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# Drug-Resistant Properties

U.S. Department of Housing and Urban Development

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## Introduction

This manual is a "partnership" product based on the efforts and ideas of many different people. It doesn't necessarily represent the views or opinions of any agency, organization, or person. Its sole purpose is the support of proactive community empowerment efforts. It is ONLY a guide-line. Advice from relevant professionals, such as lawyers, should always be sought to assure compliance with local custom or law. Appreciation is also expressed to Patricia Kohnke, Warren Sawyer of the Caleb Group, David Matthews, the Department of Justice's Project Against Violence Network, Ralph Cheyney, and several other people too numerous to name.

A property can go from tranquil to totally out of control with drug-re-lated activity in a few months, perhaps due to the property down the street that has a good program. The "broken window" theory-that if one window is left unbroken [showing that no-one cares] soon all windows will be broken, trash will pile up, and problems mount, may be correct. Pre-ventive maintenance is always cheaper than breakdown maintenance-even if your property doesn't now have a problem, you would be wise to implement programs to make it resistant. The cheapest insurance against drug prob-lems is for on-site and home office staff to do their jobs proactively every single day. Use "Helen's test" for your property-would your mother live there? If not, why, and how could you start adding a little of what the property needs right now? Value and work with resident leaders, who will save you great time and expense if you let them, and recognize that anyone who lives in or wants to live in your property is your customer. A healthy community of happy residents is more effective and cheaper than any physical security like fences and guards.

Years ago I read an editorial, on mass transit. It said that mass transit could be run perfectly if there were no people. Buses would stay clean, they could make their runs on-time, there would never be any complaints, and one could run an ideal mass transit system-without people. We live in the real world, though, with real people, not some ideal world. Some managers we deal with seem to want ideal housing, with ideal residents who pay their rent perfectly on time and don't have problems or issues. Even in the best of housing, that's not realistic.

Some property managers, agencies, and organizations say that community empowerment is "somebody else's job", and that they don't have time to deal with it. The developments they are responsible for reflect their lack of caring. The best way to avoid responsibilities is to say "I've got responsibilities". The problem is that "somebody else" isn't out there. If we don't do it, or inspire

others to do it, it doesn't get done. Property management of assisted housing is not a job for couch po-tatoes. On the other hand, there are few jobs with so much opportunity to make a positive difference in people's lives, for those who care.

Before you go any further, ask yourself, "Do I really care about my resi-dents? Are they more than just an irritating route to a paycheck, and monthly rent cows, for me?" If you can't wake up in the morning EXCITED about all the challenges of property management, quit. Your residents already see you as just as bad as the drug dealers, and you are, if you don't care: drug dealers know what they are, but you're keep-ing out someone who could do a good job. If you aren't totally committed to making your property a better place to live, quit-right now. If you are totally committed to a sustained effort that may take 3 years or more of your life, then read on.

Drug Elimination is a negative goal, like losing weight. It is necessary, yes, but hardly something to get excited about. Drug abuse is only a symptom of community problems. Healthy communities resist it effortlessly. We have problems because as a society, we don't know what healthy communit-ies are anymore, all we know is the pathology of the average. Just arresting drug dealers means there'll be a new crop on the street tomorrow. It takes much more than a little enforcement to make a property drug resistant. You must build a healthy community that works together. Successful Drug Elimination efforts ALWAYS involve community empowerment, which starts with replacing powerless, negative views of the future with hope. If you like to play power games and "slam" people you see as inferior, get out of the business, you won't last. If you like developing leaders of leaders, and instigating good things, you'll do well. Consider that a weak community = weak asset value, and that every-thing you do to strengthen your community, and its quality of life, adds measurable value to your housing asset.

You MUST get residents on your side. Community shame is cheaper, more effective, and a lot faster than any enforcement tool you can use to en-force good behavior. You and the police can't do much if residents don't support your efforts. You MUST develop coalitions and partnerships. You might try HUD's Safe Neighborhood Action Program [SNAP] Model. You can't solve the problem alone, nor can HUD, nor can residents, nor can the po-lice. Remember that if you blame others for your problems, you don't own them, and can't fix them. Do what you can with what you have. You MUST develop rapport with other people by respecting and feeding their inter-ests, even if they don't do the same for you. Remember that position and interest don't always match-you may find that "breaking bread" with some-one in the mayor's office gets you a contact who does far more for you than the person with the official responsibility. Welcome allies wherever they come from, and help them help you.

There are no magic bullets or recipes that work every time. Each commu-nity is different, and each set of solutions must be different, and adapted to local conditions. We give you only the most common elements of what have worked for other people. You will have to weave them together into a comprehensive, holistic, organic whole. You may need to develop a solution never seen or heard of before. Well, do it.

Making developments drug-resistant means developing leaders-instead of waiting for someone else to take action, taking it yourself. Why be a leader? The answer is very simple. Only leaders know

what it truly means to be human-they use every gift they've ever been given, and develop other gifts; only they have been tried and tested in the furnace, and proven pure, only they know the beauty of achieving the gold medal after reaching into their deepest depths for what they needed to win.

Look about your community. This is the fuel of your refiner's fire, in which you will become your own crucible. The fire itself is your own pur-*pose* in life. As you strengthen your community, you strengthen yourself. One's true purpose in life is always exciting-only in the middle of it can a person be truly alive. Leaders ignite that purpose in themselves, and let it burn while it transforms the community around them as it trans-forms them.

