

## **A Vision for East Baltimore with a Biotechnology Park**

*1000 Friends of Maryland, AIA Baltimore, Baltimore Urban League, Citizens Planning and Housing Association, Environmental Defense, Job Opportunities Task Force, Maryland Center for Community Development, Preservation Maryland, and the Save Middle East Action Committee.*

The proposed Biotechnology Park could be embraced as an excellent opportunity to revitalize East Baltimore, while firmly establishing a role for Baltimore in the growing field of medical technology. As members of the Baltimore community, we want the project to be the best that it can be, providing a national model for smart growth.

**We envision** a Biotech Park that is integrated into the fabric of the neighborhood, removing the sense that there is a wall between Johns Hopkins and the surrounding community. It will have a vibrant pedestrian environment, showcasing the value of urban life, while keeping eyes on the street for safety. In addition, it will creatively incorporate historic buildings into to a design that reflects the city's rich cultural heritage. To achieve this, we must:

- Integrate the Biotech Park with the surrounding neighborhood.
- Bridge the chasm of Madison Street in such a way that it becomes a vital pedestrian space.
- Find the right amount of parking, so that the design does not become dominated by parking structures.
- Create successful parks that are not dangerous, underused, or poorly cared for.
- Develop design guidelines and zoning ordinances that create high-quality development in the long term.
- Take advantage of our historic resources.

**We envision** an efficient and coordinated transportation system that makes the Biotech Park more attractive to tenants, links the neighborhood to jobs and cultural centers, and protects residents from traffic and air pollution. Quieter, safer streets will improve property values, and increase neighborhood quality of life. And the Madison Square rail hub will become a catalyst for transit-oriented development, opening up new opportunities for locally owned businesses. To achieve this, we must:

- Draft a comprehensive transportation plan for Southeast Baltimore that integrates pedestrian, automobile, bus, and rail travel.
- Identify specific transit strategies that will eliminate the perceived need for 7,000 new parking spaces.

- Aggressively use the Biotech Park project to market the Baltimore Regional Rail Plan to the Federal Government.
- Amend our zoning to create a transit-oriented development zone around the Madison Square multi-modal transit stop.
- Actively encourage Biotech Park tenants to participate in the State's Commuter Choice program.

**We envision** an economic development strategy that connects the lives of East Baltimore residents to the economic engine of the 21<sup>st</sup> Century. Through education, job training, and hiring practices, we will ensure that the Biotech Park creates opportunity within the local community, spreading ripple effects throughout the Baltimore economy. To achieve this, we must:

- Develop an educational process capable of training people for careers in biotechnology.
- Promote hiring practices that encourage tenants to hire from within the local community.
- Create opportunities for locally-owned businesses to serve Biotech Park tenants and new residents. This should happen within and adjacent to the Biotech Park, as well as within the Madison Square transit-oriented development.

**We envision** a variety of new and rehabilitated homes, so that people from a range of different incomes can live comfortably in East Baltimore. We will also make it possible for local residents, who have stuck by their neighborhoods through hard times, to benefit from redevelopment when it happens. And East Baltimore will become a place where citizens of all races will have access to opportunity. To achieve this, we must:

- Use multiple strategies to create a mixed-income neighborhood. We must create a range of housing types; combine new construction with targeted rehabilitation; and give first purchase options to residents who have been relocated.

**We envision** a redevelopment process that minimizes the hardships of dislocation on neighborhood residents, and that treats all citizens with justice and equity in accordance with fair housing principles. Residents will have the right to stay in East Baltimore, or to relocate to another neighborhood of their choice, and will be guaranteed that they can return to Middle East neighborhood after redevelopment. Citizens in adjacent neighborhoods will also be kept whole, and not burdened by the redevelopment process. To achieve this, we must:

- Amend the existing relocation plan to give relocated residents the first option to purchase new or rehabilitated housing in Middle East after redevelopment.
- Be careful to minimize the number of properties listed for condemnation in the Urban Renewal Ordinances, to prevent the unnecessary devaluation of properties that will not actually be condemned.
- Provide additional assistance to citizens in adjacent neighborhoods whose housing may not yet be up to code.

We believe that this vision is something that we can accomplish by working together. We are all committed to making this vision into a reality.

## Carol Skram

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**From:** Diane Bell [dbell@ebmc.org]  
**Sent:** Thursday, September 12, 2002 9:25 PM  
**To:** Carol Skram  
**Subject:** Saturday's Meeting - additional information



EastBaltimoreDevel  
opment-Princ...

Carol:

Thank you I received the agenda and will be prepared to discuss accordingly. In addition, I am attaching a draft of some general thoughts about the relocation to you for Doug and will be prepared to discuss on Saturday.

I am also wondering if the Foundation has any materials or access to studies recently completed on Hope VI projects across the country. I thought I understood that the Foundation had funded such a study. This information might be useful to inform our discussion on Saturday.

I am checking HUD's web site and will place some calls to folks to see if such information is available.

Diane L Bell  
Empower Baltimore Management Corporation

Subject: East Baltimore Development, Inc Principles to Govern Relocation of Individuals and Families

In preparation for the Saturday subcommittee discussion regarding the relocation of individuals and families from the Biotech Impact area, I recommend that we include a discussion about core principles/values that might govern the relocation activities. As one would expect, the level of diversity among the Board will likely contribute to the varying individual values that will underline our common goal for a market driven community revitalization effort.

It is my sense that we will not be able to dot all of the "i"s or cross all of the "t"s as it relates to relocation until we have additional information surrounding the availability of housing options in the greater Baltimore area and specifics about the impacted families. Given the absence of this type of information, I suggest the Board engage in a preliminary discussion and hopefully reach an agreement on some core principles that we will honor as we progress through this process. Additional principles could be included as more information becomes available.

#### Potential Principles

- Individuals and families will be given choices in their housing relocation options
- Substandard housing will not be provided as an option to individuals and families
- The housing referral must be available at the time the relocation offer is presented to the individual and/or family
- Individuals and families should not be expected to relocate on multiple occasions
- When possible, ensure that the relocation does not disrupt the education of young children
- Every impacted household will be offered transitional counseling both before and after their relocation
- Information regarding institutions, organizations, and resources in the new neighborhood should be given to the relocated individuals and families

Again, these are only meant to serve as examples but the idea is to have the Board discuss and agree upon a core set of principles that will guide our work in relocating and transitioning the residents of east Baltimore.

Developing and discussing a set of principles to govern this work, might also allow the Board to have a healthy "airing" of their natural differences, based upon the diversity of the group, this would lead to group norms around this particular agenda.

It is my experience that diverse Boards often have competing agendas that fragment the work and external pressures may further compromise the goals of the Board. These differences will continue to resurface and will never get settled until a set of values or principles are established to guide the work.

Having a core set of values/principles that governs our interactions will also reduce conflicts, not eradicate them, and thereby speed the development process to attract investors and allow the market forces to drive the project. Finally, having a core set of principles does not create legally binding or fiscal obligations for the Board. It in fact does something better, it commits our individual and collective integrity to acknowledging the profound impact of this project on the lives of east Baltimore residents.

Again, these were just my thoughts as we move into our discussion on Saturday.

## Schwartz, Laurie

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**From:** Schwartz, Laurie  
**Sent:** Tuesday, September 17, 2002 7:29 PM  
**To:** 'Bell, Diane'  
**Cc:** 'sandy@aecf.org'  
**Subject:** Relocation Principles

Sandy, I didn't know if you all had written out some principles, but I took a stab at some key principles-- these aren't edited yet, but I'd be interested in your thoughts, Sandy and Diane.

1. The East Baltimore Development is a comprehensive strategy to transform east Baltimore and create a positive quality of life for East Baltimore residents, including new and renovated housing, new jobs and job training, schools of choice, parks and open space and mass transit. To succeed, this Project will require some relocation of families. While relocation is most often a negative experience in people's lives, the partners in the east Baltimore development are committed to having relocation become an opportunity to strengthen and improve families lives.
2. The East Baltimore Relocation Process will be a fair and just process, supported by professionals who will treat people with respect.
3. Residents will make their own decisions about the neighborhoods they want to move to and the homes that they will buy or rent.
4. To help residents make their decisions, residents will be provided information in order to fully understand the relocation process, be able to weigh options and make informed, personal decisions. Advice and support will be available at convenient times, and in useful formats to the residents.
5. Reasonable time frames will be provided for people to understand information, weigh options, make decisions and move to their new homes.

*Save  
Middle  
East  
Action  
Committee, Inc.*

*"Giving the Middle East Community the power to organize, control, plan and create the direction in which it grows."*

925 Rutland Avenue  
Baltimore, MD 21205

July 14, 2003

Dear SMEAC Members:

Thank you for your commitment to SMEAC and for your patience as our community is forced to relocate. Although movement has seemed slow, because of your support we have made many gains, among them:

- providing access to those making decisions that impact upon Middle East residents slated for forced relocation;
- participation at the "decision-making table" so that residents have a voice in decisions affecting upon their future;
- completion of a video documentary showing the history of relocation in our community and how it has resulted in health problems;
- hiring an Interim Executive Director;
- stronger organizational By-laws;
- providing a regular way for residents to receive information quickly about the relocation process;
- providing training for residents to become community leaders through meetings and conferences;
- organizing and assisting block captains;
- developing a comprehensive election process for board members and officers; and
- the development of organizational procedures and structures which greatly strengthen SMEAC and which support increased leadership opportunities for Middle East residents.

*As you know, SMEAC board elections will be held at the August General Membership meeting. We are asking you for nominations of names of candidates to be considered for board service. If you would like to be considered a candidate, or if you are nominating someone for board service, please be aware of the eligibility requirements and election process:*

- Board Eligibility. Any SMEAC member in good standing without By-law limits, as well as those in good standing with the limits detailed in Section 3 of the SMEAC By-laws (or see Membership, below), is eligible for service on the Board of Directors within the requirements of those provisions as well as the following:



1. they have been "members in good standing" for at least six continuous months before the election in which they are running;
2. they have been active either as Block Captains or in service on at least one board committee for at least six continuous months before the election in which they are running;
3. all significant "conflict of interest" issues have been resolved to the satisfaction of current board members by a majority vote of the Board before names are submitted to the Board as candidates for election.

➤ SMEAC Membership. Membership is open to any resident living in the area of East Baltimore bounded by Broadway to the west, Orleans Street to the south, Patterson Park Avenue to the east, and Biddle Street to the north. *There are three classes of membership:*

1. Individual Members. Current residents and all those who are affected by the relocation process. In order to be an individual "member in good standing", the individual must: support and represent SMEAC's mission and purpose, submit an application, and be current with the required dues as determined by SMEAC's Board of Directors.
2. Organizational Members. Organizations and institutions, such as businesses and churches, located within the boundaries stated above. In order to be an organizational "member in good standing", organizations must: support and represent SMEAC's mission and purpose, submit an application, and be current with the required dues as determined by SMEAC's Board of Directors and designate, in writing, a voting representative of the organization and an alternative voting representative. Organizational Members who meet the eligibility requirements for board service are eligible for "ex officio" board membership. As "ex officio" members of the board, Organizational Members have all the rights of full board members except the right to participate in board votes.
3. Affiliate Members. Persons, organizations, and institutions located outside the designated boundaries, that support the goals and mission of SMEAC, submit an application, and are current with the required dues as determined by SMEAC's Board of Directors. Affiliate Members are members at the discretion of the Board of Directors. Individual Affiliate Members are eligible to hold office if they meet all the eligibility requirements for board service, including *Eligibility Requirement #3* in the membership section above. Organizational Affiliate Members who meet the eligibility requirements for board service as detailed in the membership section above are eligible for "ex officio" board membership. As "ex officio" members of the board, Organizational Affiliate Members have all the rights of full board members except the right to participate in board votes.

➤ Election of Board of Directors. The Nominating Committee shall approve and present Board of Director candidates to the membership for approval by majority vote at the annual meeting of the members. Once elected, board members shall agree to and abide by the Terms set forth in the "Board Pledge" and other "board contract" documents or forfeit their terms of office.

➤ Board Composition, Term and Vacancies. The voting Board shall be comprised of a majority of Individual Members and a minority of Individual Affiliate and Organizational Affiliate members and Organizational Members in an attempt to

ensure representation of the broad interests of the community as a whole instead of narrow interests or agendas. Each Director shall hold office for a term of one year. Voting board members may, if they continue to meet the eligibility requirements for board service, serve two additional terms if elected by the general membership, for a total of three continuous years of service. Board members who have served three consecutive terms shall not be eligible to run for board office again for at least one year after the end of their last term of board service. "Ex officio" members who meet the eligibility requirements for board service may -- with an appropriate change in membership status -- be nominated for a seat as a voting board member and may serve for one year, with two additional terms if elected by the general membership. Board terms shall be staggered so that board continuity is assured, with no more than five of the 11 voting board members being eligible for replacement at one time. At no time will a majority of voting board members be replaced in one election cycle.

- Removal of Board members. Board members may be removed, with or without cause, as determined by a two-thirds vote of the Board present at any meeting at which a quorum is present. Unexcused absence at three consecutive meetings of the Board shall constitute grounds for removal, subject to a vote of the Board. Excused absence at four consecutive meetings shall constitute grounds for removal, subject to a vote of the board. A combination of excused and unexcused absence at four consecutive meetings shall constitute grounds for removal, subject to a vote of the board. Violation of any "board contract" signed by individual board members shall constitute grounds for removal, subject to affirmation by two-thirds of voting members of the board.
- Resignation of Board members. A board member may resign only by submitting a written resignation to the President, or to the other board members if the resigning member is the Board President.
- Board Officers. The officers of the Board shall consist of the President, Vice-President, Secretary, and Treasurer. Officers will be elected by SMEAC's Board of Directors and will be presented to the membership at the first general membership meeting after the election. The Board may also elect, from among its Board of Directors, such other officers as may be necessary from time to time. Officers shall serve a one- (1) year term and may not serve more than two (2) consecutive terms in any one office nor more than four (4) consecutive terms as an officer. In the case of a vacancy in the positions of President, Vice-President, Secretary, or Treasurer, the Board President, with the approval of a majority of the Board, shall appoint from among the Directors a person to complete the unexpired term. Officers shall be elected from among those Directors who have a minimum of one-year of SMEAC board service.

We hope this information will help you in deciding if you are eligible and have the time and energy to become a board member. Please contact members of the Nominating Committee (P. Tracey, 276-3885; L. Williams, 342-2170; S. Burnett, 558-2328; B. Robinson, 366-2631) to become a candidate or to nominate one.

Sincerely,

SMEAC Board of Directors

Testimony for Public Hearing of HUD Section 108 Loan Application  
Submitted by Save Middle East (Baltimore) Action Committee  
President: Patricia Tracey  
April 8, 2003

The following items are required by HUD regulation for Community Development Block Grants/108 loan applicants. In compliance with this regulation, residents of the East Baltimore community respectfully request these criteria be met and made public before application is filed.

1. The city (borrower) provide clear and reasonable assurance of replacement of one-on-one units for all the low-income persons targeted for redevelopment to include:
  - number of units of various types (rental and homeowners)
  - cost and affordability
  - where the units will be located
  - timetable for building units for residents relocated
  - how these replacement units will be financed

*The city (borrower) must provide an adequate plan to ensure no displacement of renters. At this time, relocation of renters into government-subsidized housing is difficult with Section 8 housing waiting lists of up to 15,000 applicants.* *public housing.*
2. The city (borrower) provide a clear and reasonable plan of how residents will be actively involved in design of redevelopment using these HUD dollars. This would include:
  - resident membership on East Baltimore Development Incorporated (EBDI) Board
  - resident participation in recruitment/appointment of executive director to EBDI Board
  - resident participation in all aspects of design and direction of community development of area targeted for redevelopment

*At this time, this does not occur.*
3. The city (borrower) provide a clear and reasonable plan showing how it plans to expand housing opportunities for African American in non-minority areas.

*The maximum relocation benefit package (\$70,000) dictates that residents must stay in the city limits. There are no opportunities for African American residents to move into non-minority communities.*
4. The city (borrower) provide a clear and reasonable plan showing how residents targeted for displacement will have the choice to stay in/return to the Baltimore Middle East community.

*The city has not informed residents what number of rehabbed/new homes will be available and accessible for current Middle East residents to move back into.*
5. The city (borrower) provide a clear and reasonable plan showing how HUD Section 108 dollars used to assist with Phase 1 of this proposed redevelopment (acquisition, relocation, and demolition of properties to create sites for a future biotech park and new rental and homeownership opportunities) will directly benefit displaced residents through housing and job opportunities.
6. The city (borrower) provide a clear and reasonable plan showing how all parts of this proposed redevelopment will be funded/financed.

*It is still unclear where the money will come from for relocation benefit and redevelopment of houses for residents to move back into.*
7. The city (borrower) provide a clear and reasonable plan showing how the proposed redevelopment will benefit the needs of the existing community.

*So far, the plan reflects the needs that "expert" outside consultants suggested and the Hopkins community dictated. The community residents were not consulted as to what their needs were before the design was proposed. Therefore, the proposed plan does not address the needs of the community residents who have lived here for almost 100 years.*

8. The city (borrower) provide a clear and reasonable plan that will not negatively affect African Americans.

*At this time, this proposed plan will primarily displace African Americans from homes they own. How will the city assure that these homeowners will not have to take on new mortgages?*

9. The city (borrower) provide a clear and reasonable plan showing how \$70,000 will target relocation of residents to non-minority communities.

*The fact is that \$70,000 will only be given to residents who relocate in the city limits. Baltimore city has greater than 60% African American residents. How can residents move to areas that are non-minority communities if they are not allowed to move out of the city limits?*

10. The city (borrower) provide a clear and reasonable plan to guarantee that the houses revitalized with the previous HUD dollars (\$12,875,000) will not be demolished with the \$21,000,00 they are now seeking.

*For example, the 800 block of N. Washington and the 1700 block of E. Eager were rehabbed with the previous HUD dollars. These blocks were targeted for demolition and only recently were removed from the list. However, there is no guarantee that they will not be placed back on the list for demolition.*

## AGREEMENT FOR MINORITY INCLUSION IN THE EAST BALTIMORE HOUSING/BIOTECH PARK DEVELOPMENT PROJECT

### Preamble

*An unparalleled revitalization opportunity exists for East Baltimore. The neighborhoods surrounding one of the foremost medical institutions in the world- Johns Hopkins Hospital- have experienced a sharp decline in population over the past 20 years, resulting in significant blight and vacancy. Yet, there are residents there who have lived in the community for a long time and have contributed great value to the city. This kind of decline needs intervention, but a new approach to intervention. The East Baltimore Development has enormous opportunity for Baltimore City. We have developed a plan that builds on strengths- the history of East Baltimore as a first-class neighborhood and the reputation of Johns Hopkins as a world-renowned institution- and is bold and market-driven; more so than any other previous revitalization project. The East Baltimore Development will provide up to 2 million square feet of biotechnology space and not just create 8,000 new jobs, but careers for residents of East Baltimore and the entire City. There will be employment opportunities for a range of skill levels: one-third for high school graduates, one-third for college graduates and one-third for post- graduates. Along with this commercial development, there will be up to 2,000 new and rehabilitated housing units created - low-income, market-rate and affordable housing, for rental and homeownership. The relocation plan will be a fair one with the objective of improving quality of life and providing opportunities for families to improve their living conditions. With this site as the epicenter for biotech commercial development, our biotechnology communities in the biomedical, environmental, marine biology, and agricultural sciences will coalesce into a cohesive industry. Due to Baltimore's unique and diverse intellectual, commercial, and community assets, we are far better positioned than any other city in the country for a successful venture of this magnitude.*

*While during this decade, Mayor O'Malley penned the first inclusion commitment ever in Baltimore, given the magnitude of this project, the East Baltimore Development commitment to inclusion will extend even further in its reach. Throughout prior decades, one, perhaps two, revitalization initiatives of this magnitude have occurred in Baltimore's history (Inner Harbor and Charles Center). There is one critical element that will differentiate the East Baltimore Development from previous large-scale developments: inclusiveness. Strengthening partnerships is critical to realizing this opportunity. Johns Hopkins has agreed to join hands with its neighbors, Morgan State University, and the city to create opportunity for all.*

### The Inclusion Commitment

#### Overall Development

*Objective: To dramatically increase contracting and procurement dollars spent with minority businesses in all aspects of the East Baltimore Development project, as well as spur greater involvement of minority businesses in identified growth sectors of the City's economy, including but not limited to retail, technology, and real estate development; and to dramatically increase the number, magnitude and success rate of minority businesses in Baltimore City, at all levels of the Development Project. To that end, the City will ensure that:*

- For all development Request for Proposals ("RFPs"), developers must commit in writing to meeting the requirements of Ordinance #211 and the Mayor's Executive Order during the pre-development and construction phases of the project, which are both incorporated by reference in this document.
- All major documents and RFPs associated with East Baltimore Development Inc. (hereinafter referred to as "EBDI", including any of its successor organizations or entities or assignees or subsidiaries) or the East Baltimore Incubator (hereinafter referred to as "EBI", including any of its successor organizations or entities or assignees or subsidiaries), including, but not limited to, urban renewal amendments, articles of incorporation, organizational mission statement, by-laws, and real estate property disposition agreements, sale agreements, lease agreements, and development agreements shall include a commitment to diversity and the utilization of minority-owned firms at all levels, consistent with this document.

### Equity Ownership

*Objective: To increase existing opportunities for minority equity participation including real estate development and expanding start up businesses.*

- For any projects proposed by developers that receive public assistance including, but not limited to, buying land below market-value, receiving direct financial assistance, PILOTS, TIFs, or other forms of tax credits, with all other things being equal, the project development proposal with the most minority participation will be given favorable consideration.
- The City shall strongly encourage that developers receiving public assistance make "shares" available to minority investors, with return provided to investors commensurate with their risk.
- The Director of Minority Business Development, the Baltimore Development Corporation (BDC), Greater Baltimore Committee, the President's Roundtable, Morgan State University, and East Baltimore Development Inc. will help establish and broker connections between majority and minority-owned businesses and minority-owned venture capital firms.

## Organizational Diversity

*Objective: To ensure compliance with the Mayor's commitment, there must be diversity throughout the organizational structure, there must be clear accountability, persistent follow-up, measurement and reporting of progress.*

- There will be two governing boards for the East Baltimore Biotech Project whose membership will be diverse.
  1. The city will establish a 501(c)(3) corporation, East Baltimore Development, Inc. (hereinafter referred to as "EBDI", including any of its successor organizations or entities or assignees). EBDI will have an eleven member Board of Directors which will be composed of three (3) members appointed by the Mayor, two (2) members appointed by Johns Hopkins, two (2) members appointed by the community; [method of selection to be determined subsequently] (1) member appointed by the Governor, and three (3) at large members appointed by the Board based on recommendations by the Mayor in consultation with the City Council President. -The role of EBDI will be as follows:
    - To complete planning for East Baltimore Development
    - To complete the financial plan and budget for the redevelopment
    - To hire necessary staff and/or consultants to help implement the plan
    - To coordinate acquisition, relocation and demolition
    - To oversee site assemblage and issuance of RFP's to attract developers
    - To ensure compliance with all appropriate government processes
    - To communicate to multiple constituencies and build support for project
    - To establish new image for East Baltimore
    - To market redevelopment area to tenants, businesses, residents, etc.
  2. The City will support the establishment of a 501(c)(3) corporation, East Baltimore Incubator, Inc. (hereinafter referred to as "EBI", including any of its successor organizations or entities or assignees). EBI will have a five (5) member Board of Directors which will be composed of one (1) cross-over member from EBDI, one (1) member appointed by government (city/state combined), one (1) member appointed by Johns Hopkins, (1) member appointed by Morgan State University, and one (1) member appointed by the Community. The role of EBI will be as follows:
    - To recruit commercial tenants for the Biotech Park
    - To establish a biotech incubator nationally
    - To create a support system of legal, accounting and other services to assist incubating companies' growth
    - To establish ties with university faculty research
- There will be a commitment to professional staff diversity, with at least one, qualified minority senior level staff person in each of the organizations associated with the East Baltimore Biotech Project to include, but not be limited to, EBDI and EBI.

- The EBDI will report to the Mayor and City Council its progress and results in implementation of the terms of this Minority Inclusion Agreement on a quarterly basis, and will also specifically report, on a monthly basis, the MBE/WBE participation through CitiStat to proactively track minority business participation throughout the development process.
- The Mayor's Office of Minority Business Development will issue a written annual report to the Baltimore City Council and members of the Baltimore City Delegation of the State Legislature that will include a status report on the implementation of this Minority Inclusion Agreement.
- EBDI will support the operation of a community portal to be hosted by the East Baltimore Community Corporation in partnership with Morgan State University, which will serve as an information link to the broader community about this project. Information and updates on project progress will be available for public review seven (7) days per week, twenty-four (24) hours per day.

### Contracting

*Objective: To engage minorities in all aspects of contracting, construction, professional services, commodities, manufacturing and services. This project will move forward in phases, that will facilitate the easy identification of where opportunities exist to engage minority firms (see Appendix 1). To this end,*

The East Baltimore Development Inc. will subdivide the phases of development to allow for large and small development opportunities. The City will then assist in identifying minority developers to ensure access to these opportunities. In all phases of this project, the goals, subject to the annual disparity study, shall be:

- Planning 13.5%
- Design and Architecture 17%
- Engineering 17%
- Legal 13.5%
- Accounting 13.5%
- Real Estate: Appraisals, Title, Relocation Services, Tenant representation/Site Selection 13.5%
- Financing 13.5%
- Investments/Capital 13.5%
- Project Management 13.5%
- Demolition 30.5%
- Rehabilitation 30.5%
- New Construction- Housing and Biotech space 30.5%
- Property and equipment financing 13.5%
- Some Business Attraction- Biotech 13.5%
- Facilities Management/Maintenance/Engineering Services 13.5%
- Property Management 13.5%
- Laboratory and Office Supplies 9%
- Disposition Services 13.5%



Reprographics 13.5%  
Delivery Services 13.5%  
Light Manufacturing 13.5%  
Research & Development 13.5%

- For all development RFPs, the selection criteria shall include the extent to which the proposal includes minority participation in all aspects of the development project, including equity/ownership and on-going operations/management of the project. These criteria will be given 20% weight in the scoring process.
- All other things being equal, bonus consideration will be given to those developers and contractors who have an effective partnership with community or faith-based organizations (i.e. for employment, training and social service opportunities), and/or the minority business community.
- First Source Hiring Initiative: The Administration will direct contractors who are awarded contracts to work with the Mayor's Office of Employment Development's Employ Baltimore, working in partnership with "The Chance Center," to interview City residents, and displaced residents from the Biotech Park site first, to place qualified applicants with jobs created by the award.

### Retail & Business

*Objective: To increase the number of significant minority-owned retail businesses, high-tech and biotechnology firms.*

The identification of opportunities will likely occur in Phase Two of the project. This agreement will be amended at that time to provide specific goals and objectives for this category of business. However, the commitment is as follows:

- The East Baltimore Development, Inc. (EBDI), in collaboration with the Mayor's Office of Minority Business Development and a Morgan State University small business consortium, will recruit and provide technical and financial assistance to minorities owning and operating significant retail establishments within the East Baltimore Biotech Park area (i.e., restaurants, dry cleaners, and other neighborhood-related retail establishments).
- The Mayor's Office of Minority Business Development and Morgan State University will assist the East Baltimore Incubator, Inc. (EBI) Board in recruiting minority-owned high-tech/biotech companies and encourage start-ups, through the East Baltimore incubator program. The Mayor's Office of Minority Business Development will work with these companies and encourage them to fully utilize City, State, and federal business development resources.
- The City and/or EBDI will provide incentives to minority biotech/high tech companies that relocate and/or expand to Baltimore.
- Hopkins-affiliated, retail and biotechnology companies locating within the biotechnology park will contract with minority-owned companies for supplies, commodities and services.

## Developing a Technical Workforce

*Objective: The East Baltimore Development project will create 8,000 new jobs: 1/3 of which will be for workers holding a high school degree or GED, 1/3 for college- graduates and 1/3 for post-graduates. The City will utilize collective resources to provide high-tech employment opportunities for Baltimore residents.*

- Multiple entities and significant resources will be dedicated to help deliver the appropriate levels of workforce development training that will be required to ensure that the biotechnology park is a success. This includes Empower Baltimore Management Corporation, Baltimore City Community College, University of Maryland Biotechnology Institute, Morgan State University, Hopkins-Dunbar Project, the Baltimore Workforce Investment Board, Mayor's Office of Employment Development and community-based workforce development programs, including the Gate Program and The Chance Center.
- Qualified displaced residents shall be given a preference for job training opportunities over other qualified applicants that are not former residents of the biotechnology park site.

## Incubator and Laboratory Space for Startups

*Objective: To make laboratory and office incubator space available to minority startup ventures.*

The identification of opportunities will likely occur in Phase Three of the project. This agreement will be amended to provide specific goals and objectives for this category of business at that time. However, the commitment is as follows:

- Space will be provided for minority-owned business startups, and related research, patent, licensing and commercial development.
- The Administration will encourage universities, including Morgan State University, to establish technology transfer programs with the East Baltimore Biotech Park. This will include, but not be limited to, exchange of professors and research faculty, provision of incubator-related services through applied technology centers, and brokering biotechnology business opportunities for students and recent graduates.

## Outreach

*Objective: The Administration will help minority entrepreneurs take advantage of the economic development initiatives underway, as well as future initiatives, by providing a user-friendly point of contact for information and ensuring access to relevant agencies. It is City government's responsibility to facilitate effective outreach to the minority business community.*

- The Administration will reach out to established minority business people in the community for assistance in building capacity, so that minority entrepreneurs can take advantage of these development opportunities.

- The Administration will sponsor several forums, to provide information on business opportunities, as well as networking opportunities for minority investors, developers and contractors to interact with their non-minority counterparts.
- Throughout the lease out period, national outreach efforts will be made to identify minority biotech firms and suppliers to recruit to the center.

