

Symposium Report:

Equitable and Sustainable Development: A Path Forward



March 9, 2013

Prepared by:
**Social Health Concepts and Practice,
Baltimore Racial Justice Action and Sojourner-Douglass College**



Social Health Concepts and Practices



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Symposium Description

As the book *Race, Class, Power, and Organizing in East Baltimore: rebuilding abandoned communities in America* boldly documents: “We rarely acknowledge the history of racism and classism as reasons for urban poverty and decay in U.S. cities. Usually we blame the current residents for deterioration. Seldom do we consider the role of developers in contributing to future urban decay, benefiting from it through public:private development projects. Usually we see them as “saving” a neighborhood’s residents from themselves. And seldom do we include the residents of the area in the process of rebuilding their community. Usually we remove the people, rebuild the place, and invite people with power—from a different race and class—to live, work, and play in the renewed community. And we do all this without ever addressing the root causes of poverty in the process of rebuilding a healthy community.”

Using this compelling history and current story of rebuilding an abandoned community in Baltimore -through displacement of more than 1000 low-income and poor African American families through eminent domain- as a departure point, this one day symposium envisioned a path forward to more equitable and sustainable redevelopment practices. Itl:

- highlighted successes/striving/limitations that come from grass roots and research-based rebuilding projects
- created a space for listening to past and present experiences and ideas
- reframed a vision going forward with/toward more transformative models of people and place-based community rebuilding strategies
- grew future leaders in more comprehensive, sustainable, and equitable rebuilding practices
- strategized for actions that can be adapted into local rebuilding processes

The symposium highlighted the newly released book *Race, Class, Power and Organizing in East Baltimore: Rebuilding Abandoned Communities in America* as an example of 'what not to do' in community rebuilding, and brought together presenters and audience to strategize from their own experience of what can be done better moving forward.

Summary: Morning panels covered four aspects of development:

- Housing
- Education
- Health
- Employment and Economic Development

Each aspect was presented through a dialogue of an 'academic' and an 'on the ground' practitioner. An opportunity for audience to ask questions/comments followed directly after each panel presentation and comments were used to organize later break-out sessions.

The afternoon began with a 45 min presentation from community organizers followed by breakout groups to strategize and capture experiences and ideas to move forward to equitable and sustainable development.

Invited audience included:

Government, private and non-profit organizations involved in learning, teaching and practicing in community and economic development, urban planning, transportation, health, housing, preservation, social services, public safety, recreation, education.

Community organizations, foundations, non-profit organizations involved with community organizing, political action, social justice and alternative governments, neighborhood improvement, re-entry programs, after-school and elderly programs, mental health and substance use programs, youth programs, leadership development.

Sponsored by: Baltimore Racial Justice Action
Social Health Concepts

Red Emma's Bookstore
Sojourner Douglass College

Symposium Schedule

8:30 - 9:30am	Registration/Breakfast
9:30 - 9:35am	Sojourner-Douglass College Welcomes All
9:35 - 9:50am	Harold McDougall (Howard University, DC) Opening Remarks
9:50 - 10:10am	Housing Panel Dominic Moulden (One DC, DC) Rhonda Williams (Case Western Reserve, OH)
10:10 - 10:15am	Sharing (In between each panel, audience to stand up, find someone they don't know, share what's on their mind for 5 mins)
10:20 - 10:40 am	Education Panel Maia Bloomfield-Cucchiara (Temple University, PA) Donald Gresham (Community Housing & Relocation Working Group, MD)
10:40 - 10:40am	Sharing
10:45 - 11:00am	Break
11:00 - 11:20am	Health Panel Mindy Fullilove (Columbia University, NY) Willinet Williams (Brentwood Village Community, MD)
11:20 - 11:25am	Sharing
11:30 - 11:50am	Employment and Economic Development Panel Richie Armstrong (Community Churches United, MD) Roque Barros (Jacobs Family Foundation, CA)
11:50am - 12:30pm	'Open Space' for comments/questions at kiosks
12:30 - 1:15pm	Lunch in-house
1:15 - 2:00 pm	Organizing Panel Debbie Wright (United Workers – Hyatt) Luis Larin (United Workers, Baltimore, MD) Gus Newport (CA) Jesse Wimberley (NC)
2:00 - 3:15pm	Break-out Groups Facilitated by BRJA and Panelists
3:15 - 3:50pm	Workgroups & Report Back to the Full Gathering
3:50 - 4:00pm	Closing Remarks and Next Steps

Introduction

The sunny day and spring-like temperatures on March 9 in Baltimore affirmed the importance of the work as almost 150 people registered at the door on an early Saturday morning. The diversity of people-in race/ethnicity, class, and areas of interest- made the day even richer. There were people from the arts, urban planning, housing, public health, community development, transportation, education, community organizing, economic development and, most importantly, resident stakeholders. Folks helped themselves to coffee, tea and light breakfast fare while introducing themselves to each other for the first time or catching up since their last meeting.

The organizers of the Symposium carried the day forward. We convened at 9:30 am with welcome comments from Jamal Mubdi-Bey from Sojourner-Douglass College. Dottye Burt-Markowitz from Baltimore Racial Justice Action introduced the first panelists and invited participants to stand up between each panel and share their perceptions with someone they did not know - for 5 minutes - before sitting down and welcoming the next panel. Marisela Gomez from Social Health Concepts and Practice greeted participants as they arrived and offered short periods of guided breathing and silence to refresh and ground participants throughout the day. Dianne Lyday from BRJA invited the sound of a bell to end each session and provide a space for transition and assisted colleagues from BRJA in facilitation of morning Open Space break-outs and afternoon break-outs. John Duda from Red Emma's kept the participants updated on relevant historic and current issues of the Symposium by providing a great variety of books for sale throughout the day. Spencer Compton from Red Emma's provided video recording of the entire day while Mujahid Veniey from Sojourner-Douglass College recorded the day with still photos by camera. This network of support carried the day with minimal flaws and offered maximum opportunity for participants to listen to and share the tremendous expertise in the room.

After the morning panels covering housing, education, health, and employment, participants were invited to join panelists in an Open Space groups where they could ask questions, moving on to different panel members as they chose. A lunch of both vegetarian and meat fare was catered by Black Sauce - followed by re-arrangement of the room for the break-out sessions later in the day. The final panel of community organizers shared their experiences, followed by small-group break-out sessions and reporting back to the larger audience.

After participants filled out evaluation and follow-up forms indicating how they would continue the lessons of the day in their daily work, everyone joined hands to acknowledge the connections made that day. At 4:00 pm new friends and old friends said good bye, see you again. The energy in the room was one of enthusiasm for the challenging work ahead - of assuring that unfair development practices become more equitable in planning and implementation of sustainable housing, employment, health and education. There was a sense of commitment to making this happen through local organizing from the ground up and building connections and coalitions across diverse interests.

It was a good day! Photos and a copy of this report are accessible at <http://www.mariselabgomez.com/symposium-equitable-and-sustainable-development/>

The Symposium would not have occurred without financial support from more than 65 donors through a crowd funding campaign -with an awesome video by Kids on the Hill- as well as generous individual anonymous and public donations-Equity Matters.

Gratitude to all! for your support in presence, financial and all forms of assistance, follow-up and perseverance, and maintaining the faith and conviction for the challenging work on the path of rebuilding our disinvested and abandoned communities toward equity and sustainability.

Summary of Presentations

Welcome all!



Jamal Mubdi-Bey

- We have never experienced an equitable and sustainable world. Together we must develop this common vision through naming this world we desire. This is what this symposium is all about
- ‘Community revitalization’ results in gentrification; to do community rebuilding without gentrification is hard work and developers use the words ‘participatory, mixed-income’ but usually their plans and implementation strategies result in displacement of communities
- Families in urban communities feel under siege with the current way revitalization is being carried out by governments willing only to look at mixed-income as a model which displaces them
- Isolation limits the impact of our work and keeps the gentrification model the dominant model
- Our willingness to stay connected beyond today to build a common vision and implementation process can result in changes to this dominant model of gentrification and displacement
- Bringing community researchers and activist together to change these unfair development practices is the start to more equitable and sustainable development practices

Framing the Issue: Human Rights and Equitable and Sustainable Redevelopment: A Path Forward



Harold McDougall

- Urban political economy means that local struggles-like gentrification- hooks into struggles all over the world-colonialism
- Gentrification is referred to as uneven development on a global level; both rooted in colonialism and slavery
- Look at issues of struggle and ask these questions: 1.what's the problem, 2.what caused it, 3.what's been tried to solve it already/worked/didn't work, 4.what will you do differently to solve it, 5.how will you put it into effect
- The problem we will discuss today is poverty and exploitation
- What's been tried already to solve it? First, second, third generation of human rights struggles:
 - 1. political and civil rights- co-opted today by suits and ties;
 - 2. economic, social, cultural - challenged by globalization, non-profits taking over government role, who are co-opted by corporate take over, using the state to manage power;
 - 3.collective rights-peace, sustainable development-building a civic infrastructure is the implementation strategy to assure this struggle succeeds
- Civic infrastructure (community) must grow; business and government infrastructure is longer and more powerful
- Study circles as means to grow civic infrastructure: 9-10 people get together and discuss the issues of the community; each circle chooses a representative to participate in another level of study circle to create a system of shadow government such that the community controls the flow of information back and forth; there are time limits for each person representing a study group/circle; keeps a check on government and business as well as create co-ops for business development, builds trust

Panelist Presentations

Each panel consists of a person from the activist/organizing community doing work on the ground and a person from academic/research community They will share their experience through their interaction/dialogue on different topics of community rebuilding/development.

