the properties up to applicable codes and standards. Income level eligibility varies according to the loan program used, but generally the level of income may not exceed 80% of the area median income as adjusted for household size.

Steps to Follow:

Call the Housing Rehabilitation Office for initial eligibility screening and to make an application appointment.

"Do's and Don'ts:"

- Do (in the case of homeowner loans) make the screening and application process smoother by gathering such documentation as:
 - the deed to the property;
 - proof of income from all sources (e.g. award letters, W-2's, etc.);
 - employment information;
 - banking information (including address of branch office);
 - information on existing debts;
 - homeowner insurance information (including name and address of agent);
 - mortgage information.
- Do call the Housing Rehabilitation Office if you have questions about any aspect of the loan programs.
- Don't ask that the program pay for any work that you have already had done.
- Don't ask to do the work yourself or to have it done by a handyman friend.
- Don't come to the office to apply without an appointment.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Housing Rehabilitation Office
Suite 815
One Investment Place
Towson, MD 21204
(410) 887-3124 (between 8:00 am and 4:30 pm)

Marketing Our Communities

**Baltimore County
Office of Planning and Zoning**

Name of Workshop: Marketing Our Communities

Name of Presenter: Lois A. Garey, Executive Director

Organizational Affiliation: HARBEL Community Organization, Inc.

Activity or Service: Marketing your community - A Grassroots Perspective.

Brief Description of Activity or Service: When marketing your community, it is very important to know your product well. This begins with a realistic assessment of both the positive and negative aspects of your community. Assess you community from two perspectives:

Financial:

- Is purchasing a home in your community a sound financial investment?
- Have housing values continued to increase?
- Is the housing stock well maintained?
- Does the area give the appearance of a desirable place to live and invest your money?

Quality of Life:

- Do the community schools provide a quality education in a safe environment?
- Are local shopping areas strong?
- Are needed services accessible - libraries, hospitals, etc.?
- Is there a crime problem - either real or perceived?
- How is your community perceived by the residents or others? Is the image a positive one? If not, are the negative images real?

Steps to Follow:

1. When you have completed a realistic assessment of your community, including both positives and negatives, your work has just begun. While you can begin promoting your community's positive aspects, you must also work to reverse the negatives ones. You cannot ignore negatives; they won't go away. If your assessment identified negative areas, what is your community doing to improve these?
2. When you are ready to begin marketing your community, utilize all the resources that are available. Does your community publish a newsletter? If so, use it! You can use your newsletter to promote the positive projects and accomplishments, or to make the community aware of what is being done to address negatives. Don't just send your newsletter to residents, send it to leaders in surrounding areas, elected officials, local community newspapers and local schools and churches.
3. Use your local newspapers! They are generally more interested in and committed to your community. Build a good relationship with them. Communicate with newspapers in good and bad times. It is especially important to communicate when negative incidents occur in order to make sure that what is being published is accurate.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Lois A. Garey, Executive Director
HARBEL Community Organization, Inc.
5807 Harford Road
Baltimore, Maryland 21214
(410) 444-2100

Name of Workshop: Marketing Our Communities

Name of Presenter: Patricia A. Winter

Organizational Affiliation: Eastern Baltimore Area Chamber of Commerce

Activity or Service: "Marketing" means more than community fair festivals and press releases.

Brief Description of Activity or Service: In many older communities, business, industry and residents must exist in close proximity to one another. This circumstance creates friction, as the goals of each are quite different. Residents want to live in quiet, peaceful, traffic-free neighborhoods and business and industry need to "get the job done," i.e., meet production schedules, get products delivered, get employees to the work site, etc. Both sides of this dichotomy need to coexist and recognize that compromise may be required.

Writing this equation into marketing your community is conceptual, to say the least. Consider that marketing means that you accent the positive and do not take action that will highlight the negative—at least not in the media, if it can be avoided.

"Do's and Don'ts:"

If you and your community are having a problem with a local business or any other entity, . . .

- Don't:
1. Call Dick Gelfman
 2. Write a nasty letter to the Editor
 3. Go off to the local community meeting and "rabble rouse". Take effective action.
 4. Call the police or government (yet).
 5. Call your attorney.
 6. Become a victim of political posturing or demagoguery.
- Do:
1. Cool down and call or write the business organization you are having a problem with. I recommend calling first.
 2. Make sure that you speak to a decision maker or his/her administrative assistant, i.e., President, CEO, Owner. Underlings don't have the power to help with problems.
 3. Make sure you have a legitimate complaint that the business can help you with. Example: If there is only one road into a business and it goes by your front door and you're asking for "no trucks" the business probably can't help you by talking to his drivers or suppliers.