### Community Reinvestment

*Objective: To ensure that the economic success of the biotechnology park benefits not only the tenants and participants of the park itself, but also provides ongoing benefits to the surrounding community of East Baltimore residents.*

- Not less than three percent (3%) of all eligible public funds appropriated for the East Baltimore Biotech Project shall be reserved for the purpose of making equity or equity type investments in businesses to be located in the biotech park and other business opportunities that would flow from the biotech park. It is the intention of EBDI that these funds be managed by a minority owned and controlled Community Development Corporation ("CDCs"), Community Development Entity ("CDEs"), or a Certified Community Development Financial Institution Fund ("CDFIs"), whose principal managers have had at least ten years experience making equity and equity type investments in Baltimore distressed communities. The selected investment partner shall be provided ample opportunities by the EBDI and EBI Boards to review and participate in commercial investment opportunities presented by the biotech park and its tenants, and other business opportunities that would flow from the biotech park provided such investor agrees to reinvest a portion of the return of their investments in East Baltimore community institutions, commercial or residential developments, or infrastructure improvements.
- EBDI, Inc. (*including any of its successor organizations or entities or assignees*) will commit to ensure community reinvestment. Subsequent to the formation of the EBDI Board of Directors, a community reinvestment process will be developed to ensure that the East Baltimore Community (bounded by Asquith Street on the West, Edison Highway on the East, Fayette Street on the South, and North Avenue on the North) receives a significant recurring stream of revenue to be used to facilitate the development of East Baltimore's community institutions, commercial or residential developments, or infrastructure improvements. One or both of the following scenarios will be used to achieve that goal.
  - It is the intention of EBDI that between .5% - 2% of all net income generated by EBDI from commercial leases in the Biotech Park (approximately 2 million square feet) be distributed annually to an experienced minority owned and controlled certified Community Development Financial Institution (CDFI) approved by the EBDI Board. The CDFI must have substantial experience in making equity and equity type investments in Baltimore distressed communities. The selected CDFI shall be provided ample opportunities by EBDI and EBI boards to review and participate in commercial investment opportunities

presented by the biotech park and its tenants, and other business opportunities that would flow from the biotech park.

Or

- It is the intention of EBDI to distribute between 4% - 6% of all net proceeds generated from the sale of commercial land in the Biotech Park to an experienced minority owned and controlled certified Community Development Financial Institution (CDFI) approved by the EBDI Board. The CDFI must have substantial experience in making equity and equity type investments in Baltimore distressed communities. The selected CDFI shall be provided ample opportunities by EBDI and EBI boards to review and participate in commercial investment opportunities presented by the biotech park and its tenants, and other business opportunities that would flow from the biotech park.

In either scenario, the selected CDFI shall manage and award the community reinvestment funds to recognized Community Development Corporations (CDCs) located in East Baltimore to be used to facilitate the development of East Baltimore community institutions, commercial or residential development, or infrastructure improvements for the surrounding community.

This document will be reviewed at the end of each year. Addendums will be added as each phase of the East Baltimore Development matures and begins new phases.

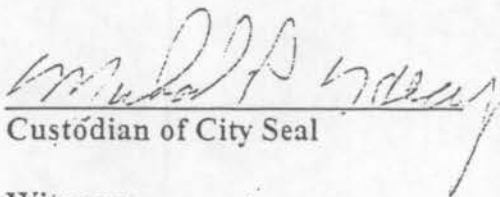
IN WITNESS WHEREOF, the parties hereto have executed this Agreement for Minority Inclusion in the East Baltimore Housing/Biotech Park Development Project on 4/15/02.

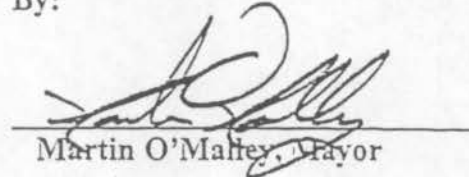
Witness:

MAYOR AND CITY COUNCIL

By:

Alternate

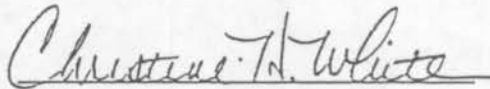
  
Custodian of City Seal

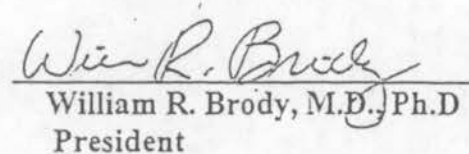
  
Martin O'Malley, Mayor

Witness:

JOHNS HOPKINS UNIVERSITY

By:

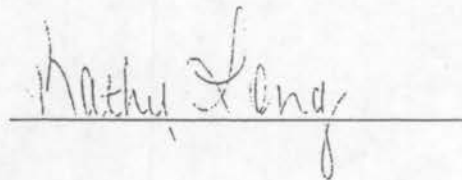
  
Christine T. White

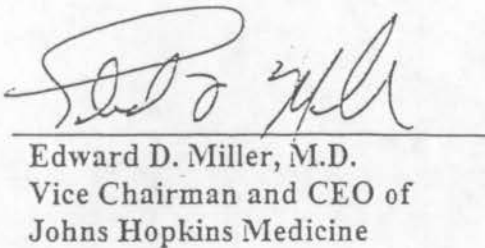
  
William R. Brody, M.D., Ph.D.  
President

Witness:

JOHNS HOPKINS HEALTH SYSTEM CORPORATION

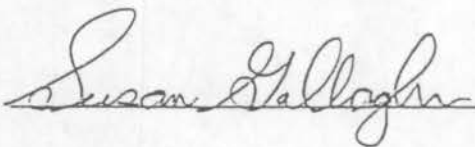
By:

  
Nathaniel Long

  
Edward D. Miller, M.D.  
Vice Chairman and CEO of  
Johns Hopkins Medicine

Witness:

By:

  
Susan Gallagher

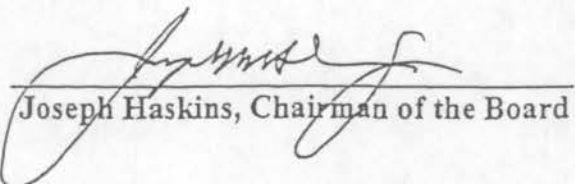
  
Ronald R. Peterson, President

Witness:

EAST BALTIMORE DEVELOPMENT, INC.

By:

\_\_\_\_\_

  
Joseph Haskins, Chairman of the Board

## Attachment 1

### Opportunities for Inclusion in the East Baltimore Development

#### Phase 1: Acquisition, Relocation and Site Preparation and establishment of corporation

Planning 13.5%  
MBE Design and Architecture 17%  
Engineering 17%  
Legal 13.5%  
Accounting 13.5%  
Real Estate: Appraisals, Title, and Relocation Services 13.5%  
Financing 13.5%  
Investments/Capital 13.5%  
Demolition 30.5%

#### Phase 2: Continued Site Preparation, Rehabilitation and Construction of Housing/Biotechnology Park

Planning 13.5%  
MBE Design and Architecture 17%  
Engineering 17%  
Legal 13.5%  
Accounting 13.5%  
Real Estate: Appraisals, Title, Relocation Services, Tenant representation/Site selection 13.5%  
Financing 13.5%  
Investments/Capital 13.5%  
Project Management 13.5%  
Demolition 30.5%  
Rehabilitation 30.5%  
New Construction- Housing and Biotech space 30.5%  
Property and equipment financing 13.5%

Facilities Management/Maintenance/Engineering Services 13.5%  
Property Management 13.5%  
Laboratory and Office Supplies 9%  
Parking 13.5%

#### Phase 3: Continued construction of housing and biotechnology space, business attraction/recruitment

Planning 13.5% MBE  
Design and Architecture 17%  
Engineering 17%  
Legal 13.5%  
Accounting 13.5%  
Real Estate: Appraisals, Title, Relocation Services, Tenant representation/Site selection 13.5%  
Financing 13.5%  
Investments/Capital 13.5%

Project Management 13.5%  
Demolition 30.5%  
Rehabilitation 30.5%  
New Construction- Housing and Biotech space 30.5%  
Property and equipment financing 13.5%

Facilities Management/Maintenance/Engineering Services 13.5%  
Property Management 13.5%  
Laboratory and Office Supplies 9%  
Disposition Services 13.5%  
Reprographics 13.5%  
Delivery Services 13.5%  
Light Manufacturing 13.5%  
Research & Development 13.5%

## Betty Robinson

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**From:** Betty Robinson  
**Sent:** Thursday, March 13, 2003 11:04 AM  
**To:** 'marisela gomez'; Brad; Shrene Burnett; Randa Deacon; Kathleen; Betty Robinson; Patricia J. Tracey; Lisa Williams  
**Subject:** RE: meeting tonight

I really agree with Marisela's suggestion to collapse the categories to the 3 she suggested. I feel strongly, too, that no sensitive data should be asked at the door. We would really do the residents a disservice by asking these type of personal questions in this way -- **and by not insisting to Casey that they respect peoples privacy**. No way would they go door to door in a wealthy section and ask these questions. No way could a Scot Spencer get up in a meeting in Guilford or Canton and say what he said about incarceration and not get a fury of responses. SMEAC has said that we will be the watchdog to be sure people are treated fairly and justly so here is a moment we can stand up and do that. If Casey goes ahead with wanting to ask personal questions at the door, then I suggest SMEAC **not** recruit question askers.

Also we should press Casey as to why they really need this data in this way. They can hire several "case managers" and have them at the center and then hire more folks with varying skills as needed. I doubt they want this information only to assess who they should hire. This seems like another "study" which people in East Baltimore have had plenty of.

I probably can't join you for a pre-meeting but wanted to weigh in. I think we have to write the "satisfaction", accountability questions ourselves. The more I think about it, maybe we should just do our own questionnaire and not get tied up into their process.

I'd love to hear others' reactions, too.

betty

-----Original Message-----

**From:** marisela gomez [mailto:rabbit21229@yahoo.com]  
**Sent:** Thursday, March 13, 2003 9:48 AM  
**To:** Brad; Shrene Burnett; Randa Deacon; Kathleen; Betty Robinson; Patricia J. Tracey; Lisa Williams  
**Subject:** meeting tonight

Hi folks,  
since we have not resolved the agenda for tonight, I was hoping that we could meet 30 mins before the meeting to finalize.  
I am now analyzing the data and will put together a one-pager and send it out.  
We need to decide if we want to use Brad's worksheet..in thinking at looking at it after the general membership meeting, it seems to me that there really is 3 categories of data collection:  
basic housing/demographic info  
info for actually relocating folks to homes  
organizing/accountability info.  
I think that Brad's categories can be collapsed and edited into this.

We have 106 interviews from folks in PHase 1. There is 185 families being relocated in phase 1. WE have a statistical sampling that can be extrapolated to the entire phase 1 area.

We continue as planned and move on to phase 2, with additional questions that Casey may want.

SEveral thoughts:



the lady at the general meeting who said that it doesn't matter what they put down, there is a cap on how much money will be given to residents.... no one admits to substance use and incarceration..for self or family/friend. In an area where 1/2 young men have had some interaction with the justice system, this is a very sensitive issue. SMEAC may loose much credibility by asking at the door these types of questions. these types of "service needs" questions may best be directed at the housing counseling session.

Marisela

---

Do you Yahoo!?  
Yahoo! Web Hosting - establish your business online  
<http://webhosting.yahoo.com>

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- F. OTHER???

## I. Administrative Procedures

These Administrative procedures are provided to CPHA employees to provide step-by-step guidance in accomplishing office tasks efficiently. CPHA welcomes and encourages suggestions from employees on how to improve the procedures, atmosphere, and productivity of the organization. The best way to insure that a suggestion is heard and considered is to submit it by memo, (E-mail or otherwise) to the Executive Director and/or Program Directors.

### A. Financial

All funds in order to be properly accounted for must be accompanied by instructions concerning the account to which funds should be applied.

#### 1. Handling of Funds

- a. **Cash** - Incoming cash payment to CPHA should be given directly to the Administrative Assistant for processing. Do not leave cash on the Administrative Assistant's desk or in the in-box of the Administrative Assistant. In instances when the Administrative Assistant will be unavailable for long periods of time, cash should be delivered to the bookkeeper.
- b. **Checks** - Checks received by CPHA should be put in the Administrative Assistant's box for recording and delivery to the bookkeeper for processing. Instructions, including what program and account funds should be applied to, should be included. A copy of the check and support material should be kept for your records.
- c. **Credit Card Payments** - Incoming Credit Card payments to CPHA should be handled in the same manner as incoming checks.

#### 2. Requests for payment of funds

- a. **Check Requests** – Checks get run every week on Wednesday, so check requests are due in to the bookkeeper completed and signed by the Program Director or Executive Director no later than Tuesday close of business. Any employee can request a check from the finance office with approval from either their direct Program Director responsible for the employee's program..
- b. **Use of Company Credit Card** – To use the company credit card, an employee must fill out a Credit Card request form located in the finance office, and receive authorization to use the card from either the Program Director responsible for the employee's program or the Executive Director.
- c. **Petty Cash** – To obtain Petty Cash an employee must do the following things.
  1. Fill out completely a Petty Cash Request form.
  2. Give it to the bookkeeper to get the amount requested.
  3. Sign a Petty Cash Voucher indicating that the money have been received.
  4. After purchase, return the receipts and/or any cash not spent.

## **B. Time sheets**

Signed Time sheets are due to the Administrative Assistant the day after payday. If that day falls on a Saturday or Sunday, the signed time sheet will be due in on that Monday. Anyone who fails to turn in a time sheet will not be paid for that period.

## **C. Mail**

### **1. Bulk Mail**

- a. Staff will be responsible for mailing under 200 pieces.
- b. Staff will give Administrative Assistant and/or Receptionist one-week notice for mailings of 200-500 pieces.

Staff will give the Administrative Assistant or Receptionist two weeks notice for mailings of 2000+ pieces. **It was suggested that programs budget for a bulk mail service.**

- c. Staff members must include address labels, sorted by zip codes with clear assembly instructions.

### **2. End of Day Mail**

- a. All mail must have postage and in the mail basket by 2:00 p.m.
- b. Receptionist will carry mail to the mailbox on the corner of Saratoga and Park Avenue for the 2:08 p.m. pick up.

### **3. First Class Mail**

- a. Inform Administrative Assistant if you have a mailing with over 100 pieces in order to insure postage is available.

### **4. Personal Use of the Postage Meter**

- a. Under no circumstances shall the postage meter be used for personal mail. The front desk will have postage stamps available for purchase.

## **D. Phones and Phone Mail**

1. Receptionist Duties
2. Use of Phones and Phone mail

#### **E. Supplies**

Supplies will be ordered on the 1<sup>st</sup> and 3<sup>rd</sup> Monday of each month, from Quill, Staples, Boise, or Register Office supply. If you have an urgent order, you will have to get it approved by your Program Director and/or the Executive Director. All Supply Request Forms should be completely filled out including the Acct. Code and the Fund number from which it will be paid. The receptionist will make the order and give a copy to the Administrative Assistant for proper allocation.

#### **F. Use of Equipment**

1. Copy Machines
2. Fax Machine
3. Equipment check Out Procedure

#### **G. Requests for Administrative Assistance**

Administrative assistance should be requested by completing a Work Request Form and placing it in the Receptionist's In-box.

#### **H. Procedures for Organization and Program Events**

In order to ensure that CPHA conveys the most professional image to the outside world, and to ensure that work is done in a cost effective and time efficient manner, staff persons should refer to the following guidelines when planning any meeting or event.

1. All meeting and event dates selected by a committee, or other working group, should be checked against the CPHA master event calendar and shared broadly with CPHA staff members and other interested parties to avoid scheduling conflicts.
2. When an event/meeting date is finalized it should be added to the CPHA master calendar located on Microsoft Outlook in a public folder. Additionally, if the event/meeting is to be held at CPHA, a conference room reservation form should be completed and turned into the receptionist.
3. A standard amount of postage is maintained in the CPHA postal account. This allows for regular mailing done by CPHA. As early as is possible, you should make arrangements with the Administrative Assistant to have additional money applied to CPHA's account when preparing for a large mailing in association with an event/meeting.
4. Requests for administrative assistance in preparation for meetings and events are handled in the same manner as other request for administrative assistance. Staff members should make every effort to communicate likely needs for assistance as early as is possible. Additionally, if administrative assistance is required at an event/meeting outside of regular operating hours, approval for overtime should be sought from the administrative staff member's direct supervisor or the Executive Director.

5. See attached event planning matrix for use in organizing tasks in a time line manner prior to the event.

#### **I. Conference Room Reservation**

1. Any person using the conference room is ultimately responsible for its preparation prior to, and its proper cleaning after, its use. The receptionist may be called upon to assist in preparing the room, and necessary material, in advance of its use. Request for assistance from the receptionist should be handled in the same manner as other requests for administrative support.
2. In the event that the kitchen is used in conjunction with the conference room, the authorized user is responsible for assuring it is returned to a clean and orderly state in keeping with how it was found prior to its use.
3. All food items, disposable paper products, etc. are to be discarded in the covered trash can in the kitchen area. All used dishes and other non-disposable items are to be removed and loaded into the dishwasher immediately following the use of the conference room.

#### **J. Kitchen Clean Up**

1. The receptionist is responsible for the Kitchen in the morning. The coffee should be made and the dishwasher emptied.
2. Each staff member must sign up for evening kitchen duty. The staff member who has evening kitchen duty must load the dishwasher, empty coffee pots, clean counter tops and clean microwave oven.
3. You will have access to a public calendar located in Microsoft Outlook, so you can sign up for kitchen duty two times a month and you will be responsible for those two days. A print out will be located in the kitchen area.

#### **K. Visitors to CPHA's Offices**

1. Visitors to CPHA during the regular business hours of 9:00am to 5:00pm, Monday through Friday should check in with the organization's receptionist who will greet and announce them to the appropriate staff person. Individuals attending a meeting at the office outside of the regular hours should be greeted and accompanied by the responsible staff member.
2. Children visiting the office should be under the constant supervision of their respective parent or guardian at all times. To ensure their safety, children should not operate any machinery that may cause them harm. If regular visits to the office are required (e.g. child coming everyday after school), approval from the staff person's direct supervisor or the Executive Director is required.
3. Personal Guests to the office are welcome, however, staff members are responsible for ensuring limited interference with their and other staff members workflow and for maintaining the professional atmosphere of the organization.

4. Unauthorized visitors are defined as those individuals not having official business with CPHA such as solicitors, wanderers, and others unwilling to cooperate with CPHA, they should be asked to leave in a polite yet firm manner. If at any time a visitor is perceived to pose a threat, a staff member is urged to use the interoffice paging function to indicate distress. The words, "**Would whoever Has the Red Book, Please bring it to (Location)**", should be communicated and appropriate and available should respond.

#### **L. Emergencies (to be added)**

## **II. Computer and Electronic Technology Use and Support Services**

### **A. Description of CPHA Systems; Technology Plan**

CPHA provides access to a computer for every member of its staff. The computers are networked through an on site server. During the first week of employment with CPHA, every new staff person will be assigned a unique password. This password will provide access to all programmatic files and any non-confidential administrative files.

On an annual basis, selected members of CPHA's Board and staff, functioning as the CPHA Technology Team, will assess the state of CPHA's systems and create a technology plan for the next fiscal year.

### **B. Using E-Mail**

CPHA provides e-mail capability to its staff for their use in conducting CPHA business. Incidental personal use is permissible, provided that such use: 1) does not affect the normal business operations of CPHA; 2) does not interfere with the performance of job responsibilities; 3) otherwise complies with relevant CPHA policies.

The e-mail system software and hardware are property of CPHA, as are all messages that are composed, sent or received via CPHA's e-mail system. Staff members should compose electronic messages with care so as to protect the reputation of CPHA and to comply with all laws applicable to CPHA.

While CPHA retains the right to retrieve and read any e-mail messages, such messages should be treated as confidential by other staff members and accessed only by the intended recipient. Staff members are not authorized to retrieve or read any messages that are not sent to them unless given prior approval by the intended recipient, by any person authorized by the intended recipient, by the Executive Director or by any person authorized by the Executive Director.



### **C. Using the Internet**

CPHA encourages staff members to use the Internet to facilitate the performance of their work responsibilities. Information accessed through the Internet and e-mail is not necessarily true or accurate and should not be relied upon unless verified in some other manner.

To prevent damage to CPHA's system by computer viruses all files downloaded from the Internet are usually scanned automatically by virus detection software. CPHA's administration may interrupt access to the Internet or block incoming information as needed to protect system integrity.

Connections to the Internet and other external resources by means other than those authorized and set up by CPHA's administration are not permitted unless expressly authorized by CPHA's administration and properly protected by appropriate security devices.

### **D. Using Software**

Authorized software will be provided to all CPHA employees as required. Staff is prohibited from using software that has not been authorized by CPHA's administration. Staff members are prohibited from making any changes or modifications to any computer hardware or software including adding or removing software or components or modifying configurations beyond what is allowed using standard user customization figures. All software will be used in accordance with its license agreements. Questions about license agreements should be addressed to CPHA's administration.

No user may give any software belonging to CPHA to any non-CPHA employee, including vendors, consultant, or others. All software used on CPHA-owned computers and laptops will be purchased through CPHA.

### **E. Requesting Software Purchases or Other Technology Upgrades or Equipment**

[Hold for Tech Team recommendations]

### **F. Technology Support Services**

#### **G. Training**

[Hold for Tech Team recommendations]

#### **H. Unauthorized Access or Use**

[Does this go in the policy manual? Check what we already have there.]

Staff members may not use a password, access a file or retrieve any stored information unless authorized to do so. Staff members should not attempt to gain access to another staff member's messages, files, or other stored information without that person's permission unless authorized to do so by the Executive Director.

Any unauthorized attempt to gain access to restricted computer files, systems or e-mail, or obtain information to which a staff member is not entitled, or otherwise tamper with any computer system is prohibited.

CPHA expressly prohibits use of the Internet, e-mail and CPHA's computer systems for the following activities:

- Disseminating, copying or printing copyrighted materials without required permission or licenses.
- Sending, receiving, printing or otherwise placing CPHA's internal, confidential or proprietary information or property, including software, on any publicly accessible computer, without prior permission from the Executive Director.
- Accessing or communicating information involving offensive or harassing statements or language, including disparagement of others based on their race, color, age, sex, gender identification, national origin, ethnicity, creed, ancestry, veteran status, disability, medical condition, religion, relationship status, sexual orientation or any other basis prohibited by law. Chain letters are considered to be such communications.
- Sending or soliciting sexually oriented messages or images.
- Engaging in personal commercial activities, including offering services or merchandise for sale except as authorized by CPHA.
- Engaging in any violation of local, state and federal law.

## **I. Electronic Monitoring**

All electronic communications and computer systems and all communications and information transmitted by, received from or stored in CPHA's systems are CPHA property and are subject to electronic monitoring.

CPHA recognizes that its staff members have reasonable expectations of privacy with regard to use of voice mail, e-mail and other forms of electronic communication and information, even when this use is restricted to CPHA business, is conducted using CPHA equipment, and is stored on CPHA computers.

CPHA reserves the right to access, review, audit and disclose the contents of all electronic communications and information created, accessed or stored on CPHA's computer systems. Normally CPHA will only exercise this right when it has a business need and the urgency of the need is sufficiently strong to offset the organization's commitment to staff member privacy. Although CPHA will endeavor to respect the expectation of privacy in the course of routine business, there is no right of personal privacy in any matter stored in, created on, received or sent over CPHA's computer systems.

CPHA does not monitor voice mail, e-mail messages or computer files as a routine matter. CPHA may inspect the contents of voice mail and e-mail messages or other information stored on computers in the course of investigation into improper or unlawful conduct or as necessary to locate

Substantive information that is not readily available by other means. CPHA may disclose a voice mail or e-mail message or other information stored on a computer system to law enforcement officials if such disclosure relates to the investigation of a possible crime against CPHA or a staff member, or if CPHA is legally obligated to do so.

CPHA considers unauthorized access to voice mail, e-mail and other electronic information a serious matter and any request for access to such information must be approved in advance by the Executive Director or the extent possible given the circumstances.

Consultant/Independent Contractor  
**ACTIVITY REPORT**

Period Covered: September 5, 2002 to December 20, 2002

Funding Contacts:	TOTAL HOURS: 16.0	
Description of Work	Dates Worked	No. of Hours
<b>Annie E. Casey Foundation:</b>		
• Meeting with Corp. Communication Group to discuss SMEAC's relationship with AECF	09/25/02	1.0
• Draft list of activities for present to AECF to support funding request.	10/23/02	2.0
• Worked on a two-year fund raising proposal for AECF	Nov-Dec	3.0
• Attended Relocation Committee Meetings: 9/30; 10/13; 10/28; 11/07; 12/9	Sep thru Dec.	10.0

Work on 501(c)(3) Documents	TOTAL HOURS: 30.0	
Description of Work	Dates Worked	No. of Hours
<b>Meetings with Mike Pretl</b>		
• Meeting at CLC for introduction of Mike Pretl to help SMEAC in file for 501( c)(3) non-profit designation.	9/17/02	1.5
• Selected and prepare SMEAC documents to send to Mr. Pretl to review	9/19/02	3.0
• Complete initial draft of 501(c)(3) for Mr. Pretl	10/06/02	4.0
• Meeting with Mr. Pretl to discuss how he planned on presenting SMEAC in applying for their 501(c)(3)	10/08/02	1.5
<b>Working on Financial Statements for Year 2001 &amp; 2002:</b>		
• For financial portion of the 501(c)(3) application	10/16-18/02	8.0
<b>Working on the Application:</b>		
• Incorporating changes reviewed with Steering Committee	10/30/02	6.0
• Finalizing application for mailing	10/31/02	6.0

Residential Database:	TOTAL HOURS: 10.0	
Description of Work	Dates Worked	No. of Hours
<b>Working with Student from UOM, SON</b>		
• Working on list to give to Ju Hee to build a database of residents attending SMEAC meetings. She is a student from the University of Maryland, School of Nursing who received a Fellowship to work with a community organization.	09/06-07/02	4.0
<b>Residential Database: (continued)</b>		
• Working with Ju Hee to prepare her report on her goals and objectives for working with SMEAC.	09/16/02	2.0
• Updating database information	10/18/02	1.0
• Updating database information	11/15/02	3.0

## Door Knocking Activities in Middle East:

TOTAL HOURS: 3.0

Description of Work	Dates Worked	No. of Hours
<b>Organizing for Surveying Residents:</b>		
• Presentation at the University of MD, School of social work to get Students to help SMEAC in its door knocking efforts to see how much information residents knew about the Biotech Project.	09/09/02	1.0
• Students for UOM, SOSW help to door knocking and surveying.	10/21/02	2.0
<b>Getting Residents to Attend Urban Renewal Hearing 09/26/02:</b>		
• Preparing for door knocking event by creating charting form and survey form, and organizing the assignments	09/20/02	0

## Getting Residents to Monthly Meetings:

TOTAL HOURS: 34.5

Description of Work	Dates Worked	No. of Hours
<b>September Meeting:</b>		
• Calling and preparing mailing for September Meeting	09/06/02	6.0
• More phone calling for September Meeting	09/07/02	3.0
<b>October Meeting:</b>		
• Stuffing and preparing flyers for October Meeting	10/11/02	3.0
• Door Knocking and delivering flyers for October Meeting	10/12/02	5.0
<b>November Meeting:</b>		
• Stuffing and preparing flyers for November Meeting	11/08/02	3.0
• Door Knocking and delivering flyers for November Meeting	11/10/02	4.5
<b>December Meeting:</b>		
• Making copies for December Meeting	11/27/02	3.0
• Stuffing and preparing flyers for December Meeting	11/28/02	3.0
• Door Knocking, delivering flyers for December Meeting	11/29/02	3.5

## Attended Hearings:

TOTAL HOURS: 0

Description of Work	Dates Worked	No. of Hours
Preparation of Notes from Collington Square Hearing	09/04/02	0
Gay Street I & Johnston Square Hearing	09/12/02	0
Oliver Hearing	09/20/02	0

## Meetings with Teya Moore:

TOTAL HOURS: 0

Description of Work	Dates Worked	No. of Hours
• Phone conversations with Laurie Schwartz, Paula Branch, and Teya Moore, the Community Representative of the EBDI Board (To forge a constructive working relationship)	09/02/02	*0
• Selected documents to send to Teya Moore to get him acquainted with the work SMEAC.	09/04/02	*0
• Phone conversations regarding incorporating residents concerns in the current relocation benefits package	09/05/02	*0

Miscellaneous Work:

TOTAL HOURS: 32.0

Description of Work	Dates Worked	No. of Hours
• Sending and Answering Emails and phone calls in regards to SMEAC activities. (3 hrs per wk @ 15 wks)	Sep thru Dec	*45.0
• Setting up Files and Records for SMEAC	Sep thru Dec	*10.0
• Making copies for Meetings	Sep thru Dec	*5.0
• Changing Messages on Information Line	Sep thru Dec	*4.0

\*\*\*Total of 32 hours for Miscellaneous Administrative work \*\*\*

## **ADDITIONAL ACTIVITIES & PROGRESS:**

- ***Recruitment of New Steering Committee Members:***

Adraine Jackson, 904 N. Wolfe Street, 21205, 410.539.1369  
Rhonda Rowlette, 905 N. Wolfe Street, 21205, 410.327.0628  
Pearl Holmes, 922 McDonogh Street, 21205, 410.327.0684  
Marcel Lawrence, 1005 Rutland Avenue, 21205, 410.732.4366  
Thomas Asbell, Sr., 827 N. Washington St., 21205, 410.732.8574

- ***Potentials: (Individuals who expressed an interest, but have not been able to attend on a regular basis)***

Sam Sawyer, 1013 N. Durham Street, 21205, 410.675.4810  
George Sawyer, 1013 N. Durham Street, 21205, 410.675.4810  
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- Description for work of officers and committees has been created. A more detailed way of work still to be developed.

## **ADDITIONAL ACTIVITIES & PROGRESS: (continued)**

- SMEAC is currently working with Michael Pretl from the Community Law Center in a pro bona relationship for legal representation.
- By-Laws were drafted and distributed to residents for review and questions.
- SMEAC 's membership and resident participation has outgrown the HEBCAC Youth Opportunity Center where 30-50 residents attended monthly meetings. Since October, attendance has increased to approximately 70 residents, and SMEAC has been using the Community Resource Center located at 1731 E. Chase Street, the former Luther C. Mitchell Primary School #135. Our database includes over 200 individuals who have attended our meetings.
- SMEAC has collected approximately 100 surveys from residents in phase I of the Biotech Project. The data and surveying being collected is to help understand the desires and anxieties of residents who have to move, with no where to go, and wondering if they will be placed in a situation that they can not handle or have no choice.
- Laurie Schwartz has confirmed with Pat Tracey that office space will be provided for SMEAC at the Community Resource Center. Details are to be worked out.
- SMEAC has officially received its letter of determination from the IRS that the Save Middle East Action Committee, Inc. is a 501(c)(3) organization. (Filed October 31, 2002, approval dated December 3, 2002)
- SMEAC has been invited to be a member of the EBDI Relocation Committee. Pat Tracey and Shrene Burnett have been attending the meetings.
- SMEAC will be working in partnership with the Annie E. Casey Foundation to continue to survey residents to help promote a supportive and healthy relocation for residents during the redevelopment of Middle East Baltimore and the surrounding communities.