Housing and Community Rebuilding Panel



Rhonda Williams

- Organizing and activist model through the lens of housing
 - Models of participatory democracy, Ella Baker model to draw on each other wisdom to empower indigenous people.
 - Policy imperatives
 - Grass roots models that will allow us to win
- Cultivated perception of who made money from the busting of the housing bubble; blaming the victim, specifically Black and and Latino women
- Politics of Public Housing tells about women from public housing who changed the way public housing was demonized in Baltimore through finding their power

Dominic Moulden

- Strong people don't need strong leaders - Ella Baker
- Resident-led model, the voices most important are the residents; not the organizers, government or urban legend. 'Ghettos', 'down-trodden' are terms not to be used by people on the ground
- Community residents in disinvested and abandoned communities are formally and informally educated and brilliant which is why One-DC was able to win a 16 Million housing right for community residents

- Must break-down the hierarchy and share leadership so we can all engage in transformative organizing; have to transform myself first before I can transform the corporations
- Deep wellness component must be part of our new model and must fight for that right
- Must control housing and land, no matter where you live
- Right to democratic work places
- System of white supremacy and domination has to be deconstructed and change the negative perceptions of public housing tenants as being dumb, stupid, lazy
- *Several public housing resident shared they were proud of who they were; they were not illiterate or lazy and raised their children in public housing to participate in higher education at graduate level



Rhonda Williams

- What does that look like? resident led- organizing? Changing the perception of what people think public housing is? The white supremacy model is: illiterate, dumb, stupid
- Important to hear the people of the struggle on the ground; who are engaged in the struggle. Not to romanticize poverty or struggles against economic injustice but to uplift and document that struggle



Dominic Moulden

- Gentrification, urban renewal, displacement must be changed through a ‘landless people movement’; ‘take back the land’ is the name of the movement in the US
- What land are we prepared to take back that has been taken from us? are we interested in building a community-based mass movement in the city that we can create a land trust and build wellness centers, meditation spaces and healthy ways for us to live
- Self-care, self-study, self-reflection and making the changes

Rhonda Williams

- We cannot let the government off the hook even as we develop self care and our own independence.

Education and Community Rebuilding panel



Donald Gresham

- 1.8 billion development project in East Baltimore with city, state, and federal incentives to the developers, including a 45 million new community contract school controlled by Johns Hopkins
- Promises made that historic residents forced to move for the development would be able to send their children to the school
- Lack of outreach to displaced residents (1000 families) and existing East Baltimore families
- Lack of transparency in regard to minutes of the planning of the new community school by EBDI and Johns Hopkins; Community not being part of process and not being able to attend the lottery drawing for school attendance



Maia Bloomfield-Cucchiara

- Nationwide the justification to ‘Saving the city and urban revitalization through middle class possession of land’ and ‘inequality in the name of saving the city’
- Save East Baltimore by bringing in these folks [different race and class] and pushing others out and that’s okay
- Philadelphia -high poverty, fiscal crisis, failing schools, closed a couple dozen schools, charter schools rising- justify saving the city for the middle class by getting rid of the existing population
- Who is the city for? Who has a right to the city? Who is entitled to the best the city has to offer? Who gets the rights to the best schools? In Philadelphia and other cities only certain people has the right to access them
- Mid-2000, public-private partnership and business plan to market the schools to middle class and white community; make the schools more appealing and reduce middle class blight.
 - Strategy was undercover-like East Baltimore-not a lot of press, back room meetings, change policy on who could get into school, increasing resources to some neighborhoods and a lot of schools get left behind
 - Inequitable policy get white middle class people into resourced areas and low income African American people did not count
 - ‘Their money is cash and my money is from the government’; ‘yes, race and class things but we have to save the city so quiet people because we cannot keep losing the middle class’
 - Yes, need solid tax base, need middle class family, integrated schools are worthy goals but what is the process that would make it more equitable?
- Principles for more equitable rebuilding of neighborhoods-
 - More equal distribution of money from the state to all neighborhoods-organize/mobilize coalitions on this

- When cities are polarized think of schools that make things more equal [not more inequitable and sustainable]
- Hold school district staff more responsible for equity
- Broad-based campaigns- get unaware middle class people involved so need to create big coalitions
- Charter and other alternative schools need more transparency and accountability and what gets lost-ability to hold public officials accountable to serving everyone

Health and Community Rebuilding panel



Mindy Fullilove

- Displacement and how it affects health
 - Destroy economic wealth
 - Destroy wealth of social connections
 - Not easily rebuilt
 - Over and over again results in eating away at everything a community has
 - Size of social networks-measure of strength-goes down and down

- Living in a series of policies, changing names but the same game, that have resulted in disruption of our communities: Serial Forced Displacement
 - Segregation, redlining, urban renewal, deindustrialization, disinvestment, mass incarceration, mad plagues, Hope VI, Gentrification, Foreclosures

- Size of networks inversely related to how much diseases in a community:
 - Bigger network results in less disease
 - Smaller networks results in more disease
 - It's not that we cannot make connections but we are not allowed to keep connections
 - How do we keep jobs, own land in the midst of serial forced displacement

- In 1955, in 3 days 50,000 Black people organized and stayed off the buses in Montgomery Alabama for one year after Ms. Rosa Parks did not sit on the back of the bus. Do we have these powerful connections and organized capacities in our communities today? Can we organize 50,000 people in 3 days today? NO!! This is the result of Serial Forced Displacement



Willinet Williams

- Lived in my home for 43 years as a public housing resident; HABC has been trying to get me out of the house for 30 years
- Given 90-day notice to vacate home, not told what they would do with the property, the community, just told to go
- Neighbors were told that they had better places to show them to live and given 90-day notice as well;
- Asked neighbors to stay and fight, try to organize neighbors but they were afraid they wouldn't get the relocation benefit; heard the houses they moved them in is worst than the ones they were in, some worst neighborhoods
- I haven't moved in over a year since they gave me the notice; they put a bond on me and had to pay \$1000. They tore down the houses next to me and tell me it's unhealthy for me to stay anymore. I'm in the only house left standing on the block
- Homeless people under the expressway and they tearing down houses that are in good shape then take federal dollars and give to private sector who has money; this is all unfair to us

Economic Development and Community Rebuilding panel



Rich Armstrong

- Developing economy in community means people in community have to develop the economy; lots of development in Baltimore, East Baltimore; Hopkins is developing but the community is not part of the developing economy, not benefiting in jobs or other economic opportunities
- CCU (Community Churches United) trained 1500 construction workers in the last 3 years, 3 have been hired to date. 100 workers on East Chase street of EBDI development and 3 are African American from Baltimore, something is wrong with that picture. Where is the accountability?
- Johns Hopkins has had 3 major development projects in East Baltimore under the EBDI project over the last 2 years, 2.5% of local Baltimore workers have been hired. Not developing our economy so you keep lying to us about your development being for the local community
- If we don't get jobs for local Baltimore residents, not an isolated problem; it will eventually reach you if don't figure out how to get fair development
- Join with Community Churches United to help change the unfair development practices in Baltimore



Roque Barrios

- After a lot of organizing work, went to Foundation world (the otherside), a different world; learned that the people who need to change is not the community residents but the foundations; the way foundations do the work need to change!
- Community must be ‘Ownership of neighborhood change’
 - Community must own vision, implementation, and assets
 - Start with employment and economic development so can answer what is in it for residents; need economic engine
 - The Foundation Jacobs Family Foundation started Jacobs Center Neighborhood Initiative, bought 20 acres to build
 - Hired folks from community to do a Listening Project so could learn what people wanted on the 20 acres; and teach the Foundation what they need to learn before they could design what they would do
 - Wanted to make sure 25 million dollar-work would benefit local workers; 85% of jobs went into community after Foundation became the developer
 - Because other developers bring in their own people Foundation had to become the developer
 - First business was grocery store: Food for Less; Tried to get Union jobs so had to get residents trained and went up the chain of command to assure residents had jobs. 110 jobs were available to maintain trust and relationship with residents had to go an extra step to make sure 90 of those jobs went to community
 - Manage to own program-start business as foundation then hire someone from community as manager and then when the business became profitable, sell it to community member: Business Matters
 - Ownership: assets go into community. 450 residents invested \$500,000 in Market Street Plaza and own 20% of Market Street Plaza; \$129,000 profit and community made 10% return on their investment
 - Other 20% owned by neighborhood union foundation who reinvest their profit back in the community as grants to get funds in the community

Rich Armstrong

- Ceasar's casino is building in Baltimore and has ignored residents request for fair development and jobs; CCU has bypassed the Mayor who has not been helpful and will have a 1000-people rally on April 20 to demand local hire and fair development