Another scenario: The business's employees are cutting through the community using alleys, or short cuts, littering, blowing horns or being an overall nuisance. Discuss this issue with the employer, explain your situation, ask for his/her help. Most businesses recognize that it's easier, more pleasant, and in some cases less expensive to get along with neighbors than to battle with them. Remember: the owner probably cannot demand or require that his employee be courteous and polite, or mandate the way they get to work. In fact, in some cases he may be reluctant to rock the boat because of union relationships or labor relations. If you are dealing with a typical business owner, he will try to help your community. Suppliers, on the other hand, may be easier.

Worse Case: The business won't talk with you because of previous community relations problems; s/he does not see the problem; s/he simply does not care. There are people like this in all walks of life.

Your recourse from a community marketing point of view:

Calling Dick Gelfman will put your community in front of the entire metro community in a negative light: "I'm glad I don't live there!!!" Writing to the newspaper has the same overall effect. So what can you do? Establish the "facts" and take appropriate action. Speeding is illegal; call police and have a radar or patrol car monitor the roadway. If the speed limit is too high, call Baltimore County Traffic Engineering or your councilman about having speed limits lowered. (But don't be surprised if your neighbors are the people who get the tickets!)

Use the same strategy for other problems, such as zoning or noise violations.

These actions naturally mean that you do the work, not Dick Gelfman or the Towson Times. This approach takes more time and effort. In the long run, however, you will make friends, be considered as a community group that is worthy of support and recognition from within and without, make a difference for your community, and become a force to be reckoned with.

Another word of caution: Do not let your community association be the victim of political demagoguery. I have seen "leaders" of a community blow issues totally out of perspective for the purpose of getting their names in print, or their faces on late night news. Don't let your community be the victim of this type of abuse. It can 1) lower property values, 2) cost your association thousands of dollars in legal fees to no avail, and 3) leave your community with a very negative image.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

- 1) Your Councilperson or his/her aide.
- 2) Your Senator or his/her aide.
- 3) Your Delegate or his/her aide.
- 4) The County Executive's Office.

Name of Workshop: Marketing Our Communities

Name of Presenter: Paul Milton

Organizational Affiliation: Editor, Towson Times

Activity or Service: How to get your news in print.

Steps to Follow:

1. Get your facts together. Before you contact the newspaper, make sure you know what you are talking about. A newspaper editor does not have the time to listen to you rifle through papers as you try to find the correct date of an event.
2. Never call on an editor's deadline. Newspaper deadlines are predictable. If you are calling an editor of a community newspaper that is published weekly, the editor most likely has better days to talk to you than others. If you should happen to call when an editor is busy, don't try to pitch your news item. If you tried, the editor would most likely not be listening anyway. So find out a better time to call and then call back. An editor might be more amenable to a story idea when there is more time to listen.
- 3) Get to know your editor. Believe it or not, editors are people too. Set up an appointment to meet them. It might increase your chance of getting your news into the newspaper.
4. Be brief in your press release. Remember, the goal of a press release is not to get it printed. The goal is to get an editor to read it and assign a reporter to cover your event. Include the who, what, where, when, why and how of the event. Always include a contact name and telephone number.
5. Don't complain. Always be cordial, kind and appreciative of the editor's time. If your story isn't covered the way you want it to be, don't gripe to the editor. Editors often have to deal with large volumes of requests while coping with an overworked staff. Remember, you attract more flies with sugar than vinegar. But also remember that an editor's job is to get local news in the newspaper; a good idea should be easy to market.
6. Give the editor plenty of advanced warning. Never call the day before an event (or worse, the day of an event) and expect coverage. Try calling two to three weeks ahead of time. If the editor sounds interested, call again with a friendly reminder a week before.
7. Take pictures, but ... Always take pictures at your events, but don't be surprised if a newspaper doesn't use your shot. Newspapers are becoming more and more selective about what photos they use. If you think that your event has great photographic possibilities, talk it over with the editor. In many cases, a staff photographer may be sent to the event. If not, submit a shot that your club photographer took. Make sure the submitted photograph depicts some action and is not a "grip and grin" or a "line 'em up." As for your other photos, put them into your group's scrapbook.