- SMEAC will have a place on the Advisory Board to the EBDI Board per Councilwoman Paula Johnson Branch (at the December 14, 2002 meeting held at the Community Resource Center where she explained the amendments to the Urban Renewal Bills passed on December 5, 2002).
- Contact made for the Maryland Non-Profits with Mr. Tom Adams, 301.439.6635.



Patricia J. Tracey  
925 Rutland Avenue  
Baltimore, MD 21205

## INVOICE

To: Save Middle East Action Committee, Inc.  
c/o Lisa Williams, Treasurer  
903 N. Wolfe Street  
Baltimore, MD 21205

Summary of Services Rendered:	Total Hours
• Funding contacts	16.0
• Work on 501©(3)	30.0
• Residential Database development	10.0
• Door Knocking Activities	*3.0
• Getting Residents to Monthly Meetings	34.5
• Attended Hearings	*0
• Meetings with Teya Moore, Community Rep. On EBDI Board	*0
• Miscellaneous Work	32.0
Total Hours Submitted for September – December, 2002	125.5

TOTAL HOURS SUBMITTED: 125.5 @ \$17.50 = \$2,196.25

Signed by: \_\_\_\_\_ Dated: \_\_\_\_\_  
Patricia J. Tracey

SSN: \_\_\_\_\_

\* Adjustments that were made

Save Middle East Action Committee, Inc.  
Expense Tracking Report for Community Organizing Account

Sojourner-Douglass College has been acting as the fiscal agent for Save Middle East Action Committee, Inc. (SMEAC). At the time the grants were awarded, SMEAC had not applied for its 501(c)(3) determination. Mr. Lewis Andrew is the contact person at the college. His office number is 410.276.0306, and his fax number is 410.732.1656.

Date of Transaction	Description	Monies Received	Monies Disbursed	Balance on Hand
4/16/2002	Marianist Sharing Grant	\$ 5,000.00		\$ 5,000.00
4/13/2002	Annie E. Casey Fdn.	14,125.00		19,125.00
5/01/2002	Midwest Academy Deposit for Community Organizer Training for Lisa Williams & Pat Tracey		\$ 100.00	19,025.00
5/09/2002	Airline tickets for Lisa & Pat		554.00	18,471.00
5/21/2002	Travel Per diem for Lisa & Pat		700.00	17,771.00
5/21/2002	Balance for Midwest Academy Training		1,550.00	16,221.00
7/14/2002	Community Organizer (Kenny Ringgold)		157.50	16,063.50
12/31/2002	Ending Balance*			\$ 16,063.50

\*This balance does not reflect the monies to be paid to Pat Tracey who has been working as a part-time community organizer for Save Middle East Action Committee, Inc. for the period September – December, 2002.

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• Attended Hearings	*0
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• Miscellaneous Work	32.0
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TOTAL HOURS SUBMITTED: 125.5 @ \$17.50 = \$2,196.25

Signed by: \_\_\_\_\_ Dated: \_\_\_\_\_  
Patricia J. Tracey

SSN: \_\_\_\_\_

\* Adjustments that were made

Consultant/Independent Contractor  
**ACTIVITY REPORT**

Period Covered: September 5, 2002 to December 20, 2002

Funding Contacts: TOTAL HOURS: 16.0

Description of Work	Dates Worked	No. of Hours
<b>Annie E. Casey Foundation:</b>		
• Meeting with Corp. Communication Group to discuss SMEAC's relationship with AECF	09/25/02	1.0
• Draft list of activities for present to AECF to support funding request.	10/23/02	2.0
• Worked on a two-year fund raising proposal for AECF	Nov-Dec	3.0
• Attended Relocation Committee Meetings: 9/30; 10/13; 10/28; 11/07; 12/9	Sep thru Dec.	10.0

Work on 501(c)(3) Documents TOTAL HOURS: 30.0

Description of Work	Dates Worked	No. of Hours
<b>Meetings with Mike Pretl</b>		
• Meeting at CLC for introduction of Mike Pretl to help SMEAC in file for 501( c)(3) non-profit designation.	9/17/02	1.5
• Selected and prepare SMEAC documents to send to Mr. Pretl to review	9/19/02	3.0
• Complete initial draft of 501(c)(3) for Mr. Pretl	10/06/02	4.0
• Meeting with Mr. Pretl to discuss how he planned on presenting SMEAC in applying for their 501(c)(3)	10/08/02	1.5
<b>Working on Financial Statements for Year 2001 &amp; 2002:</b>		
• For financial portion of the 501(c)(3) application	10/16-18/02	8.0
<b>Working on the Application:</b>		
• Incorporating changes reviewed with Steering Committee	10/30/02	6.0
• Finalizing application for mailing	10/31/02	6.0

Residential Database: TOTAL HOURS: 10.0

Description of Work	Dates Worked	No. of Hours
<b>Working with Student from UOM, SON</b>		
• Working on list to give to Ju Hee to build a database of residents attending SMEAC meetings. She is a student from the University of Maryland, School of Nursing who received a Fellowship to work with a community organization.	09/06-07/02	4.0
<b>Residential Database: (continued)</b>		
• Working with Ju Hee to prepare her report on her goals and objectives for working with SMEAC.	09/16/02	2.0
• Updating database information	10/18/02	1.0
• Updating database information	11/15/02	3.0

## Door Knocking Activities in Middle East:

TOTAL HOURS: 3.0

Description of Work	Dates Worked	No. of Hours
<b>Organizing for Surveying Residents:</b>		
<ul style="list-style-type: none"> <li>Presentation at the University of MD, School of social work to get Students to help SMEAC in its door knocking efforts to see how much information residents knew about the Biotech Project.</li> </ul>	09/09/02	1.0
<ul style="list-style-type: none"> <li>Students for UOM, SOSW help to door knocking and surveying.</li> </ul>	10/21/02	2.0
<b>Getting Residents to Attend Urban Renewal Hearing 09/26/02:</b>		
<ul style="list-style-type: none"> <li>Preparing for door knocking event by creating charting form and survey form, and organizing the assignments</li> </ul>	09/20/02	0

## Getting Residents to Monthly Meetings:

TOTAL HOURS: 34.5

Description of Work	Dates Worked	No. of Hours
<b>September Meeting:</b>		
<ul style="list-style-type: none"> <li>Calling and preparing mailing for September Meeting</li> </ul>	09/06/02	6.0
<ul style="list-style-type: none"> <li>More phone calling for September Meeting</li> </ul>	09/07/02	3.0
<b>October Meeting:</b>		
<ul style="list-style-type: none"> <li>Stuffing and preparing flyers for October Meeting</li> </ul>	10/11/02	3.0
<ul style="list-style-type: none"> <li>Door Knocking and delivering flyers for October Meeting</li> </ul>	10/12/02	5.0
<b>November Meeting:</b>		
<ul style="list-style-type: none"> <li>Stuffing and preparing flyers for November Meeting</li> </ul>	11/08/02	3.0
<ul style="list-style-type: none"> <li>Door Knocking and delivering flyers for November Meeting</li> </ul>	11/10/02	4.5
<b>December Meeting:</b>		
<ul style="list-style-type: none"> <li>Making copies for December Meeting</li> </ul>	11/27/02	3.0
<ul style="list-style-type: none"> <li>Stuffing and preparing flyers for December Meeting</li> </ul>	11/28/02	3.0
<ul style="list-style-type: none"> <li>Door Knocking, delivering flyers for December Meeting</li> </ul>	11/29/02	3.5

## Attended Hearings:

TOTAL HOURS: 0

Description of Work	Dates Worked	No. of Hours
Preparation of Notes from Collington Square Hearing	09/04/02	0
Gay Street I & Johnston Square Hearing	09/12/02	0
Oliver Hearing	09/20/02	0

## Meetings with Teya Moore:

TOTAL HOURS: 0

Description of Work	Dates Worked	No. of Hours
<ul style="list-style-type: none"> <li>Phone conversations with Laurie Schwartz, Paula Branch, and Teya Moore, the Community Representative of the EBDI Board (To forge a constructive working relationship)</li> </ul>	09/02/02	*0
<ul style="list-style-type: none"> <li>Selected documents to send to Teya Moore to get him acquainted with the work SMEAC.</li> </ul>	09/04/02	*0
<ul style="list-style-type: none"> <li>Phone conversations regarding incorporating residents concerns in the current relocation benefits package</li> </ul>	09/05/02	*0

Miscellaneous Work:

TOTAL HOURS: 32.0

Description of Work	Dates Worked	No. of Hours
• Sending and Answering Emails and phone calls in regards to SMEAC activities. (3 hrs per wk @ 15 wks)	Sep thru Dec	*45.0
• Setting up Files and Records for SMEAC	Sep thru Dec	*10.0
• Making copies for Meetings	Sep thru Dec	*5.0
• Changing Messages on Information Line	Sep thru Dec	*4.0

\*\*\*Total of 32 hours for Miscellaneous Administrative work \*\*\*

## **ADDITIONAL ACTIVITIES & PROGRESS:**

- ***Recruitment of New Steering Committee Members:***

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- Description for work of officers and committees has been created. A more detailed way of work still to be developed.

## **ADDITIONAL ACTIVITIES & PROGRESS: (continued)**

- SMEAC is currently working with Michael Pretl from the Community Law Center in a pro bona relationship for legal representation.
- By-Laws were drafted and distributed to residents for review and questions.
- SMEAC 's membership and resident participation has outgrown the HEBCAC Youth Opportunity Center where 30-50 residents attended monthly meetings. Since October, attendance has increased to approximately 70 residents, and SMEAC has been using the Community Resource Center located at 1731 E. Chase Street, the former Luther C. Mitchell Primary School #135. Our database includes over 200 individuals who have attended our meetings.
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- Laurie Schwartz has confirmed with Pat Tracey that office space will be provided for SMEAC at the Community Resource Center. Details are to be worked out.
- SMEAC has officially received its letter of determination from the IRS that the Save Middle East Action Committee, Inc. is a 501(c)(3) organization. (Filed October 31, 2002, approval dated December 3, 2002)
- SMEAC has been invited to be a member of the EBDI Relocation Committee. Pat Tracey and Shrene Burnett have been attending the meetings.
- SMEAC will be working in partnership with the Annie E. Casey Foundation to continue to survey residents to help promote a supportive and healthy relocation for residents during the redevelopment of Middle East Baltimore and the surrounding communities.

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- Contact made for the Maryland Non-Profits with Mr. Tom Adams, 301.439.6635.



Consultant/Independent Contractor  
**ACTIVITY REPORT**

Period Covered: September 5, 2002 to December 20, 2002

Funding Contacts:		TOTAL HOURS:	16.0
Description of Work	Dates Worked	No. of Hours	
<b>Annie E. Casey Foundation:</b>			
• Meeting with Corp. Communication Group to discuss SMEAC's relationship with AECF	09/25/02	1.0	
• Draft list of activities for present to AECF to support funding request.	10/23/02	2.0	
• Worked on a two-year proposed budget for the continuation of SMEAC	<del>10/28/02</del>	3.0	
• Attended Relocation Committee Meetings: 9/30; 10/13; 10/28; 11/07; 12/9	Sep thru Dec.	10.0	

Work on 501(c)(3) Documents		TOTAL HOURS:	30.0
Description of Work	Dates Worked	No. of Hours	
<b>Meetings with Mike Pretl</b>			
• Meeting at CLC for introduction of Mike Pretl to help SMEAC in file for 501( c)(3) non-profit designation.	9/17/02	1.5	
• Selected and prepare SMEAC documents to send to Mr. Pretl to review	9/19/02	3.0	
• Complete initial draft of 501(c )(3) for Mr. Pretl	10/06/02	4.0	
• Meeting with Mr. Pretl to discuss how he planned on presenting SMEAC in applying for their 501(c )(3)	10/08/02	1.5	
<b>Working on Financial Statements for Year 2001 &amp; 2002:</b>			
• For financial portion of the 501( c)(3) application	10/16-18/02	8.0	
<b>Working on the Application:</b>			
• Incorporating changes reviewed with Steering Committee	10/30/02	6.0	
• Finalizing application for mailing	10/31/02	6.0	

Residential Database:		TOTAL HOURS:	10.0
Description of Work	Dates Worked	No. of Hours	
<b>Working with Student from UOM, SON</b>			
• Working on list to give to Ju Hee to build a database of residents attending SMEAC meetings. She is a student from the University of Maryland , School of Nursing who received a Fellowship to work with a community organization.	09/06-07/02	4.0	

<b>• Residential Database: (continued)</b>	Dates Worked	No. of Hours
• Working with Ju Hee to prepare her report on her goals and objectives for working with SMEAC.	09/16/02	2.0
• Updating database information	10/18/02	1.0
• Updating database information	11/15/02	3.0

Door Knocking Activities in Middle East:

TOTAL HOURS: 7.0

Description of Work	Dates Worked	No. of Hours
<b>Organizing for Surveying Residents:</b>		
• Presentation at the University of MD, School of Social Work to get Students to help SMEAC in its door knocking efforts to see how much information residents knew about the Biotech Project.	09/09/02	1.0
• Students for UOM, SOSW help to door-knocking and surveying.	10/21/02	2.0
<b>Getting Residents to Attend Urban Renewal Hearing 09/26/02:</b>		
• Preparing for door knocking event by creating charting form and survey form, and organizing the assignments	09/20/02	4.0

Not in Scope

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Getting Residents to Monthly Meetings:

TOTAL HOURS: 34.5

Description of Work	Dates Worked	No. of Hours
<b>September Meeting:</b>		
• Calling and preparing mailing for September Meeting	09/06/02	6.0
• More phone calling for September Meeting	09/07/02	3.0
<b>October Meeting:</b>		
• Stuffing and preparing flyers for October Meeting	10/11/02	3.0
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Not in Scope

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Attended Hearings:

TOTAL HOURS: 6.5

Not in Scope

Description of Work	Dates Worked	No. of Hours
Preparation of Notes from Collington Square Hearing	09/04/02	2.0
Gay Street I & Johnston Square Hearing	09/12/02	3.0
Oliver Hearing	09/20/02	1.5

Meetings with Teya Moore:

TOTAL HOURS: 7.5

Not in Scope

Description of Work	Dates Worked	No. of Hours
• Phone conversations with Laurie Schwartz, Paula Branch, and Teya Moore, the Community Representative of the EBDI Board (To forge a constructive working relationship)	09/02/02	4.0
• Selected documents to send to Teya Moore to get him acquainted with the work SMEAC.	09/04/02	1.5
• Phone conversations regarding incorporating residents concerns in the current relocation benefits package	09/05/02	2.0

Miscellaneous Work:

TOTAL HOURS: 64.0

Not in Scope

Description of Work	Dates Worked	No. of Hours
• Sending and Answering Emails and phone calls in regards to SMEAC activities. (3 hrs per wk @ 15 wks)	Sep thru Dec	<del>45.0</del> 22.5
• Setting up Files and Records for SMEAC	Sep thru Dec	10.0
• Making copies for Meetings	Sep thru Dec	5.0
• Changing Messages on Information Line	Sep thru Dec	4.0

32 hours

\*  
\*  
\*

**ADDITIONAL ACTIVITIES & PROGRESS:**

• **Recruitment of New Steering Committee Members:**

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 925 Rutland Avenue  
 Baltimore, MD 21205

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 c/o Lisa Williams, Treasurer  
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 Baltimore, MD 21205

Summary of Services Rendered:	Total Hours
• Funding contacts	16.0
• Work on 501©(3)	30.0
• Residential Database development	10.0
• Door Knocking Activities	<del>7.0</del> 3 - 4
• Getting Residents to Monthly Meetings	34.5
• Attended Hearings	<del>6.5</del> 0
• Meetings with Teya Moore, Community Rep. On EBDI Board	<del>7.5</del> 0
• Miscellaneous Work <i>Administrative</i>	<del>64.0</del> 32
<b>Total Hours Submitted for September – December, 2002</b>	<b>175.5</b>

59  
 32  
 34.5  
 \$ 125.5  
 X 17.50  
 2196.25

TOTAL HOURS SUBMITTED: 175.5 @ \$17.50 = \$3,071.25

Signed by: \_\_\_\_\_ Dated: \_\_\_\_\_  
 Patricia J. Tracey

SSN: \_\_\_\_\_

## **ADDITIONAL ACTIVITIES & PROGRESS: (continued)**

- SMEAC is currently working with Michael Pretl from the Community Law Center in a pro bona relationship for legal representation.
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**Save Middle East Action Committee, Inc. (of Baltimore)**  
**(SMEAC)**

**CONTRACT FOR PERSONAL SERVICES RENDERED  
BY A CONSULTANT/INDEPENDIENT CONTRACTOR**

This Agreement dated this 5<sup>th</sup> day of September, 2002 by and between Save Middle East Action Committee (of Baltimore) a non-profit community organization.

RECITALS

- I. SMEAC desires to obtain services from the Independent Contractor as more particularly described herein (the "Services").
- II. The Independent Contractor is in the business of providing such Services and has agreed to provide the Services on the terms and conditions set forth in this Agreement.

Now, therefore, in consideration of the faithful performance of the obligations set forth herein and other good and valuable consideration the receipt and sufficiency of which are hereby acknowledged, SMEAC and the Independent Contractor hereby agree as follows.

**1. Scope of Work:** The Independent Contractor will serve SMEAC as a Community Organizer to produce the following deliverables.

- Write a two year fund raising proposal and identify funding sources so that SMEAC can hire a full time community organizer and open an office in the community.
- Obtain pro-bono or grant funded legal representation for SMEAC
- File the necessary documents for SMEAC to become incorporated in the State of Maryland and to obtain 501© (3) status
- Organize a resident data base and SMEAC contacts in a computer program and make available to members of the steering committee
- Recruit 6-10 more residents for the steering committee who can take responsible positions within the organization
- Work with the Steering Committee to establish a more solid organizational structure including by laws, job descriptions for officers, process for notifying and including members and affiliates in meeting, events, committees, hearings and work with steering community on longer range strategy.

**2. Ownership of Deliverables:** All computer software, patentable inventions, and any other deliverable to be produced by Independent Contractor shall be rendered when this contract is terminated.

**3. Place of Work:** The independent Contractor shall perform the work described hereunder from a place of business located by various sites within Baltimore City or at a place to be designated by SMEAC. Upon reasonable notice, Independent Contractor shall meet with representatives of SMEAC at designated locations.

**4. Time Devoted to Work:** In the performance of the Services, the amount of time devoted by the Independent Contractor on any given day will be entirely within the Independent Contractor's control, and SMEAC will rely on the Independent Contractor to put in such number of hours as are necessary to fulfill the requirements of this Agreement.

5. **Payment:** SMEAC will pay the Independent Contractor the sum of \$17.50/hour in installments as follows: Up to 20 hours per week and invoiced bi-weekly. Invoices must include number of hours worked and a description of the work performed.
  
6. **Terms:** The term of this Agreement shall commence on the date it is executed by the last to sign and shall continue through December 2002. Either party may terminate this Agreement at any time for failure of the other to comply with the terms and conditions of this Agreement. Upon the expiration of the term hereof or earlier terminations of this Agreement, Independent Contractor shall deliver to SMEAC all completed work to date and any records or other property belonging to SMEAC.
  
7. **Status of the Independent Contractor:** SMEAC and Independent Contractor intend that the relationship between them shall be that of client and independent contractor. No agent, employee or servant of Independent Contractor shall be or shall be deemed to be an employee agent or servant of SMEAC. SMEAC is interested only in the results obtained under this Agreement consistent with paragraph 8 below. The manner and means of conducting the work are under the sole control of the Independent Contractor. None of the benefits provided by SMEAC to its employees, including, but not limited to, worker's compensation insurance and unemployment insurance, is available from SMEAC to Independent Contractor. Independent Contractor will be solely and entirely responsible for his acts and for the acts of his agents, employees, servants and subcontractors during the performance of this Agreement. The work performed under this Agreement will be performed entirely at the Independent Contractors risk. The Independent Contractor agrees to indemnify SMEAC for any and all liability or loss arising in any way out of the performance of this Agreement.
  
8. **SMEAC Right to Inspect:** Although Independent Contractor has the authority to control and direct the performance of the details of the work, the work contemplated herein must meet SMEAC's standards and approval and shall be subject to SMEAC's general right of inspection and supervision to secure the satisfactory completion thereof. Independent Contractor agrees to comply with all federal, state, and local laws, rules, and regulations that are now or hereafter applicable to the Independent Contractor or Independent Contractor's business. SMEAC will designate a representative who shall be authorized to act for SMEAC in all matters related to Independent Contractor's performance of the Services.

SMEAC and the Independent Contractor have this Agreement date below:

SHRENE BURNETT  
Save Middle East Action Committee, Inc.

By: [Signature]  
Hiring Committee

By: [Signature]  
Treasurer

Independent Contractor Patricia Tracey

by: [Signature]  
Soc. Sec. No. or Federal Tax  
Identification No.: 219-44-9801

Check one:  Individual  
 Sole Proprietorship  
 Partnership

Save Middle East Action Committee, Inc.  
Expense Tracking Report for Community Organizing Account

Sojourner-Douglass College has been acting as the fiscal agent for Save Middle East Action Committee, Inc. (SMEAC). At the time the grants were awarded, SMEAC had not applied for its 501(c)(3) determination. Mr. Lewis Andrew is the contact person at the college. His office number is 410.276.0306, and his fax number is 410.732.1656.

Date of Transaction	Description	Monies Received	Monies Disbursed	Balance on Hand
4/16/2002	Marianist Sharing Grant	\$ 5,000.00		\$ 5,000.00
4/13/2002	Annie E. Casey Fdn.	14,125.00		19,125.00
5/01/2002	Midwest Academy Deposit for Community Organizer Training for Lisa Williams & Pat Tracey		\$ 100.00	19,025.00
5/09/2002	Airline tickets for Lisa & Pat		554.00	18,471.00
5/21/2002	Travel Per diem for Lisa & Pat		700.00	17,771.00
5/21/2002	Balance for Midwest Academy Training		1,550.00	16,221.00
7/14/2002	Community Organizer (Kenny Ringgold)		157.50	16,063.50
12/31/2002	Ending Balance*			\$ 16,063.50

\*This balance does not reflect the monies to be paid to Pat Tracey who has been working as a part-time community organizer for Save Middle East Action Committee, Inc. for the period September – December, 2002.



**DRAFT INTERVIEW QUESTIONS  
INTERIM EXECUTIVE DIRECTOR  
SMEAC – 4-16-03**

Pat welcomes and explains process. We'd like to ask you a half dozen or so questions and have some conversation to help us get acquainted. Thanks so much for your interest and taking the time to come and meet with us. We expect to meet for about 45 minutes or so and will allow some time at the end to answer any questions you have of us.

- 1) Tell us what you know about SMEAC and why you are interested in our Interim Executive Director position?
- 2) Briefly describe the professional and personal experiences that you think have prepared you to succeed in this position.
- 3) We're a start-up organization working to insure that residents are heard and have a voice in the planning for our neighborhood and how those displaced are treated. How could you help us be successful?
- 4) We need to raise more money to have an impact. To do that we need a clear statement of our needs and a fundraising strategy. What experiences or resources would you draw on to assist us in this part of the job? What would be realistic expectations in 3 months? 6 months?
- 5) We have a goal of keeping our community together and expanding the leadership. How would you see your role in working with us to those ends?
- 6) Tell us about your leadership and management style. What can we expect in terms of the kind of reporting and communication you'd think ideal between you and our Board chair, our Board? Give us an example of how you've worked with other boards and how you worked out differences of opinions.
- 7) Confirm availability, hours, and cost – Tom to do at end; then ask her for any questions

**Possible Interview Questions**  
SMEAC Interim Ed

1. Tell us about your current work (or some of your past work). What are the skills you would bring to this job?
  
2. Why do you want this job as SMEAC's interim Executive Director?
  
3. What are some of the things you would want to know before beginning work in our community?
  
4. From what you know about our situation, ie our neighborhood slated for urban renewal and residents being relocated, what do you think some of the issues we are facing might be?
  
5. What methods would you use to be sure that residents voices are heard during the development process?
  
6. Tell us about some direct experience you've had doing some of the work we've outlined.
  
7. What do you think some of the challenges in this job might be?
  
8. Do you have any principles that you think are important when working with people in the community? (Answers here might be listening, engaging people, leadership development, not doing it all yourself, etc)
  
9. Have you had experience developing leadership in any of the organizations you've worked in?
  
10. If you were hired, when could you start?

Possible Interview Questions  
SMEAC Interim Ed

1. Tell us about your current work (or some of your past work). What are the skills you would bring to this job?

④

2. Why do you want this job as SMEAC's interim Executive Director?

③

*Bennyman*

3. What are some of the things you would want to know before beginning work in our community?

①

*Shrene*

4. From what you know about our situation, ie our neighborhood slated for urban renewal and residents being relocated, what do you think some of the issues we are facing might be?

⑥

*Betty*

5. What methods would you use to be sure that residents voices are heard during the development process?

②

6. Tell us about some direct experience you've had doing some of the work we've outlined.

⑦

*Kathleen*

7. What do you think some of the challenges in this job might be?

⑧  
*Lisea*

8. Do you have any principles that you think are important when working with people in the community? (Answers here might be listening, engaging people, leadership development, not doing it all yourself, etc)

⑨

*Ms Bennyman*

9. Have you had experience developing leadership in any of the organizations you've worked in?

10. If you were hired, when could you start?

1. What skills/experience do you have in fund development.
2. What experience do you have in working with difficult employees.
3. Do you have any experience with conflict resolution.
4. What skills ~~do~~ <sup>experiences</sup> you have in building a new structure. *+ have you done it before?*
5. Have you have any experience with working with elderly residents and their issues.

5

Pat

4

Paul

1

Shrene  
Tell me about yourself

2

Kathleen

Have you reviewed the  
work plan + do you think  
you could do it?

## SAVE MIDDLE EAST ACTION COALITION

### Interim Executive Director Six Month Workplan

#### Overview:

The Save Middle East Action Coalition (SMEAC) has agreed to hire a part-time (25 hours per week) Interim Executive Director for a six month period as part of its preparation to undertake the successful recruitment, selection, hiring, and social contracting (i.e. determining first year priorities and executive support; helping to facilitate and define a positive working relationship with the board; planning the first performance evaluation, etc.) of a permanent executive director for the organization. SMEAC's priorities for its Interim Executive Director are as follows:

- Use the established mission and vision as a guide for keeping the community connected, involved and benefiting from the trauma of displacement by:
  - ◆ supporting active involvement of citizens in every phase of proposed plan and development through an aggressive leadership development and community building process including support of a strong resident-led Steering Committee and recruitment and development wherever feasible of staff and a permanent executive director from the community or with demonstrated leadership experience in comparable neighborhoods;
  - ◆ sustaining monthly meetings and other vehicles for community input, community voice and community activities that build community and improve quality of life; and
  - ◆ organizing citizen participation in government and EBDI deliberations and provide staff representation in these deliberations as authorized by the Steering Committee;
- Expand the financial support of SMEAC to carry out its mission through foundation proposals and government grant writing;
- Establish the office and administrative systems required to hire and manage staff of 2 community organizers and an administrative person; and
- Develop a system for tracking the process / effect of development on the residents affected by the process.

The task expectations listed below reflect the priorities within the three key areas of responsibility identified by the SMEAC Steering Committee: advocacy and leadership, management and administration, and program implementation and service delivery. Where appropriate, quantifiable task measurements will be negotiated between the Interim Executive Director and the SMEAC Steering Committee once an organizational assessment has been completed by the Interim.

### Workplan Tasks:

#### **Advocacy and Leadership Development:**

- In collaboration with SMEAC representatives, attend meetings and help organize meetings with EBDI and other groups, as appropriate. (NOTE: The Interim Executive Director will not be seen or be put forth as the "voice" of SMEAC.)
- Effectively represent the interest of SMEAC at all meetings.
- Track legislation and bills regarding re-development in East Baltimore.
- Attend City Council meetings or ensure that other SMEAC representatives are aware of and attend the meetings.
- Work with SMEAC Steering Committee members to cultivate community leadership and to transfer skills to community leaders.
- Develop relationships with other local community organizations.
- Assist and enable Block Captains to coordinate meetings and work with residents by providing needed information and communication.

#### **Management and Administration:**

- Develop the SMEAC office, including:
  - ◆ assisting the SMEAC Steering Committee with the search for and/or negotiation of office space, as appropriate and needed;
  - ◆ coordinating with Laurie Schwartz and HEPCAC representatives to obtain office furniture and equipment and/or research to buy, lease, or rent furniture and equipment (also includes the installation of phone lines for business, fax, and e-mail systems); and
  - ◆ coordinating the development of a consistent visual image and identity (stationery, website, etc.).
- Facilitate the establishment of personnel policies and procedures, including grievance procedures and staff evaluation procedures.
- Investigate and develop a benefits package (including health and dental benefits, as well as other benefits as appropriate) for all employees, with the advice and consent of the Steering Committee.
- Review staffing needs and, subject to funding availability, work with the SMEAC membership and Steering Committees to hire 1-2 organizers and an office manager within the first 3-6 months of employment.
- Supervise and manage all hired staff.
- Fundraise (quantitative measurements regarding numbers of new contacts and submitted proposals will be negotiated between the Interim Executive Director and the SMEAC Steering Committee once an organizational assessment has been completed by the Interim).

- Assist in establishing an initial operating and financial system (i.e. spreadsheet templates representing annual budgets, budget to actual comparisons, and cash flow statements for the given month to 12 months in advance).

Save Middle East Action Coalition  
Interim Executive Director Six Month Workplan  
Page Three

**Program Implementation and Service Delivery:**

- With general membership and the SMEAC Steering Committee, oversight of and participation in developing a system for tracking the process and effect of development on the residents effected by the re-development process in East Baltimore.
- Assist in collaboration with SMEAC representatives where needed and appropriate in implementing program efforts.

108  
Loan  
Hearing  
4/8/03

Urban Development Initiative would help  
to repay along w TIF

\$ for Biotech & residential

21,200,000

11,386,000 Acquisition

3,562,000 Demolition

6,200,000 Relocation

7,154,000 \$7.1 million for Bio Tech

13,195,212 for residential acquisition,  
relocation, demolition.

\* No new const. w 108 loan funds.

In middle of public comment period

March 18 - April 17 ←  
ie 30 days.

Can put comments in letter - address to:

Ruth Louie Asst Comm #CD

417 E Fayette St # 1036

21202

Public comments:

\* Louis Andrew chair comm leadership network  
Comm based orgs in East Baltimore  
joining for add'l power in E Balto.