Organizing and Community Rebuilding panel



Gus Newport

- Organizing is constantly evolving method of including people on the bottom to correct the propaganda of America which began with branding African Americans as 3/5 human being
- Saul Alinsky's model of creating a target and going after it has totally failed
- Public policy won by vision of what people in power want it to be; not about the vision of the people for the people
- Non-profits, churches come with their vision and tell them what it should be
- Organizing
 - Has to be holistic, looking at the vision of what the people of the community want it to ultimately be
 - Create change for the good of human kind
 - Is about love and a future, love and a future
- Dudley street initiative was about the vision of the people: they wanted the illegal dumping to stop in their neighborhood-done by outsiders and developers and allowed by the local government; they had a comprehensive vision for their community which included housing, architecture/design, transportation, businesses; and they had strategies to gain power and momentum for their community
 - Community placed bumper stickers for the Mayor's electoral campaign on illegally dumped cars in the community
 - Dudley Street wanted Roxbury to secede from Boston and placed this on a ballot



Debbie Wright

- After 27 years at the Hyatt felt my job security was decreasing; saw colleagues around me getting fired for little things
- Approached by Unite Here and worked underground for one year; wanted co-workers to know that Hyatt was going back on its commitment to allowing union organizing:
 - Faced with resistance from Hyatt for organizing
 - Retaliation from Hyatt after union members came from Underground (less hours of work for housekeeping, more temporary workers being hired)
 - Temporary workers employed for 5-6 years not given permanent jobs with benefits
 - Many co-workers are afraid to unionize because of retaliation
 - Clear have- and have-nots with owners worth more than 2 billion dollar each
- Now lead organizer for Unite Here



Luis Larin

- Lead organizer for United Workers hired initially as a temporary worker at Camden Yard as a ploy to decrease permanent hiring of African American workers
- Developers and corporations come together with government to take over the city using ‘failed development’
 - Not working for the people
 - Community is seen at the bottom
 - Must organize from the base to shift the power

- United Workers have been meeting in small groups-study groups - organizing to bring everyone together
- The 99% are people who are all getting oppressed in one way or another
 - Current structure is keeping all of us oppressed, not only based on race
- Power of telling stories
 - Cannot organize without telling your story
- Organizing for Camden Yard
 - Target hired temporary Latino workers
 - Fight to make sure African American and Latino get jobs
- Increased wages for workers through organizing
- Fair Development
 - Public resources should be used in favor of residents, it's a right



John Morris

- Introduced 'Change4Real' as an equitable and sustainable model for rebuilding of Old Town, based out of Sojourner-Douglass College
 - Community residents and SDC staff are members of this community corporation
 - Interim board gives entity legal life but not actual life
 - Organizing gives the legal life an active life-each stakeholder must be part of it
 - Connecting people around action that will allow people to sustain their own community-co-operative effort of each member
 - Transformation Institute is a tool to bring more organizing into achieving Change4Real's goal
 - New School of Community and Economic Development is also a tool for achieving Change4Real's goal



Jesse Wimberley

- Organizer from rural North Carolina, town of Midway
 - Area is ‘world’s golf hall of fame’
 - Two different communities of rich land owners and low-income farmers
 - Developers in rural county wanted trailers to be moved because it diminishes the value of the property of the land of the wealthy
 - Low-income farm land-owners loose their land to wealthy people who want their land for access to golf courses
- Plan in first weekend for organizing community residents was simple
 - Access to education, housing, jobs-sustainable economic development
 - Spent 20 years since then trying to figure out how to stay in it together and make these things happen
- Movements flounder because broken down by wedge issues that come up when people try to stay in the struggle together
 - Issues are ONLY the glue that help us learn how to stay in the process for the long haul
 - If we’re going to win on these issues, we cannot play by the rules
 - Rules were not set up for us to win, so we have to break the rules
 - As a straight white man, have less risk to break rules
 - Low-income lesbian of color has much more to lose, more risk when breaking the rules
 - We will win some, lose some, we stop talking to each other but we have to agree to come back
- Story telling important to develop game plan-Listening Plan:
 - Helps the new ones know what worked/not worked
 - Capture voice of people who transform themselves in the process
- Equitable and sustainable development to empower low income communities of color is a long term project that will not be accomplished tomorrow
- Officials in Midway applied for a Community Development Block Grant and won it from the federal government; community said we want you to rescind it because you did not consult with the community before you applied for it and discuss the plans with community
 - Official returned the grant
 - Once you find your voice you always have it when an issue comes up

Summary of Break-out Sessions

Some groups summarized their discussion and used IRAC categories: I-identify points of special interest/importance to share; R-identify risks; A-identify the 'asks'; C-identify cool points to share.

Housing



1. What are your WINS?

- Bring residents together to focus on what to do next / collective action
- Identifying comparable housing
- Persistence and consistency
- Network with others
- Be the actor (not the acted upon); but don't allow yourself to burn out
- Dedication. Renew your own dedication, even when others drop out
- Resistance
- Learn from experience (including failures)
 - Stopped the new youth jail in Baltimore
 - Got local labor hired at the stadium
- Negotiated with Hope VI (e.g., for a room to meet in)
- Got eminent domain in the hands of local people

2. How do we navigate huge and resilient power structures? / How do we work with people in institutions when those institutions are also foes?

NAVIGATE THE POWER STRUCTURE and “INSIDE/OUTSIDE” AWARENESS

- Accountability structure – plans must go through a citizens’ board first
- Find ways to deal with the inner circles of the power structures – so those “outside” learn what is going on “inside” the power structure
- Keep detailed and careful records of the power-holders’ commitments; share them publicly
- Pay attention to “money” – the economic side – such as being able to provide jobs, hire residents, try to turn “odd jobs” into permanent employment, etc.
- Keep and direct attention to where the money goes. Examples: put stickers on abandoned cars, pay attention when money is going “downtown” instead of where it was supposed to
- Learn the language (of what is being talked about) – even create a new “languaging”
- Maintain visibility
- Map social networks; discern interests so you know where and how to leverage interests; use social networks to help make this happen
- Use voting influence
- Collaborate. Bring everyone in – from elders’ wisdom through youths’ energy
- Power mapping – and once you’ve “mapped” where the power lies, use direct action to disrupt power

3. How do we overcome resistance, such as on the part of those who are skeptical about getting involved at all?

- Practice power sharing
- Develop a “collective mindset”
- Do the nitty-gritty work – to show the possibilities of what can be done, and how
- Apply community organizing techniques
- Build on existing models in the community
- Hold up as important what people have already done
- Remember that small victories help build confidence ... for taking on larger issues

4. How do we make sure that the people who need to be present, are “in the room”? And how do we not replicate the way the existing power structure functions?

- Listening
- Knocking on doors/ grassroots effort
- Make plans to help eliminate barriers, such as providing child care, transportation for meetings
- Use social networks and power networks – find your advocates within
- Include people you might not normally include
- Get potential participants to the planning table at the outset, so they play a full role in determining priorities and activities
- Come back, call people back who live there, or used to live there, and who really know what needs to happen

- Work in your own neighborhood community (e.g., Mt Vernon, Bolton Hill) to support resident-led change
- Community-Based Development Grants (CBDG) went, in fact, to affluent neighborhoods after O'Malley's mayoral term. Find out more/ expose this

5. How do we build coalitions?

- Be aware of allocations of city/government funds – neighborhoods must work together
- Find common ground via working on shared issues
- Create a “vehicle” or ways or structures to bring people together

I – R – A – C

I – points of special interest to share

- Housing and development and human rights are inextricably connected, and these affect all of us across all neighborhoods and “development” plans
- It is important not to function in “silos” of interests; for instance, housing overlaps with jobs in terms of being able to afford housing, with education in terms of schools attracting residents, with health in terms of the health effects of living conditions. Every aspect intersects with every other one

R – Risks

- Perceptions of race and class may be influenced by the dominant narrative (i.e., white, middle/upper class) when being translated into policy
- City-wide wisdom / knowledge is fractured
- Use of old formulas to define needs, justice, etc. For instance, “median” income definitions are too high to include low-income households. (In DC the “median” income is \$108K, but the average for a low-income household is at best \$35K.) And people without jobs don't get counted under the old AMI definitions

A – Asks

- Ask for public disclosure of how CBDG and other resources are and were allocated
- Need Participatory Action Research (e.g., to engage the community in identifying what needs to change and tracking how that is happening.)
- How can other groups/neighborhoods participate in Change for Real (based in Old Town)?
- How can we / how do we index “affordable housing” with minimum wage (or no wage)?