Your community has problems because too many people walked away in the past, too many just gave up. You can give up too. You always have that choice. If you do, you'll never know what you could have done, or had the satisfaction of knowing you made a major difference in the lives of your fellows, and you'll never be a Neighborhood Superstar. Or you can CHOOSE CHOOSE CHOOSE CHOOSE TO BE A NEIGHBORHOOD SUPERSTAR RIGHT NOW TO BE A NEIGHBORHOOD SUPERSTAR RIGHT NOW TO BE A NEIGHBORHOOD SUPERSTAR RIGHT NOW TO BE A NEIGHBORHOOD SUPERSTAR RIGHT NOW TO BE A NEIGHBORHOOD SUPERSTAR RIGHT NOW. It starts with that first choice. Make the choice that feels right for you.

You MUST have a clear, inspiring objective, maybe even an exciting "Ideal Day" written out on 2 pages that you review each day on awaking and going to sleep. Clear Goals "make a hole" in the chaos of your day, and some-how, efforts you think are too small just come together to make things happen. Take care of the little things, and the big things take care of themselves... and we know big things aren't taken care of when the little things aren't. You are your goals. Your subconscious mind doesn't under-stand "impossible". If you set yourself impossible goals, it will pa-tiently guide you to the resources you need to achieve them. If you merely set yourself ambitious goals, you'll get there faster. Either way, you grow in a way that is very satisfying.

Assisted Housing was originally seen as "transitional housing", part of a "continuum" that goes from roughly homeless shelter to rent subsidy hous-ing to below market interest rate housing to market rate housing to homeownership. Somehow that continuum was broken, or damaged. We must revive it, and even go further. Here's an Impossible Dream, an inspiring positive counterpart to the Drug Elimination negative goal. Obviously you could substitute your own Impossible Dream, whatever inspires you.

The Cherokee ran self-sufficient Peace Villages. These were sort of a combination college town and homeless shelter, run by very spiritual people. They were also places of refuge; those who had committed crimes, if they could get to one, were untouched as long as they stayed there. After a year, they were free to go-and whatever had caused them to commit crimes was gone, the spiritual people made sure of it.

Peace Villages lasted right up into the 1830's, until Andrew Jackson's deportation of them along the "Trail of Tears". The tradition was so strong they accepted Colonial refugees, and more importantly for Jackson, escaped slaves. Tad James notes a similar Hawaiian concept. Some monasteries

in Europe were run similarly; the industrial revolution of the 10th century, in Europe, came out of the monasteries. The Bible mentions 6 refuge cities, 3 on either side of the Jordan River.

Ambitious? Of course. Achievable? Yes. Perhaps you have some other ambitious goal to align your efforts, something comprehensive, that "puts it all together", instead of merely reacting to drug-related activity. Well, use it. Inspire others with it. CREATE IT. Given changes in the funding of assisted housing, we will have no choice but to do a lot more with less. It can be done, and we can even have fun doing it.

## **I. GETTING STARTED**

There is no magic formula that works every time. This manual only offers ideas, which you will have to weave into your unique community. Some ideas will work for you, others may not. Caring is the core of community, and respect is the center. You must care about and respect your resi-dents. It starts there. Then, you need to inject some "fun" into what you're doing towards your goals. Why do you think kids have unlimited energy? They aren't so foolish as to be serious all the time, like adults. You will know that your efforts are succeeding when they start taking on a "life of their own", when residents start coming up with their own ideas and programs, and agree to run them by themselves, when programs set themselves up with almost no effort from you, when all of a sudden you're a part of something larger that plays you as much as you play it, when you can't wait to get to work for the next neat project you're work-ing on to improve the community, as you push the routine work as fast as you can so you can get to the fun stuff.

If you are committed, you are a "salesman" for future potential. The residents have to also want a drug-free place to live. The best single cure for drug-related problems is hope. If your residents have hope about their future, and a belief that they have some control over their future, your job will be possible. If they lack hope, you [and they] will have to find ways to nurture hope. We are our dreams, and our goals. Where there is no vision, the people perish. Humans are naturally goal-seeking organ-isms. Without goals that excite them, they get side-tracked into petty bickering and backbiting, and negative short term goals like drugs, and all the nasty things that accompany that.

Don't define your community's needs-define your community's interests and strengths. Work from your strengths. Don't define your community's prob-lem- define your community's goals, and align your efforts towards making them happen. What you concentrate on grows. If you concentrate on need and problems, you'll find you have more of both. Concentrate on what you want.

There are four interlinked areas to grow into:

1. Resident involvement and leadership.
2. Management enforcement of policies.
3. Law enforcement.
4. Partnerships with other interested stakeholders.

Resident involvement is absolutely the most important, none of the others can be effective without it. Any police officer will tell you that they can't be everywhere, and that 1,000 pairs of eyes are better than 1.

One way to get residents started is to ask for their opinions, and help. When they get over the shock of realizing a manager actually cares about their opinions, you will start collecting the data you need. Also, by asking questions like, "How can we work together to solve this problem?", their minds start focusing on just that.

Oh, they'll be really negative at first. Let them "vent". Some of them may never have been able to get some issues off their chest. When they "vent", make eye contact, lean forward, take notes, and at least appear to be extremely interested in what they say, and talk only to keep them talk-ing. Most people run out of steam fairly soon, and their attitude towards you will be permanently different. Some agents use an informational let-ter to start this process. We recommend face to face contact. Letters are junk mail, and you'll get a junk mail response.