Requesting some clarification ~



①

Refers to p 4 - relocation of homeowners -

please clarify

avg acquis is 27,000 per household  
avg reloc is c. 20,000 per household  
- 108 \$

EBDI Supplement avgs to 21,000 per household -

Does 68,000 represent total package for reloc?

What section of 108 budget line item provided by 108 loan provides cost of replacement home? Need clarify

Jobs - p 13

350 structures in residential  
does current plan in making repl houses allow households affected to have them?

Is 108 loan amt adequate? to support & offer to each of 300 households one comparable replacement home?

③

This hearing is to get public feedback on application -

Then goes to Board of Estimates  
No hearing by HUD.

Relocation \$ - only public part is in this application.

Reloc plan in the making - must be prepared before there can be \$ draw down.

Must be another public hearing with relocation plan before can draw down \$  
Not restricted from applying for 108 but can't draw down.

How can HUD be assured 108 loan has gotten community approval?

Beyond public hearing there is no further requirement. No public sign off -

How will we know that VRA concerns are addressed? HUD will attach testimony/documents to HUD application.

(4)

Balto City is

Paying off 33m of 108 loans @  
present

allotment reduced from

CDBG ~~at~~ 30.4 to 28.8m bec of census #'s  
~~went from~~

If they went for more in loan, they  
would compromise other needs  
can get 5x CDBG allotment but don't  
want to max out bec of repayment  
problems.

Rm 348 →

- \* No EB resident on EBDI Board
- \* Replacement of units one for one
- \* no commitment to EB residents
- ~~EBI~~ ~~that~~ That they can move back
- \* ~~cash~~ <sup>No</sup> plan for renters in
  - 15,000 on section 8 waiting list
  - no public housing

p.1 market rate housing undefined

SMEAC needs guarantees that current residents will have a place in the new neighborhood -

sburnet1@jhmi.edu

**Save Middle East Action Committee, Inc**  
**POSITION ANNOUNCEMENT: INTERIM EXECUTIVE DIRECTOR**  
**DRAFT 1-23-03**

**OVERVIEW:**

The Save Middle East Action Committee, Inc. (SMEAC) is a recently organized community organization formed as an advocacy, planning and community building vehicle for stakeholders and residents of the Middle East neighborhoods impacted by the BioTech Project. SMEAC was organized in 2001 and received its tax exempt status in late 2002. The mission of SMEAC is to represent and advocate for the citizens and communities of East Baltimore who will be directly and indirectly impacted by the establishment of a biotech park, and to empower those citizens and communities by all legitimate means to negotiate fairly with East Baltimore Development, Inc., Johns Hopkins and City government. The primary goal of SMEAC is to achieve a stable and livable environment in the surviving communities during and after the project, to lessen the negative impact of the proposed expansion, to preserve the economic, social, and civil rights of citizens, to lessen neighborhood tensions, and to combat community deterioration.

SMEAC is seeking a part-time interim executive director. Community leaders and residents rallied together when they learned of the displacement of residents of 800 homes in the newspaper February 2001. Since that time, SMEAC organizers and leaders have held monthly meetings in the community about the proposed plan with 40-70 residents in attendance. The organization's coordinating body meets monthly as well and has become an effective voice for the community in negotiations with City government, East Baltimore Development, Inc., Johns Hopkins, the Annie E. Casey Foundation and other stakeholders. SMEAC's president is participating in meetings on a nearly weekly basis regarding relocation and other aspects of the plan. SMEAC has also successfully organized workshops on media relations, Community Clean-Up Projects and other community building activities. The Annie E. Casey Foundation is seeking to reduce negative impact and to insure economic and community improvements through this process and has invited a grant request from SMEAC for staff funding and operations.

SMEAC's priorities for its Interim Executive Director include:

- 1) Work with the Board and members to develop a vision and plan for keeping the community connected, involved and benefiting from the trauma of displacement;
- 2) Support active involvement of citizens in every phase of proposed plan and development through an aggressive leadership development and community building process including support of a strong resident-led board and recruitment and development wherever feasible of staff and a permanent executive director from the community or with demonstrated leadership experience in comparable neighborhoods;
- 3) Sustain monthly meetings and other vehicles for community input, community voice and community activities that build community and improve quality of life;
- 4) Organize citizen participation in government and EBDI deliberations and provide staff representation in these deliberations as authorized by the Board;

- 5) Expand the financial support of SMEAC to carry out its mission through foundation proposals and government grant writing; and
- 6) Establish the office and administrative systems required to hire and manage staff of 2 community organizers and an administrative person.

With funding from the Annie E. Casey Foundation, SMEAC seeks to hire an Interim Executive to work 3-4 days a week for 6-12 months at which time a permanent executive director would be hired. The Interim Executive would review staffing needs and, subject to funding availability, hire 1-2 organizers and an office manager within the first 3-6 months of employment.

SMEAC is governed by a board which is made up elected officers, citizens from the impacted community, and stakeholders with interests in the community. The boundaries of the community are: North Broadway to the west; Patterson Park Avenue to the east; Orleans Street to the south; and, Biddle Street to the north.

The interim executive director is a half-time plus transition position. SMEAC's intention is to work with the Interim Executive over the next 6-12 months to advance a set of specific goals and programs for the neighborhood and to secure the necessary funding to support a permanent executive director and staff. The Interim Executive is responsible for work on a focused set of programs described above, coordination and communication with the members and developing a funding plan and funding to move SMEAC to a full-time executive. Depending on background, skills, interests, and up front agreement with SMEAC, the Interim may or may not be a candidate for the permanent position.

SMEAC is working with the Maryland Association of Nonprofits Interim Executive Program in filling this position. Day to day supervision is provided by SMEAC President or the President's designee. Oversight, technical assistance and support are provided by the Maryland Association of Nonprofits Executive Transition Initiative project manager.

*In consultation w/ the JC*

**KEY RESPONSIBILITIES:**

**ADVOCACY AND LEADERSHIP DEVELOPMENT**

- Assist leaders and community in organizing and being heard in the planning and implementation of the BioTech Park *Plan*
- Assist and manage the community organizers in planning block and community building activities
- Plan and/or participate in planning and/or implementation of monthly meetings of organization *SC*
- Represent the ~~Board~~ and community in meetings regarding the project as directed by Board
- Develop a plan for expanding community leadership and sustaining community voice and leadership despite displacement including a plan for hiring and developing community residents for staff positions
- Identify opportunities for community and asset building before, during and after this project and advocate for resources and programs to support such activities.

**MANAGEMENT AND ADMINISTRATION**

- Assist as requested in planning for Board & Executive Committee meetings
- Assist in planning for and implementing regular communication with members and residents impacted by the Plan
- Provide leadership and staffing for fundraising for programs and operations
- Manage SMEAC's finances and assist in establishing an office and initial operating and financial systems.

*SC membership*

*Wing*

*develop & implement a recruitment & selection process for all staff that includes outreach # in consultation w/ SC*

**PROGRAM IMPLEMENTATION AND SERVICE DELIVERY**

- Support planning activities and citizen participation in community and project planning
- Supervise community organizer and block and neighborhood wide activities that foster involvement, neighborliness and pride and contribute to expanded leadership and communication among members;
- Participate in planning and/or implementation of other priority projects or activities mutually agreed upon with Board/Executive Committee.

*Develop a system for tracking residents*

*Participate in SC membership and/or*

**POSITION REQUIREMENTS:**

- Proven experience in neighborhood development, community organizing and community building or comparable work in comparable community
- Proven experience and commitment to asset-building and leadership development that builds on strengths and talents of current residents
- Flexible and able to work with & establish a rapport with citizens of diverse economic, social, and racial and ethnic backgrounds
- Demonstrated skills in being responsive to a community and working cooperatively
- Proven fundraiser with government and foundations
- ~~Proven communicator and spokesperson~~ – able to represent the community well with City government, foundations and community
- Creative and responsive in developing systems and ways to handle community ~~complaints~~, inquiries & to insure SMEAC voice in community planning
- Experience as an organization builder and with organizational start-up and systems building, staff supervision and financial management.

*Develop a system for tracking residents*

*Concerns*

**For More Information contact:**

**Adams & Associates**

**1751 Elton Road, Suite 204**

**Silver Spring, Md 20903**

**Phone: 301-439-6635**

**Email: [tadams@transitionguides.com](mailto:tadams@transitionguides.com)**

RELOCATION COMMENTS: HOMEOWNERS

Location	Comment															
Introduction																
Page 1; line 6	People should be guaranteed that they will not have to move until they have secured a replacement house.															
Page 2; line 10	All legitimate homeowners are eligible for URA benefits.															
Page 2; line 18	This comment sounds threatening. Use something like, "Delaying contact with your Relocation Counselor and Family Advocate limits your choices for new housing."															
Page 3; line 1	Good, people may prefer to meet with the Relocation Counselor and Family Advocate at the center rather than their home, but I would rearrange the statement to say, "at a convenient location for you or at the Resource Center."															
Acquisition/Relocation Process Steps																
Step 2	Please include that Appraisals performed/conducted must include an indoor assessment of the property as well as an outside visual of the exterior.															
Step 3; line 8	"The letter you receive will also list all information you will need to have at your first meeting."															
Step 3; e	Why a photo identification? Whose requirement is this? (This sounds a little degrading) <i>Additional Comment:</i> Will assistance be provided for individuals who are challenged to produce the items required at the first meeting?															
Step 5; page 7; top	What do you mean by supplemental resources?															
Step 6	I thought that those individuals moving from homeownership to rental would be given more than the FMV of their homes & moving expenses. They should be eligible for URA benefits also to allow them to rent an apartment for as long as monies would last equal to the purchase of a home in the community they choose to move to.															
Step 6; line 2	It should be the resident who identifies a comparable property and work with the Relocation Counselor if they have no clue as to where they would want to relocate.															
Step 7	Language sounds like the Relocation Counselor is the person who decides where residents can move. There should be language that states your current configuration can be changed from "5 bedrooms and an unfinished basement to a 2 or 3 bedroom house with a finished basement, as long as it is the same amount of space."															
Step 9	Examples shown do not work as portrayed: <table style="margin-left: 20px;"> <tr> <td>Selected house:</td> <td>\$100,000</td> <td>\$85,845</td> </tr> <tr> <td>Minus Benefits*:</td> <td><u>-70,000</u></td> <td><u>- 70,000</u></td> </tr> <tr> <td></td> <td>30,000</td> <td>15,845</td> </tr> <tr> <td>Minus FMV:</td> <td><u>-10,000</u></td> <td><u>- 9,400</u></td> </tr> <tr> <td>Resident Assumes</td> <td>\$20,000</td> <td>\$6,445</td> </tr> </table> (URA (\$22,500) + EBDI (\$47,500) Maximum Benefits	Selected house:	\$100,000	\$85,845	Minus Benefits*:	<u>-70,000</u>	<u>- 70,000</u>		30,000	15,845	Minus FMV:	<u>-10,000</u>	<u>- 9,400</u>	Resident Assumes	\$20,000	\$6,445
Selected house:	\$100,000	\$85,845														
Minus Benefits*:	<u>-70,000</u>	<u>- 70,000</u>														
	30,000	15,845														
Minus FMV:	<u>-10,000</u>	<u>- 9,400</u>														
Resident Assumes	\$20,000	\$6,445														



Location	Comment
Step 9	<p>Question, how do we derive at what is a comparable house? Size vs size, and in a better situation.</p> <p>Selected house: \$75,000  Minus FMV <u>-11,000</u>  \$64,000</p> <p>Maxium Benefits: \$70,000*  Amt for a comparable house: <u>-64,000</u>  Benefit "\$" not used \$ 6,000</p> <p>Half to residents; half to EBDI</p> <p>*(URA (\$22,500) + EBDI (\$47,500) Maximum Benefits</p> <p>We have to remember that if neighborhoods had not be blighted, residents would not be going through this process.</p>

#### RELOCATION COMMENTS: RENTERS

Location	Comment
Introduction	
Page 2; line 10	This comment sounds threatening. Use something like, "Delaying contact with your Relocation Counselor and Family Advocate limits your choices for new housing."
Page 2, line 15	Good, people may prefer to meet with the Relocation Counselor and Family Advocate at the center rather than their home, but I would rearrange the statement to say, "at a convenient location for you or at the Resource Center."
Acquisition/Relocation Process Steps	
Step 2	Fix "contact you the renter"
Step 3; line 6	<i>Additional Comment:</i> Will assistance be provided for individuals who are challenged to produce the items required at the first meeting?
Step 4; line 3	"your rental property"
Step 4; line 4	"desire to continue renting or become a homeowner"
Step 5	It should be the resident who identifies a comparable property and work with the Relocation Counselor if they have no clue as to where they would want to relocate.
Step 6; line 4	Change "home" to residence
Step 6; line 5	Language should read something like, "Your Relocation Counselor will assist you in locating a comparable residence that is located in Baltimore City for you to be eligible for the maximum benefits."
Step 6; line 4 & 11	Line 4 contradicts line 11.

Location	Comment
Step 6; line 11	If residents are mandated to move into a similar location, then you are moving people from one blighted area to another.
Step 7, line 4	Correct \$400 or \$450
Step 7	Needs a rewrite. There needs to a b statement that explains that if the new residence exceeds the total benefits (which includes the supplemental benefits, residents will be responsible for those additional costs.
Step 7, Additional Comments	FMV of what is meant by "reasonable rent" needs to be included. When people move from these blighted neighborhoods, rents will probably be higher. This will be out of the control of residents, because they have no choice, and they must move.
Step 7; page 7	Bold Comment, line 1; change "have" to "receive"
Step 8; line 1	"Another meeting with your Relocation Counselor will be scheduled to review your "Entitlement Letter".
Step 8, line 4	"Whether or not ...home." This part of the statement is not needed, because the property owner will be mandated to have the property vacated.
Step 10	The statement is awkward, and does not say what it means.
Step 12, line 1	Change "home" to "residence"
Step 13, line 1	Change "home" to "residence"
Step 15, c)	Change "they" to "you"

**Betty Robinson**

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**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Wednesday, January 08, 2003 1:13 PM  
**To:** Shrene Burnett; Rhonda Rowlette; Randa Deacon; Marisela Gomez (E-mail); Liz Alex (E-mail); lisa.williams@baltimorecity.gov; Kathleen; Brad Rogers; Betty Robinson (E-mail); Betty Robinson  
**Subject:** SMEAC General Meeting, Monday, Jan 13

I received a call from Laurie Schwartz today. She said she does not feel that it would be appropriate for to speak on the relocation piece this month because of the changes to be made. She said that she would rather wait until February's meeting to make her presentation and open up to the residents for comments. I have also attached my comments regarding the relocation guidelines for homeowners and renters. At the relocation meeting on Monday, Scott made a comments that a resident said that residents would have to start moving in April. When talking with Laurie, she wanted to emphasize that the process will begin in April, but it will take anywhere from 6 months to a year before anything at all starts to happen. First of all people will have to have to find a replacement home. She also mention the need for Block Meetings where the potential and current residents come together and create a sense of introduction and community. She also mentioned that the only way that she will know how to start building is to have a clear vision of where do people want to live. We know that it all depends on what the benefits are. I will bring copies of the latest version on Thursday.

Marisela, will you bring the completed surveys to the meeting with you on Friday when we meet with Janice Outtz and Toni from the Casey FDN. Or maybe on Thursday so we can look at what we have so far.

I attached my comments to the Relocation Guideline/Process. When I spoke to Laurie, I told her that it would be important to make a statement to the effect that the process is not to force people before they have found somewhere to move.

Patricia Tracey, BA  
Sr. Research Program Coordinator II  
Johns Hopkins University  
Bloomberg School of Public Health  
615 N. Wolfe Street, Room 6033W  
Baltimore, MD 21205  
(410) 614.6200  
(410) 955.0863 (fax)  
Email: [ptracey@jhsph.edu](mailto:ptracey@jhsph.edu)

# AGENDA

## SMEAC GENERAL MEETING

May 12, 2003

6 PM – 8 PM

- 6:00 – 6:15            General meets and greets
- 6:15 – 6:25            Introduction of Angela and Steering Committee members;  
acknowledgement of the guests in the room (*Pat*)
- 6:25 – 6:45            Guest presentation: Tax assessment office (*Guest*: 5 minute talk, 15  
minutes for questions)
- 6:45 – 6:55            Announcement of SMEAC election rescheduling (*Shrene*)
- why election has been rescheduled (wanted  
an opportunity to more completely explain the  
roles and responsibilities of being a board member,  
to give people an opportunity to think about whether  
they want to run, etc...)
  - new date to be announced
- 6:55 – 7:05            Roles and Responsibilities of Board (*Angie*)
- 10 Basic Responsibilities
  - Sample Job Description
  - Advisory Council
  - Questions
- 7:05 – 7:10            Roles of Officers (*Shrene*)
- 7:10 – 7:30            Relocation and development update report (*Pat*)
- 7:30 – 8:00            Celebration of 2<sup>nd</sup> anniversary (*Lisa*)

Visual: Pictures from the Chicago Conference (*Barbara*)

**Betty Robinson**

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**From:** Angela R. Carter [corecon@bellatlantic.net]  
**Sent:** Wednesday, March 19, 2003 1:47 PM  
**To:** 'Pat Tracey'; Shrene Burnett; Rhonda Rowlette; Randa Deacon; lisa.williams@baltimorecity.gov; Kathleen; Brad Rogers; Betty Robinson; marisela gomez  
**Cc:** TAdams@TransitionGuides.com  
**Subject:** SMEAC Interim Executive Director Workplan

Hi Everyone!

Attached is the workplan with the final changes that we agreed upon last night.

Many questions came up at our meeting regarding how wide the net should be cast in recruiting prospective candidates for this interim position. I hope that our limited discussion was helpful, and I once again encourage you to talk to Tom about this because he can speak more about how other organizations that have used the TransitionGuides program have handled recruiting and choosing both interim and permanent executive director candidates.

Once again, thanks for all your good work!

ARC

## SAVE MIDDLE EAST ACTION COMMITTEE, INC.

### Interim Executive Director Six Month Workplan

#### Overview:

The Save Middle East Action Committee (SMEAC) has agreed to hire a part-time (25 hours per week) Interim Executive Director for a six month period as part of its preparation to undertake the successful recruitment, selection, hiring, and social contracting (i.e. determining first year priorities and executive support; helping to facilitate and define a positive working relationship with the board; planning the first performance evaluation, etc.) of a permanent executive director for the organization. SMEAC's priorities for its Interim Executive Director are as follows:

- Use the established mission and vision as a guide for keeping the community connected, involved and benefiting from the trauma of displacement by:
  - ◆ supporting active involvement of citizens in every phase of proposed plan and development through an aggressive leadership development and community building process including support of a strong resident-led Steering Committee and recruitment and development wherever feasible of staff and a permanent executive director from the community or with demonstrated leadership experience in comparable neighborhoods;
  - ◆ sustaining monthly meetings and other vehicles for community input, community voice and community activities that build community and improve quality of life; and
  - ◆ organizing citizen participation in government and EBDI deliberations and provide staff representation in these deliberations as authorized by the Steering Committee;
- Expand the financial support of SMEAC to carry out its mission through foundation proposals and government grant writing;
- Establish the office and administrative systems required to hire and manage staff of 2 community organizers and an administrative person; and
- Develop a system for tracking the process / effect of development on the residents affected by the process.

The task expectations listed below reflect the priorities within the three key areas of responsibility identified by the SMEAC Steering Committee: advocacy and leadership, management and administration, and program implementation and service delivery. Where appropriate, quantifiable task measurements will be negotiated between the Interim Executive Director and the SMEAC Steering Committee once an organizational assessment has been completed by the Interim.

Workplan Tasks:

**Advocacy and Leadership Development:**

High Priority:

- Assist and enable Block Captains to coordinate meetings and work with residents by providing needed information and communication.
- Track legislation and bills regarding re-development in East Baltimore.

Moderate Priority:

- Work with SMEAC Steering Committee members to cultivate community leadership and to transfer skills to community leaders.
- Develop relationships with other local community organizations.

If Time Allows:

- In collaboration with SMEAC representatives, attend meetings and help organize meetings with EBDI and other groups, as appropriate. (NOTE: The Interim Executive Director will not be seen or be put forth as the "voice" of SMEAC.)
- Effectively represent the interest of SMEAC at all meetings.
- Assist Block Captains in monitoring City Council meetings and/or ensuring that other SMEAC representatives are aware of and attend the meetings.

**Management and Administration:**

Highest Priority:

- Develop the SMEAC office, including:
  - ◆ assisting the SMEAC Steering Committee with the search for and/or negotiation of office space, as appropriate and needed;
  - ◆ coordinating with Laurie Schwartz and HEBCAC representatives to obtain office furniture and equipment and/or research to buy, lease, or rent furniture and equipment (also includes the installation of phone lines for business, fax, and e-mail systems); and
  - ◆ coordinating the development of a consistent visual image and identity (stationery, website, etc.).
- Fundraise (quantitative measurements regarding numbers of new contacts and submitted proposals will be negotiated between the Interim Executive Director and

the SMEAC Steering Committee once an organizational assessment has been completed by the Interim).

Save Middle East Action Committee, Inc.  
Interim Executive Director Six Month Workplan  
Page Three

Moderate Priority:

- Review staffing needs and, subject to funding availability, work with the SMEAC membership and Steering Committees to hire 1-2 organizers and an office manager.
- Supervise and manage all hired staff.

As Time Allows:

- Work with the SMEAC Steering Committee to facilitate the establishment of personnel policies and procedures, including grievance procedures and staff evaluation procedures.
- Investigate and develop a benefits package (including health and dental benefits, as well as other benefits as appropriate) for all employees, with the advice and consent of the Steering Committee.

Outsource:

- Facilitate and oversee, with the collaboration of the SMEAC Steering Committee, the establishment of an initial operating and financial system (i.e. spreadsheet templates representing annual budgets, budget to actual comparisons, and cash flow statements for the given month to 12 months in advance).

**Program Implementation and Service Delivery:**

As Time Allows:

- With general membership and the SMEAC Steering Committee, oversight of and participation in developing a system for tracking the process and effect of development on the residents effected by the re-development process in East Baltimore.
- Assist in collaboration with SMEAC representatives where needed and appropriate in implementing program efforts.



# TRANSCRIPTION REPORT

## SMEAC Steering Committee Meeting

Thursday, May 8, 2003

6:00PM – 9:00PM

### Ground Rules:

- No “highjacking”
- Focus on the “whole”, not the “parts”
- Confidentiality (what is said in the room stays in the room)
- “Institutional” focus/thinking
- Sensitivity
- Model the values important to you
- Share the time (no “floor-hogging”)
- Be aware of your own reactions and *why* – NAME IT!
- “Facilitator flagging” (the facilitator will flag group behaviors, patterns, and ways in which members of the group interact, even if we don’t have time to discuss it. NAMING what is going on is important in increasing awareness and resolution of unhealthy group dynamics and appreciation for and celebration of healthy ones)

### Values:

The following were offered as values most representative and reflective of SMEAC.

- Strong community input
- Democratic process; consensus
- Consensus decision making – decision making by the majority of the group
- An understanding that SMEAC is for the benefit of the citizens of East Baltimore
- Truthfulness and honesty
- Social justice (internal and external)
- Active community-building
- Development of community leadership
- No “hidden agendas”
- Monitor government or political process and decisions to empower the group and community and strategize with/for them
- Awareness of the marginalization of the traditionally disenfranchised and making “space” for traditionally disenfranchised peoples to have an equal footing and strong voice in decisions and decision making that affects their futures
- Collaboration

### Culture:

Organizational culture is comprised of the pattern of fundamental beliefs and attitudes that pervades the organization and affects behaviors in and around the organization. Organizational culture can function as a control and reward system within the organization and is often unexamined and unsurfaced – and hard to change.

The following suggestions are concrete ways in which SMEAC values can *intentionally* be incorporated into SMEAC organizational culture.

Transcription Report  
SMEAC 5/8/03 Steering Committee Meeting

Internal:

- Meetings should start on time and end on time
- Use Block Captains more effectively
- Have community activities
- Develop procedures for making decisions that allows for inclusive input but doesn't "paralyze" the decision making process. Develop an organizational structure that supports and embodies that process
- Develop a technique/procedure/structure where conflict does not shut the group down
- Acknowledge and celebrate success
- Define and strengthen board structure and procedures
- Explore the creation of an Advisory Council

External:

- Meetings:
  - SMEAC will have control over the agenda and the participation of guests
  - Attending guests should be scheduled – no surprises at meetings
  - At general meetings, there will be "open meeting" time where guests are welcomed and "in-house" meeting time without guests where community members can feel open and secure in sharing their concerns/issues

Looking Ahead:

The meeting ended at the point of discussing "partnership parameters", which is where discussion will begin on 5/15.



**ANNOUNCING  
MARYLAND NONPROFITS NEWEST SERVICE:**

**AN EXECUTIVE  
TRANSITION INITIATIVE**

Is your organization experiencing or anticipating a change of executive director? Maryland Nonprofits has obtained funding from local foundations to provide a free no cost Executive Transition Assessment & Planning Service and to provide access to interim executive directors and executive transition coaching services at a moderate cost.

- Has your executive director recently left or given notice of an intention to leave?
- Have you been without an executive for a while and are in the process of hiring an interim or permanent director?
- Are you hiring an executive director for the first time?
- Have you hired a new executive director in the last three to six months and want to make sure you get off to a positive productive relationship?

If your answer is yes to any of these questions, then you are eligible to benefit from this new service. During the initial pilot phase, these services are available to nonprofit organizations in the Baltimore metro area (Baltimore City and surrounding counties), Montgomery and Prince Georges Counties. If successful, the program will be expanded statewide in the future. To learn more about the services or to arrange for a no cost, completely confidential consultation and assistance in planning your next steps with executive transition, please contact one of the following:

Tom Adams  
Project Manager and Lead Consultant  
Phone: 301-439-6635  
Email: [thadams@erols.com](mailto:thadams@erols.com)

Peter Berns  
Maryland Nonprofits Executive Director  
Toll Free: 1-800-273-6367  
Baltimore: 410-7272-6367  
Silver Spring: 301-565-0505.  
Email: [pberns@mail.mdnonprofit.org](mailto:pberns@mail.mdnonprofit.org)

Here are the three new services now available to assist your organization in successfully managing its executive transition:

**1) EXECUTIVE TRANSITION ASSESSMENT & PLANNING SERVICE**  
*NOTE: No charge for this service*

This service provides the Board and Search Committee an opportunity for 1-2 meetings at no charge with an experienced executive transition consultant to assist you in assessing where you are with your transition and in planning next steps for a successful completion. Participation in this assessment makes your organization eligible for the other two

services below. Ideally this service occurs early in the transition process; however it can be used at any point including after the new executive is selected. This service can:

- Help you plan and organize your transition
- Decide on how to handle interim management
- Review resumes and prepare for interviewing
- Assist in making an offer to a selected candidate
- Facilitate clear understanding of expectations with a newly hired executive.

## 2) **INTERIM MANAGEMENT SERVICE**

***Note: Assessment and placement is at no charge; organization pays interim executive***

This service provides you an experienced executive director to serve as an interim executive director for your organization. When an executive director leaves abruptly or there is a need for an interim period before a new executive is hired, this service provides your organization access to a pool of screened interim directors and assistance in matching your organization with an interim executive appropriate to your size and needs. Interim directors typically serve from one month to six months depending on the needs and can be extended where needed. There is no cost for the assessment and placement service or for access to consultants in other areas (financial management, fundraising, legal, etc.) if needed. The organization is responsible for the cost of the interim executive director.

## 3) **EXECUTIVE TRANSITION COMPREHENSIVE COACHING SERVICE**

***Note: This service is available at significantly reduced cost subject to funding availability and application to Maryland Nonprofits. Call for details.***

This service provides assistance to your organization during the three phases of transition as needed and agreed. Each organization decides what part of the work of transition the board and volunteers will do and where consulting assistance is desired. The phases and possible services are tailored to the organization and can include:

- ***Preparation or Getting Ready Phase*** – Assistance in getting input from board and staff about the organization and its needs in a new executive director; reviewing compensation and ability to attract qualified candidates; production of a written profile to use in marketing the position and a plan for advertising and outreach; and a plan for interim management where needed.
- ***Recruitment & Selection Phase*** – Assistance in placing ads, managing the receipt and review of resumes and the resume screening process; facilitation of Committee work to prepare for interviewing and in conducting interviews, reference checks of finalists, and assistance as needed in drafting a letter of agreement with the new executive for legal counsel review.
- ***Posthiring Phase*** – Assistance in planning a welcome and orientation for the new executive and an appropriate farewell to outgoing executive; facilitation of a written work plan for the first 90 days for the new executive and agreement between new executive and Board on the process for a 90 day and six month evaluation and facilitation of this review; coaching or referral to executive coaching for the new executive.

Maryland Nonprofits is committed to providing quick, timely and confidential transition services to our members. If you are or soon may be in a period of executive transition, we invite you to call and find out more about these new Maryland Nonprofit services.

SMEAC Minutes  
Community Resource Center  
1731 E. Chase Street  
December 9, 2002

Attendance: Patricia Tracey, President  
Mr. Neal, Vice President  
Lisa Williams, Treasurer/Chaplin  
Shrene Burnett, Secretary  
Francinia Nichols, Assist. Secretary  
Audrey Brown, Historian

Meeting called to order at approximately 6:20 p.m.

#### AGENDA—

Representatives from Kennedy Krieger Institute gave an update on their latest project. Also, they addressed questions/concerns from residents about services this new project will provide, parking problems, noise level, etc.

Laurie Schwartz and other Baltimore City representatives from various departments. Addressed the many problems facing residents in their neighborhoods: Trash, abandon houses, unsafe/blocked alleyways, etc.; City representatives informed residents that all calls of complaints are filtered through 311 and the turn around time for addressing issues vary according to the problem. These City employees left their cards with numbers for contact.

Betty, member of SMEAC, suggested that designated residents be assigned as Block Captain to filter/monitor complaints. This suggestion was received favorably.

Gina, Wide Angle, brought all residents abreast of the progress of the developing video; This video will be available to all members eventually.

Minutes 12/09/02

Page 2

Members of the Annie B. Casey Foundation were also in attendance: Doug Nelson, Sandi Jibrell, and Kelly LaFlamme. Doug addressed questions too.

Brad Rogers reviewed the SMEAC by-laws. A vote will be taken to either accept or reject these by-laws.

Following the meeting, SMEAC members and guests, enjoyed an early holiday celebration dinner.