C – Cool point to share

- It would be awesome to form a city-wide land trust



WINS

- Bring residents tog. to focus on what to do next/collective action
- Comparable housing
- persistence + consistency
- Network
- Be the actor; don't burn out
- Dedication - renew your own dedication even when others stop
 - resistance
- Learn from experience (x failures)
 - stopped the new youth jail in Bmore
 - got local labor @ stadium
 - Negotiate with Hope VI (for a room)
 - got imminent domain in hands of local people

NAVIGATE the power structure

- accountability structure - plans must go thru citizens board 1st
- 'get the message out' into community
- Deal with the inner circles - so those 'outside' learn what is going on "inside"
- keep detailed + careful record of power-holders' commitments + share them publicly
- "money," such as being able to provide jobs, hire residents - odd jobs → permanent
- keep/direct attention to where the \$\$ goes
i.e. - stickers on abandoned cars, attn to \$\$ going downtown instead of where it was supposed to
- learn the language (create new language)
- maintain visibility
- map social networks; discern interests so know how to influence
- use voting influence
celebrate + bring everyone in elders' wisdom + young energy

Education



Summary

1. The priorities promised for who would be enrolled in the school have not happened
2. There is a schism between EBDI/Hopkins and the community; there are always rumors that the school is only for children of high level employees at Hopkins
3. Organizations need to have a foot in the door
4. There is nothing in the media about the school
5. Individuals who are in board seats to represent the community need to be held accountable
6. City Council folks are not reporting back to the community
7. Must have a network of community people doing flyers, spreading the word
8. Use community media outlets as well as mainstream media
9. Have to weigh how much time to spend on politicians and how much with community; elected officials often not worth the time
10. Politicians are not working with the community; they won't sign on to the CBA
11. We have to rebuild confidence in the community
 - Getting information to the community is a challenge; we often don't get information until the last minute
 - Protests are not covered by the media
 - Need to go door to door in the neighborhood
 - When you mess with someone's children, it gets people to the table—stress this in the work
 - People are under stress; we need to go door to door to talk to people

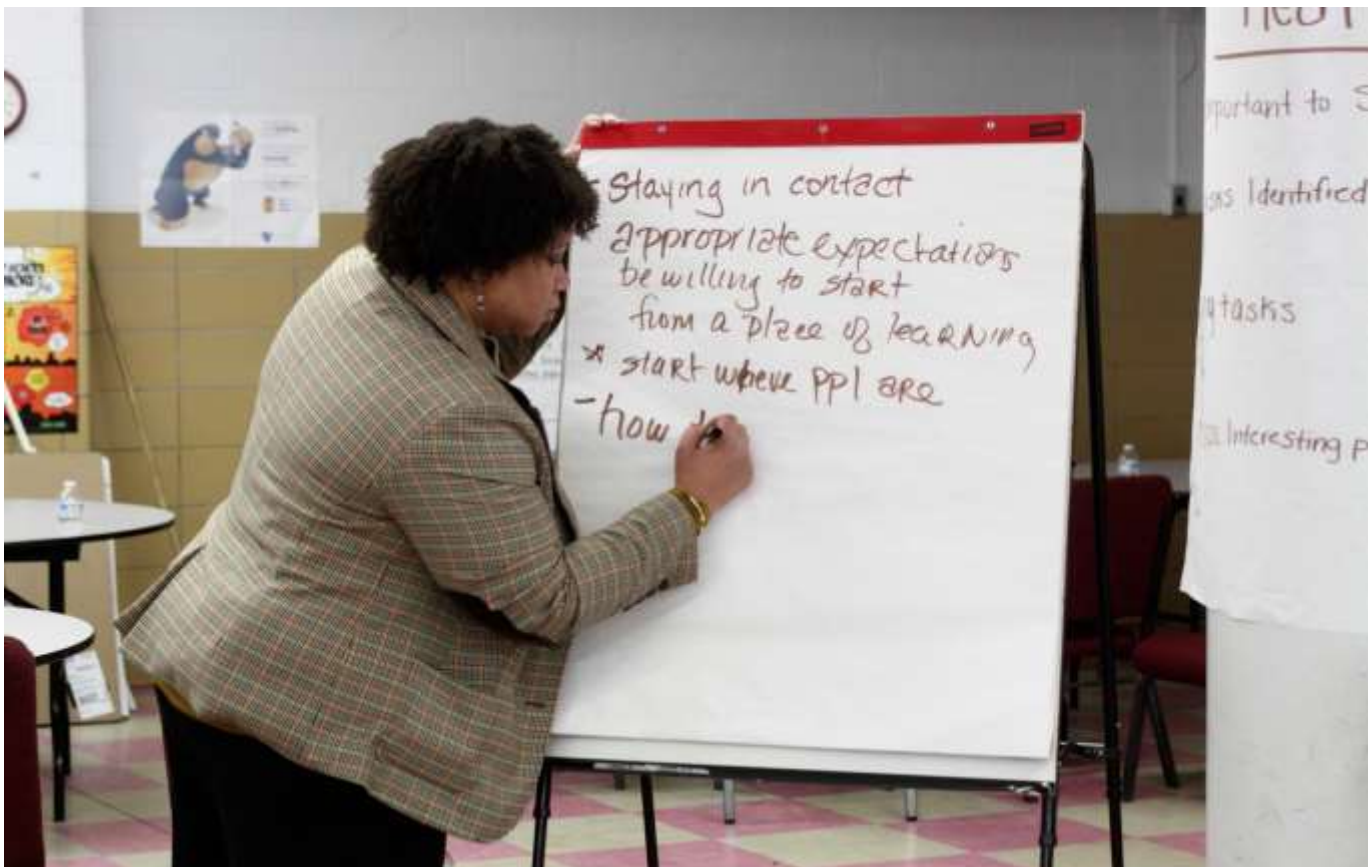
- We can't play by the rules
- Use churches to get people out
- Need to create a healthy, proper route to deal with people who are indoctrinated with powerlessness, who are being bought off, etc.
- We can't expect a new consciousness to happen by osmosis; it takes intentional work.
- It is the responsibility of those who have broken out of helplessness to take the lead in working with others
- An economic boycott—some avenue that affects money—will get attention
- A strategy that will embarrass the politicians—get them to pay attention
- Have to meet people where they are, use basic organizing practices, build confidence







Health



Summary

1. Staying in contact
2. Ask appropriate expectations. Be willing to start from a place for learning
3. Start where people are
4. How to mitigate disparities when people developing healthcare cause the problem?
5. Being good neighbors
6. 10%/90% disease/equity
7. Attend meetings widely
8. Go where people assemble
9. Bring services to people
10. Code switching, in a good way
11. What is a provider
12. Health versus healthcare
13. Healthy versus unhealthy neighborhoods
14. How do we work with people to know/use resources to their fullest extent
15. Understanding the results of past assessments of resources - researchers and surveyors come in to communities and ask them what they have/need, and community members often never hear the results of these questions. The withholding or neglect of these results denies the community information they need for growth and improvement
16. Disease management is a corporate tool for maintaining profit
17. Institutional accountability
18. Creating space for collaborating
19. Divert resources to neighborhoods

I – R – A – C

I - Important to Share

- Follow-up!!!

R - Risks Identified

- Thinking healthcare widgets can make us well
- Corporate healthcare model exists but we need a public healthcare system

A - Any asks

- Institutional accountability
- Organize “what is the accountability statement of our institution”
- Improving health inequalities
- Indigenous knowledge of power of community needs
- Neighborhoods transforming healthcare and wellness

C - Cool, Interesting points

- Staying involved
- Individual and collective accountability





WHAT DO WE DO?

Simultaneously:

1) Repeal mass criminalization

2) Stabilize the neighborhoods
Historic preservation

3) Light industry

4) Organizing



SERIAL FORCED DISPLACEMENT

1930 segregation

1957 redlining
HOLC

1949
UR - 1955
"Blighted"

1960
Deindustrialization
1965

1970
Disinvestment



1980 Mad Plague

1985 Crack
Violence
MASS INCARCERATION
1992 HOPE VI
Gentrification

2002 FORECLOSURE

HYPERVIOLENT
CRIMINAL
ENTERPRISES

Economic Development



Summary

1. Invite the community in and do the necessary listening
2. Be vigilant, persistent and determined - an example was that Oliver is attractive these days but there is no grocery store, no restaurants, few businesses but great houses
3. Invest in our own communities, ask and organize
4. Agitate people to make sure they are active participants
5. Training (education, analysis, what is the ask)
6. Raise your own capital – one source is through crowd sourcing
7. Fight any propaganda and do your own marketing
8. Build buying power
9. Know your strengths and your organization
10. Remove the barriers
11. Use social networks but understand their fragility
12. Research and solve immediate issues but take the long view
13. Get people in the community aware and realizing what is at stake -- personalize this
14. Understanding the law critical
15. Meet the community where they are

16. People coming back from prison are stigmatized and not looked at as part of the job market, but to have a just economy they must be included
17. Don't make assumptions
18. Be clear about your priorities
19. Prepare for initial resistance, for negative forces; remember there is a gap between what people say and do
20. Prepare for a long term commitment
21. How to make sure the community is at the table: who created the table and what are the assumptions of those who did. The community may need to develop its own table/space
22. We cannot make assumptions about what is above people's heads

I – R – A – C

I – point of special interest to share

- Discussion about who defines the table and who invites who to participate. Important to be aware of the assumptions embedded in this