You'll need to show some immediate results. Clean up what you can around the site, and start screening new applicants. Start doing the regular management things that must have been let go for the property to be where it is now. Make your first partnership with your residents, and the second with the police. Ask the police, "How can I help you do your job bet-ter?" or "What would have to happen for X to occur?" Their interest is in efficient felony busts and convictions, and eventually, communities that don't need much attention because they head off problems at the source. If you help them make their numbers, they will help you. Once you get along with the police, residents need to know who to forward information to, and they **MUST BE ABLE TO FORWARD IT ANONYMOUSLY**. Drug dealers can take fearsome revenge, and residents know that. You will by this time have shown you care, and you **MUST TAKE ACTION** on justified complaints.

Residents must begin to believe that you are actually going to take ac-tion, and that a drug-free property is possible to hope for. As they be-lieve that to be possible, peer pressure like shame will start to work for you.

Some managers say they don't have time for anything proactive. Of course they don't, no-one does. You have to reorder your priorities. If you are doing everything associated with Drug Elimination, there's a major prob-lem. Whose community is it? If residents aren't interested, the goal won't be achieved. Think of yourself as a catalyst, a focus point, a force multiplier, an instigator of good things, of someone who motivates others, who gets things started and lets others take over.

One other point: set ambitious, impossible goals set ambitious, impossible goals set ambitious, impossible goals set ambitious, impossible goals set ambitious, impossible goals. Post those goals on your wall, maybe even with a collage of magazine pictures, whatever it takes to turn you on emotionally about your goals. Keep a notebook with those goals at the top of a page, and jot down ideas as they occur. You may find those goals aren't so impossible. If you aim for the stars and hit the mountain, you're still better off than aiming for the hill and hitting a rock, right? Setting goals focuses your subconscious mind, which doesn't know anything is impossible, also. When you have a really insoluble problem, fill your mind with all the details of the problem, especially just before

bedtime. Then forget about it totally. Have a notebook ready for when ideas for solutions come through. This is what all creative people do, in some form.

## **ONE INVISIBLE DRUG ABUSE PROBLEM, NOT USUALLY ADDRESSED**

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Alcohol, Disorder & Crime On TAP Tony Flaherty, Center for Community Recovery Innovations, Inc.

Behind most broken homes and hearts in America, you can find broken bottles. -  
Tony Flaherty

Nationally, HUD is in the middle of an eight year plan to demolish 100,000 high and mid-rise public and assisted housing units (NY Times 6/2/96). All major cities are involved, and replacements are to be low-rise and scattered. The effort is meeting with mixed reviews. Some residents feel it is a good idea; others feel drug havens are just being dressed up. Experts, in turn, counter that success and quality of life will be rest upon joint efforts of management and residents.

HUD Secretary Henry G. Cisneros said, "This has potential to change American cities because so many are damaged by the out of control conditions in public housing." I want to believe him, and I know that if HUD, Management Agents, Residents, Housing Authorities, Developers, Social Workers, Governors, Mayors, Cops, and even some robbers, could favorably impact the quality of life in inner-city housing for the poor, they would. But they don't, and won't, because they can't. They can't without addressing the cause of most 'out of control condition'... the community illness of alcoholism or alcohol abuse. This is the cause of most neighborhood crime and violence in our homes. Ironically, the many who will make speeches about "drugs", stay silent on the most accessible drug of all: alcohol. To do otherwise is to be branded a 'neo-prohibitionist'.

In its Spring, 1996 Review, the Brookings Institute published an article entitled 'Broken Bottles: Alcohol, Disorder, and Crime'. Professor John J. DiIulio, Director of the Brookings Center for Public Management, documents the density of beer and liquor outlets in high-crime inner-city neighborhoods with chilling observations. Reading it, I had to wonder if housing advocates might not be afflicted with an insanity similar to that of the alcoholic, who does the same things over and over again expecting different results, when we ignore the pervasive availability of the drug alcohol in a community where rehabilitation efforts are initiated.

I surveyed a neighborhood in which several HUD-foreclosed properties are slated for renovation. This 3.98 square mile area contained no less than 43 legal beer and alcohol outlets. This did not account for clubs, after-hour joints, or "kitchen barrooms". Does such a concentration of alcohol outlets happen by chance? Does resultant numbing and dumbing of the poor legitimize nightmarish thinking that inner-cities of America are places where occupants can be contained through barbed wires of the mind wound by addiction to alcohol, and consequently other drugs? When you add the sad facts that (1) there are few homes in this country not touched by the shadow of alcohol abuse, (2) there is now little or no treatment, and (3) no accountability for targeting children in alcohol

advertising, can we see how effective the alcohol industry's three billion dollar advertising and political lobbying efforts can be in silencing those who suffer from their own or someone else's drinking?

Professor DiIulio's observations, reprinted with permission of the Brookings Institute, follow ["Broken Bottles: Alcohol, Disorder, and Crime", Brookings Review, Spring 1996. Brookings Institution Press:]

- Over the past quarter-century, American's have spent billions of dollars to wage a war on drugs... the particular focus on illicit drugs has kept the spotlight off a more familiar, yet perhaps more dangerous psychoactive drug-alcohol.
- Most state do not have strong liquor law regulations and procedures. Even states that have them on the books tend to underfund the agencies responsible for enforcing them. Naturally, anemic funding often leads to inadequate enforcement, which opens up the possibility of socially harmful concentrations of liquor outlets and other regulatory failures that can lead to a hornet's nest of alcohol-related social problems.
- Although the relationships are complex, the high concentration of liquor stores in the inner cities, the ready availability of beer and hard li-quer, and the high incidence of alcohol abuse are deeply implicated in the troubled homes, disorderly neighborhoods, and dangerous streets.
- Alcohol use has been associated with assaultive and sex-related crimes, serious youth crime, family violence towards both spouse and children, being both a homicide victim and a perpetrator, and persistent aggression as an adult.
- Numerous first-rate studies have found close links between the geographic density of alcohol outlets and consumption [and alcohol problem] rates. Without leaping to the further conclusion that if inner-city neigh-borhoods had fewer liquor outlets and less alcohol consumption, they would also have less crime, policymakers who care about reducing community breakdown and crime in the inner city should nevertheless seriously con-sider restricting alcohol availability and reducing the density of liquor stores.
- Alcohol abuse probably drives crime and other social problems more than drug abuse does, simply because the use of alcohol is so widespread.
- No social disorder is at once so disruptive in its own right and so con-ducive of other disorders as public drinking.