Happy holidays

**Pat Tracey**

**From:** Betty Robinson [BettyR@CPHAbaltimore.org]  
**Sent:** Thursday, October 03, 2002 11:17 AM  
**To:** 'liz alex'; Williams, Lisa; 'marisela gomez'; Pat Tracey; Brad Rogers; Betty Robinson; Kathleen Patterson; Randa Deacon; Shrene Burnett  
**Subject:** TWO ROADS FOR SMEAC

In reflecting on all of the meetings and process of the last several weeks, I see two roads SMEAC can take in the future:

1. The road SMEAC has been on which insists that residents be treated fairly and justly in the relocation process.
2. The road where SMEAC organizes to play a significant role in creating a new community for Middle East. ( Road # 2 would include #1, but Road #1 wouldn't have to include #2. )

**Road # 1.**

This would mean holding the city to its promise that residents will be better off after relocation.

SMEAC would play a central role in the "relocation processes", ie collect the data on where people want to move, hire housing advocates to work with residents; hold educational workshops on potential relocation neighborhoods, school quality, the segregation tax, building home equity, etc. *\*Appraisals as if no land banking*

SMEAC would hold the city accountable to maintain city services – cleaning of alleys, paving of roads, sidewalks, safe demolition practices and continuation of sanitation and housing code enforcement.

**Road # 2**

Do everything in # 1 but also:

*is involved in the development*  
**SMEAC becomes the developer for the neighborhood** – with a goal of creating a new neighborhood which is clean, safe, stable and a good place for families, children and seniors to live – and a place where current residents will choose to stay and become the core of the new development.

Road # 2 means that SMEAC has to build **a strong resident-led organization in Middle East where residents are involved in all decisions about redevelopment in their neighborhood.** This also means getting a commitment from all the players – city, Casey, JHU, EBDI for this to happen.

What changes about the "relocation" efforts is that SMEAC must now insist on real choices for people who want to stay, ie like we said on Sunday, a senior building, an apartment building and block renovations **WITHIN** Middle East become the first priority rather than relocations. SMEAC would still support people who want to leave in every way possible.

**HOW DOES EVERYONE FEEL ABOUT THIS???? WHAT DO YOU THINK????**

- \* CLC meeting 6 pm – Thurs.
- \* Casey meeting Friday OCT 11 5<sup>30</sup> PM

Shrene = MEME4U2B@aol.com

## Betty Robinson

---

**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Wednesday, October 09, 2002 10:09 AM  
**To:** Brad Rogers; Lisa Williams; Betty Robinson; Kathleen Patterson; Liz Alex; Marisela Gomez; Randa Deacon; Shrene Burnett  
**Subject:** Meeting Reminders

Good Morning everyone,

Updates on Meetings:

Tuesday, I met with Mike Pretl and gave him the information for the 501(c)(3). He looked at it before I got there and said he would prepare a draft for our review, shaping it into to proper legal fashion, using our information. What we need to do is come up with a two-year projected budget. He suggested something in the range of at least \$200,000. He is also going to check out some other possible funders for us . He mentioned Abell Fdn. He said that the city or Hopkins should be funding us because of the work that we are proposing to do. Also he seems interested in helping us beyond the 501(c)(3).

Oct. 10, Thursday, CLC :

1. Ann Blumenberg cannot meet with us this Thursday
2. Do people still want to meet on Thursday to draft out a budget for Casey and other funders or do it all on Friday?
3. We also need to get ready for Monday's meeting.

Oct. 11, Friday: Kelly and Sandy meeting is still on 5:30 at my church

I have to leave now, but will be returning to my office around 4:30 today.

Another meeting:

Laurie Schwartz called me about meeting with Live Baltimore (the Tour people), she meets with her next Tuesday at City Hall. Lisa would you be interested in going to the meeting with me? I don't have the time of the meeting, but can provide it when I return to my office this afternoon.

Patricia Tracey  
410.614.1351 (phone)  
410.614.3097 (fax)  
ptracey@jhsph.edu



## Betty Robinson

---

**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Friday, December 13, 2002 1:17 PM  
**To:** Randa Deacon; meme4u2b@aol.com; lisa.williams@baltimorecity.gov; BettyR@CPHAbaltimore.org; bgrobins@erols.com; brogers@friendsofmd.org; kpatt94@netscape.net; asetukante@yahoo.com; rabbit21229@yahoo.com; Rhonda\_Rowlette@yahoo.com  
**Cc:** Rhonda Rowlette  
**Subject:** Re: Sorry I missed the meeting

Randa,

I like what you have done. We desperately need this to happen. I am getting overwhelmed will request from SMEAC to do things. As you have outlined below, having people dedicated to working on one particular area is definitely needed. Things are moving fast and there is much to do.

Thanks

Pat

----- Original Message -----

**From:** "Randa Deacon" <RDEACON@ssw.umaryland.edu>  
**To:** <meme4u2b@aol.com>; <lisa.williams@baltimorecity.gov>; <BettyR@CPHAbaltimore.org>; <bgrobins@erols.com>; <brogers@friendsofmd.org>; <ptracey@jhsph.edu>; <kpatt94@netscape.net>; <asetukante@yahoo.com>; <rabbit21229@yahoo.com>; <Rhonda\_Rowlette@yahoo.com>  
**Sent:** Friday, December 13, 2002 10:12 AM  
**Subject:** Sorry I missed the meeting

I was not able to attend the Steering Committee meeting last night. I had a conversation with Lisa and Sherene on Wednesday evening and with Pat on Thursday afternoon. I wanted to share with everyone what in my opinion needs to happen with SMEAC. I think that many of the 'problems' that have been discussed and hinted at over the past several months all go back to the need to create an organizational structure.

Without clearly defined roles and responsibilities, and a process for decision making that everyone adheres to and supports (even when we don't

agree with everything) I don't see anything else coming together the way it needs to, because time is not, and has not been on our side. For example,

we need to separate out the functions of an officer from the tasks that someone would perform as a volunteer or paid staff member.

The good news in that the SMEAC steering committee has an incredibly talented membership so delegating responsibilities that people feel competent and able to take on will be easy. I would like to suggest that

everyone (officers as well as affiliates) look over the list of responsibilities that I have included below (feel free to add to or reconfigure this list) and assess where our own interests, skills and strengths are and then decide what we can contribute on an on-going basis to this very worthy cause.

Responsibilities that need to be covered for SMEAC:

- Maintain financial records for SMEAC- preferably in Excel database
- Keep minutes of meetings and maintain routine correspondence for SMEAC to resident members and other groups
- Maintain communication with city officials and elected representatives and monitor legislative activities
- Maintain communication with Senator Mikulski's local office & Barbara Samuels of ACLU
- Maintain documents, clippings, etc. from newspaper (historian) and develop relationship with media
- Attend meetings with EBDI board and relocation committee and take notes that can be reported back to membership
- Meet with AECF staff to negotiate support for data collection and other administrative activities
- Design and complete data collection (survey) and compile results
- Obtain legal representation for SMEAC and coordinate communication between attorney(s) and SMEAC organization
- Maintain database of residents and SMEAC contacts- monitor/coordinate work with Juhee
- Community organizing and outreach of SMEAC area and surrounding neighborhoods
- Develop fundraising strategy and team to research and prepare proposals
- Establish organizational structure and clearly defined roles and responsibilities for officers and Steering Committee
- Appoint 'hiring' committee to create job descriptions and administer paid staff

Finally, I will mention something that we have talked about and even set up at one time, committees. Committees could help move the agenda- everyone need not and really should not be on more than one committee. The committees could meet or use email to address issues in a particular area and then make recommendations to the larger group that would speed up action/decision making efforts. Using the list above- it seems clear that we need a fundraising committee, a hiring committee and organizing/outreach committee. There may be others, again, these groups would work on issues but not finalize without bringing things back to the larger group for decision-making.

These are my thoughts; I look forward to getting your reactions.  
Thanks  
Randa

## Betty Robinson

---

**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Tuesday, December 03, 2002 6:58 PM  
**To:** sspencer@aecf.org  
**Cc:** Shrene Burnett; Randa Deacon; Marisel Gomez (E-mail); Liz Alex (E-mail); lisa.williams@baltimorecity.gov; Kathleen; Brad Rogers; Betty Robinson; Rhonda Rowlette  
**Subject:** Scenarios of Renter & Homeowners

Dear Scot,

The following are scenarios that I would like to have considered that would affect residents who are in the footprint of the Biotech Project Plan as requested by Doug Nelson. These are scenarios that may be different from how a resident would be viewed as an eligible owner/occupy or renter.

1. An elderly parent who owns his home, and recently has had to live with a child because he/she is unable to live alone. But will need to move into an assistant living accommodations.
2. Resident living in a deceased parent's home, and the resident's name is not on the deed.
3. An in-law living in the a deceased spouse parent's home, and the in-law's name is not on the deed.
4. Multiple family dwelling (renters) -- will each family receive renters benefits?
5. Residents with multiple habitable homes -- not used as rental properties, but family members reside within. Would these individuals get a house for a house.
6. Elderly residents who have to move, but since they have to move prefer to purchase a condo/apartment instead of another house.  
Note: These individuals have clear title to their current home and are living on a fixed income and would not be able to survive if forced to have to pay rent after the 4 or 5 years of subsidy if they are still alive.
7. Extending the timeframe for individuals holding Section 8 certificates to give them enough time to locate a property rent or opt to buy a house.

Thanks,

Pat

My new phone number is 410.614.6200. I will be in my office around noon on Wednesday.

Also, I have copied this list to SMEAC to see if anyone could come up with additional scenarios.

## Betty Robinson

---

**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Friday, December 06, 2002 3:45 PM  
**To:** Davon.Barbour@baltimorecity.gov; Bernard.Hutchins@baltimorecity.gov; Schwartz, Laurie  
**Cc:** Paula.Branch@baltimorecity.gov; Shrene Burnett; Randa Deacon; Marisel Gomez (E-mail); Liz Alex (E-mail); lisa.williams@baltimorecity.gov; Kathleen; Brad Rogers; Betty Robinson; Rhonda Rowlette  
**Subject:** Meeting with Paula Branch & Residents

Hello,

After last night's Council Meeting, it only seems appropriate that Council persons: Paula Branch, Jack Young, Pam Carter should meet with residents to explain the passage of the Urban Renewal Amendments.

I spoke with Paula about this and she has agreed to meet with the residents. I asked for two dates that coincide with days that the Community Resource Center is opened, and Saturday, December 14 worked for Paula and SMEAC.

We would like to make flyers to announce at the SMEAC general meeting on Monday, December 9 that there will be a special meeting with our City Council people regarding the passage of the Urban Renewal Bills for East Baltimore.

Would it be okay to have that meeting with Councilwoman Branch and the residents at the Community Resource Center on Saturday, December 14 at 12 noon?

I can be reached at my new phone number 410-614-6200. If this is a conflict, please let me know ASAP.

Thanks,

Pat

## Betty Robinson

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**From:** Randa Deacon [RDEACON@ssw.umaryland.edu]  
**Sent:** Friday, December 06, 2002 11:19 AM  
**To:** MeMe4u2b@aol.com; Poncabirdstar@aol.com; lisa.williams@baltimorecity.gov; BettyR@CPHAbaltimore.org; bgrobins@erols.com; ptracey@jhsph.edu; kpatt94@netscape.net; asetukante@yahoo.com; rabbit21229@yahoo.com  
**Subject:** Re: Free training- grantseeking/proposal preparation

I am curious what happened at the hearing?

Also I guess my answer to you and advice to all residents of Middle East is that the real threat of a lawsuit- will slow the process down so that many unanswered questions will gain time to be answered thoughtfully, not rushed.

For example where will elderly residents move- assisted living, apartment, or house will be thought through- they will get definitive answers about how much and how long they will receive 'benefits' and a realistic plan for what happens after that.

This really applies to each individual case- such as your about owning and occupying more than one house.

As I am transcribing tape of the meeting with LS and Jim - he brought up a point that hasn't been pressed yet- he mentioned demanding a 'benefits district' approach to the area- without cost to residents- as the redevelopment proceeds- that means extra efforts to clean up, maintain safety, etc.

If it is not over- did the fat lady sing at last night's hearing? I am willing to help in what ever way that I can to talk with CLC, work with Marisela to help get some time and advice from Barbara Samuels and help with phone calls, letters, etc to residents, politicians etc.

Let me know what the steering committee wants to do with this. I do believe that if the AECF is willing to put money into it- that they are not going to withdraw the offer just because there is a delay in the start up.

If I left anyone off of this mailing please forward it to them

Thanks  
Randa

## Betty Robinson

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**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Friday, December 06, 2002 11:43 AM  
**To:** Shrene Burnett; Randa Deacon; Marisel Gomez (E-mail); Liz Alex (E-mail);  
lisa.williams@baltimorecity.gov; Kathleen; Brad Rogers; Betty Robinson; Rhonda Rowlette  
**Subject:** City Council Meeting Last Night

Good Morning,

At last night's City Council Hearing, all five Urban Renewal Bills were passed. Paula Branch left out after the Hearing trying to avoid us.

Jack walked by and spoke and Pam never showed her face. Paula's only comment about not letting us know about the hearings was that she thought that Teya or Laurie had informed us of the hearings. The Second reader was held on November 18 and last night was the final reader and approval.

I have asked Paula to meet with SMEAC to give us the full picture of the new language. She says that we will be pleased with what she has done with the amendments, but until we see what the language is we cannot tell. I think that at the January meeting we have Paula, Jack and Pam come to SMEAC to give full disclosure of the Bills. I will see if I can get them to commit for the January meeting.

Also, I have sent another email to Anne B. at the Community Law Center to see what is going on. I will also give her a call. Last night we talked about doing a mass mailing to law firms since CLC is not responding to representing us. From my conversation with Scot Spencer at Casey, it appears that because they are representing the City in the Project 5000, that there may be a conflict of interest for them to represent SMEAC or even participate in representing the East Baltimore Community during the process of assisting residents in relocation.

Our next Steering Committee Meeting is scheduled for Thursday, December 19. We need everyone to attend to tie up all these loose ends. If Thursdays are not good, please let me know what is a better day or date. Let's confirm the Steering Committee date at Monday's meeting to get as many people as possible to attend.

Pat

**Betty Robinson**

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**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Friday, November 22, 2002 3:30 PM  
**To:** Betty Robinson; Liz; Brad Rogers; Kathleen; Marisel Gomez (E-mail); Randa Deacon; Sherene Burnette (E-mail); Lisa Williams (E-mail)  
**Subject:** Re: tonight's meeting

Hello everyone,

Betty, Marisela and Liz, we missed you last night. Last night we discussed November's meeting and what took place.

Relocation was discussed. Relocation solutions continue to be ongoing. Doug Nelson wants to get enough funding to provide each resident who needs to be relocated with the equity in their homes plus \$70,000 to purchase new housing. He also wants to provide with that option that people all get the "up to \$70,000" and that half of the portion NOT used is given to the residents to use as they desire. Paula Johnson Branch's uncle went off at the meeting talking about the old, outdated relocation package and we all tried to explain to him that he was talking about the old relocation package. Then he starting talking about the back alley's. Because Mr. Johnson made such an issue of the back alleys, I felt that his concern should be addressed. He was not alone about the condition of our back alleys. After the meeting I called Laurie to have her or Davon to bring people from the appropriate agencies to address the issue -- Lisa will follow-up with Davon on this.

I let people know that we had submitted our 501(c)(3) application, Brad explained the purpose of the By-laws with the group. I will do a mailing of the By-laws to everyone to ask them to please read them and be ready to discuss and ratify them at the December 9 meeting.

Rhonda Rowlette talked about the tours. Well, people are not happy with the tours. Until people know how much money they will have to work with, looking at houses just seems like useless shopping.

For December we are only having two agenda items:

6:00 - 6:30 City Officials and working on the back alley clean-ups.  
 6:30 - 7:00 Review and voting of By-laws  
 7:00 - 8:00 Holiday party celebration

As promised the menu assignments: Remember to keep your receipts for reimbursement

Party wings: Randa (buffalo) Pat (fried)  
 Veggie trays: Shrene  
 Deviled eggs: Lisa  
 Cold Cut platter: Lisa  
 Drinks: Shrene (soda); Pat (case of water)  
 Cake: Pat (half chocolate & half yellow)  
 Plates, cups, napkins, plastic eatery: Pat

Note: My new information is:  
 615 N. Wolfe Street  
 Room 6033W  
 410-614-6200 (office number)

**Betty Robinson**

**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Monday, September 30, 2002 6:13 PM  
**To:** Brad Rogers; Lisa Williams; Betty Robinson; Kathleen Patterson; Liz Alex; Marisela Gomez; Randa Deacon; Shrene Burnett  
**Subject:** FW: C-3 status for SMEAC

FYI - Note paragraph 2 regarding "action". I forgot he had suggested that we change our name or as noted in paragraph 3 to "promote social welfare". Please respond to this as soon as you can before I meet with him.

Pat

-----Original Message-----

**From:** Mikepretl@aol.com [mailto:Mikepretl@aol.com]  
**Sent:** Monday, September 30, 2002 11:24 AM  
**To:** ptracey@jhsph.edu  
**Cc:** jimk@communitylaw.org; barbarab@communitylaw.org  
**Subject:** C-3 status for SMEAC

Pat --

After I met with you, Jim Kelly and Barbara Breslau at the Community Law Center two weeks ago, I reviewed the limited documentation I was provided, and I have also noted the news article in Friday's *Sun*.

Initially on reading your documents, I was dubious that your group would qualify for C-3 status (as I believe Jim might be also), since IRS regulations (Reg. 1.501(c)(3)-1(c)(i)) expressly exclude from exempt status what the agency characterizes as "action" organizations -- a notion which you unfortunately adopt in your title itself. But an action organization according to the IRS definition is one which "attempts to influence legislation by propaganda or otherwise," and "... contacts, or urges the public to contact, members of a legislative body for purpose of proposing, supporting or opposing legislation...."

Obviously you are interacting constantly with the Baltimore City government, including your 2nd District members of the Baltimore City Council. However, the point can and must be made forcefully, that SMEAC is *not* in fact lobbying, that new laws and ordinances are unnecessary to carry out your primary purposes -- that your "action" is merely to seek equitable interpretation and enforcement of existing federal and state laws, and of HUD and HCD regulations and policies.

Rather than an action organization, or an educational organization (as I suggested on September 17), SMEAC should seek to qualify for C-3 exempt status under a separate, broad category of charitable entity -- as one engaged in the "promotion of social welfare."

Fortunately, there is a specific IRS regulation (Reg. 1.501(c)(3)-1(d)(2)) which states five types of endeavors that constitute the promotion of social welfare. Three of these are: 1) "to lessen neighborhood tensions," 2) "to defend human and civil rights secured by law," and 3) "to combat community deterioration." All three of these endeavors, and especially the third, seem well to describe the activities of SMEAC since it was incorporated last year. Therefore, we should proceed promptly to prepare and file an IRS Form 1023 to describe your activities, with particular emphasis on these purposes or challenges of your organization.



We should prepare the application without delay, since IRS has adopted by regulation (Reg. 1.508-1(a)(2)(i)) a "15-month rule" which extends tax exempt status retroactively to the date of organization of an entity, but only if the application for exemption is filed with the appropriate IRS office within 15 months from the end of the month in which the entity was formed. The SMEAC articles of incorporation were apparently accepted by the Charter Division at SDAT in July 2001; therefore, we should try to get the application submitted so it will be stamped in at IRS by the end of October 2002.

I believe I left you a blank IRS Form 1023, and additional copies -- as well as the extensive current instructions -- may be downloaded gratis at [www.irs.gov](http://www.irs.gov). I shall be happy to meet soon with members of your organization to discuss this filing, though it may be more efficient for you to pull together all of your financial and other documentation, and perhaps attempt a first draft of the application. We then can either meet or correspond by e-mail to get this in shape for filing in October.

Finally, I should mention that your skimpy articles of incorporation may or may not be adequate for IRS purposes. If I were to re-do them, I would beef up substantially the "purposes" in Article Third. However, I hope it will prove unnecessary to amend these articles -- if we can set forth your corporate purposes (as well as your past, present and planned activities) in sufficient detail in the Form 1023, to satisfy the Service. You have not provided me a copy of your bylaws; assuming you have adopted bylaws, please fax me a copy ASAP to 410-975-9728. If you do not yet have bylaws, I shall immediately put together a simple draft set for discussion and immediate adoption.

I shall look forward to working with you and your cohorts in this worthwhile endeavor.

Mike Pretl

Law Office of Michael A. Pretl, P. A.  
405 Holland Road  
Severna Park, MD 21146-3625  
410-975-9426  
FAX 410-975-9728  
[mikepretl@aol.com](mailto:mikepretl@aol.com)

**Betty Robinson**

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**From:** Barbara Samuels [samuels@aclu-md.org]

**Sent:** Friday, June 14, 2002 11:32 AM

**To:** Brad Rogers

**Cc:** Tyler Gearhart; Scot Spencer; Rev. Iris Farabee-Lewis; Pat Tracey; Klaus Philipsen; Kevin Moreno; karen lewand; John Maclay; John Bugg; Howard Henderson; gordon ingerson; Dru Schmidt-Perkins; Deborah Povich; David Casey (Home); David Casey; Dan Pontious; Clifford Collins; Chauna Brocht; Bill Pencek; Bezdek, Barbara; Betty Robinson; ArchPhips@aol.com; Amy Menzer; Adam Gordon; Danielle Glaros

**Subject:** Re: Biotech Bills Hearing Update

The other aspects of the format that frustrated citizen testimony were: 1) the announcement after the City/Hopkins presentation that those who wanted information about their properties and/or relocation benefits should go out in the lobby to see a relocation specialist, leading several hundred people to get up and leave the auditorium; and 2) the fact that the Commission took two recesses making an already long night longer and leading people to leave during each break; and 3) the fact that the chair took up a lot of time talking but not saying anything informative to people's questions, and 4) the fact that people were asking the same questions as at previous meetings and the City still doesn't have or isn't giving answers.

A couple good things to come out of the meeting: 1) The City heard loud and clear that community residents are insulted by the City's proposal to restrict the higher relocation benefit to inner-city areas of East Baltimore and believe it is discriminatory. Paula Branch said she was willing to amend this in City Council, but she will need continued pressure to do so. 2) Commissioner Graziano, for the first time, was forced to commit to give Middle East residents a first priority for affordable housing that is rebuilt as part of the mixed income residential development. This commitment should be fleshed out in a Memorandum of Understanding and incorporated in the urban renewal amendments. There are a lot of details to nail down to make sure the commitment is real. For example, most affordable homeownership programs are limited to first time homebuyers --- will these restrictions be waived for displaced homeowners seeking to return? How many residential units will be produced and what portion will be affordable homeownership and rental? Is this a right of return, or just a priority for a limited number of units? HUD, as well as the City, should be brought into this discussion because they are providing the CDBG/Section 108 funding --- which triggers federal antidisplacement and replacement housing obligations (as well as relocation, Title VI and fair housing).

One thing that ought to concern everyone is that there was virtually nothing said about how much the project will cost (its got to be huge), where the money will come from (other than a brief reference to TIFs), and how much is in hand or pretty certain money. Graziano did mention that the funding will come in phases and that they won't be able to afford to acquire or provide rehab money for properties in the later phases of the plan until years out. This leaves the owners of 2,000+ properties with a cloud hanging over their properties and makes it all but impossible to sell, refinance or improve their properties for as many as 10 years. It also means that renters and homeowners alike will be living in deteriorating property with the uncertainty of relocation hanging over their heads for up to 10 years. And of course, massive numbers of people will be displaced in the first phase. All for a project with uncertain financing that is not certain to come to fruition. If the financing doesn't come through, will the land sit fallow, or will this just become a land acquisition vehicle for Hopkins expansion? If the Biotech facilities are being built first, what happens if the City runs out of money after it builds the Biotech portion of the project and doesn't get to the residential project? Should the phasing be

reversed so that the core residential areas are done first, then the Biotech? (This would seem to help with marketing the Biotech park as well as protecting the interests of displaced residents).

Finally, the lack of discussion about financing is troubling because of its implications for other neighborhoods in the City. Is this project going to become a huge sink hole for most of the City's HUD funding, bond funds etc., leaving other neighborhoods without resources and continuing to slide? Many people believe that the deterioration of neighborhoods during the '90's was, in part, fueled by the diversion of such a large portion of the City's resources into Sandtown-Winchester, with questionable results (no evaluation of the Sandtown initiative has ever been publicly released). Will this project similarly consume a disproportionate share of the City's resources? What are the opportunity costs for other neighborhoods?

I've seen Ray Gindroz (UDA) in action before and he is a master at drawing beautiful project designs, but they are not based on a budget nor do they have minimizing displacement as a goal. In fact, this may end up being a great project for Baltimore, but it is also by far the largest displacement causing clearance project since the now discredited urban renewal projects of the 1950's-60's. It seems premature for the City to be imposing such a large burden of displacement and eminent domain on large numbers of people, and such a large fiscal commitment on the entire city, with out consulting without figuring out some of these basic and critical elements and making the information available to the community and public.

Brad Rogers wrote:

Thanks to everyone who showed up for last night's never-ending hearing. For those that weren't there, it was somewhat of a rubber stamp. The dynamic was quickly created that the planning commission was presenting the plan to the residents, rather than the city presenting it to the commission. The format of the evening didn't help, either. I had arrived an hour early, and carefully signed up a well-scripted group of 15 people, each of whom had prepared for a particular topic. The idea was to present a coherent, cogent, consistent set of policy recommendations. The talk-show format, with roving microphones going to random people, put an end to that sort of testimony. As did the 2-minute time limit. For anyone who hasn't seen it, I am including today's article from the Baltimore Sun. Brad **Board OKs bill for east-side renewal**  
**City would buy up to 3,300 properties near Hopkins to create biotech park;**  
**Residents voice a few concerns**

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By Eric Siegel  
Sun Staff  
Originally published June 14, 2002

The city Planning Commission unanimously approved last night legislation that would allow the municipal government to acquire up to 3,300 properties in a dilapidated area of East Baltimore for a proposed biotech park and hundreds of units of new and rehabilitated housing.

"Frankly, I'm astonished at how good this plan is," Commission Chairman Peter Auchincloss said at the conclusion of a 5 1/2 -hour hearing at Dunbar

High School. The commission's action was the first step in public approval of a sweeping revitalization plan in the area around the Johns Hopkins medical complex that officials say could involve up to \$200 million in public funds and create up to 8,000 jobs over the next decade.

Authorizing legislation -- actually amendments to five urban renewal plans in east-side neighborhoods -- must be approved by the City Council.

The council has not set hearings on the amendments, but Councilwoman Paula Johnson Branch, who represents East Baltimore and is chairwoman of the committee that will hold the hearings, has said she expects little opposition to the plan.

During the hearing, several residents and community representatives raised concerns about the relocation of homeowners and renters who would be displaced by the project.

Among the issues that were brought up was the plan to pay more money to displaced homeowners who choose to stay in East Baltimore than to those who would rather live outside the area.

"You can't tell black people in East Baltimore that the only way they can get \$70,000 is if they move into another black community," said Marisela Gomez, a representative of the Save Middle East Action Committee. "It's an insult."

Her comments drew applause from the approximately 500 people who packed Dunbar's auditorium.

But city officials and some residents said large-scale redevelopment was the only way to reverse the area's widespread decline caused by decades of disinvestment.

"We're tired of the vacant properties in our communities," said resident Gail Stokes. "We're looking forward to the change."

While the council has yet to take up the measure, officials are moving ahead with the project.

Eight members of a nonprofit board to oversee the development have been selected -- three by the city, one by the state, two by Hopkins and two by East Baltimore elected officials. Those eight will choose an additional three people to fill out the 11-member panel.

The nonprofit organization, dubbed East Baltimore Development Inc., will be chaired by Joseph Haskins Jr., the chairman and chief executive officer of Harbor Bank of Maryland.

Since the announcement in April of agreements on key issues of minority

inclusion and compensation for displaced residents -- the result of prolonged negotiations among the city, Hopkins and local politicians -- city and elected officials have held a series of meetings on the east side to familiarize residents and minority contractors with the project.

The plan is predicated on the belief that new and established companies will be attracted to the biotech park by the prospect of developing commercial applications from medical research done at Hopkins.

Developed after many meetings with community residents, the plan calls for the construction in phases of several biotech buildings that could have up to 2 million square feet of space.

Homeowners displaced by the project, estimated to be about 300, could receive as much as \$70,000 in public and private funds to buy a new home. A minority inclusion agreement calls for a portion of money generated by leasing or selling land in the park to be designated for community investment.

About two-thirds of the properties the city is seeking to acquire are in what is described as the core area of redevelopment -- a blighted parcel known as Middle East marked by boarded rowhouses and barren lots north of Hopkins.

Initially, plans call for clearing a largely vacant square block for the first biotech building and rehabbing 100 vacant properties in three areas along the project's perimeter. A second phase will include the demolition of 2 1/2 square blocks for additional biotech buildings and revitalizing an equal number of decayed residential blocks.

City officials have stressed that they may not need all 3,300 properties they are seeking to acquire under the urban renewal amendments.

Betty Robinson

| sburnet1@jhmi.edu |

From: Pat Tracey [ptracey@jhsph.edu] Lisa  
Sent: Monday, March 17, 2003 5:58 PM  
To: marisela gomez; Randa Deacon; poncabirdstar@aol.com; BettyR@CPHAbaltimore.org; brogers@friendsofmd.org; seb@jhmi.edu; kpatt94@netscape.net; Lisa Williams  
Subject: Re: Data meeting on Thursday

Rabbit21229@yahoo.com

Marisela,

Thanks for summarizing the meeting.

I have one comment and that is about SMEAC charging for the results of the data we collected. I have concerns that we are a 501(c)(3) organization and I think that charging for the data we collect would be in direct violation of that status with the IRS.

Mr Livingston  
813 N  
Wash

We stated that the work of SMEAC would be to engage in building a relationship with government officials, from Johns Hopkins, and East Baltimore residents in the BioTech process. If everyone charged us for everything we needed, we would not be able to raise that much money. So far we have used the YO Center, my church, the resource center, and Laurie Schwartz is getting computers and printers for the Block Captains (10 sets).

I am not saying that we have to be submissive, but we need to remember that what we (those of us who speak on the behave of SMEAC) must represent the residents the way they want to be represented. Foremost, we must articulate the needs of the residents. When we ask for resources, no one charges us. I just think we need to get the consensus of a larger group before we put ourselves out there like that.