R – Risk

- Prepare for initial resistance and for a long movement

A – Ask

- Be vigilant, persistent and determined

C – Cool points to share

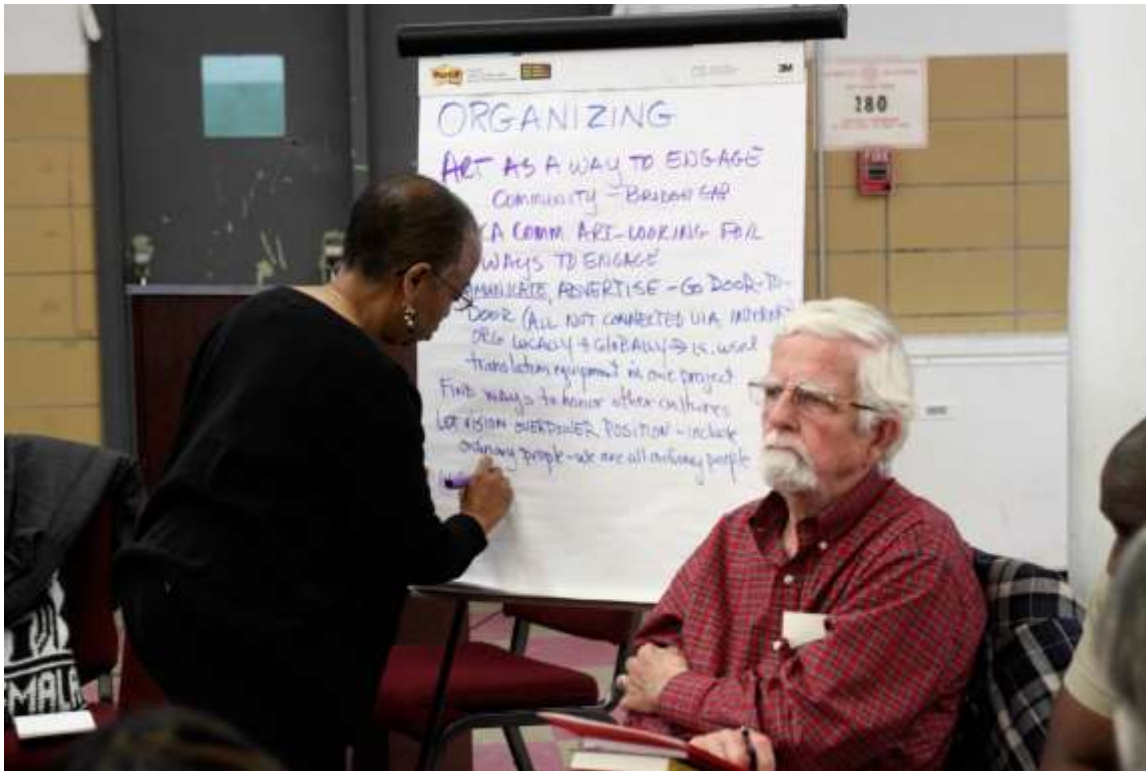
- Meet the community where they are and don't make assumptions
- Take people to places so they can DREAM and learn what the possibilities are







Organizing



Summary

1. Art as a way to engage the community – bridge the gap
2. MICA Community Art Program is looking for ways for students to engage the community
3. Communicate, advertise. Go door-to-door (everyone is not connected via the internet). Organize locally and globally, i.e., used translation equipment for one organizing project. Shared story of going door-to-door during the Vietnam War and asking how felt about war. People thought they were the only ones against the war and found that many were against it; they have never spoken to each other about it
4. Find ways to honor other's culture. Told of a yearly picnic they hold to do that
5. Let vision overpower position. Include ordinary people. We are all ordinary people
6. Invite people to give advice and to take advice
7. Often hard to get along in organizing. See digression of group. Need to role model getting along. [Note: Asked what that would look like and person deferred to the group for an answer.]
8. When peace is a need, realize need conflict and learning to work through it. Need conversation
9. Live dialectic every day. Need to come together around differences and similarities to get together
Play on divisions. Look for things to bring us together
10. Dream is accessibility. Space to come together with different life experiences. Need tools for understanding what can do to take action

11. Ideas progressive. Realize same ideas that got us into mess is what got us out of it. Why set up for failure. Honor whatever can contribute. Set up equal way to be in room together
12. People can be diverse but need to support the vision. Need leader. Include all levels of experience and education. Use smaller group, Discuss reality issues so can get to issues trying to resolve
13. Today there are Black/Latino issues that need to work through/organizing
14. Conflict is human nature. No one has all skills, knowledge. Need data: asset mapping, banks in community. Organizing is long-term and short-term – celebrate short-term successes. Need to know what community wants and needs. Created coops to compete with Walmart. Use university interns to collect data. Keep focus on long-term
15. Not about personality. About ideas. Bring things back to reality. Deal with what is oppressing. Cannot bring people from outside to organize. Need to identify what our community needs. Not telling – asking. System tells what need. Need to develop leaders from the inside
16. Give tools. E.g. Taught how to facilitate and then they could do it
17. Story told by an organizer: At a meeting or assembly with a college president, one of the attendees interrupted to state: “I’m hungry” to which the president responded, “You are not hungry.” The president resumed his speaking and was again interrupted by the attendee stating, “I’m hungry.” The president suggested the attendee drink some water. This was repeated several times and finally, when the president asked, “Are you hungry?,” the attendee who had by then drunk several containers of water, responded yes but when the president offered food, the attendee, filled with water was no longer able to eat. [illustrating how those in power refuse to meet the needs of those they lead and find ways to distort their true needs.]
18. Story told by another organizer. USAID went to a county in Africa and decided to show them how to grow tomatoes. When the day came for harvesting, they invited media to see what they had accomplished. When they arrived there were no tomatoes. One of the indigenous people explained, the hippos came and ate the ripe tomatoes. That’s why we don’t plant them. No one had bothered to check with the people, they just assumed they knew best
19. Listen and learn
20. Trust is important to build within organizing effort. Authenticity is needed. Need to feel everyone is committed, there is humility, ability to listen and respect
21. One of the participants had been to a class/seminar/retreat highlighting: Come up with desires. Inform, explore, listen to learn what we desire. Develop a [false] statement around desires
22. Consider how we develop ourselves as leaders. How to educate ourselves
23. Must be solution-based – how to get there
24. Can’t play by the rules



Conclusion and Next Steps

From the moment of this country's birth to the present day, the concentration of resources in the hands of a few has been the principal obstacle to establishing equitable and sustainable communities in America. A small (but very wealthy) percentage of the population has used its hoard to erect systems that have consolidated their power and, to date, enabled them to resist every generation's effort to alter this bizarre arrangement; and unless a group of visionaries (us?) can figure out how to change it, their hegemony will likely continue well into the foreseeable future. However, as poverty and the social pathologies it spawns continue to grow, and the power elite continue efforts to expand their control, the future can only promise turmoil.

Although the above statement may paint a stark picture of the challenges we face, in no way are we reconciled to this situation. However, change agents need to be clear that a staunch resistance to equity is embedded in all the major systems of society, and, due to a little understood phenomenon known as *internalized oppression*, resistance to equity is also embedded deep in our own minds as well. So, in addition to the internal work each individual needs to do, what must change agents of today and future generations do *collectively* to get a different outcome? To this question, the late Ambrose Lane famously answered: "organize, organize, and organize."

To that end, the March 9th symposium was a very good start; and we intend to continue organizing and building on that momentum. Within the first two weeks of the symposium, we distributed follow-up comments, secured a commitment to host a symposium for next year, 2014, and created an on-line platform and listserv for people interested in continuing the great discussion we began on Saturday, March 9th. The operational requirements for the platform will include the following:

1. developing a clear, collective vision of what is equitable and sustainable;
2. promoting similar events throughout the year locally and nationally;
3. replacing the silos we operate in now with systems of functional connectivity;
4. providing support to help ensure the ongoing participation of non-email capable members; and
5. offering symposium logistical planning and implementation assistance to colleagues in other areas.

Imagine an approach to community development in which the primary focus is the development of the people, enabling them to realize their fullest potential – as they see it – rather than just manage the development of land or material resources for the benefit of outsiders. The people would set the agenda, their needs would control the outcomes, and their effort would merit a return on their "sweat equity" investment and a quality of life that satisfies them.

Are we the change agents that can help make this kind of world a reality? We can be if we continue the great work spotlighted at the March 9th symposium, and if we can establish and sustain the systems functional connectivity requires. This is our ultimate objective.