A 1993 feature in U. S. News and World Report reported on the reality of a typical inner-city child named John: "To John, Tom's Liquor is a short walk from his house, school, and storefront church in the same shopping strip. A slew of transactions take John to Tom's. He tags along with his mom when she goes to cash her welfare checks free of charge. With no supermarket nearby, John goes to Tom's when he wants a candy bar. Even when his mother takes him to the adjoining neighborhoods, John rarely sees a bank or supermarket. Many neighborhood traits convey disorder, but un-checked public drinking is a particularly potent affirmation that 'no-one cares'. That is

the message John gains by observing Tom's Liquor, where winos and crack addicts congregate at night in the parking lot."

- America's liquor-control regime is structured without any apparent regard for the connection between alcohol availability, consumption, crime, and other social problems -and is calculated to give the states almost zero capacity to regulate and enforce liquor laws.
- A study of ABC in California found that investigators were "less concerned with public health and welfare than with the rights of applicants... that selling alcohol is treated more as a right than a privilege."
- Anywhere between 30 and 90 percent of convicted rapists are drunk at the time of offense. Juveniles, especially young men, who drink to the point of drunkenness are more likely than those who don't drink to get into fights, get arrested, commit violent crimes, and recidivate later in life.
- In their new book, *Alcohol and Homicide*, R. N. Nash and L. A. Rebhun observe, rightly, that the high concentration of liquor outlets in inner-city neighborhoods reflects "the relative power of alcohol producers and wholesalers who supply liquor outlets, banks who loan money to store owners, and state regulators whose activities are more oriented toward the interests of alcohol industry lobbying groups than the regulation of that industry and the relative powerlessness of the poor and unemployed individuals and groups who live in greater concentration in these areas of high outlet density."
- Middle-class Americans would not tolerate for one second laws that permitted an inner-city concentration of liquor stores in and around the places where they and their loved ones live, work, shop, go to school, or play.
- Broken bottles have an even worse effect on community order and safety than broken windows. The fact that government itself licenses the entire mess by letting the liquor stores proliferate and the broken bottles pile up so high in poor, inner city neighborhoods is the single most compelling symbol that nobody cares, the ultimate invitation to disorder and crime.
- In poor neighborhoods where alcohol is readily available and broken bottles fill the gutters, social capital goes down the drain. Whether or not they drink themselves to excess, hang out at bars or engage directly in related behaviors, it is probable that poor, inner-city youths who grow up in places where drinking is common and liquor outlets are everywhere are more likely than otherwise comparable youth to have diminished life prospects that include joblessness, substance abuse, and serious trouble with the law.
- In a classic study of community breakdown in American cities, by William Skogan, public drinking was ranked first among the disorders identified by residents across 40 neighborhoods. Law-abiding residents in those neighborhoods beg local police and public authorities to "do something" about corner to corner proliferation of liquor outlets.

## II. WHEN YOU HAVE TIME, PERSONNEL, AND GRANT FUNDS

### A. DRAWING THE MAPS: MAKING A PICTURE OF THE PROBLEMS

If you want to get somewhere, you generally need to know where you are now. Just taking action blindly rarely achieves useful results. You must define your arena and your mission carefully, and then align everything you do with that mission. Remember the "Observer Effect"; just by making a picture of what you have, you begin the healing process.

### NEEDS ASSESSMENTS

For needs assessments, you have to document your problems, compare them with services and resources available, and determine what more is needed. This is a typical part of many grant applications. The counterpart of Asset/Strength Assessment is discussed later.

#### 1. PHYSICAL AREA AND PLANT

maps depicting communities and surrounding areas, highlight major access highways and interstates. This might include a Geological Survey topo-graphical map from the library, a road map, and so forth.

diagram of property, with photos of drug-related housing problems (open access areas, high traffic areas, congregation points, drug sales areas) etc. Check your city hall, there may be a site plan on file.

number of units, families/tenants, age of physical structures, condition of outdoor lighting and other relevant physical features

#### *PHYSICAL APPEARANCE: WHAT ARE YOU ATTRACTING WITH YOUR ADVERTISING?*

Drug dealers feel comfortable with visible signs of neighborhood decay and social disorder in a property. They know their activities are "masked" by the disarray, and that they can easily stash contraband nearby out of sight. Drug dealers applying to your property suggest that its appearance announces a landlord who doesn't care. Common areas and yards that look like junkyards, abandoned cars, graffiti-filled walls, broken windows and doors are an advertisement to attract more unpleasant characters, and drive away good tenants. They work well.

Whatever you do, never show a unit with code violations to an applicant who might be engaged in drug-related activity. You could just as easily say, "I won't tell on you if you won't tell on me." Boarded up units are sometimes taken over, too, and sometimes tenants sublet their units for storage or occupancy by drug dealers.