1700

Pat

----- Original Message -----

From: "marisela gomez" <rabbit21229@yahoo.com>  
To: "Randa Deacon" <RDEACON@ssw.umaryland.edu>; <poncabirdstar@aol.com>; <BettyR@CPHAbaltimore.org>; <brogers@friendsofmd.org>; <seb@jhmi.edu>; <ptracey@jhsph.edu>; <kpatt94@netscape.net>; "Lisa Williams" <lisa.williams@baltimorecity.gov>  
Sent: Monday, March 17, 2003 8:31 AM  
Subject: Data meeting on Thursday

Bway - Rutland Eager St  
North side of Eager St

- > Hi,
- > Wanted to summarize the proceedings at the Thursday
- > meeting. This is my no means everything, only high
- > points. If others who attended the meeting have other
- > points they found significant, please add.
- >
- > In attendance: apparently all the folks who have been
- > involved with Casey's leadership training (several
- > community members from other organizations); a woman
- > from ABT (the consulting group who CASEY decided would
- > do the "data" gathering)
- >

SMEAC Minutes  
Community Resource Center  
1730 E Chase Street  
March 10, 2003

Attendance:

Patricia Tracey, President  
David Neal, Vice President  
Lisa Williams, Treasurer/Chaplain

Francinia Nichols, Assist. Secretary  
Audrey Brown, Historian  
Shrene Burnett, Secretary

Meeting called to order at 6:15 p.m.

Pat – Welcomed everyone and introduced a number of visitors: James Gardner, Arson Unit, Baltimore City Fire Department; Mr. Richardson, replacement for Davon Barbour; Laurie Schwartz, Acting CEO of EBDI Board; and, three Casey representatives.

Each visitor introduced themselves and spoke briefly to the residents. The Casey representatives were a recorder and photographer – there to cover occurrences in the MiddleEast community meeting.

Shrene – Introduced to two guests speakers from the BioTechnical Institute of Maryland. The executive director of the program and one of its graduates talked about the requirements for admission into BTI and the standards you must maintain. They also addressed the questions of residents. (This is a training program initiated by Hopkins University that could also lead to future employment)

Shrene – The training session for Block Captains will be held on Saturday, March 15 at 501 N. Caroline Street, from 10 a.m. to 12 p.m. Packets with all necessary information will be distributed to all volunteers. Breakfast and lunch will be provided.

Marisala – Explained in detail the 9-page door-to-door survey that the Casey Foundation has compiled for the alleged use in relocating residents. Some community members were not receptive to this probing of personal, as well as, confidential information at the initial level of the interview. The survey should be geared toward a 10-year follow-up format. Much discussion of this survey, its purpose, how, when and who would conduct it followed.

More detailed information about the survey should be forthcoming from the Casey Foundation—Save MiddleEast will keep close tabs on its development.

The meeting was adjourned at 8 p.m.

## SAVE MIDDLE EAST ACTION COALITION

### Interim Executive Director Six Month Workplan

#### Overview:

The Save Middle East Action Coalition (SMEAC) has agreed to hire a part-time (25 hours per week) Interim Executive Director for a six month period as part of its preparation to undertake the successful recruitment, selection, hiring, and social contracting (i.e. determining first year priorities and executive support; helping to facilitate and define a positive working relationship with the board; planning the first performance evaluation, etc.) of a permanent executive director for the organization. SMEAC's priorities for its Interim Executive Director are as follows:

- Use the established mission and vision as a guide for keeping the community connected, involved and benefiting from the trauma of displacement by:
  - ◆ supporting active involvement of citizens in every phase of proposed plan and development through an aggressive leadership development and community building process including support of a strong resident-led Steering Committee and recruitment and development wherever feasible of staff and a permanent executive director from the community or with demonstrated leadership experience in comparable neighborhoods;
  - ◆ sustaining monthly meetings and other vehicles for community input, community voice and community activities that build community and improve quality of life; and
  - ◆ organizing citizen participation in government and EBDI deliberations and provide staff representation in these deliberations as authorized by the Steering Committee;
- Expand the financial support of SMEAC to carry out its mission through foundation proposals and government grant writing;
- Establish the office and administrative systems required to hire and manage staff of 2 community organizers and an administrative person; and
- Develop a system for tracking the process / effect of development on the residents affected by the process.

The task expectations listed below reflect the priorities within the three key areas of responsibility identified by the SMEAC Steering Committee: advocacy and leadership, management and administration, and program implementation and service delivery. Where appropriate, quantifiable task measurements will be negotiated between the Interim Executive Director and the SMEAC Steering Committee once an organizational assessment has been completed by the Interim.



**Workplan Tasks:**

**Advocacy and Leadership Development:**

- In collaboration with SMEAC representatives, attend meetings and help organize meetings with EBDI and other groups, as appropriate. (NOTE: The Interim Executive Director will not be seen or be put forth as the "voice" of SMEAC.)
- Effectively represent the interest of SMEAC at all meetings.
- Track legislation and bills regarding re-development in East Baltimore.
- Attend City Council meetings or ensure that other SMEAC representatives are aware of and attend the meetings.
- Work with SMEAC Steering Committee members to cultivate community leadership and to transfer skills to community leaders.
- Develop relationships with other local community organizations.
- Assist and enable Block Captains to coordinate meetings and work with residents by providing needed information and communication.

**Management and Administration:**

- Develop the SMEAC office, including:
  - ◆ assisting the SMEAC Steering Committee with the search for and/or negotiation of office space, as appropriate and needed;
  - ◆ coordinating with Laurie Schwartz and HEPCAC representatives to obtain office furniture and equipment and/or research to buy, lease, or rent furniture and equipment (also includes the installation of phone lines for business, fax, and e-mail systems); and
  - ◆ coordinating the development of a consistent visual image and identity (stationery, website, etc.).
- Facilitate the establishment of personnel policies and procedures, including grievance procedures and staff evaluation procedures.
- Investigate and develop a benefits package (including health and dental benefits, as well as other benefits as appropriate) for all employees, with the advice and consent of the Steering Committee.
- Review staffing needs and, subject to funding availability, work with the SMEAC membership and Steering Committees to hire 1-2 organizers and an office manager within the first 3-6 months of employment.
- Supervise and manage all hired staff.
- Fundraise (quantitative measurements regarding numbers of new contacts and submitted proposals will be negotiated between the Interim Executive Director and the SMEAC Steering Committee once an organizational assessment has been completed by the Interim).

- Assist in establishing an initial operating and financial system (i.e. spreadsheet templates representing annual budgets, budget to actual comparisons, and cash flow statements for the given month to 12 months in advance).

Save Middle East Action Coalition  
Interim Executive Director Six Month Workplan  
Page Three

**Program Implementation and Service Delivery:**

- With general membership and the SMEAC Steering Committee, oversight of and participation in developing a system for tracking the process and effect of development on the residents effected by the re-development process in East Baltimore.
- Assist in collaboration with SMEAC representatives where needed and appropriate in implementing program efforts.

**Expanded set of questions- What does being treated fairly mean?**  
**From SMEAC general meeting- Mon. March 10th**

- When are they going to find a place for us (to move)? I am in Phase 1.
- (I'm in Phase 1, when will I know when and where I have to move?
- After you first heard about Redevelopment- how many different times did you hear about moving? When did you first hear? Did you move when they said?
- Were support services offered to you- did you take advantage of them- were there services you wish you had been offered?
- Were you informed about services- were funds made available as promised?
- If Renter, are you getting help to buy? Did you buy?
- Have you been offered an opportunity for moving back into the beautiful completed neighborhood? Did you want to ? Did you get to ?
- What's available now- is there a listing? Prices, sq. footage, locations, etc.?
- Is there a list of available houses in surrounding neighborhoods?
- Will we actually get a check with our name on it? Or will 'relocation payment' just be paper exchange? What is the process- How will we know it was taken care of?
- Was your appraisal fair?
- Is it a good idea to think that EBDI is going to get them a house?
- (DB- 'it is our responsibility to make sure that everyone has a place to move')
- Did you get what you want? What they said they would do?
- Did you get stuck with a mortgage if you didn't already have one? How will that work?
-

**Betty Robinson**

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**From:** Pat Tracey [ptracey@jhsph.edu]  
**Sent:** Thursday, January 09, 2003 10:42 AM  
**To:** PoncabirdStar@aol.com  
**Cc:** Betty Robinson (E-mail); Marisela Gomez (E-mail)  
**Subject:** Re: WANTED EVERYONE TO KNOW

Dear Lisa,

First of all I am not including everyone in this email because your feeling about me and the way you express yourself to me, about me is YOUR PERSONAL THING. I purposely put that in capital letters because that is the way YOU respond to me which IS negative. You are the only one who when talking to me, if I don't say or respond to you the way YOU want me to, then you declare that I am turning a deaf ear to you, but that is exactly how you treat me. You don't want to hear anything I have to say, and your comment, "That is some of Pat's junk,"

Personally, this is the last time that I am having this kind of conversation with you, because it is not about me or you. It is about the good work that SMEAC is trying to do.

As usual, you start up at me over something very petty. When you do this, I feel like I am having an out of body experience, because I am trying to figure out what is your problem. When I don't agree with others, they don't have the same reaction as you do -- it is ONLY you. I go out of my way NOT to disagree with you, but that does not work.

You started this entire mess, again. When I talked to the group about Tom Adams. Betty made a thumbs down gesture, and NO ONE seemed interested in meeting with him. As president of SMEAC, I felt that I had an obligation to meet with him to see what he was offering and bring it back to SMEAC before we just refuse his offerings. So Betty is the one you need to address.

Finally, as you call yourself undressing me in front of people, I am not going to be as disrespectful to you, but there are things that you should have done and have not done.

For instance, I wasted Kathleen, John and my time putting together information for you and Shrene to get back to Barbara Mikulski's office, and you made it seem like I was the one not trying to turn over the books to you. Where as a matter of fact I have been trying to turnover the books to you since you were elected Treasurer. You were either too busy or just never get back to me. But you want everyone to think that its me not talking or working with you. Please stop this.

You don't have to like me, and that is okay. But we do need to be able to work together. If you have something to say to me, tell me. When you send these emails out to everyone, and your attitude only makes people uncomfortable and feeling that they don't want to be part of this foolishness.

You need to understand that I am an individual, and I have a mind of my own. I don't have to think like you, and you don't have to think like me, but we do have to come to some consensus.

Please, Please, Please let's move on. As committee members, we should not be having these kind of conversations. I restate, this is the last time that I am going through this with you. If as you say, you come to the table for SMEAC, then don't care about me. Do what SMEAC needs. We do need to work as a group, I am not a one person show, and I am not trying to be one. I like doing other things and I will be glad when we get residents or staff or we come up with a method to pay people for the important work they do. These are the things we need to spend time on--not how you and I feel about each other. I can think of about 3 things we could have accomplished if we were not wasting time going back and forth about a meeting that NO ONE was interested in until I set the meeting. Another thing to clarify is that Marisela was incorrect on the point that the individuals coming with Mr. Adams were potentials staff for SMEAC.

## Biotech Park Funding

**Funding Sources** (according to Paul Brophy, Urban Design Associates, January 2002):

\$800 million total

- \$600 million from private investors
- \$200 million in public funds (this is your money!):

Some of these funds are going towards preparing the area for the development, and other funds are going to be given or loaned to the developer. A developer is a person or a company that develops a plan for a building or a project and then they make the plan happen (they hire the construction company, etc.). I don't think the city has chosen a developer yet.

- \$70 - \$80 million from a Tax Increment Financing bond

The city plans to designate the biotech area as a "development district." This will allow the city to use a special type of bond called Tax Increment Financing (TIF). This bond will allow the city to loan themselves money to prepare the area for development, including tearing down buildings and making infrastructure improvements (new sewer lines, new roads, etc). Any increased property values in this "development district" will go towards paying off the bond. This means that any property tax increases in the biotech area will go towards paying off this \$70-80 million bond, instead of going towards paying for schools or other services for the city. The City Council has to pass a special ordinance to use the TIF bond.

- \$15 million in loans from HUD's Section 108 Loan Guarantee Program

The city receives Community Development Block Grant (CDBG) money from the federal Department of Housing and Urban Development to pay for economic development for low-income communities. Under the Section 108 program, a developer can get a loan using five years of the city's CDBG funds as collateral. This means if the project fails, the city will have to use its CDBG funds to pay off the loan.

- \$30 million in land the city is giving to the developers

The city is buying up land (this land includes your house) and giving it to developers. The city expects this land to be worth \$30 million dollars.

- o \$40-\$50 in state funding

The last I heard, the city hadn't received any promises that the state would help fund the project. O'Malley had asked for money from the state to help buy people's houses, which as far as I know he didn't receive. The city hasn't been very specific about what state programs they expect the state money to come from. The state has helped start other biotech parks, so part of the money might come from these programs. The money also might come from Smart Growth funds. There might also be some state job training money involved.

- o The remainder is from other federal programs or from private foundations

They are pretty vague about this, so they might not even have a good idea about where the money will come from. Middle East is in the Empowerment Zone, which means there is federal money for economic development. But according to the Sun, most of this money is already committed to other projects, so it won't be used for the biotech park. Some of this federal and private foundation money might be for job training programs.

Businesses that locate in the park are also likely to be eligible for state tax credits and other state funds that promote high tech business. The Open Society Institute and the Annie E. Casey Foundation just started the Baltimore Venture Fund, which has \$15 million to loan to businesses that help create jobs for low-income residents. They mentioned in the Sun that they might give money to businesses locating in the biotech park.

--Meeting began with Wendy (unsure of surname) from CPHA leading group in singing "Keep Your Eyes on the Prize" for documentary soundtrack. This took approximately 15 minutes.

--Lisa introduced Kathryn Hunt, a writer and filmmaker working for the Casey Foundation.

--Shrene gave an update on illegal dumping and block captains. She has asked Jack Shannon to arrange a training session for the community about how to deal with the practice of illegal dumping. He has agreed to do so. Shrene noted that it would also be useful to get some assistance from EBDI to instruct residents how to get rid of toxic substances, such as paints and solvents.

--There will be a meeting of block captains this coming Saturday, 15 November.

--Lisa Williams addressed the matter of representation of renters in SMEAC and on SMEAC board. She emphasized that SMEAC is open to, and works for, everyone--homeowner and renter alike. However, despite this open door policy, no renters have indicated a desire to participate. Given the lack of participation by renters, comments like those made by Irvin Veney at the public hearing--which claimed that renters have not been able to participate in the process so far and thus require their own representative organization-- were unfair and "made us look bad." Mr. Veney was in the audience and disputed Lisa's claim about the overtures to renters to be involved. A spirited discussion followed. Betty Robinson inquired about how SMEAC could represent renters better, perhaps an advisory committee composed of renters? Mr. Veney argued that he is unwilling/unable to obligate himself to committees and meetings and continued to assert that renters need their own group. Angela Carter then responded by noting, on the one hand, that she agreed that some of the language used by the board could be understood by renters to be exclusionary. On the other, however, she also noted that she tried for three months prior to the most recent elections to encourage renters to run for positions on the board. The challenge for renters, she noted, was to be part of the process that SMEAC has set up, to serve on committees, etc. Mr. Veney continued to argue that he could not obligate himself to come to meetings, to which Angela responded by offering to have phone conversations with him to allow him to be part of the process.

--Lisa then addressed some concerns that had been raised by members about the election and how board members were chosen. A tally sheet of votes was included in the packet of material distributed to members at the beginning of the meeting.

--Discussion then turned to a solicitation of comments and feedback about the Public Hearing. Included in the packet of material distributed this evening was a list of the comments that SMEAC provided to EBDI. Lisa notes that additional comments can be made up until 23 November.

The first comment was not about the hearing, but a question about the demolitions that had recently taken place in the neighborhood, on Ashland Ave., just east of Wolfe, and on Broadway. Most in the audience say that they received no notification and that the buildings weren't watered down, creating a lot of dust. Pat Tracey noted that notices were sent out to those in the immediate vicinity of Ashland and that the Broadway structure had a partial collapse that necessitated a complete teardown. Even so, it appears that the city is not doing what it is supposed to be doing when it comes to demolition--this needs to be brought up to EBDI.

The matter of escrow was raised. At the public hearing, Jack Shannon noted that the keeping of relocation \$\$ in escrow was a matter of federal law. Marisela noted, however, that federal law only pertains to the benefit \$\$\$ delivered under the URA and not to the supplemental benefits financed by Hopkins and Casey. She noted that EBDI has been inconsistent with the way it describes the requirements of federal law, although it invariably favors the course of action they wish to pursue. Most in the audience agree with the assertion that "we can hold our own money."

married and interested in her fertility might be advised that smoking could have an adverse impact on fertility and pregnancy outcome.<sup>59</sup> To date, few minimal clinical interventions have been designed for women smokers in high-risk groups, such as those who use oral contraceptives or those with diabetes, heart disease, smoking-related cancer, obesity, eating disorders, depression or chemical dependence.<sup>60</sup>

Brief interventions such as the "Five A's" have been shown to significantly improve smoking cessation outcomes among adult women and men.<sup>61</sup> They also may hold promise in improving smoking cessation outcome among adolescent girls. Adolescent girls rely heavily on their doctors for information about their health,<sup>62</sup> yet primary care providers often do not counsel their young patients about smoking. One study found that while 72.4 percent of doctors asked patients 11- to 21-years old whether they smoked, only 1.6 percent of office visits involved counseling about smoking.<sup>63</sup>

**Intensive Clinical Interventions.** Intensive clinical interventions consist of individual or group treatment over multiple sessions.<sup>64</sup> The most effective intensive clinical intervention approaches have been multicomponent cognitive-behavioral programs.<sup>65</sup> Women are somewhat likelier than men to use intensive smoking cessation programs.<sup>66</sup> Little is known about whether these programs would appeal to or be effective for girls and young women.

**School-Based Interventions.** School-based smoking cessation programs have shown mixed success and many have not evaluated their results by gender.<sup>67</sup> Boys are likelier than girls to report that they might participate in a cessation program at school.<sup>68</sup> Evaluations of a gender-specific school-based smoking cessation program--*Not On Tobacco (N-O-T)*--found that the program had a significant overall impact on youth smoking and may have been especially effective at helping adolescent girls to quit.<sup>69</sup>

**Work-Based Interventions.** Work-based programs may be especially useful in reaching a large segment of women, including young women in their late teens and early twenties.

Participation in this type of a program has been found to increase the likelihood of quitting smoking by 58 percent when compared with control or comparison groups;<sup>70</sup> women and men who participated in the worksite smoking cessation programs were equally likely to stop smoking.<sup>71</sup> An analysis of one worksite smoking cessation intervention found that women in workplaces with smoking cessation interventions were 1.5 times as likely to stop smoking as women in comparison worksites.<sup>72</sup>

### **Community-Based Interventions.**

Community-based interventions focus on engaging entire communities in intervention activities to reduce smoking.<sup>73</sup> These interventions use a variety of strategies to engage the community, including media campaigns, educational programs, face-to-face interventions and telephone-quit lines.<sup>74</sup> These interventions have shown mixed rates of success and few differences in quit rates between women and men.<sup>75</sup>

One community intervention program targeted specifically at women found promising results for women ages 18 to 44 compared to women of the same age in matched comparison communities that did not receive the intervention.<sup>76</sup> This intervention, named *Breathe Easy*, actively involved community members in the planning and implementation of the intervention.<sup>77</sup> Intervention activities included telephone peer-support, support groups for women who had quit, an informational video on quitting smoking, monthly smoking cessation classes, newsprint, radio and television advertisements and health fairs.<sup>78</sup> Health professionals were introduced to *Breathe Easy* resources and encouraged to help their female patients set quit dates and make referrals to various smoking cessation community resources.<sup>79</sup> In addition, community college, technical and high school health educators, as well as businesses and worksites, also were introduced to *Breathe Easy* resources and materials.<sup>80</sup> During year five of the intervention, quit rates among women ages 18 to 44 in the intervention communities were higher (26 percent compared to 21.3 percent) than among



The next area of concern was that of senior citizens, especially those who own a home now, but who wish to rent their new residence. The example of Miss Pearl was brought up, who initially was only going to get the Fair Market Value of her home and no other benefits because she wanted to rent. As a result of consistent organizing and lobbying effort, she will now receive the same benefits as any other homeowner. The example of Miss Pearl underscores the importance of continued organized, concerted action.

Several audience members brought up their concerns that even the maximum relocation benefits may well not be adequate to purchase desired housing, especially given the recent increase in housing prices. This issue still needs to be addressed.

The meeting was winding down when Lisa and Shrene noticed a man at the back talking into a cell phone. He was asked to identify himself and explain his presence. He turned out to be a representative from Del. Talmadge Branch's office and was there on behalf of the delegate to "check things out." It was explained to him that his presence there without introduction was not appropriate. He apologized. He was asked, why did del. Branch ask him to attend at this moment. He explained that he's been at meetings before (in August). He was asked why the delegate himself was not present. The man offered that the delegate could be here in a few minutes. It was explained to him that the meeting was nearing an end, but that the delegate could and should come to future meetings.

Meeting concluded at 8 PM.

In place of weight control programs, some experts have recommended that smoking cessation programs for women should attempt to reduce their weight gain concerns.<sup>45</sup> Women ages 18 years and older who were concerned about their weight and who received cognitive-behavioral therapy to reduce weight concern (in addition to standard, group-based cessation counseling) achieved significantly higher abstinence rates at the end of treatment and during six and 12 month follow-ups<sup>‡</sup> than women whose weight gain concerns were not addressed.<sup>46</sup> Women in this study who received behavioral weight control therapy for the prevention of weight gain (in addition to standard, group-based cessation counseling) did not do better at the end of treatment or at any follow-up point than women receiving standard counseling treatment alone.<sup>47</sup>

**Depression.** Among adults, a history of depression or current depressive symptoms generally are associated with poorer smoking cessation outcomes, such as greater difficulty in attempts to quit smoking, more severe withdrawal profiles, failure to quit smoking and greater likelihood of relapse following cessation treatment.<sup>48</sup> How depression is related to smoking cessation outcome among girls has been largely unexplored.<sup>49</sup> Some research indicates that greater depression among adolescent smokers is associated with a lower likelihood of quitting.<sup>50</sup> More research is needed to clarify the role that depression plays in the smoking cessation outcome of adolescent girls.

### *Methods of Smoking Cessation*

Several types of smoking cessation programs are employed by people trying to quit smoking. Information pertaining to the effectiveness and appropriateness of these various approaches for girls and young women is provided when available.

**Self-Help Programs.** Self-help approaches to smoking cessation usually involve written materials that include information on strategies for coping or that emphasize the importance of

setting and preparing for a quit date.<sup>51</sup> These written materials can be disseminated easily as well as tailored to specific target audiences, such as girls and young women.<sup>52</sup> Few studies of the effectiveness of self-help programs have included girls and young women and even fewer have examined gender-specific differences related to self-help approaches.<sup>53</sup>

### **Cessation of Tobacco Use Among Females: Key Findings**

- A history of depression and current depressive symptoms are associated with failure to quit smoking in adult women.
- Young women are likelier than young men to express concern about gaining weight when quitting smoking and cite weight gain as a cause of smoking relapse.
- Girls are likelier than boys to respond to smoking cessation programs that include social support from the family or peer group.
- A larger percentage of adult women attempt to quit smoking during pregnancy than at any other time in their lives.

**Minimal Clinical Interventions.** Minimal clinical interventions for smoking cessation are designed to be integrated easily into routine care by doctors and other health professionals during office visits.<sup>54</sup> The United States Public Health Service has recommended a brief intervention of "Five A's" for physicians and other health professionals to incorporate into their practices: **A**sk about tobacco use; **A**dvice to quit; **A**ssess willingness to make a quit attempt; **A**ssist in quit attempt; and **A**rrange for follow-up.<sup>55</sup> The "Five A's" are consistent with guidelines established by the National Cancer Institute as well as the American Medical Association.<sup>56</sup> They are designed to require three minutes or less of direct clinician time.<sup>57</sup> They also are easily adaptable to the specific concerns of women smokers. For example, advising smokers to quit may include a discussion that is tailored to address reasons why women at various life stages should quit.<sup>58</sup> A woman who is newly

<sup>‡</sup> But not at three months follow-up.

**DRAFT FOR DISCUSSION**

**Memorandum of Understanding ("MOU") between Baltimore City, Johns Hopkins University, Johns Hopkins Medicine and HEBCAC regarding redevelopment of the area North of Hopkins**

January , 2002

**Introduction**

A major community improvement opportunity exists in East Baltimore, particularly in the Redevelopment Areas known as: Middle East, Broadway East, Gay Street I, Milton-Montford, McElderry Park and Oliver.

The City believes it is necessary to expeditiously undertake a major new development in the Redevelopment Areas which will include: (i) substantial demolition of large portions of the vacant and substandard buildings and structures in the neighborhood to eliminate devastating slum and blight and to rehabilitate or newly construct housing to create a new mixed-income residential community , and (ii) a promising opportunity for a Biotech Center which will include significant job opportunities (collectively the "Plan"). In order for the Redevelopment Areas to recover from their current condition, dramatic change is needed. The implementation of the Plan will involve the introduction of appropriate legislation which will amend the various urban renewal plans, address zoning issues and provide for acquisition authority. The implementation of the Plan will require many parties to cooperate together to create healthy neighborhoods, which are a desirable place to live and work.

In conjunction with this effort, the Mayor and City Council of Baltimore [City], Johns Hopkins Medicine [JHM], and Historic East Baltimore Community Action Coalition [HEBCAC] are entering into this MOU to set forth conditions under which the parties will work together in at least the ways outlined in this document to use their collective best efforts, including participation with neighborhood residents and many others, to assist the City in making substantial improvement in the neighborhoods. More particularly, City, JHM, and HEBCAC seek to use part of the neighborhoods as a new mixed-income residential community and part as a site for a state-of-the-art Biotech Research Center that will advance the biotech field and will become a major

employment center for Baltimore.\* Throughout the execution of the Plan, the parties commit to inclusion of minority business at all levels and stages of the development and implementation of the Plan consistent with the Inclusion Document which is being developed by the City Administration and government leaders.

Consistent with the plans developed by Urban Design Associates, and the feasibility study for the Biotech Center undertaken by Transwestern Commercial Services and to advance the shared vision, all parties agree to commit their full best efforts to carry out their mutual roles and responsibilities as described in this Memorandum.

**City agrees as follows:**

1. Mayor Martin O'Malley will identify this project as one of the major priorities of his administration and commits to take all appropriate actions necessary to have all the relevant City departments fully cooperate in implementing the Plan for the recovery of the neighborhood including: development of housing, commercial space and biosciences related development; as promptly as possible.
2. The Mayor will submit legislation to the City Council for its approval at the earliest appropriate date modifying the relevant urban renewal plans and zoning, as needed, to implement the Plan recommended by the project's Steering Committee. (Steering Committee refers to the Committee appointed by the Mayor on \_\_\_\_\_, 2001 to guide the land planning process. Members of the Steering Committee include representatives of the City, HEBCAC, the State and Johns Hopkins.) The legislation to be enacted will give the City the acquisition authority for the proposed area(s) to be acquired and redeveloped.
3. The Mayor supports the continuation of HEBCAC as the primary forum for community based input for Historic East Baltimore initiatives and will support its activities aimed at improving the physical, social, and economic conditions in Historic East Baltimore, through workforce development and job placement, education, health promotion and social services programs which are consistent with the Plan. The Mayor pledges to provide Community Development Block Grant funding sufficient to support the mission of HEBCAC as an umbrella community organization.

4. The City will cooperate in establishing a 501 (c) 3 corporation, East Baltimore Development, Inc. [EBDI] which will be composed of three (3) members appointed by the Mayor, two (2) members appointed by Johns Hopkins, two (2) members appointed by HEBCAC, one (1) member appointed by the Governor, and three (3) at large members appointed by the Board based on recommendation by the Mayor. The responsibilities of EBDI shall be designated pursuant to a contract between EBDI and the City approved by the City's Board of Estimates which will set forth services to be provided by EBDI consistent with those provided by other similar development entities as are contractually bound to the City as follows:
  - a) Acquisition, which is to be done in accordance with the tools provided by current state/city laws on quick take, court adjudication, etc.
  - b) Relocation, which will be done in accordance with federal guidelines and follow the policies and procedures set by the Relocation Advisory Committee regarding compensation, preferred relocation areas, counseling, etc. (Relocation Advisory Committee refers to a Committee, Co-Chaired by the Chairperson of HEBCAC and by the *Hattie Harrison* Commissioner of the Department of Housing and Community Development, which will oversee the relocation process. This Committee will be advisory to EBDI.) The City commits to EBDI, HEBCAC, and all Historic East Baltimore stakeholders that all relocatees in the neighborhood be handled in a manner consistent with applicable law and the Relocation Guidelines approved by the Relocation Advisory Committee.
  - c) Demolition, which will be pursued according to current city law and procedures re: sealing of buildings and abatement of asbestos, etc.
  - d) Site preparation, which will be in accordance with the Plan, with any proposed amendments to be submitted through the regular public review process. Site facilities will be built to City specifications, with permitting and certification facilitated by the architect/engineer to relevant City departments for their administrative review.
5. The City will support the establishment of a 501 (c) 3 corporation, East Baltimore Incubator, Inc. [EBI] which will cause to be built or obtain office/laboratory space in which start-ups can locate and rent, will identify and select such start-ups, and will lease and in turn sublease space to the selected start-ups. The Inclusion Documents shall also address the operations of EBI.

6. To the degree permitted by HUD through amendment of the existing 108 Application, the City will use the remaining Section 108 program funds originally allocated to the HEBCAC area for implementation of the Plan. The City has already requested from the Governor for the coming fiscal year, the sum of Fifteen Million Dollars (\$15,000,000) for site assembly, relocation, demolition, and site preparation.
7. City will propose to the State Legislature the enactment of additional Tax Increment Financing legislation consistent with state law in order to carry out appropriate elements of the Plan.
8. The Mayor shall designate two (2) of the members for EBI.
9. City will look to EBDI to develop a plan for financing the Plan including an operating budget and in conjunction with other stakeholders will aggressively pursue its funding.

**Johns Hopkins Medicine agrees as follows:**

1. JHM will cooperate in establishing EBDI and EBI. JHM will lead the search for a chief executive officer of EBI.
2. JHM will designate two (2) representatives on the Board of Directors of EBDI and EBI.
3. JHM will use its best efforts to solicit expressions of interest from substantial prospective biotech users.
4. Senior JHM executives will provide support to EBDI in the marketing of the Biotech Park.
- \* 5. JHM directly, or through a subsidiary, agrees to lease up to 30,000 square feet, at approximately \$30 per square foot for a total rent of up to \$900,000 per year. It is assumed that the private market will absorb Hopkins' space at fair market rental rates as development in the Park proceeds, allowing Hopkins' commitment to be on an as needed basis, to assist in the financeability of such buildings as necessary to cover less credit-worthy tenants.
6. JHM will work to bring Biotech companies affiliated with Hopkins but located elsewhere, back to East Baltimore.
7. JHM will commit up to \$250,000 in operating seed money in order to support the start-up of the EBI. These funds will be used to help recruit a director, support initial marketing efforts, etc.