Follow-up by Participants

Summary of Answers to Follow Up Questions

1. **One to three ideas, actions, strategies that you learned or thought about today that you will take home and apply in your work.**

Tools of change

Storytelling

- One of the powers the community holds is the power to tell stories
- Create the community narrative

Map drawing (influences the people/orgs that influence officials)

Sharing in pairs

Breathing and centering self

- Self study, self-reflection toward transforming self through work

Mindfulness and presence as a strategy to better achieve active listening

Sharing circles / join or start a study group

- To build social networks
- Connect with a few of the groups/initiatives represented here today
- Invest in social networks, first and foremost
- Fragile social network

Rebuild and create social networks to fight root shock

Action

- Sustainable action is more difficult than having good ideas.
- Reach people ordinarily excluded or isolated from local efforts
- Integrate established existing social network into a framework for facilitating and sustaining collective action among people at the grassroots

Need for listening projects

- Re-energized to listen to the wisdom of residents

Protest

Vision is needed to create change / framing issues/vision in an accessible way

Affected community must be at the table

- Whose table are we trying to go to?
- In order to get people to the table meet them at their table

Don't forget people when you leave a meeting

Be the voice for the ones who are unable or afraid to speak out

Be a good listener, be available, be accountable

Do not give up – persevere

Institutional challenges

Research on institutions/events learned about today

Intentional about questioning institutional accountability / how to create this, promote it, etc

Focus on and learn from history, both success and failures, here in Baltimore and elsewhere

The concept of the “double agent” and organizing within institutions

Keep working with Hopkins to inform students about its history/role in the community

- Work within the institution to push for change/paradigm shift

History of undermining of communities by institutions of power-redlining to incarceration

- Neighborhoods need to stay stable so that relationships can be built and sustained
- Community members may not realize the long-term consequences of “revitalization”
- There have been a conscious set of policies to disorganize people of color and minorities to prevent them from organizing

How powerful Hopkins is

Organizing for change

Organizing/building connection and corporation of communities across differences (race)-/silos

- Is okay to have differences
- The need to stay together despite differences

Organizing in a human rights model

The difference between “legal life” and “actual life” is organizing

Cross ethnic discussions to correct problems of dissension

Establishing community conversations within neighborhoods in DC is an important first step in breaking down barriers and beginning conversations

- Will go back to strengthen relationships within my community

Working as an outsider to help community empower themselves is hard

Learning more about transformative organizing and tenure rights

Various community organizing efforts around Baltimore

Artists doing community organizing

Finding ways to not only organize, but also to sustain projects

Ideas for change

Can't play by the rules

- You must break the rules to defeat the system

Can't be afraid to share your ideas

Change does not happen overnight

Radical = core of truth – how do we publicize the truth?

“The law is not made for or by me.”

Repeal mass incarceration
Movement must be accessible
Addressing conflict to move toward peace

Strategies for change

Participating in Sojourner Douglass Transformative Institute
Learned about “ground rent” – homeowners own homes, not the land under it
Learned about upcoming pushes for local jobs, like Caesars
Teaching my craft to others in the community and collaborating with them on my research

Changing the Health paradigm

Prevention is important in health care
“Health care” is a misnomer. It is disease management what we do
Single payer insurance system
Being mindful of how the for-profit model of health care directly contradicts creating healthy communities
Paying particular attentions to the way disparities (economic) are obfuscated by treating illness

Other

Just to see that what we learned today we won't forget
Not sure



2. List specific outcomes you expect will be achieved in your work that were inspired by attending this event.

Individual outcomes

An outcome I expect is to feel re-energized when I return home, because it's too easy to feel tired and like we are in this "alone."

Take different comments and apply

Encourage and facilitate dialogue to increase awareness and participation

Connect with partners in a more engaging manner

A better understanding of how law can/cannot support communities (I am a lawyer), and how communities can support change in the law

Support the efforts of the Right to Housing Alliance in Park Heights

I will focus in my career on increasing social capital and relationship in neighborhoods, and promoting neighborhood stability to improve health

I will be looking for the voices that are not heard yet; no matter how irrelevant they may sound

Listen to community members express their own healthy living needs

I expect to stay in touch with the activists in Baltimore and continue to make connections with what's happening here and in D.C

Collaboration with attendees

To personally concentrate more on coalition building

Met many talented smart people that I will be in contact with in the near future

Continue the work

Continue to educate myself on the issues that effect more community

Organizational outcomes

Create short term and long term visions for my "organization"

Restructure of org ideas and action items

More movement toward your goal

Maintaining a strong view on your vision

Be ready to deal with conflicts

Better network and sharing of strategies, victories, stimulate thinking and ideas

Joining with other groups who have similar mission to help move the agenda

Foundations that are maybe interested in funding and working with community folk

Youth Academy for Responsible Development or Youth Academy of Responsible Economic and Community Development

Increased social networking, interconnected programming and development

It will inform our/my Baltimore activism with the Community Housing & Relocation Work Group

Better integration with and mobilization through existing organizing efforts, for both housing organizing with CHRWG and Charm City Clinic

Development of our youth arts center

Be a tool at the disposal of community groups to achieve their vision for their community – community benefits agreements, other legal tools

Making sure people are invited to the table / present when issues about them are discussed

Use social network

The symposium will help our team refine our strategy to organize residents round issues of equity

Community outcomes

Take back to community

Try to participate and/or get my neighborhood community association to participate in Change for Real

Work with my patients to inform of the social determinants of health and ask about their community

Host event – guest speakers, community gatherings, workshops around the city

Find outlets to help build community

To proceed with organizing of Change4Real to enable the cooperation to act and function as a community

Re-energizing the health and human services part of the community's master plan

I will work with residents in West Baltimore who do not realize the possible negative effects that may result from the expansion of the University of Maryland bio park

Need for listening projects

Increase in community engagement

Improve health reduce inequities

Build up leaders

Philosophical / political outcomes

Use the system to fight the system AND break the rules to change it

[identify] How many people have the same need

More critical thinking; equity

How to keep things in order

More creative actions and strategy in dealing with the powers that be

Tell the people the truth, help them that can not help themselves

Sustainable action is more difficult than having good ideas

Institutional outcomes

Talk to Dean and faculty

Work with university faculty to change or/and add curricula – students will see the importance of having these conversations-school of nursing at Hopkins, other

Organizing students in the tri-school community to be involved in holding JHU accountable and focus on institutional transformation, including changes to curriculum and practical training

Improving the network of our university

Ask Cleveland Clinic/University Hospital to make explicit their position on accountability to the community

Using my position in academic research to advocate for the role that academic institutions can play in community development

Educational / informational outcomes

I have contacts with people to help me develop articles on important issues

About all these vacant housing and all these homeless people on the street

About the health plan

Gain info

Hear people's stories

Make a documentary about gentrification etc

More recognition for the work being done

More people involved with the Fair Development Campaign

Focus my research on eliciting data to inform the need for equitable development

Get information to the people in time for them to make an informed decision – not after the fact – deed is done

Other outcomes

Not sure





Evaluation by Participants

1. Respondents:

73 people filled out different question on the Evaluation form from the following groups / categories:

- residents from affected communities
- activists/organizers
- students from various disciplines (law, public health, social work, planning)
- researchers/educators/employees/board members of development
- law, real estate, social work professionals
- other

2. Rating the quality and value of the symposium (scale of 1-5, 5 is the best)

Scale	Quality of symposium (of total 45 people responding)	Value of symposium (of total 46 people responding)
5	56%	61%
4	33%	37%
3	11%	2%



3. Level of motivation to remain active in equitable and sustainable development after today's Symposium (47 people responded):

not at all motivated	somewhat motivated	very motivated	very, very motivated
0	13%	85%	2%



4. What was most appreciated about the Symposium (responses are summarized and grouped into categories):

Category	Number of people responding	Quotes
Diversity / authenticity / passion of audience	13	‘solid authentic people’
Examples of different models of developments	2	‘examples of success and/or failure’
Opportunities to interact /network with different people	9	‘family reunion’, ‘coming together’
Relevance of diversity of different parts of development	3	‘liked how the organizers separated the panels into health, education, economic development’
Diversity and insight of panelists	18	‘range of expertise was nice; ‘the quality and depth of knowledge, insights and wisdom that was shared’
Moments of reflection / silent breaks	5	‘breathing moments’
Inspirational / motivational moments to act for change	3	‘finding and practicing what needs to change’
Follow-up / accountability after Symposium ended	2	‘focus on concrete action’
Opportunity for sharing/storytelling/discussion/questions/answers,listening, learning from others	15	‘the “share” moments’; ‘sharing stories’; ‘listening’
Healthy and delicious food	5	‘great veggie food’
Break-out groups / facilitation of small groups	5	‘good facilitators’
Everything	3	‘everything’

Category	Number of people responding	Quotes
Participatory / inclusive / collective model	12	‘pairing of organizers with activities academics – Brilliant!!’; ‘there are many meetings focusing on things like social determinants, but these frequently get co-opted by institutional power’
Well organized	7	‘very innovative format for promoting interaction’



5. Changes / improvements for future events:

Category	Number of comments	Quotes
More diversity of panels	3	'more women presenting'; immigrant/refugee community involvement'; 'youth'
More diversity of attendees	8	more accessible to community, no registration fees'; 'more notice, spread the word more'; 'more community presenters'
More logistical support from organizers	24	sound system was hard to hear'; 'moving tables'; 'break-out sessions in separate rooms'; 'better directions for break-outs'; make sure people leave with assignments ...come back together and work together'
More time for discussion/network/sharing/future gathering	19	'2 days!'; '...make this a national symposium'; 'hope there will be events like this regularly so we can build momentum'; ways of linking with more ongoing activities'
Resources	2	'Are there websites, facebook pages, etc. that would be beneficial to participants?'; 'Drum circle'
Thank you	21	'It is done very well already'; 'Thanks for inviting me – it was inspirational!'; 'Thank you so much for doing this amazing work and bringing us together for this opportunity'



Biographies of Presenters

Rich Armstrong

Rich Armstrong is a lead organizer for Community Churches United (CCU) in Baltimore. CCU is a faith-based coalition of local churches and community organizations. Over the last three years it has trained and certified over 1500 Baltimore city residents in general labor construction. Despite all of the development in Baltimore only three out of the 1500 city residents that were trained have been employed since graduating from the program.