Are all exterior areas surrounding the building, parking areas, stair-wells, walkways, adequately lit? Lighting does not have to be expensive to work. Speedy maintenance is more important than the lights themselves-a light that doesn't work doesn't exist.

Is "image" maintained such that residents take pride in their surroundings, and even take on projects like community gardens? If you don't care about appearance, you may be sure no-one else will. Maintenance personnel may not like cleaning up around trash containers, but if they don't, consider the image you project... Residents who are proud of their homes take the time to keep their "HOME" looking good. Low income needn't have anything to do with filth, but lack of pride goes hand in hand with it.

### *SIGNS OF DRUG-RELATED ACTIVITY*

**DETRITUS:** discarded needles and ammunition, glass tubes about 4" long - perhaps with steel wool at one end [crack], aluminum foil [hash or crack], small temporary tattoos like "blue stars"[LSD], blackened spoons, "reefer" butts, aluminum cans with holes on one side [crack], blood, or even tea strainers or baking soda containers [crack]. Bullet holes in buildings. Tennis shoes on telephone lines can be an advertisement. Be sure you interpret graffiti-it often communicates messages. Drug clearinghouses have more detailed lists of such signs.

**BEHAVIOR:** "flashy" displays of wealth, or repeated rent delinquency. Wild parties, undeclared "live-ins", gunshots, drug arrests, increasing turn-over especially of good tenants, more loitering than usual, fear of property by prospective tenants, erratic traffic especially at night, weekends and "check day" or payday.

It is highly recommended you keep copies of all newspaper articles on your development and the neighborhood.

The most common sign is fear among good tenants. What is it like to have one's stomach knotted up with terror every time one leaves the apartment, to have one's children sleep in the bathtub because it will stop bullets, to keep one's children in "lockdown" all the time, to avoid any social event or gathering of people?

## **2. PEOPLE: ECONOMIC CONDITION AND HEALTH**

The Institute of Real Estate Management recommends using census data to draw a picture of your neighborhood, and then comparing your residents with that neighborhood profile, or the city profile. Sometimes non-profit groups have already digested census information for you to use, as well. Elements that could be considered include:

Population, Average household size, Single parent households percent of renters vs. owners, Average age and income, Employment rate, and mix of occupations, Percentage of Welfare recipients, Racial and Ethnic composition, Educational levels, Languages spoken, Number of latchkey children, unemployment statistics, families below poverty levels, youth below poverty levels, families receiving economic assistance, homelessness, high school Dropout rates, educational opportunities, eco-

conomic development, teen pregnancy, pregnant substance abusers, AIDS/HIV, IV drug users, Tuberculosis cases, and anything else relevant to the site.

### *A. EDUCATION*

School problems and drug-related activity go hand in hand. For children in your developments, find out:

Number/percent of children in remedial programs, Attendance levels (tru-ancy), High School graduates, those who go on to college/technical educa-tion, Grades and Drop-out rates

and then compare them to the larger community.

If the kids have "nothing to do", surprise! you have a crew of bored energetic individuals who enjoy causing trouble. One chronically vandalized property we worked with traced its vandalism to the large population of under 12 year old children who had absolutely nothing to do, no programs or anything. If you have no activities for the children on your site, you are begging for trouble. Feed resident interest, and create relevant programs jointly with them. This is as important as timely rent collection. Interestingly enough, problem properties rarely do either job well.

### *B. FAMILY SITUATIONS*

The state of the family is the state of the community. Troubled families lead to trouble in the community. You could figure out the following, then compare with the larger community.

Single parent headed households, Domestic disturbances reported, Child abuse/neglect, Prenatal care, and similar services, "Extended family" units, or units with grandparents taking care of children because their parents can't.

Some managers consider this to be "soft" skills, a useless extra. Yet the health of the community is directly related to the financial health of the property. What programs can you create, working with others? What about parenting/budgeting/peer counselling/conflict resolution programs? Anything you do to strengthen families strengthens the community, which im-proves the value of your housing asset.

### *C. EMPLOYMENT*

Drug involvement and despair go together. Employment makes a difference, and provides role models and stable community service. Consider: Unem-ployed persons: number, age, sex, skills, Primary employers in area, "Job bank" or job training resources, Cost and availability of public transportation.

What job training and placement programs, transportation for residents to and from their place of work, and remedial education programs for resi-dents can you "network" together? Employed people are better sources of rental income, too.

**3. TEMPLATES FOR ASSISTANCE IN DATA COLLECTION**

**Table 1. POPULATION PROFILES**

1995	1996	% CHANGE
DEVELOPMENT		
CITY		
COUNTY		
STATE		
OTHER		

**Table 2. POPULATION CONDITIONS**

DEVELOPMENT	CITY	COUNTY	STATE
Per Capita Income			
Unemployment			
Families Below Poverty Level			
Youths Below Poverty Level			
AFDC households			
Social Security Households			
Unemployment Compensation Households			

**Table 3. SUBSTANCE ABUSE SERVICES**

	Annual Clients	Treatment slots	Ages served	Outreach targets	Referral source	Other
Detox						
Residential Counseling						
Outpatient Resident Program						
Special Group Counsel						

#### 4. CRIME

If you have rapport with your police department, you can usually get a listing of police data for your project and neighborhood, sorted by date and address. Some cities even have mapping programs to show crime incidence imposed on a map. You may want to compare project data with previous years, newspaper articles as stored in the public library, the surrounding neighborhood, or even the city. Comparisons can be useful to show need.