8. Have reasonable expectations. Try to get your news in print or on TV and radio, but don't be too offended if your news fails to make the cut. Not every item can be selected for publication. But be persistent. It will pay off.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Paul Milton
Patuxent Publishing
409 Washington Avenue
Towson, MD 21204
(410) 337-2400

Creative Partnerships: Building Successful Schools and Communities

**Baltimore County
Office of Planning and Zoning**

**Name of Workshop: Creative Partnerships
Building Successful Schools and Communities**

Name of Presenter: Jo Ann Murphy/Richard D'Anna

Organizational Affiliation: Baltimore County Public Schools

Activity or Service: Forming business advisory groups to support improvement.

Brief Description of Activity or Service: Bringing together representatives from school staff, parents, business people, local community members and government agency(ies) to brainstorm solutions to local school problems and develop innovative programs.

Steps to Follow:

1. Recruit a large enough group to be certain that you will have an adequate number of members present at each meeting (10-14 people suggested).
2. Identify goals and decide how to measure progress towards them; e.g., improve school attendance by 10%, to be measured by report card data.
3. Conduct short, focused meetings with good minutes as follow-up.
4. Publicize the activities of the committee in appropriate media outlets.

"Do's and Don'ts:"

- Do include both small and large businesses.
- Do avoid any unnecessary meetings or paperwork.
- Do start with small projects to build success before attacking more complex problems.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Sharon Norman
Baltimore County Public Schools
(410) 887-4243

**Name of Workshop: Creative Partnerships
Building Successful Schools and Communities**

Name of Presenter: Eileen Mikolayunas
Baltimore County Board of Education

Marie Simoes
SAGE

Organizational Affiliation: Baltimore County Board of Education &
SAGE

Activity or Service: Senior Citizen Mentors in Middle Schools.

Brief Description of Activity or Service: Senior citizens volunteer one hour a week to become "grandparents" to middle school students.

Steps to Follow:

1. Establish a convenient time to meet with a student during school time. A guidance counselor will serve as the link between school and "grandparent".
2. During conversations with students, SHARE experiences.
3. Follow up with conferences with the guidance counselor once a month.

"Do's and Don'ts:"

- Do become a friend to the student.
- Do be a good listener.

- Do not use the time to tutor.
- Do not act judgmental.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

To establish a SAGE program in a middle school of Baltimore County, contact Myrna Goldberger who has organized successful programs at Franklin, Pikesville, Dumbarton, Ridgely, and Dundalk Middle Schools.

Myrna Goldberger
4606 C Springwater Court
Owings Mills, MD 21117
(410) 356-2096
Chairperson of SAGE

Mrs. Goldberger establishes the initial contact between the Board of Education and the school. She recruits "grandparents," conducts orientation for the program, and follows up with evaluation sessions.

Eileen Mikolayunas
Dundalk Middle School
7400 Dunmanway
Dundalk, MD 21222
(410) 887-7018

Ms. Mikolayunas has managed a very successful program at Dundalk Middle School and can advise anyone regarding administering the program at the school.

The Importance of Community Plans

**Baltimore County
Office of Planning and Zoning**

Name of Workshop: The Importance of Community Plans

Name of Presenter: Wayne Skinner

Organizational Affiliation: Loch Raven Village Neighborhood Association

Brief Description of Activity or Service: Loch Raven Village is a townhouse community of 1,472 homes located in central Baltimore County. The Loch Raven Village Community Conservation Plan is an action-oriented guide for Loch Raven Village that addresses immediate concerns and issues as well as ideas for its future. It is also a document that can be of instrumental importance to those responsible for making decisions at the Baltimore County and Maryland State Government levels. It was approved by the Baltimore County Council in 1992.

Steps to Follow: Baltimore County has produced a handbook available through the Office of Planning and Zoning that outlines the steps to follow in putting together your own community plan. It is also recommended that you look over previously approved plans for ideas.

"Do's and Don'ts:"

- Do review the handbook put out by Baltimore County for putting together a community plan.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Baltimore County Office of Planning and Zoning
Ask for your local community planner
(410) 887-3480

Wayne Skinner
Loch Raven Village
1813 Edgewood Road
Baltimore, MD 21234
(410) 661-8249

Name of Workshop: The Importance of Community Plans

Name of Presenter: Bob Deurer

Organizational Affiliation: Bowley's Quarters Community Action Plan Committee

Brief Description of Activity or Service: To develop a Community Action Plan that will manage change and attain the community goals.