CCU has been diligent in rallying, testifying, and organizing for living-wage jobs at development projects in Baltimore. Still, in development projects such as the EBDI and the the current Johns Hopkins Expansion, the biggest development project ongoing in Baltimore, only 2.5% of construction employees are Baltimore city residents. This is consistent throughout development projects in Baltimore city. "The time has come for our

elected officials to stop operating on good faith, to stop selling out the citizens of Baltimore. There has to be a fair and equal opportunity for jobs, a fair hiring process."

Roque Barros

Roque's career spans 25 years with roles in community organizing and community building. Prior to joining the Jacobs Center Neighborhood Initiative in San Diego (JCNI) in 1997, Roque served as executive director of Los Niños, an international grassroots organization doing work in the United States, Mexico, and Canada. His work with both organizations has focused on developing and directing sustainable programs that assist communities in addressing their needs and developing solutions.

In his current role as part of the management team at JCNI, he has created, organized, and led many of the innovative resident engagement programs for which the Center is known, including the Neighborhood Coordinators and Writerz Blok graffiti arts programs, and Project VOCAL (Voices of Community at All Levels). Barros is a sought-after trainer and expert in resident engagement and assists other communities and organizations in leading change where they live. He is also a resident of the Diamond Neighborhoods, which is the focus of the Jacobs Center's work.

Roque has received awards and commendations from the San Diego Center for Mediation and the City of San Diego 4th District Councilman's office, and he was honored as an Hispanic leader by President Bill Clinton.

Maia Bloomfield Cucchiara

Maia Bloomfield Cucchiara received her PHD from University of Pennsylvania. She is a sociologist of education with a focus on urban schools and communities. Her research interests fall into three often-overlapping categories: urban education policy and its intersections between policy assumptions and discourses, issues of race and class, and people's lived experiences; family-school relations, with a focus on how class shapes parents' experiences with urban schools and their children's education more broadly; the impact of urban development and revitalization on public education and the implications for disadvantaged students.

Her upcoming book *Marketing Schools, Marketing Cities: Who Wins and Who Loses When Schools Become Urban Amenities* (University of Chicago Press, 2013) details the relationship between education and urban revitalization, focusing specifically on a Philadelphia effort to market schools to middle- and upper-middle-class families as a means of promoting revitalization in the downtown area. This research focused on a school targeted by this initiative and examined how parents of different social class and race/ethnic status experienced the marketing campaign. Though an infusion of more affluent parents into a largely low-income school certainly led to new resources and increased attention from district leaders, efforts to market the school to this population also created new patterns of marginalization and inequality, including making it more difficult for low-income students to access the school. While this research has focused on Philadelphia, scholars in other cities have documented similar patterns. Her pivotal study provides insight into both the dangers and the

possibilities that accompany efforts to position schools as vehicles for urban revitalization and offer suggestions for more equitable ways to create economically integrated urban schools.

Mindy Fullilove

Mindy Thompson Fullilove, MD, is a research psychiatrist at the New York State Psychiatric Institute and a professor of clinical psychiatry and public health at Columbia University. She was educated at Bryn Mawr College (AB, 1971) and Columbia University (MS, 1971; MD 1978). She is a board certified psychiatrist, having received her training at New York Hospital-Westchester Division (1978-1981) and Montefiore Hospital (1981-1982). She has conducted research on AIDS and other epidemics of poor communities, with a special interest in the relationship between the collapse of communities and decline in health. Her work in AIDS is featured in Jacob Levenson's *The Secret Epidemic: The Story of AIDS in Black America*. From her research, she has published *Root Shock: How Tearing Up City Neighborhoods Hurts America and What We Can Do About It* (2004), and *The House of Joshua: Meditations on Family and Place* (1999). She is a co-author of Rodrick Wallace's *Collective Consciousness and Its Discontents: Institutional Distributed Cognition, Racial Policy and Public Health in the United States* (2008). She has published numerous articles, book chapters, and monographs. She has received many awards, including inclusion on "Best Doctors" lists and two honorary doctorates (Chatham College, 1999, and Bank Street College of Education, 2002). Her new book, *Urban Alchemy: Restoring Joy in America's Sorted-Out Cities*, will be released in June 2013.

Mindy Thompson Fullilove, MD, is currently carrying out a research project called "Main Street New Jersey," examining the role of main streets in the social well-being of populations. She regularly reports on this project on her blog, <http://mainstreetnj.blogspot.com>. She is active in two community projects. In Orange, NJ, she is part of the free people's University of Orange, whose mission is lifelong learning, civic engagement and community development. In Northern Manhattan, she is involved in City Life Is Moving Bodies, a project to help communities be active physically, socially and civically. In 2012 she was elected to serve as a public director of the National Board of the American Institute of Architects.

Donald Gresham

Donald Gresham is a long time resident of Middle East Baltimore and a past president of SMEAC (Save Middle East Action Committee Inc) and current member of CHRWG (Community Housing and Relocation Committee). Both organizations have challenged the East Baltimore Development Inc. (EBDI) and Johns Hopkins Expansion project in East Baltimore since 2001.

SMEAC was instrumental in changing the relocation plan and benefit packet for the 800 families displaced, the demolition protocol for assured safety and minimal health hazards, and plans to assure construction of affordable housing in the rebuilt area. It assured resident participation in a traditional top-down, urban renewal project.

CHRWG along with Community Churches United and Laborers International Union of North America formed a coalition with several neighborhood organizations in East Baltimore-BRACE (Baltimore Redevelopment Action Coalition for Empowerment)- a progressive grassroots coalition on the front line of anti-displacement and labor activism in Baltimore. BRACE presented a Community Benefits Agreement (CBA) to EBDI and partners to assure equity for impacted residents of the 88-acres redevelopment project in East Baltimore and peripheral communities. These powerful stakeholders of this 1.8 billion development project have refused to meet and discuss this CBA for almost one year. BRACE continues to organize and advocate for equity, sustainability, and justice in this 20-year redevelopment project. <http://bracebaltimore.blogspot.com/>

Luis Larin

Luis Larin is a Leadership Organizer/Organizador de Liderazgo for Trabajadores Unidos/United Workers- an organization of Trabajadores de bajo sueldo dirigiendo el camino para terminar la pobreza/Low-wage workers leading the way to poverty's end. The United Workers was founded in 2002 by homeless day laborers meeting in an abandoned firehouse-turned-shelter. United Workers launched the Human Rights Zone Campaign at the Inner Harbor in Baltimore in 2008 and is now targeting the top of the profit chain GGP (General Growth Properties), which is the second largest owner of malls in United States and the corporation who controls The Harborplace at Baltimore's Inner Harbor. GGP has refused to meet with the Inner Harbor workers to discuss the human rights violations taking place at the Inner Harbor. Recently, part of the Inner Harbor was sold to the Ashkenazy Acquisition Corporation, who has also failed to take action to stop the human rights violations and has ignored the call for Fair Development.

For over two years the United Workers has been trying to address the issues at the Inner Harbor, and we are not alone in our fight for Fair Development. Around the city and country we can see how developers are taking everything and our communities are suffering. This year we have the amazing opportunity to stand up together with other organizations such as Unite Here, who has been fighting for Fair Development at the Hyatt. The Hyatt was the first hotel built in the Inner Harbor, funded by about 30 million dollars of public money. When the Hyatt opened the developers shook hands with union representatives in front of the media; however 20 years later the hotel has no union contract, the numbers of jobs have been drastically cut, and the community has received no benefit from the public money that was taken to build the hotel. We also stand with LIUNA (Laborers International Union of North America), who has been working with Community Churches United to get Baltimore residents jobs with dignity. Most of the developments projects use labor from outside of Baltimore, and are not living wages jobs either.

We see the urgent need to come together as a force and say, "Baltimore deserves Fair Development." We want to see Baltimore's economic development continue to grow, but that development must be tied to the human rights principles of universality, equity, participation, transparency and accountability. If development is not in line with those principles, it is not Fair Development. We cannot continue to support the development of specific areas while other areas suffer; for example the closing of recreational centers and fire stations, budget

cuts in schools and people with no access to healthcare. Our communities must stand, fight and demand Fair Development. <http://unitedworkers.org/> or www.trabajadoresunidos.org

Harold A. McDougall

Harold McDougall is a Professor of Law at Howard University in Washington, D.C, and specializes in the areas of urban social and economic development, civil rights, and the workings of state, local, and federal government. He has written numerous articles, as well as two books. *Black Baltimore: A New Theory of Community Change* proposes a new approach to the renovation and revitalization of community civic culture. *African American Civil Rights in the Age of Obama: A History and a Handbook* covers “trouble spots” like racial profiling, hate crimes, discrimination against consumers, employment discrimination, voting rights, housing discrimination and discrimination in public education. It also looks at citizen action and access to local government.