A summary Uniform Crime Reporting classification, which is how you're likely to get police statistics, follows:

300 Robberies 400 Felony Assaults 500 Burglaries 600 Larcenies 700 Auto Thefts 800 Non-felony assaults 1100 Larceny receiving 1200 Dangerous weapons 1400 Sex offenses [except rape] 1500 Offense against family 1600 Narcotics 1900 Maintenance of order

You may want to show both drug crimes (sales/possession) and drug-related crimes (homicides, burglary, robbery, loitering, etc.) You can compare data for different years to show increasing problems, and punctuate this with a count of, say, newspaper articles, and perhaps some resident comments.

Research elements might include:

- estimation of the year drug problem began
- copies of police reports on housing drug crime (highlight relevant entries)
- FBI ranking of the surrounding city or urban area
- incarceration statistics for housing residents and non-residents
- gang related activity level, memberships
- vandalism, SCAT data (street corner drug arrests)
- police overtime reports for the housing area
- arson reports
- number of calls from housing residents to police
- percent of evictions that are drug related
- school violence survey
- exact location of incidents
- residents vs. non-residents committing offenses

- demographic data on personnel arrested

Mapping programs aren't necessary to show time of day and day of week data for individual offenses, but they show this data in a very nice graphic form. You definitely want to look at crime by address, to see where specifically it's occurring, and to determine anything in the neighborhood that induces crime. You may want to determine if a small number of residents are responsible for most of the crime. One very common problem is outsiders; generally, 80%+ of crime in HUD projects is caused by outsiders. Drug buyers for street-level markets almost always come from outside the city, as well.

### BE SURE TO ANSWER THE FOLLOWING:

- Are residents or non-residents the source of the problem? [Generally, 85% of drug-activity problems are related to outsiders, which directly affects how you deal with those problems.]
- What is the rate of incidents per head in the community for each crime? How has this rate changed over time?
- How do those rates compare with the larger community?
- If you can't get arrest statistics, talk with the police who patrol your property. Take down everything they say. Be sure you ask about every specific problem, and what they think the causes might be. [Examples: accessibility to interstate, nearby liquor stores, etc.] Be SURE you ask how they would deal with those problems. Also ask about any "success stories" they may know, about how someone else successfully dealt with the problem.
- Find out who and what programs are already working to solve problems. Why reinvent the wheel if you don't have to?

**Table 4. TYPE I CRIMES [per capita, to compare]**

<b>UCR Part I Crimes</b>	<b>Development 1994</b>	<b>Development 1995</b>	<b>% CHANGE</b>	<b>CITY 1994</b>	<b>CITY 1995</b>	<b>% CHANGE</b>
<b>MURDER</b>						
<b>ROBBERY</b>						
<b>ASSAULT</b>						
Forcible Rape						
Burglary						
Larceny/theft						
Vehicle theft						
<b>VIOLENT CRIME</b>						
<b>PROP-ERTY CRIME</b>						
<b>TOTALS</b>						

Substance abuse/drug trafficking related crimes are **IN BOLD PRINT**. TYPE II CRIMES, which could be similarly shown, include **Drug Sales, Drug Possession, DUIs, Liquor Violations, Weapons, Vandalism Stolen Property, Prostitution, Sex Offenses, Domestic Violence, Curfew Violation, Runaways. Emphasis** is for crimes related to substance abuse and drug trafficking.

*SUGGESTIONS FOR DETERMINING LAW ENFORCEMENT BASELINE SERVICES*

Identify: your jurisdiction's population, your property's population, the number of sworn officers, the number of uniformed officers, the number of officers on duty at any given time, the primary shifts of officers (e. g., day, evening, and swing, etc.), the number of calls for police assistance (911 calls, other calls), drug and crime data from police records, through interviews with uniformed patrol and narcotics officers-how much time is spent policing property area, the types of law enforcement activities performed on premises.

Use data to determine whether you are receiving above, below, or standard police services per capita.

*SUGGESTED RESEARCH SOURCES:*

Police and Fire Departments, Newspapers, Department of Parks and Recreation, Police Athletic league, Universities, State social agencies, YMCA, United Way, Public libraries, Tutoring Centers.

Whatever you do, keep all newspaper clippings related to any of the above factors and their impact on housing community residents. You may even want to start keeping a file of this sort of thing, as convenient, for future applications.

THE MAP IS NOT THE TERRITORY. ALWAYS CONSIDER HOW DATA IMPACTS INDIVIDUALS, AND HOW IT REFLECTS WHAT IS NOT ON THE MAP. DATA IS NEVER COMPLETE, AND YOU MUST ALWAYS BE OPEN TO NEW DATA.

## 5. SECURITY

You might consider the field of Crime Prevention through Environmental Design here. A separate manual on this is available from wherever you got this manual. Get information from everyone who knows anything. Be SURE you walk the grounds yourself, during the day, on weekends, and at night. Especially at night on weekends: you may find a difference of "night and day".

- Where are the access points, and major traffic flows?
- Where are the areas evildoers can hide in?
- Do you have "drive-through" access so drug buyers can come through without having to turn around? If so, and you aren't going to fix that, you might as well turn your keys over to the drug dealers, because they own the place.
- What do residents think are the biggest 3 problems?
- Could you use parking permits to cut down on unwanted visitors?
- Are unoccupied units secured?
- What other problems are there?
- if you have a guard service, what does it do? Is it effective, and more important, do RESIDENTS think it is effective?
- are storage rooms, basements, laundry rooms, etc. secured after business hours?
- do you have deadbolt locks and heavy duty hinges on all exterior doors? And metal doorjambes/ metal doors where appropriate? Are the walls adequate to resist forced entry? [Yes, well-secured vacant apartments have been entered through the walls.]
- are security measures tasteful and attractive where visible, making the property look nice rather than like Stalag 17?