8. JHM will cause to be built at its expense on land assembled with the assistance of the City and/or EBDI, a not less than 1,000 car parking garage north of Madison Street within four (4) years of site acquisition or the completion of 200,000 square feet of biotech space, whichever later occurs. JHM will make available to Biotech Park tenants as many parking spaces as are needed (up to 250) to attract tenants at rates not exceeding 150% of the normal rate charged to Hopkins users.
9. JHM will expand and develop with others including non-affiliated entities, biotech-training programs for lab and medical technologists, leading to the creation of a technical training institute which will encourage employment opportunities for residents of East Baltimore, Baltimore City, and the State of Maryland.
10. JHM will offer a series of in-kind Hopkins opportunities to biotech tenants, with appropriate consideration and to the extent allowed by law, including but not limited to:
  - access for startups to services of its Technology Transfer Office;
  - wiring into and access to its Intranet;
  - scheduled access to its databases, machines, library;
  - access to Community of Science database;
  - access to JHM graduate students employment pool.
11. JHM will encourage its employees and students to live in the rental and homeownership units to be developed as part of the redevelopment, and designate the homes built as part of the redevelopment as preferred - eligible for JHM's employer-assisted housing program.
12. JHM will work with the EBDI to develop a financing plan for the Plan and will aggressively pursue its funding.

The financial commitments from Johns Hopkins Medicine described in this section are contingent upon City Council passing amendments to the various redevelopment ordinances and any other authorizations needed to permit the plan for redevelopment as proposed by Urban Design Associates to be executed by EBDI.

**HEBCAC agrees as follows:**

1. To support the Plan, as recommended by the Steering Committee, when it is introduced into City Council as changes to the Redevelopment Areas and other public approvals that may be necessary to carrying out the Plan.
2. To appoint two members to the Board of Directors of EBDI.
3. To keep constituent groups advised of the Plan and activities needed to implement the Plan.
4. To carry out its activities in ways that support the Plan and complement the physical redevelopment efforts in the Redevelopment Areas.
5. To provide to the City and Johns Hopkins an annual report for HEBCAC describing its activities in support of the redevelopment of the area.
6. To review, discuss, formulate and adopt positions with respect to issues of public concern.
7. To commit to maintain close, continuous contact and communicate and coordinate its community activities and keep the community informed of all negotiations with stakeholders, in order that there is continuity in the efforts of the stakeholders.

The parties hereto recognize that this Memorandum of Understanding does not constitute a contract nor is it otherwise binding upon any party in that regard, but is intended to set forth the present commitments of each and serve as a summary of the negotiations to date and as a guideline for further negotiations. All written agreements contemplated by this letter are subject to the approval of each party's management and applicable law.

**IN WITNESS WHEREOF**, the parties hereto have executed this Memorandum of Understanding on the date and year first above written.

**MAYOR AND CITY COUNCIL OF  
BALTIMORE**

---

Martin O'Malley, Mayor



**JOHNS HOPKINS UNIVERSITY**

By:

---

William R. Brody, M.D., PH.D., President

**THE JOHNS HOPKINS HEALTH  
SYSTEM CORPORATION**

By:

---

Edward D. Miller, M.D., Vice Chairman and  
CEO of Johns Hopkins Medicine

By:

---

Ronald R. Peterson, President

**HISTORIC EAST BALTIMORE  
COMMUNITY ACTION COALITION**

By:

---

Delegate Hattie Harrison, Chairperson

Talib Home East Harbor CDC

Values - comm residents, meet 1st  
infuse entrepreneurial spirit  
use a holistic approach

SDI  
342-3234  
x124  
Carl Cleary  
Michelle  
Decker  
x127

Financial literacy - Mary Davis runs program @  
helping residents create assets  
IDAs - use \$ for home ownership  
EH CDC

limited equity cooperatives

How else  
can people  
come back  
to ME?

Can prevent gentrification + pricing people out  
looked for groups doing this around the  
country ex Harlem NY - ~~Cover Sham + Potat~~  
Ed Potat Realty Co. specializes in bldg  
affordable housing. 95% in NYC.  
25 bldgs / 2500 units. have been built -  
new + rehab.

Cost of entry is minimum. 1500-2500 per unit,  
would get \$ from state to subsidize project.

1/8 mo from acquisition; specialize in doing  
rehab work w row homes.

Garden Court 150 units. Harlem Caversham Financial Inc  
Maintenance fees - heat, util, mortgage. \$ 600 for  
2 BR.

How to get homeowners guaranteed to move back in -

diff betw Hd  
equity + reg coop?  
who else has an  
interest?

build  
renov  
finished

SMEAC Minutes  
June 9, 2003

Officers: Patricia Tracey  
Mr. O'Neal\*\*  
Shrene Burnett

Lisa Williams  
Fran Nickels  
Audrey Brown

Interim Executive Director, Angela Carter

Meeting called to order at 6:30 p.m.

Pat Introduced—

Mr. Richardson, Neighborhoods representative, talked about illegal dumping in the rear of the 800 block of Washington Street; Suggested posting "No Dumping" signs and continue calling the 311 non-emergency number.

Angela Carter, IED, talked about legal responsibilities of board members; By-laws of SMEAC; Requirements necessary to be a member in good standing: dues paid up, attend meetings for six consecutive months, active as Block Captain or actively involved with other committees, no conflict of interest issues,--same qualifications for being nominated to serve board, must sign confidentiality waiver, conflict of interest form, etc., officers are determined by board members; Elections are going to be staggered—eliminates starting over with all new members; Electing new members develops leadership qualities, brings new ideas to the table and eliminates burnout.

Pat—

Read SMEACs' vision and mission statement to members; Gave Relocation update on benefits package, (renters, homeowners, special and emergency needs); Survey done does not capture fully the community needs; Jack Shannon, new CEO of East Baltimore Development, Inc. (EDBI) Board, made it clear he would like to see "something" done; The term "mixed income" needs clearer definition; Another major issue is the Chapel Street Apartments—more competition for limited housing; An additional \$1000 has been added to the benefits package for expenses such as B,G,E being turned on, telephone service, deposits, etc.; SMEAC is not alone in its struggle, other organizations are lending support—Diane Bell of Power Baltimore, Carl Kleary, Housing Advocate, Ronald Allen, representative from Talmadge Branch office.

Shrene—

Any problems concerning housing and other issues involving relocation, contact Bernard Hutchins at the Community Resource Center, 410-984-1650/1651 for assistance.

Meeting was adjourned at 8 p.m.



ANNOUNCING  
MARYLAND NONPROFITS NEWEST SERVICE:

AN EXECUTIVE  
TRANSITION INITIATIVE

Is your organization experiencing or anticipating a change of executive director? Maryland Nonprofits has obtained funding from local foundations to provide a free no cost Executive Transition Assessment & Planning Service and to provide access to interim executive directors and executive transition coaching services at a moderate cost.

- Has your executive director recently left or given notice of an intention to leave?
- Have you been without an executive for a while and are in the process of hiring an interim or permanent director?
- Are you hiring an executive director for the first time?
- Have you hired a new executive director in the last three to six months and want to make sure you get off to a positive productive relationship?

If your answer is yes to any of these questions, then you are eligible to benefit from this new service. During the initial pilot phase, these services are available to nonprofit organizations in the Baltimore metro area (Baltimore City and surrounding counties), Montgomery and Prince Georges Counties. If successful, the program will be expanded statewide in the future. To learn more about the services or to arrange for a no cost, completely confidential consultation and assistance in planning your next steps with executive transition, please contact one of the following:

Tom Adams  
Project Manager and Lead Consultant  
Phone: 301-439-6635  
Email: [theadams@erols.com](mailto:theadams@erols.com)

Peter Berns  
Maryland Nonprofits Executive Director  
Toll Free: 1-800-273-6367  
Baltimore 410-7272-6367  
Silver Spring 301-565-0505.  
[pberns@mail.mdnonprofit.org](mailto:pberns@mail.mdnonprofit.org)

Here are the three new services now available to assist your organization in successfully managing its executive transition:

- 1) ***EXECUTIVE TRANSITION ASSESSMENT & PLANNING SERVICE***  
***NOTE: No charge for this service***

This service provides the Board and Search Committee an opportunity for 1-2 meetings at no charge with an experienced executive transition consultant to assist you in assessing where you are with your transition and in planning next steps for a successful completion. Participation in this assessment makes your organization eligible for the other two

services below. Ideally this service occurs early in the transition process; however it can be used at any point including after the new executive is selected. This service can:

- Help you plan and organize your transition
- Decide on how to handle interim management
- Review resumes and prepare for interviewing
- Assist in making an offer to a selected candidate
- Facilitate clear understanding of expectations with a newly hired executive.

## 2) **INTERIM MANAGEMENT SERVICE**

*Note: Assessment and placement is at no charge; organization pays interim executive*

This service provides you an experienced executive director to serve as an interim executive director for your organization. When an executive director leaves abruptly or there is a need for an interim period before a new executive is hired, this service provides your organization access to a pool of screened interim directors and assistance in matching your organization with an interim executive appropriate to your size and needs. Interim directors typically serve from one month to six months depending on the needs and can be extended where needed. There is no cost for the assessment and placement service or for access to consultants in other areas (financial management, fundraising, legal, etc.) if needed. The organization is responsible for the cost of the interim executive director.

## 3) **EXECUTIVE TRANSITION COMPREHENSIVE COACHING SERVICE**

*Note: This service is available at significantly reduced cost subject to funding availability and application to Maryland Nonprofits. Call for details.*

This service provides assistance to your organization during the three phases of transition as needed and agreed. Each organization decides what part of the work of transition the board and volunteers will do and where consulting assistance is desired. The phases and possible services are tailored to the organization and can include:

- **Preparation or Getting Ready Phase** – Assistance in getting input from board and staff about the organization and its needs in a new executive director; reviewing compensation and ability to attract qualified candidates; production of a written profile to use in marketing the position and a plan for advertising and outreach; and a plan for interim management where needed.
- **Recruitment & Selection Phase** – Assistance in placing ads, managing the receipt and review of resumes and the resume screening process; facilitation of Committee work to prepare for interviewing and in conducting interviews, reference checks of finalists, and assistance as needed in drafting a letter of agreement with the new executive for legal counsel review.
- **Posthiring Phase** – Assistance in planning a welcome and orientation for the new executive and an appropriate farewell to outgoing executive; facilitation of a written work plan for the first 90 days for the new executive and agreement between new executive and Board on the process for a 90 day and six month evaluation and facilitation of this review; coaching or referral to executive coaching for the new executive.

Maryland Nonprofits is committed to providing quick, timely and confidential transition services to our members. If you are or soon may be in a period of executive transition, we invite you to call and find out more about these new Maryland Nonprofit services.

# CPHA Board Meeting

April 10, 2003

8-9:30 a.m.

## Agenda

- Board Chair Report
- Executive Director Report
- Audit update
- Billboard update
- Legislative session update:
  - Budget priorities
  - Governor's Commission on Housing Policy
  - Slots
- Baltimore Neighborhood Indicators Alliance status
- Committee voting
- Newsletter

<b>SPECIAL CASES</b>	
<b>Eligibility</b>	
<p>Case by case decisions for people who don't fit clearly into any of the above categories</p> <ul style="list-style-type: none"> <li>• Consistent with Federal relocation guidelines and industry best practices</li> </ul>	
<b>'Split' Households</b>	
<p>Some displaced households may require multiple benefits (multiple households in a single home)</p> <ul style="list-style-type: none"> <li>• Will consider providing multiple benefits in cases that will benefit the families and community</li> <li>• EBDI policy will be consistent with Federal relocation guidelines</li> <li>• Families must declare intent to separate at time of initial contact with relocation counselor</li> </ul>	<p>Supplemental benefits for 'split' households will only include one homeowner benefit (other splitting households may be eligible for rental assistance).</p>
<b>Hard-to-house Households</b>	
<p>Some households will have difficulty finding housing either in public housing or in the private market using Section 8 vouchers. These households include persons with criminal backgrounds, poor credit histories, substance abuse problems, etc. AECF and EBDI will work together to find appropriate housing on an as-needed basis.</p>	<p>EBDI will establish a separate fund to deal with special needs cases. Each household requesting special assistance must work with their Family Advocate to complete a special assistance application. The EBDI CEO, in consultation with the Annie E. Casey Foundation and other parties designated by the EBDI Chairman, will make the final determination regarding the need for, and amount of, special assistance funding.</p>

## RESIDENTS WHO REQUIRE A SPECIAL CARE FACILITY

### Eligibility

Same eligibility requirements as homeowner who buys a replacement home or renter who continues to rent

Able to prove exceptional circumstances or need for special care

### Homeowners

URA benefit of just compensation for the fair market value of their home based on two appraisals of the property (available regardless of where resident chooses to live).

URA cash payment or voucher for the increased cost of comparable replacement rental housing over the resident's "base monthly rent"

- Base monthly rent is the lesser of the monthly rent and average monthly cost for utilities, or thirty percent of your income

URA benefit paid for 42 months regardless of where resident relocates.

**104(d)** benefit paid for 60 months if very-low income

Paid directly to resident in monthly or other regular installments.

Third appraisal available at resident's request and paid for by EBDI.

Additional 18 month supplemental benefits available

- for long-term residents who resided in affected area for three years or more prior to April 29, 2002), and
- only if resident relocates in Baltimore City unless there is no suitable facility in the City

Supplemental benefits for special rental assistance of up to 75% of the value of the homeownership benefit if resident had elected to purchase replacement home.

### Renters

Cash payment or voucher for the increased cost of comparable replacement rental housing over the resident's "base monthly rent"

- Base monthly rent is the lesser of the monthly rent and average monthly cost for utilities, or thirty percent of your income

Resident may apply for supplemental benefits that will be awarded on a case-by-case basis.



Text8	Org.OrgName	WorkPhone
Gina Acebo	Applied Research Center (ARC)	510-653-3415
Marc D. Bayard	AFL-CIO American Center for Int. Labor Solidarity	202-778-4615
Dave Beckwith		
Cheryl Brown	Contra Costa Central Labor Council	925-228-0161
Francis Calpotura	Applied Research Center (ARC)	510-653-3415
Mandy Carter		
Amy Casso		
Teresa Conrow	Rio Tinto Global Union Network	310-798-1205
Nicole Davis		
* William Walter Davis	Southern Empowerment Project	865-984-6500
Hubert Dixon	Center for Community Change	202-342-0519 x342
Judy Hertz		
Djar Horn		
Cathy Howell	AFL-CIO Southern Region	
Kenneth Jones		904-241-0488
Terry Keleher	Applied Research Center (ARC)	
Jackie Kendall	Midwest Academy	312-427-2304
Shannah Kurland		401-941-4375
Eli Il Yong Lee	soltari	
Juan Leyton	City Life/Vida Urbana	617-524-3541
Darlene Lombos	Sisters in Action for Power (SAP)	503-331-1244
		803-345-3927/888-835-
Kamau Marcharia	Grassroots Leadership	3591
Norma Martinez	CA Nurses Association	818-637-7131
Lisbeth Melendez	LLEGO	202-408-5380 X123
James Mumm	Mothers on the Move	917-965-0162
Sheila O'Farrell	Power U	305-576-7449
Cris Parque	Friends & Relatives of Institutionalized Aging	212-732-5868
Deepak Pateriya	SEIU L. 1877	510-261-6600
Sonia Pena	Applied Research Center (ARC)	510-653-3415
Gihan Perera	Miami Worker's Center	305-759-8717
Helen Schaub		
Gail Small	Native Action	406-477-6537
Muriel Tillinghast		
Mark Toney	Center for Third World Organizing	510-533-7583
Antonio Torres	Oregon Human Development Corporation	503-838-6212
Kelley Weigel	Western States Center	503-228-8866
Jennifer Wofford	SEIU International	202-898-3270
Brandon Woodenlegs	Boys & Girls Club	406-477-6654



Fly in the Face of Injustice!

- About NOA
- Gathering
- Join or Renew
- Job Bank
- Pension Plan
- Links
- The Ark
- Calendar

## Education Community Organizer

Region: California  
 Application Deadline: Open

### Job Description

Education Community Organizer La Raza Centro Legal

The coalition for Fair and Caring Schools (Fair Care), sponsored by La Raza Centro Le community-based multiracial, multilingual grassroots organization. FairCare, composed parents, youth, and advocates, works to have caring school climates with fair, respectf effective approaches to discipline that are equitable to all students in the San Francisc school system. The Organizer helps build and sustain Centro Legal and Fair Care's cap affect school policy for educational justice, recognizing that institutional racism is a maj obstacle to a meaningful education.

#### Contact Us | Sitemap

info@noacentral.org  
 Tel: 202-543-6603  
 Fax: 202-543-2462  
 715 G Street SE  
 Washington DC 20003  
 © 2002

This includes, but not limited to:

Outreach & Recruitment • Recruit new FairCare members. • Mobilize FairCare memt conduct outreach and recruitment at schools, community centers, etc. • Keep inform policy and events affecting our public schools. • Create workshops and trainings on is relevant to FairCare's work. • Develop materials for FairCare members, allies, and aff families.

Develop Effective Strategies to Impact Educational Policy • Development of strategies collective decision-making, that might include direct action, advocacy, negotiation, med and public education. • Provide logistical and facilitation support for meetings and cam • Facilitate leadership development of members. • Conduct campaign and issue rese

The Organizer works with Youth Advocacy Project Coordinator, reports to Executive Di of La Raza Centro Legal, and is accountable to FairCare membership and acts in the ir of FairCare campaign goals. Evenings and some weekends.

Salary will commensurate with experience; \$30,000-\$36,000. Terms and conditions of employment are subject to negotiations with Local 790.

#### How to Apply:

Please send cover letter, resume and references via email to:

olivia@justicematters.org

Organization	Coalition for Fair and Caring Schools (FairCare)
Address	San Francisco CA United States
Contact	Olivia Araiza

## RESIDENTS WHO MAKE MULTIPLE MOVES

URA benefits are “vested” at the time of the first move. All benefits are calculated based on the displacement home and a comparable replacement unit. Any subsequent moves are at the discretion of the resident and are not eligible for additional URA benefits, including moving costs.

Homeowner who purchased a replacement home and moves to another home anywhere keeps all relocation benefits that have been paid and applies balance to subsequent replacement home(s).

Renter who rents replacement home and moves a second time to another rental unit may apply the balance of benefits to subsequent replacement rental for the remaining months of benefit. Benefit amount will not change if replacement rent is higher [or lower] than the rent at interim home.

Homeowner who rents for a period and then buys a home in Baltimore City only

- Same benefits as homeowner who rents
- During 42 month benefit period, eligible to apply for homeownership benefits less amount paid out in rental assistance

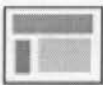
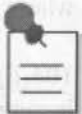
EBDI lien will be applied to subsequent replacement home(s) and expire after a total of five years. If subsequent home(s) purchase is outside of Baltimore City the amount of assistance not yet forgiven will have to be repaid to EBDI.

Renter who moves outside of Baltimore City will not get additional 18 months of rental benefits.

Very low income renters (below 50% AMI) who move as the result of financial hardship (not eviction) will be eligible for additional rental assistance on a case-by-case basis. This benefit will be available only during the 60 months following the date of the first move.

Contact  
Title

Olivia Araiza

<b>HOMESWEETERS WHO RENT</b>	
Fax	
e-mail	<a href="mailto:olivia@justicematters.org">olivia@justicematters.org</a>
<b>Salary Info</b> \$30-36,000	
<b>To Respond</b> send resume, cover letter and references to <a href="mailto:olivia@justicematters.org">olivia@justicematters.org</a>	
	<a href="#">Back to all listings</a>
<ul style="list-style-type: none"> <li>• <a href="#">Northeast 13 listings</a></li> <li>• <a href="#">Mid Atlantic 11 listings</a></li> <li>• <a href="#">Southeast 5 listings</a></li> <li>• <a href="#">Midwest 3 listings</a></li> <li>• <a href="#">Northwest 6 listings</a></li> <li>• <a href="#">California 15 listings</a></li> <li>• <a href="#">Southwest 2 listings</a></li> <li>• <a href="#">Other 1 listing</a></li> </ul>	  <a href="#">Summary Table</a> <a href="#">Add a listing</a>

[top](#)

<b>HOMEOWNERS WHO RENT</b>	
<b>Eligibility</b>	
Same eligibility requirements as homeowners who buy a replacement home.	
<b>Replacement Housing Payment</b>	
<p>URA benefit of just compensation for the fair market value of their home based on two appraisals of the property (available regardless of where resident chooses to live)</p> <p>URA cash payment or voucher for the increased cost of comparable replacement rental housing over the resident's "base monthly rent"<sup>4</sup></p> <p>URA benefit paid for 42 months regardless of where resident relocates.</p> <p><b>104(d)</b> benefit paid for 60 months if very-low income.</p> <p>Paid directly to resident in monthly or other regular installments.</p>	<p>Third appraisal available at resident's request and paid for by EBDI.</p> <p>Additional 18 month supplemental benefits available</p> <ul style="list-style-type: none"> <li>• only if resident relocates in Baltimore City, and</li> <li>• for long-term residents who have resided in affected area for three years or more prior to April 29, 2002</li> </ul> <p>Possible additional supplemental benefits for residents who relocate in Baltimore City:</p> <ul style="list-style-type: none"> <li>• Residents with special needs</li> <li>• Residents that show financial need for extended benefits beyond 42 months</li> </ul>

<sup>4</sup> Base monthly rent for homeowners is monthly mortgage payment plus monthly utility costs. If a homeowner does not have mortgage payments, the base monthly rent is the monthly utility costs.

As an individual leader  
in your neighborhood:

**What two things would you most like  
to play a role in accomplishing over  
the next three to five years?**

## RENTERS WHO BUY A HOME

### Eligibility

Same eligibility requirements as renters who continue to rent [or Section 8 renters who continue to rent].

**Note:** HABC will start implementing a Section 8 homeownership program on July 1, 2003. Eligible households with a Section 8 voucher will be able to participate in this program.

### Relacement Housing Payment

URA benefit of down payment assistance equal to the amount resident would receive if she/he rented a comparable replacement home (i.e. 42 times the difference between base monthly rent and rent for comparable replacement home).

**104(d).** Limited to purchase of a cooperative or mutual housing and based on present (discounted) value of 60 monthly rental payments.

Lump sum payment at settlement of replacement home purchase.

Assistance in accessing low cost mortgage financing.

Supplemental benefit of an additional 20% of down payment assistance award if resident relocates in Baltimore City.

# How did you frame your two goals?

---

a) Eliminate vacant houses

OR:

a) Attract new homebuyers

b) Reduce crime

OR:

b) Increase comfort of socializing with neighbors outdoors through lighting

c) Stop kids from playing ball in street

OR:

c) Create organized recreational activities for youth



<i>URA/104(d) Requirements</i>	<i>Supplemental Benefits</i>
<b>Other Replacement Housing Options for Renters</b>	
<p><b>URA.</b> Section 8 vouchers can substitute for a Replacement Housing Payment, at the discretion of the resident.</p> <p><b>104(d).</b> EBDI/City will offer a choice of tenant-based assistance or a public housing unit to all eligible displaced low-income renters. If the renter family rejects the offer of tenant-based assistance or a public housing unit and wants a cash payment, the family retains its right to a cash payment (42 months) under the URA.</p> <p>Households that do not qualify for Section 8 or public housing (e.g. have a criminal background) will receive full 60 month benefit and assistance from EBDI in finding comparable housing.</p>	<p>If low income renter requests a cash payment, additional 18 month supplemental benefits are available for renter if:</p> <ul style="list-style-type: none"> <li>• Resident relocates in Baltimore City, and</li> <li>• Resident has resided in affected area for 3 or more years prior to April 29, 2002.</li> </ul> <p>Possible additional supplemental benefits for residents who relocate in Baltimore City:</p> <ul style="list-style-type: none"> <li>• Residents with special needs</li> <li>• Residents that show financial need for extended benefits beyond term of benefits</li> <li>• Residents that can't find comparable replacement housing for the FMR</li> </ul>
<b>Section 8 Renters</b>	
<p>Renters that currently receive Section 8 benefits will continue to do so in their new apartments, or have the option of relocating to a public housing unit (subject to availability).</p> <p>HABC will provide assistance in finding rental units that accept Section 8 vouchers. Time extensions will be granted to those who cannot find a suitable rental through no fault of their own.</p>	<p>Current Section 8 voucher holders will have access to all supplemental benefits, including \$1,000 'resettlement' fee.</p>
<b>Public Housing Renters</b>	
<p>Current public housing renters in HABC's scattered site units in the targeted redevelopment area will have the option of relocating to other public housing units or receiving a Section 8 voucher.</p>	<p>Current public housing residents will have access to all supplemental benefits, including \$1,000 'resettlement' fee.</p>

# Why does it matter how you frame your goals?

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Remember the store example:

If the bread is not selling, would it make sense to advertise it as:

“Please help us prevent the bread from going stale”

Or as:

“Remember to pick up some oven-fresh, flaky, chewy bread to accompany your soup, your pasta, and your wine...”

URA/104(d) Requirements	Supplemental Benefits
<b>RENTERS WHO CONTINUE TO RENT</b>	
<b>Eligibility</b>	
<p>Renters must have been occupying their apartment for at least 90 days before the official negotiations with the property owner to be eligible for relocation benefits.</p> <p><b>104(d).</b> A 'displaced person' is one who moves permanently after getting a notice from Relocation requiring a move, if the move occurs on or after the date of the submission to HUD of the 108 loan guarantee assistance.</p>	
<b>Replacement Housing Payment (RHP)</b>	
<p>Cash payment calculated as the difference between:</p> <ul style="list-style-type: none"> <li>• the lesser of rent and estimated utility costs for the replacement dwelling or comparable unit; and</li> <li>• the lesser of monthly rent and estimated average utility costs of the displacement dwelling, or 30% of tenant's average monthly gross income.</li> </ul> <p><b>URA.</b> RHP is based on 42 months, regardless of where resident moves.</p> <p><b>104(d).</b> RHP is based on 60 months for low income residents.</p> <p><b>Exception.</b> For renters in occupancy less than 90 days, the RHP (for a 42 month period) is the difference between:</p> <ul style="list-style-type: none"> <li>• the lesser of rent and estimated utility costs for the replacement dwelling or comparable unit; and</li> <li>• 30% of the tenant's average monthly gross income</li> </ul> <p>Benefits (RHP) must be paid in monthly or regular installments.</p> <p>There is no limit to where relocated families can move in order to receive URA relocation benefits (although the calculation of comparable replacement housing payment is more narrowly defined to same, or similar neighborhoods).</p>	<p>Additional 18 month supplemental benefits are available for renters if:</p> <ul style="list-style-type: none"> <li>• Resident relocates in Baltimore City, and</li> <li>• Resident has resided in affected area for 3 or more years prior to April 29, 2002.</li> </ul> <p>Possible additional supplemental benefits for residents who relocate in Baltimore City:</p> <ul style="list-style-type: none"> <li>• Residents with special needs</li> <li>• Residents that show financial need for extended benefits beyond term of benefits</li> <li>• Residents that can't find comparable replacement housing for the FMR</li> </ul>

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To address the realities of choice, competition, confidence, and predictability which shape the fate of neighborhoods:

**Healthy Neighborhoods organizing focuses on:**

- building home equity**
- strengthening the social fabric**

<i>URA/104(d) Requirements</i>	<i>Supplemental Benefits</i>
<p>Fair market value (FMV) of home will be based on two appraisals of the property.</p>	<p>Supplemental benefit will be secured as a temporary lien against the replacement property that will be reduced or forgiven by 20% per year, over five years.</p> <ul style="list-style-type: none"> <li>• The amount of assistance not yet forgiven has to be repaid to EBDI if home is sold during the five year period.</li> <li>• Lien is transferable to a second house in Baltimore City.</li> <li>• In the event of death of the homeowner during the five year period, the remaining balance of the lien will be forgiven if an heir occupies the property for the remaining five year term.</li> </ul> <p>Supplemental incentive payment of one-half of the difference between the cost of the replacement home and the maximum supplemental relocation benefit available (up to \$70,000)<sup>3</sup></p> <ul style="list-style-type: none"> <li>• Lump sum cash payment to resident at time of settlement.</li> <li>• Available only if resident relocates in Baltimore City.</li> </ul> <p>Third appraisal available at resident's request will be paid by EBDI.</p>

<sup>3</sup> The purpose of the incentive payment is to encourage residents to not use the maximum supplemental benefit to purchase the replacement home that is appropriate for their circumstances.

Healthy Neighborhoods organizing does not **ignore problems**, but rather:

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Frames goals and approaches to problems with an emphasis on:

- neighborhood assets
- inclusion and participation
- neighborhood image and marketing
- impacts on neighborhood housing market conditions

URA/104(d) Requirements	Supplemental Benefits
<b>HOMEOWNERS WHO BUY A REPLACEMENT HOME</b>	
<b>Eligibility</b>	
<p>A displaced person is eligible for the replacement housing payment if the person:</p> <ul style="list-style-type: none"> <li>• has actually owned and occupied the displacement dwelling for not less than 180 days immediately prior to the City's written offer to buy the property<sup>2</sup> (based on two appraisals); and</li> <li>• purchases and occupies a decent, safe and sanitary replacement dwelling within one year (this period can be extended for good cause).</li> </ul>	<p>Homeowners who own and have lived in their homes before the official announcement of the redevelopment project (April 29, 2002) are eligible for supplemental benefits.</p> <p>Houses that are not owner-occupied do not qualify for the homeowner supplemental relocation benefits.</p> <p>Homeowners who purchased their house after the April 29, 2002 date are not eligible for supplemental homeowner relocation benefits.</p>
<b>Replacement Housing Payment (RHP)</b>	
<p>Payment is the sum of:</p> <ul style="list-style-type: none"> <li>• the difference between the acquisition price and the lesser of the cost of the comparable house or the replacement house;</li> <li>• the additional mortgage financing costs; and</li> <li>• closing costs typically associated with the purchase of the replacement dwelling (e.g. property survey costs, legal fees, recording fees, credit report, appraisal fees, etc.)</li> </ul> <p>Payment is not capped by \$22,500; if the payment as calculated above exceeds \$22,500, the additional assistance <u>must be</u> provided as a URA requirement.</p> <p>This URA benefit is non-recoverable (no repayment required regardless of where displaced person moves).</p>	<p>EBDI will provide additional supplemental benefits that combined with replacement housing payment totals up to \$70,000 for the purchase of a replacement home.</p> <ul style="list-style-type: none"> <li>• It is only available to residents who purchase a home within Baltimore City.</li> <li>• It is recoverable if resident moves out within five years or sells the home and purchases another outside Baltimore City within five years.</li> </ul>

<sup>2</sup> HUD defines the 'initiation of negotiations' (ION) when the Notice of Just Compensation (initial written offer made to the owner) is sent to the owner.