Professor McDougall’s work on civic culture presently takes two forms, one international, and one domestic. Since a 1999 Fulbright Fellowship to the University of the West Indies in Kingston, Jamaica, he has focused on sustainable development and citizen engagement in the developing world, teaching and writing in this area. In 2006, he taught a course on sustainable development to students at the University of the Western Cape, South Africa, pursuant to Howard Law School’s South Africa Program. Locally, he has founded the “Invisible College,” a nonprofit organization teaching “public citizenship” to middle and high school students. One offshoot, a BoysII Men program, has been taught at Takoma Park Middle School in Montgomery County, MD, by Howard Law School students since 2008. A “Girls2Women” program started in 2009.

Dominic Moulden

As a seditious teen in East Baltimore, Mr. Moulden was introduced to organizing in the late 1970s with Baltimoreans United in Leadership Development (BUILD). Now close to 30 years later, he is still dedicated to a lifestyle of organizing evidenced through his current work with Organizing Neighborhood Equity DC (ONE DC), which focuses on resident-led organizing and leadership development through popular education and consciousness-raising to encourage and incite transformative social change. True to Dominic’s conviction that social change is both personal and political, he has remained a steadfast student of social movement history and has accrued a wealth of knowledge around topics including but not limited to anti-lynching, abolitionist, women suffrage, black arts, civil rights and human rights movements.

Over the past 25 years as a resource and housing organizer in Washington, DC, he organized residents using alternative housing models which included limited equity cooperatives and community land trust cooperatives. This organizing strategy achieved resident control and created permanently affordable housing for long time DC residents.

Although his primary residence of organizing is Washington DC, he continues to support organizing efforts in his hometown of Baltimore. His most recent work has been with Greenmount West CDC and the Ella Baker Organizing Initiative, a learning circle for young people about grassroots organizing and movements for social change. He continues to teach organizing locally and nationally at various communities such as Washington, DC, and Atlanta and academic institutions such as The New School for Social Research, George Washington University and Georgetown University. Mr. Moulden received his B.A. in Philosophy from Saint Alphonsus College and his Masters in Theological Studies from Washington Theological Union. He attended Harvard University's Kennedy School of Government through the Achieving Excellence in Community Development Program sponsored by NeighborWorks America.

Gus Newport

Gus Newport has been a longtime leader in community development, municipal government and nonprofit capacity building. He served two terms as the mayor (1979-1986) of Berkeley, CA, and also as the executive director of Boston's Dudley Street Neighborhood Initiative from 1988 to 1992. Newport has provided technical assistance to such major philanthropies as the Annie E. Casey, Ford and Edna McConnell Clark foundations. He has served on the faculties of the University of California, Santa Cruz; University of Massachusetts, Boston; Yale University; Portland (OR) State University; and was a Martin Luther King Fellow (MLK) at MIT from 2006 to 2008.

Newport has served on two United Nations Sub-committees and on the Conference of Mayors Advisory Council. He is currently a member of the board of overseers of the graduate program in community development at Southern New Hampshire University.

Rhonda Y. Williams

Dr. Rhonda Y. Williams, an associate professor of History in the College of Arts and Sciences at CWRU. Dr. Rhonda, as many call her, is the founder and director of CWRU's Social Justice Institute; the founder and director of CWRU's Postdoctoral Fellowship in African American Studies; and the author of the award-winning *The Politics of Public Housing: Black Women's Struggles against Urban Inequality* (2004). Williams has worked to broker understanding of issues regarding marginalization, human rights, and grassroots activism. She has delivered community presentations to the Congressional Emerson Hunger Fellows on the history of institutional racism, and given numerous lectures locally, nationally, and internationally.

As an educator and scholar-activist, Dr. Rhonda is committed to critically assessing and exposing the entrenched systems of inequality and the enactment of social justice. In articulating her teaching philosophy for her "City As Classroom" – which is taught off campus, partners with community people, and requires students to engage in social activism – Dr. Rhonda says: "It is my belief that the practice of history should be part of a broader liberation project—one that arms students and scholars with the necessary analytical tools and

information to combat social, cultural, and political myths and to address historical and contemporary issues.” Currently, the Social Justice Institute is engaged in its inaugural community-based collaborative initiative, the “Voicing and Action Project,” which employs East Cleveland residents and committed stakeholders as community researchers. The project focuses on documenting the life narratives of East Clevelanders to help identify and advance community priorities through the power of storytelling, conversation, voice and visioning, and active community engagement.

Willinet Williams

In late 2011 Ms. Williams received the first public notice from the Housing Authority of Baltimore (HABC) - which owns and manages subsidized housing for low-income residents- alerting her and her family that they would have to move in approximately 90 days to make room for a development project. The other residents in these 3 blocks also received similar notices. Ms. Williams tried to organize her neighbors to wait and find out whether they could stay and be part of the rebuilt community in Brentwood Village. Some residents of the area had been there for more than 20 years. Ms. Williams lived in her house on Barclay street for 40 years and felt the residents of the area should have been involved in the plans for development and given an opportunity to stay. She has previously tried to buy her house from HABC and simply ignored. More than one year since she received notice to move, her house remains standing with the adjacent one to allow structural security. The houses across and adjacent to these have been demolished. Ms. Williams appeared in court on January 22, 2013 to defend herself against a city department which has violated her rights as a citizen. The sitting Judge ruled that he could not overrule a previous decision stating she had to move and that all steps to remove her were legal. Such a decision in light of inconsistent testimony by HABC- in the previous hearing 12 homes were reportedly shown to Ms. Williams while testimony on January 22, 2013 stated it was 8 homes. Ms. Williams continues to live in her home of 40 years and questions what her legal remedies are for such violations of her human rights. contact: jus.this@ymail.com

Jesse Wimberly

Jesse Wimberley has been a community organizer since 1987 when he joined the staff of the Piedmont Peace Project in North Carolina. Jesse’s work as a white organizer in African American and white communities in the sandhills area of NC is highlighted in a chapter of the book “Listening to Color: Blacks and Whites in Aberdeen, NC” by Anne McKeithen. Currently, Jesse is the Outreach Coordinator for the Sandhills Area Land Trust, which is looking at how rural landowners can work to use the natural resources that they have to create locally owned economies.



Description of Symposium Organizers

Social Health Concepts and Practices



Social Health Concepts and Practice (SHCP)

is an independent consulting firm offering the opportunity for individuals, communities, organizations, and institutions to identify and understand the bridge between the health of the individual and society. In partnership with communities and engaging in research and practice since 2006 SHCP facilitates alternative ways to transform existing oppressive and hierarchical models of individual and community change. Our understanding stems from the premise that the norms of society shape our mental, physical, and spiritual health and sets the framework for resultant disparities between those with power and those without-in all aspects of life. Therefore rebuilding healthy selves and community can occur only when we transform oppressive norms- embedded in our selves and institutions- which maintain the cycle of inequality. Our collective transformed selves become the transformed society-moving toward a new norm of balance, equity, and sustainability.

www.mariselabgomez.com/socialhealthconceptsandpractice/



Baltimore Racial Justice Action (BRJA) is a network of Maryland individuals committed to social and economic transformation with an emphasis on racial equity. BRJA is an action-based organization grounded in collective analysis of structural racism and white privilege. Organizing across the Baltimore metropolitan area, BRJA seeks to make Baltimore recognized as the leading city in the nation intentionally working for racial equity. Achieving racial equity requires working to create a society in which the distribution of resources, opportunity, societal benefits and protection is equitable and all members are physically and psychologically safe and secure. We attempt to influence and guide respectful and just thinking and actions. We strive to support people and organizations to see themselves as world residents or leaders or change agents by acknowledging our linked fate and encouraging responsibility for our choices, decisions and actions to collectively build an equitable world for all. www.bmoreantiracist.org



The establishment of **Sojourner-Douglass College** represents the struggle in the Black community for a model of education capable of producing self-determination among historically oppressed people. To address this need the College adopts a transformational learning model designed to increase the students' capacity for self-development and self-expression, facilitate students' engagement in effective social action, and resurrect the student and the community with the tools to generate new life.

The focus of our educational philosophy is learning how to negotiate and act on our own purposes, values, feelings, and meanings rather than those we have uncritically assimilated from others; and gaining greater control over our lives and our communities as socially responsible, critical thinking decision makers. Rather than viewing education as an end, we view it as a means by which the community enhances its political social, economic, and cultural development. Our learning methods are intended to engage the real world where learning can be reconciled with action and study, a concept that reflects student growth through social and academic utility.

The transformative approach to education corrects the problematic frame of traditional models with an unbiased historical context that instills moral and ethical values, promotes a regenerative spirit, and teaches the skills and mindsets necessary to meet our present and future challenges with sustainable solutions - both within our social systems as well as within our individual selves. www.sdc.edu/



Red Emma's is a bookstore, coffeehouse, and radical resource space. We run our business as a cooperatively owned democratic workplace, and are dedicated to both demonstrating the viability of alternative business models rooted in solidarity, not profit, as well as serving Baltimore activism by providing space and resources for organizing and education. Currently located at 800 Saint Paul St., we are in the process of moving to a new location at the corner of North Ave. and Maryland in the fall of 2013.

www.redemmas.org/



to Equitable and
Sustainable
Development