As you look at the physical plant, realize that you can't prevent drug-related activity, but you can make it harder for people to engage in it. Jersey barriers, concrete sections about 8' x 2' x 2', that force customers to turn around instead of drive through can reduce drug traffic by 80%, for example.

- Would it be possible to cut off a secondary road with a truckload of dirt? A fence? Thornbushes? A truckload of rocks? Some combination? Look for the cheap, simple solutions first.
- Consider access points. Is fencing appropriate? If you get wrought iron fencing put in, to cut down traffic, you'll need security guards to keep the fence from being pulled out of the concrete before it sets. Obviously fencing must be attractive, you want to avoid "prison chic", but chain link and wooden fences are easily destroyed.
- How could you channel traffic into fewer access points?
- Would it be possible to have a bulletproof Lexan enclosure for a person to watch anyone coming in? Could they easily deny access to someone? One elderly property in New Haven had residents volunteer for this task. Could a log book recording all non-resident visits be kept, with name, resident/unit visited, license plate no., driver's license no., and so on? Could you have a telephone for visitors to call to get someone?
- Could entry and exit happen through different doors? Would it be possible to install a key card system? How about a discussion with the Fire Marshall about compromises on fire doors that must be kept open. A property in Washington, D. C., put steel cages around all fire exits, with a loud alarm, which allowed only one-way traffic, and Closed Circuit TV monitoring, with No Trespassing signs up so police could arrest loiterers.
- Could you use lighting, mounted on the building, with power cords immediately entering the building, and bulletproof Lexan covers, to light up areas with traffic?
- On your next re-roofing job, could you go to sloped roofs, so dealers can't throw their stuff on your convenient flat roofs?
- If dealer lookouts are using hallway windows, could you cover them up?
- If a hill or similar place is being used by lookouts, could you run a hose over it during the day, or dump a load of manure on it?

### *VACANT UNITS*

- could you let the police use a vacant unit?
- would it be possible to have a cheap "bug" like those sold to monitor children to listen to the unit from the office, to detect activity?
- what about putting a cheap radio in, to make it seem occupied?
- what about painting the plywood you put over the windows and doors, so it isn't as obviously boarded up?
- could you rent the unit on a short term basis to a social service provider?

### *ROVING SECURITY*

Security can be useful for reducing drug-related activity. Dealers have little fear of the criminal justice system. Security personnel can seem to residents to be the cutting edge of enforcement. So when there are problems, guess who has civil liability? You. Don't promote this image. Define what security officers are, for residents, and note that it's confined to property and safety. You may also want to find some other name for Security Guards. They are only an extra set of eyes. They may give a false sense of security under that name. If you promise a Security System in your literature, and it doesn't work, could you be held liable in court? Local police take care of crime, not the security officer.

Security patrols are expensive. If there's a drug problem, you'll need guards from perhaps dusk to dawn on weekdays, and around the clock on weekends/holidays. Multiply \$10/hour per guard x 12 hours/day x 5 week-days/wk x 52 wks/year, plus \$10/hr/guard x 24 hours/day x 2.1 weekend/holiday days/week x 52 wks/year, and you get a substantial number. Off duty police officers cost substantially more. It doesn't have to go on forever. However, this cost alone may be enough to justify much cheaper programs to address problems before they start. ALWAYS have a written contract spelling out exactly what contracted personnel are to do, and consider liability insurance and legal ramifications.

Security patrols **MUST BE IRREGULAR AND UNPREDICTABLE**. Don't ever say "the officer makes rounds at night on the hour," or "he's around on the week-ends" unless you just like throwing away money. Security personnel can only assist or coordinate with local police. The presence of somebody making a periodic round is what you need, not a bargain "rent-a-cop". Be sure residents know how to contact the officer and police. You could have an anonymous "tip-box" at the office for suggestions, complaints, or re-quests for their assistance, in addition to listing telephone numbers for the police, crime stoppers, etc.

Resident patrols are discussed later in this manual. They are much cheaper, and build a sense of community. It is common for dealers to shut down for a short time, to wait out the Security or Resident patrol, then when people quit, to return-so be committed to the long term if you use these ideas.

### *ELECTRONIC SECURITY*

If you use a walkie-talkie system, be aware that dealers are monitoring your traffic.

- What about you getting a scanner to see what they're talking about themselves?
- Could you put in large Videocameras, that are fake, for the dealers to vandalize, and less visible small videocameras with lentil sized lenses [they make videocameras as small as pencils, by way] to record traffic for police? Would it be possible to have a link to police cars, so they can view your property from a substation or patrol car?
- Could you put out radio traffic that makes it seem like a drug bust is in progress, just to play with the minds of whoever's listening?

- Could you ask the phone company to make any pay phones outgoing calls only? or accept incoming calls only during the day? Could pay phones be kept in a locked room, or simply be removed?

### *SOME SECURITY IDEAS*

Police Residency - i.e. letting police officers and other security personnel not otherwise residency eligible reside in dwelling units, with a rent reduction.

Volunteer Resident Patrols - The Virginia Crime Prevention Association, 4914 Radford Ave., Suite 306, Richmond, VA 23230, 804 359 8120, conducts a 3 day training of trainers course in this, and they also have a public domain handbook. The book *The Winnable War*, which covers this, is available from 800 578 DISC. Some police department Community Relations divisions will also help train. Liability issues are less if the resident group organizes them, so managers would be better not to singlehandedly try to develop one of these. This is worth your time; a resident patrol may be the single most effective tool there is to get rid of drug dealers. A uniform such as a vest, hat, or T-shirt, is very helpful, too. It would be useful to let the group use office equipment to put out signs, hand-bills, and so forth. You may want to show your appreciation for their work with parties and similar things just for them.