# Organizing around neighborhood assets and strengthening image

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Coach lights on houses or lamp posts in front yards highlight the architecture, make the block look more welcoming, suggest neighbors care, and discourage crime

(As compared to prominent signs indicating a Neighborhood Watch program, which suggest a threatening atmosphere, for criminals but also for potential homebuyers)



<i>URA/104(d) Requirements</i>	<i>Supplemental Benefits</i>
	<p>EBDI will provide lists of providers for financial, legal, and realtor services. Individual households requesting additional funding to utilize specific services must complete an application for special assistance, in consultation with the Family Advocate, for review and approval by EBDI's CEO.</p>
<p><b>Definition of Comparable Unit (for Renters and Homeowners)</b></p>	
<p>A comparable replacement home is one that is in good condition, serves the basic functions as the current home, is located in a similar or better neighborhood, and is affordable.<sup>1</sup></p> <p>The specific value of a comparable replacement unit will be made on a case-by-case basis.</p> <p>At least two comparable replacement dwellings will be examined (the URA requires one and suggests three, if available). The upper limit of the Replacement Housing Payment is based on the cost of the comparable unit that is most similar to the displacement dwelling. The comparable units will be selected in nearby similar neighborhoods where housing costs are the same or higher. The RHP is based upon the cost of the replacement unit or the cost of the comparable unit if it is lower.</p>	

<sup>1</sup> A comparable replacement dwelling is decent, safe and sanitary; functionally equivalent to the displacement dwelling; in an area not subject to unreasonable adverse environmental conditions; in a location generally not less desirable than current location and reasonably accessible to the person's place of employment; on a typical site for residential development; currently available; and within the financial means of the displaced person.

# Organizing around neighborhood assets and strengthening image

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- Celebrate the ethnic diversity of the neighborhood at an annual neighborhood social event and dance by asking a young Hispanic resident to be the deejay
- Use the Hispanic deejay as an tool to help with outreach to other young people and Hispanics to attend the dance and build social cohesion
- Nurture ethnic businesses by purchasing food for the event from a corner store, and at the same time gain leverage with the store to ensure participation in public safety efforts and other activities

**EBDI RELOCATION BENEFITS**  
**URA/104(d) Requirements and Supplemental Benefits**

*Working Draft*  
 June 4, 2003 (revised)

<i>URA/104(d) Requirements</i>	<i>Supplemental Benefits</i>
<b>ALL DISPLACED PERSONS</b>	
<b>Moving Costs</b>	
<p>The displaced household can choose between two methods for paying moving costs:</p> <ul style="list-style-type: none"> <li>• actual reasonable moving and related expenses (as evidenced by receipts); or</li> <li>• a fixed payment for moving expenses based on number of rooms with furnishings (per HUD schedule).</li> </ul> <p><b>URA</b> assistance does not include security deposits.</p> <p><b>104(d)</b>. Assistance includes security deposits at replacement dwelling (for rental units).</p>	<p>EBDI will provide a 'resettlement' benefit of \$1,000 per eligible household. This is a flexible fund to be used by the displaced household for related costs such as security deposits on rental units, decorating the replacement home, removing impediments to the actual move, etc. Accessing any portion of this benefit prior to moving must be reviewed and approved by the Family Advocate.</p> <p>Existing public housing/Section 8 residents will receive the same moving cost benefits as other displaced households.</p> <p>Since 104(d) eligible renters receive security deposits as part of their basic benefits, these renters will receive \$1,000 less the amount of the security deposit provided in accordance with 104(d).</p>
<b>Base Services</b>	
<p>Provide current information on the availability, purchase prices and rents of comparable replacement dwellings and other suitable replacement dwellings.</p> <p>Inspection of housing for decent, safe and sanitary conditions before replacement housing payment is made.</p> <p>Supply information about Section 8 program and eligibility; assist with application process.</p> <p>Advise of Fair Housing rights and provide mobility counseling.</p>	<p>EBDI will provide a Family Advocate for each household to assist with the relocation process and to identify counseling and services needs. EBDI will coordinate access to service providers and referral agencies for relocated households and monitor the progress and health of the household members before, during and after relocation.</p> <p>EBDI will sponsor educational workshops at the Resource Center on a range of issues including but not limited to: predatory lending, homeownership readiness, availability of mortgage products, etc..</p>

# Organizing to strengthen the real estate market

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Think of each house as a billboard for the neighborhood: what could the fronts of your houses be saying that they're not?

- Wreaths or other door decorations on every house communicate a spirited, and congenial group of neighbors who collaborate with each other
- Front yard plantings or flower pots show that people care and beautify the street
- Freshly-painted, colorful doors or trim show people are eager to maintain their homes

- To insure quality customer service, the Contractor will develop mechanisms to solicit, analyze and incorporate customer feedback into its operations. Additionally, the Contractor will perform periodic audits to monitor adherence to regulations, policies, and best practices.
- The Contractor will be required to address and comply with EBDI's Minority Business Policy in regards to both its proposal and its contract.

# Organizing to strengthen the real estate market

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How can prospective buyers walking through the neighborhood tell if homes are updated, and the relative quality of those renovations?

- Encourage improvements to the exterior as well as the interior (if a tree falls in the forest and no one is around to hear it...)
- Encourage higher standards in use of materials in renovations (such as ensuring that replacement windows fit the size of the original opening, avoiding use of fillers)

- Provide monthly reports to EBDI in an electronic format to be reviewed and approved by EBDI.

## **Interim Services**

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The RFP for Family Advocacy Services will be issued in June, with the goal of reviewing and selecting a contractor by August, and initiation of service provision in September 2003. To address some resident needs and concerns for expediting the relocation process, the Casey Foundation has agreed to contract directly (sole source procurement) with several organizations and consultants to provide interim support services to households. Those services that have been identified as important to deliver this summer, prior to having the Family Advocacy Contractor on board, to help residents prepare for the upcoming move include: predatory lending counseling, homeownership readiness, credit repair, detailed inventory of rental and for-sale properties in East Baltimore and other neighborhoods; neighborhood tours; housing choice counseling; etc. The Family Advocacy Contractor will coordinate and monitor such service provision when the Contractor's contract is executed.

## **Reporting and Accountability**

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- The Family Advocates will not be employees of EBDI. The Family Advocacy Contractor will report directly to EBDI's Director of Human Development, who in turn reports directly to EBDI's President and CEO. Any technical or policy decisions related to relocation and service provision will be reviewed by EBDI's Director of Human Development and Director of Relocation, and presented to EBDI's President and CEO for final decision-making.
- The Contractor will enter into a detailed performance-based contract with EBDI that will make payment for services contingent on the satisfactory delivery of those services. EBDI will work with the contractor to identify the specific outcomes measurements to be incorporated in the contract and payment schedule.
- To ensure consistency and accuracy of all communications, the Contractor will be required to: (1) provide initial training and orientation for all Family Advocacy staff; (2) participate in cross training sessions with EBDI Relocation staff and City Acquisition staff; (3) meet on a weekly basis with EBDI Director of Human Development and Relocation Director; and (4) attend periodic overall project updates to keep all EBDI staff and partners/stakeholders up-to-date on all project activities.
- The Contractor will maintain the confidentiality of all information regarding displaced households and individual household members.
- The Contractor's staff will conduct reviews and/or audits of client files, intake and assessment forms, Household Action Plan development, referrals, and follow-up tracking on a regular basis and document findings. Where it is observed that services are not in compliance with contract requirements or best practices, the Contractor will institute staff training and issue written directives to Family Advocates to effectively address problem areas.

# Be sure to target **outcomes**, rather than **outputs**

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- Ensure high quality housing counseling that prepares buyers for upkeep costs and encourages renovations, rather than focusing on counseling as many people as possible
- Plant 16 trees to impact the image of a specific block, raising property values and motivating more residents to get involved, rather than planting 16 trees dispersed throughout the neighborhood so that their net impact is not as noticeable



## 2. Procurement of Family Advocacy Services

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EBDI will issue an Request for Proposals (RFP) to solicit meaningful and competitive proposals so that EBDI may select, from a range of proposals, the one that best meets its needs and requirements. It is expected that EBDI will enter into a two year contract with the successful Respondent to provide a range of services both directly and through referral to services provided by other specialized providers. This contract will be extended for additional years at EBDI's sole discretion.

Family advocacy involves the provision of case management-like support to families before, during and after the relocation process. Family advocates will serve as the primary point of contact for families and will act as the coordinator for all support services activities (see attachment: Family Advocacy Diagram). Family advocates will be responsible for working collaboratively with Relocation Counselors and Acquisition Specialists and will work with displaced households on an ongoing, as-needed basis. EBDI expects that the use of Family Advocates will vary by household, based on specific needs to be identified by each Family Advocate during initial meetings with the impacted households. The Family Advocacy contractor must be able to deliver and integrate the following basic services:

### **Project Coordination**

- As a partner, coordinate relationships between Relocation Counselor, Acquisition Specialist and displaced household.
- Serve as the primary point of contact between EBDI, service providers and displaced households.

### **Intake and Assessment**

- Conduct intake assessments on all families prior to relocation with such assessments to be completed using data from a recent resident survey and supplemented by other needed information.
- Prepare Household Action Plans for families to be relocated.
- Provide all required Family Advocacy intake instruments.

### **Supportive Services and Referrals**

- Based on the goals articulated in individual Household Action Plans, assist households to implement and meet the goals of their plans.
- Monitor progress of Household Action Plans and devise strategy for assisting residents in meeting these milestones.
- Refer residents to specific services that meet their needs (such as homeownership counseling, day care, employment training and job counseling, health services, etc.)
- Per the request of residents, assist residents in interpreting certain information, actively participating in relocation activities, and accompanying residents to specific meetings.
- Assist EBDI in the formulation of community partnerships and linkages to forge successful supportive services networks (or enhance existing ones) that fill identified service gaps.

### **Tracking**

- Design and maintain a system for tracking supportive services referrals, the utilization of such services, and overall progress toward meeting goals in individual Household Action Plans.

# Organizing that values residents as **investors** and **leaders**

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- Involve residents of a block in choosing and coordinating the projects they will work on
- Ensure the sustainability of the results and encourage future investments by individual residents by requiring residents to pay at least part of the cost of any block improvement project

# Overview of Family Advocacy

*Working Draft (June 5, 2003)*

EBDI is committed to ensuring that the relocation process in East Baltimore is not only equitable, coordinated and minimally disruptive to residents, but also results in positive outcomes for the residents and their receiving neighborhoods. To achieve this outcome, EBDI is developing a Family Advocacy program that provides a wide array of human and supportive services to meet residents' immediate and long-term needs as they transition to new homes and communities.

## 1. Proposed Implementation Model

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The East Baltimore redevelopment effort requires the careful coordination of complex activities that must comply with federal, state and local regulations as well as EBDI's programmatic goals. The following parties are recommended to carry out these various tasks:

- **Acquisition** – Baltimore City staff will be responsible for all acquisition activities including notifying owners of the intent to purchase, seeking appraisals of properties to be acquired, calculating fair market value, coordinating all legal activities for closing, etc. *EBDI and the City will enter into a legal agreement specifying the detailed responsibilities of each party and how performance of each party will be assessed and monitored against critical milestones.*
- **Relocation** – EBDI will be directly responsible for all relocation activities including notifying residents per URA requirements, calculating appropriate relocation benefits, assisting impacted households with their search for new housing, etc. *To assist with the provision of these services, EBDI will hire a Director of Relocation and several relocation staff to oversee all relocation activities.*
- **Human Service Supports (Family Advocacy)** – EBDI will contract with one or more experienced organizations to coordinate the full range of services that displaced households may need to ensure a successful transition to new living conditions. These services will include financial literacy counseling, senior services, employment training and referral, day care, case management, individual counseling, etc. Each displaced household will be assigned a Family Advocate who will work closely with the Relocation staff and Acquisition specialists to ensure the specific needs of each household are addressed in a coordinated, comprehensive and timely fashion. *EBDI will issue an RFP for a family advocacy organization(s) to coordinate the delivery of comprehensive services, some of which will be provided by the Family Advocacy entity and some of which will be provided by other entities.*

Filename: Dear Community Leader- Ltr- revised 4-8-03  
Directory: \\SERVER1\Company\DrugTreatmentWork\Carlos\Provider -  
Community Event Planning  
Template: C:\Documents and Settings\Carlosh\Application  
Data\Microsoft\Templates\Normal.dot  
Title: Dear Community Leader  
Subject:  
Author: Carlosh  
Keywords:  
Comments:  
Creation Date: 4/8/2003 6:26 PM  
Change Number: 4  
Last Saved On: 4/10/2003 5:12 PM  
Last Saved By: Carlosh  
Total Editing Time: 38 Minutes  
Last Printed On: 4/11/2003 3:41 PM  
As of Last Complete Printing  
Number of Pages: 1  
Number of Words: 362 (approx.)  
Number of Characters: 2,067 (approx.)

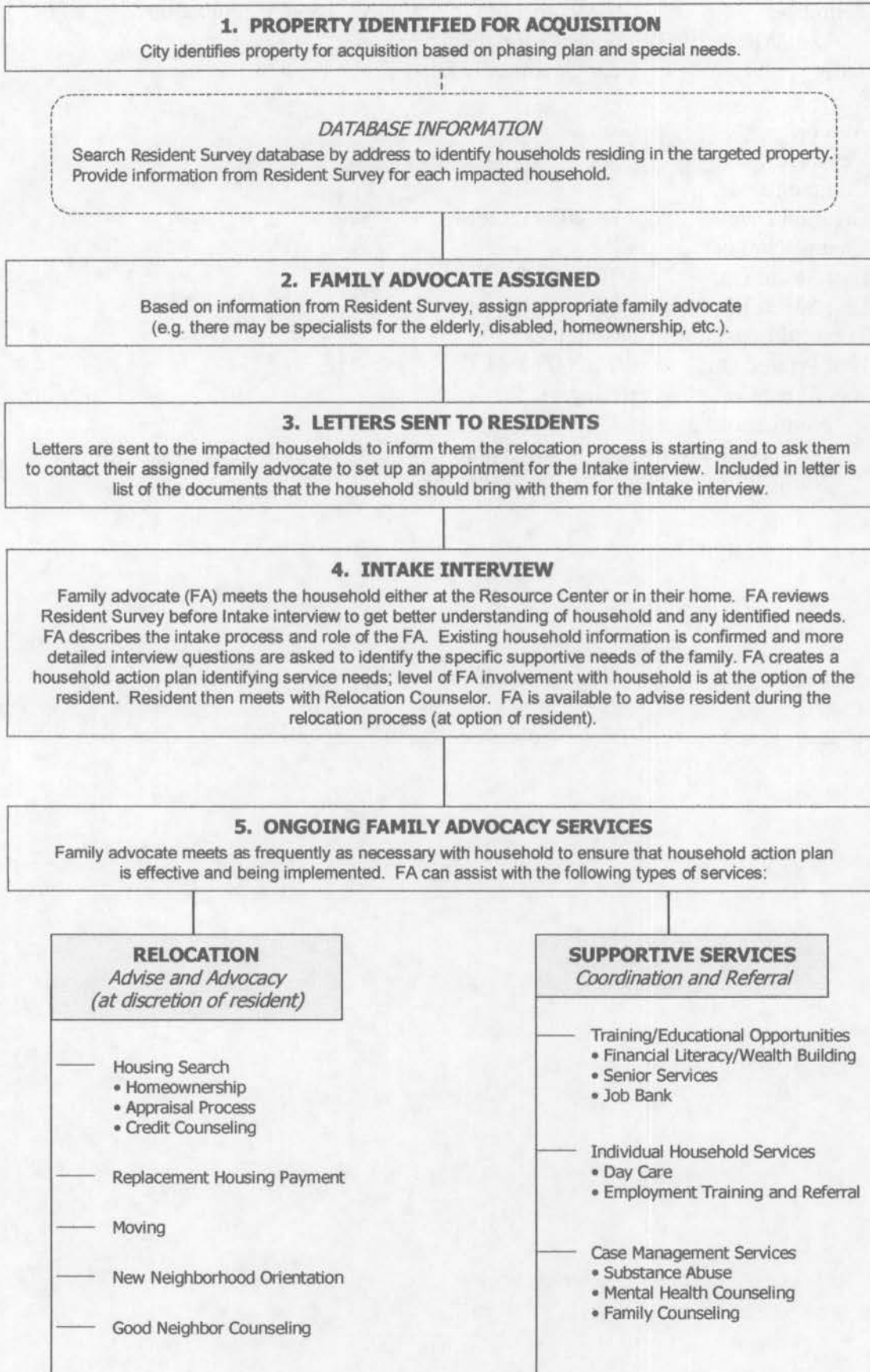
1. FAMILY INTERVIEW

2. PROVIDING FAMILY AND COMMUNITY SERVICES

3. SUPPORTIVE SERVICES

4. OUTREACH

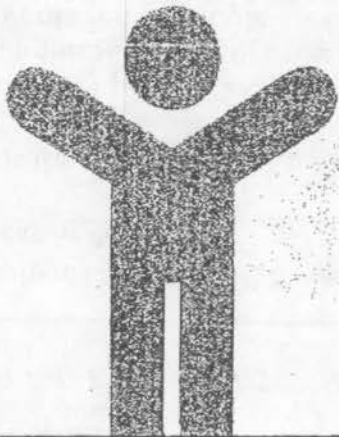
# PROCESS DIAGRAM FOR FAMILY ADVOCACY



Presbyterian Committees on the Self-Development of People enter into partnerships with groups of people, who 1) are oppressed by poverty or social systems, 2) want to take charge of their own lives, 3) have organized to do something about their own condition, and 4) have decided what they are going to do will produce direct long-term benefits for themselves, through projects they control. The partnerships are initiated by proposals to the Self-Development of People and are evaluated by Self-Development's funding criteria.

The following criteria are used by Self-Development of People Committees to determine whether a proposal is valid for funding within this ministry:

1. A proposal will address long-term correction of conditions that keep people bound by poverty and oppression.
2. A proposal will be owned and presented by a group of people who will benefit directly from it. The proposal will identify the people by name, economic situation and background. While congregations and other organizing groups are encouraged to help groups develop proposals, the proposals must be presented, owned, and controlled by the direct beneficiaries.
3. A proposal will describe, in detail, its goal (the point of the proposal), its objectives (the specific steps the group will take to accomplish the goal), the way the direct beneficiaries will be involved in all stages of the proposed project, and the methods to be used to achieve the goal and objectives.
4. A proposal will not advocate violence as a means of accomplishing its goal or objectives.
5. A proposal will describe fully the resources known to be available to support the project, including a description of a) those within the community, b) those available to the community, and c) the in-kind and other financial resources sought or to be sought.
6. A proposal will contain a balanced income and expenditure budget. A financial plan showing expected income and expenditures over the life of the project will be included, as well as a statement of how the group intends to manage the program.
7. A proposal will specify how progress toward the stated goals and objectives will be evaluated by the group, and when the evaluation will be made. It also will say how the group will engage the greater community in evaluating the program.



PAGE 02

It is helpful when a proposal addresses the following areas in detail:

1. What is the project?
2. Who makes up the SPECIFIC group of economically poor, oppressed, or disadvantaged people of the project? *Community Youth*
3. Who owns the project?
4. Who benefits DIRECTLY from the project?
5. Who sets the policy, manages the project, and makes the project's decisions? *The youth*
6. What long term conditions will the project change?
7. What is the goal of the project?
8. What are the SPECIFIC steps the group will take to reach the goal?
9. What resources will be used from within and outside the group?
10. How will the project be sustained beyond the first year?
11. How will the group evaluate the project?
12. What is the project's budget?

If the proposal has potential of meeting the criteria, the group will be asked to complete a proposal summary form, which includes the kinds of questions above and others, as well as a listing of the governing group and the members' level of income, and a complete income and expenditure budget for the project.

Thank you for considering Self-Development of People as a possible partner!

*9 members present  
on 4/25/2000*

*500 membership fee  
AMERICAN FRIEND PARTNERS  
FOR CONFLICT RESOLUTION  
IN EXISTENCE ABOUT ONE YEAR*

*3 chapters group meets once per week*

The Self-Development of People  
Worldwide Ministries Division  
Presbyterian Church (U.S.A.)  
100 Witherspoon Street  
Louisville, KY 40202-1396  
Tel.: 502-569-5791  
Fax: 502-569-8963

PDS#: 74350-98-001

A Ministry of the General Assembly Council PC(USA)



SELF-DEVELOPMENT  
OF  
PEOPLE



SWOODS

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01/23/2003

**BYLAWS OF THE  
SAVE MIDDLE EAST ACTION COMMITTEE, INC**

1. **NAME AND PURPOSES:** The name of the Corporation is set forth in the Articles of Incorporation. The Corporation's primary purpose is to represent and advocate for the citizens and communities of East Baltimore who will be directly and indirectly impacted by the establishment of a biotech park, and to empower those citizens and communities by all legitimate means to negotiate fairly with East Baltimore Development, Inc, Johns Hopkins and our City government. The goal of those negotiations must be to achieve a stable and livable environment in the surviving communities, to lessen the negative impact of the proposed expansion, to preserve the economic, social and civil rights of our citizens, to lessen neighborhood tensions, and to combat community deterioration.

2. **PRINCIPAL OFFICE OF THE CORPORATION:** The principal office of the Corporation shall be as designated from time to time by the Board of Directors, but shall be within the affected communities.

3. **MEMBERSHIP:** Membership is open to any resident living in a geographic area of East Baltimore bounded by Broadway to the west, Orleans Street to the south, Patterson Park Avenue to the east, and Biddle Street to the north. Current residents and all those who were affected by the relocation process can always be members. Organizations and institutions, such as businesses and churches, are also eligible for membership if they are located within the boundaries stated above. Membership may also be offered to persons, organizations, and institutions located outside the designated boundaries, that support the goals and mission of the Corporation, at the discretion of the Board of Directors. The Board of directors shall determine the procedure for membership application, and shall maintain a list of all members.

4. **DIRECTORS:** a) Number and Composition. The Board of Directors shall be composed of no less than five persons and no more than twenty-nine persons, as determined from time to time pursuant to these Bylaws. To the extent possible, the Directors shall be representative of a broad range of individuals from the Middle East Baltimore community supportive of the goals of the Corporation.

b) Election. At each Annual Meeting of the Corporation, the Directors to serve for the ensuing year shall be elected by majority vote of the members.

c) Term and Vacancies. Each Director shall hold office for a term of one year, subject to re-election, or until a successor is duly elected. A vacancy occurring for any reason shall be filled by a vote of two-thirds of the remaining Directors.



d) Voting. Each Director shall have only one vote. There shall be no proxy voting.

e) Quorum. A quorum for the transaction of business shall be two-thirds of the members of the Board of Directors.

f) Removal. A Director may be removed, with or without cause, as determined by a two-thirds vote of the Board present at any meeting at which a quorum is present. Absence at three consecutive meetings of the Board shall constitute grounds for removal, subject to a vote of the Board.

g) Resignation. A Director may resign only by submitting a written resignation to the President, or to the other Directors, if the resigning Director is the President.

5. **OFFICERS:** a) In General. The officers shall consist of the President, Vice-President, Secretary, and Treasurer. Officers will be elected by members of the Corporation at the Annual Meeting. The Board may also elect, from among its numbers, such other officers as may be necessary from time to time.

b) Authority and Duties. The officers shall have such authority and duties as are customary for such positions, or as may be vested in them from time to time by a two-thirds vote of the Directors.

6. **MEETINGS:** The Annual Meeting of the Corporation shall be held each year in May, or if that is not practical, at a date determined by the Board of Directors. Monthly meetings of the membership shall be held routinely on the second Monday of each month, or at such other times as announced by the President. The Board shall meet monthly whenever possible, on a date and time fixed by the Directors. Notice of each meeting shall be given to the Directors in a reasonable time before the date designated for such meeting.

7. **COMMITTEES:** The Board of Directors may create such committees as may be deemed necessary from time to time. The Chairperson of each committee shall be appointed by the members of the committee, subject to ratification by the Board of Directors. The members of the committee may consist of both Directors and non-Directors. With the approval of a two-thirds vote of the Board of Directors, a Steering Committee of the Board consisting of no more than seven Directors, and with the mandatory inclusion of the officers, may be delegated responsibility for the day-to-day activities of the Corporation

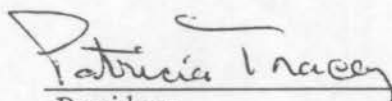
8. **INDEMNIFICATION:** The Corporation may indemnify Directors, officers, employees or agents of the Corporation to the full extent permitted by law.

9. **FISCAL YEAR:** The fiscal year of the Corporation shall be the calendar year.

10. **ACTION WITHOUT MEETING:** Any action which may properly be taken by the Board of Directors assembled in a meeting may also be taken without a meeting, on one of two conditions, either: a) consent in writing setting forth the action and signed by a quorum of the Directors entitled to vote with respect to the action; or b) ratification of the action of the Steering Committee by the requisite vote of a quorum of the Board at a subsequent meeting.

11. **AMENDMENTS:** These Bylaws may be amended by a two-thirds vote of the members present at the meeting of the Corporation, provided the proposed amendments have been submitted in writing to the members, with written notice of a meeting, at least fifteen days before the scheduled date for such meeting.

Adopted this 30<sup>th</sup> day of October, 2002.

  
\_\_\_\_\_  
President

EAST BALTIMORE REVITALIZATION—Demographic Profile

Indicators	Revitalization Area				Census Tracts Surrounding 704 and 808																Baltimore City	
	704		808		604		605		703		804		807		909		1001		1002		#	%
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total Population	1,833	0.3%	2,210	0.3%	2,292	0.4%	1,039	0.2%	1,915	0.3%	1,807	0.3%	1,746	0.3%	3,042	0.5%	2,367	0.4%	3,593	0.6%	651,154	6.4%
Ages 0-4 (% of total)	143	7.8%	217	9.8%	150	6.5%	83	8.0%	166	8.7%	152	8.4%	134	7.7%	228	7.5%	169	7.1%	271	7.5%	41,694	6.4%
Ages 5-9 (% of total)	205	11.2%	228	10.3%	245	10.7%	80	7.7%	225	11.7%	173	9.6%	148	8.5%	282	9.3%	215	9.1%	307	8.5%	46,968	7.2%
Ages 10-14 (% of total)	190	10.4%	199	9.0%	262	11.4%	64	6.2%	222	11.6%	196	10.8%	161	9.2%	275	9.0%	274	11.6%	263	7.3%	46,835	7.2%
Ages 15-19 (% of total)	177	9.7%	163	7.4%	178	7.8%	104	10.0%	188	9.8%	154	8.5%	164	9.4%	256	8.4%	208	8.8%	232	6.5%	47,710	7.3%
Ages 65 and older (% of total)	178	9.7%	209	9.5%	250	10.9%	109	10.5%	137	7.2%	201	11.1%	195	11.2%	387	12.7%	186	7.9%	312	8.7%	85,921	13.0%
Total Households	638		766		891		556		577		552		567		1,135		728		1,206		257,996	
Household Size	2.87		2.89		2.48		1.86		3.28		3.23		2.98		2.64		3.25		2.34		2.42	
Owner-Occupied (% of all)	189	29.6%	261	34.1%	234	26.3%	5	0.9%	203	35.2%	198	35.9%	245	43.2%	351	30.9%	398	54.7%	207	17.2%	129,869	50.3%
Renter-Occupied (% of all)	449	70.4%	505	65.9%	657	73.7%	551	99.1%	374	64.8%	354	64.1%	322	56.8%	784	69.1%	330	45.3%	999	82.8%	128,127	49.7%
Total Families	447		505		497		212		453		409		377		683		577		674		147,154	
Median Family Income	\$17,206		\$16,343		\$25,164		\$14,048		\$20,360		\$19,487		\$21,250		\$18,875		\$29,643		\$18,857		\$35,438	
Total Families w/kids under age 18	236	36.9%	280	38.6%	140	18.5%	84	31.7%	175	24.3%	190	31.8%	156	29.3%	282	30.0%	249	31.4%	275	28.1%	61,398	41.7%
Married Couple families w/kids under age 18	54	22.9%	42	15.0%	42	30.0%	0	0.0%	41	23.4%	25	13.2%	42	26.9%	25	8.9%	49	19.7%	46	16.7%	27,465	44.7%
Female-headed families w/kids under age 18	160	67.8%	207	73.9%	83	59.3%	84	100.0%	107	61.1%	165	86.8%	98	62.8%	232	82.3%	183	73.5%	182	66.2%	28,634	46.6%
Total Persons below Poverty Level																						
Total Children below Poverty Level	380	59.5%	329	45.4%	390	51.5%	181	68.3%	371	51.5%	263	44.0%	303	57.0%	526	56.0%	165	20.8%	421	43.0%	47,805	38.3%
Total Families below Poverty Level	220	49.2%	286	56.6%	147	29.6%	157	74.1%	195	43.0%	143	35.0%	153	40.6%	291	42.6%	104	18.0%	250	37.1%	27,864	18.8%
Number of Families w/children receiving TANF (as a % of all)	250	81.4%	257	73.4%	166	52.0%	85	58.2%	231	75.5%	207	78.4%	253	114.0%	323	71.0%	192	51.2%	289	60.5%	27,587	33.4%
Number of Children eligible for free/reduced price school meals (% of all enrolled)	344	80.2%	370	84.5%	339	71.4%	126	63.0%	403	82.8%	363	81.6%	291	80.6%	690	79.8%	360	74.5%	491	85.4%	51,055	58.6%
Total Number of Employed (age 16 and older)	445	33.2%	592	37.1%	842	55.8%	260	28.4%	402	33.2%	389	30.6%	404	33.0%	731	34.1%	838	49.8%	639	23.8%	256,036	50.4%
Unemployment	331	24.7%	302	18.9%	435	28.8%	196	21.4%	268	22.1%	125	9.8%	261	21.3%	490	22.9%	374	22.2%	344	12.8%	30,699	6.0%

Sources: U.S. Census, University of Baltimore, and Baltimore City Public School System