Steps to Follow:

1. Determine the strengths and weaknesses of the community (Where you are).
2. Project how you want the community to change in the future (Where you want to go).
3. Anticipate issues, develop strategies and actions (How to get there).

"Do's and Don'ts:"

- Do recognize that change is inevitable.
- Do select a dedicated committee that represents the residential, business and special interests of the community.
- Do involve the public.
- Do use the plan as a tool to manage change.

- Don't be intimidated by the planning process.
- Don't expect unanimous agreement on every issue. Do plan for the good of the community.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Baltimore County Planning and Zoning
Your area planner (410) 887-3480
Brent Flickinger (410) 887-3211
Bob Deurer - (410) 335-8888

Name of Workshop: The Importance of Community Plans

Name of Presenter: Ervin McDaniel

Organizational Affiliation: Baltimore County Office of Planning and Zoning

Activity or Service: Woodlawn/Liberty Community Plan.

Brief Description of Activity or Service: The Woodlawn/Liberty Community Plan examines both the physical and social conditions in the community. This plan contains a description of community issues as well as recommendations to address those issues.

Steps to Follow:

1. Identify community issues and resources.
2. Contact the Planning Office for assistance.
3. Prepare a work plan.
4. Establish an advisory group.
5. Prepare the Community Plan.
6. Submit the plan to the county for approval.

"Do's and Don'ts:"

- Do identify all community issues and resources.
- Do include all segments of the community in your advisory group.
- Do contact the Office of Planning and Zoning early in the process.

- Don't alienate segments of the community.
- Don't get bogged down in minor details.

Sources of Technical Assistance/Contact person(s), telephone number(s), address(es):

Gary Kerns, Chief, Community Planning
Office of Planning and Zoning
401 Bosley Avenue, Ste 406
Towson, MD 21204-4486
(410) 887-3480

Brent Flickinger, Community Conservation Coordinator
Office of Planning and Zoning
401 Bosley Avenue, Ste 406
Towson,
(410) 887-3211

**Community Conservation Advisory Group
Office of Planning and Zoning**

Jane Bissell, Parkville Business and Professional Association
Donna Cameron, District 1 Community Council
Martha Clarke, Greater Towson Council of Community Associations
Ella White Campbell, Liberty Road Community Council
Roberta Carter, Schwartz Avenue Neighborhood Group
Randy Cogar, Essex-Middle River Chamber of Commerce & Civic Council
Alan Cohen, Liberty Communities Development Corporation
Robert Deurer, Bowleys Quarters Improvement Association
Brent Flickinger, Office of Planning and Zoning
Lois Garey, HARBEL Community Organization
Ed Hastry, Arbutus Bus. & Prof. Assoc.; Catonsville Chamber of Commerce
Russ Hayden, North Point Peninsula Community Coordinating Council
Hazel Kroen, Greater Dundalk Community Council
Sandy Laken, Glyndon Community Association
Dorothy McMann, Perry Hall Improvement Association
Joseph McGraw, Greater Baltimore Board of REALTORS
Jim Moyer, Kingsley Park Improvement Association
Doris McNabb, Greater Eastern Baltimore Community Council
Ralph Rigger, League of Women Voters
Gabriel Rosenbush, Pikesville Chamber of Commerce
Barry Schleifer, Liberty-Randallstown Coalition
Wayne Skinner, Towson-Loch Raven Community Council
Charles Stewart, III, Reisterstown-Owings Mills-Glyndon Coordinating Council
Dennis Wertz, Office of Planning and Zoning

Planning Committee: Strengthening Communities Conference

Donna Cameron, District 1 Community Council
Ella White Campbell, Liberty Road Community Council
Carol Carpenter, Baltimore County Department of Economic Development
Mary Emerick, Baltimore County Council, 5th District Office
Brent Flickinger, Baltimore County Office of Planning and Zoning
Bernetha George, Hernwood Heights Community Association
Amy Johanson, Baltimore County Department of Community Development
Bill Kladky, Greater Baltimore Community Housing Resource Board
Dale Livingston, Towson-Loch Raven Community Council
Donna Morrison, Executive Secretary, County Administrative Officer
Doris McNabb, Greater Eastern Baltimore Community Council
JoAnn Murphy, Baltimore County Public Schools
Kevin Roddy, Department of Community Development
Marie Simoes, Nottingham Improvement Association
Dennis Wertz, Baltimore County Office of Planning and Zoning

Chairperson: Doris McNabb