Operation Weed and Seed - info from Office of Justice Programs, US Dept of Justice, 633 Indiana Ave. NW, WDC 20531 (202) 307-5966.

Operation Safe Home - cooperative crime control effort in public housing between HUD and the Department of Justice, in specific communities.

Crime Prevention through Environmental Design [CPTED]. A public domain handbook is also available from Sparta Corporation, 7313 Woodmont Ave., Bethesda, MD 20814 (301) 656-6600, and from wherever you got this manual.

Community Policing - info from National Criminal Justice Reference Service, POB 6000, Rockville, MD 20849-6000, 800 851 3420. Also, 800-578- DISC has a pamphlet on it. Block Watch programs are associated with this, usually.

### *WORKING WITH POLICE*

You must have a strong working relationship with local police. Sometimes residents have relatives on the force - work your contacts. Remember that the police are NOT the "Orkin man" for crime. They will work WITH you in a cooperative effort. Maintain rapport by:

- running a competent operation. Police know whether you're trying or not, and really don't want to clean up after messes made by a lazy manager.
- always agree to prosecute arrests where appropriate, and begin eviction action, or otherwise keep your end of the bargain.
- Sign trespass paperwork/orders against anyone involved in criminal activity. Post trespass signs according to your local laws.

- "dissing", or running down residents or the resident association. Police know who provides 98% of the tips they need - residents. Never run anyone down, for that matter, there's just no profit margin in it.
- if staff or you call the police, know how to give them the data they need. "There's somebody selling drugs outside" doesn't elicit the hunger for a bust that "there's a 6' white male in jeans and a green jacket, over green shoes, selling drugs at the corner of Main and London streets."
- ALWAYS praise whatever they do-what you concentrate on grows. Whether they just increased patrolling times, or just busted a nearby crack house, ALWAYS ALWAYS ALWAYS send thank-you letters to their superiors, with a request that they be posted on bulletin boards, read aloud at shift start, and placed in personnel files. ALWAYS. Then get residents to sign a thank you letter as well.
- if you have nice community space, offer it to officers. Coffee and donuts, or perhaps even nutritious snacks, are essential for good police work, and they go a long way to maintain rapport.
- make sure your Block Watch/Resident Patrol is trained by police, so they know how to give police exactly what they need.
- improve lighting as needed.
- ALWAYS follow up on promises. ALWAYS.
- invite in a Police/Community Relations presentation. The police want decent relationships with residents, and appreciate your help.
- help create a Substation on your property, or offer a vacant unit for police use. Think "win-win"; the rent they save on your space can be put to use elsewhere. And more police traffic in your development would be nice, too, wouldn't it?
- could you work with police to pull the license of a local bar or club where drugs are sold?
- what about setting up vehicle checkpoints at a place where drug customers have to come through?
- could you assist officers to set up "reverse stings" where they pose as drug dealers, and arrest buyers?

The book "Meet the Challenge: Law Enforcement Strategies and Practices to Eliminate Drugs in Public Housing", available from 800 578 DISC, goes into more detail.

## **6. MANAGEMENT**

Analyze your resident screening process. Look at your eviction policy, and lease and grievance procedures. Properties with drug-related problems often have let their policies slide. What do your residents do to assist in community maintenance? Problem properties rarely have proactive tenant involvement. Determine the following, getting as much information as possible from residents.

- How many drug-related evictions have you had? Wanted to get?
- How many are on the site's "watch list" for suspected drug-related activity?
- Are you screening applicants effectively?
- Do you have a vehicle registration plan, with numbered decals so you can tell who sold the "lost" sticker that turns up later? Do you register only resident vehicles, to keep dealers out? Do temporary stickers have a deposit, to keep them from being transferred, or are they clearly dated? Do you place the stickers yourself, to keep down secondary sales; on the back window, so your towing company won't have to search for it? [Towing companies don't charge you, of course, and may even make regular visits if there's enough business. Help them make money on your unregistered vehicles, after giving plenty of warning and posting appropriate signage.]
- Do you have a Drug-Free Work Place Plan that works, so your employees aren't adding to the problem?
- Does management offer training to recognize/address substance abuse by employees?
- Has management worked with local elected officials? Successfully? Why and how?
- How good is your working relationship with resident leaders and residents, and children on the site? Do THEY think there's a good working relationship? [So many managers who think they have a good relationship with residents are grossly wrong.] How comfortable are residents with discussing difficult issues with someone on management staff?
- How does management encourage and assist the resident group's efforts?
- Are programs developed/coordinated by management/resident group, or otherwise available, to address the socioeconomic condition of the community adequate? [With rare exceptions, this answer is almost always a loud, resounding NO.]
- Does the lease/lease addendum clearly note that drug-related or other criminal activity is cause for eviction?
- Is there more or less crime in the site than there was 5 years ago? One year ago?
- Do residents walk in the neighborhood without fear? Including at night?
- Do they let their children play in their neighborhood?

In neighborhoods where residents are hesitant to cooperate with management staff because of perceived dangers, surveys could be distributed with a self-addressed stamped envelope to provide anonymity. You could repeat the survey later as an evaluation tool. Once you answer these questions, you might also want to ask of residents, law enforcement officials, etc.:

- Do specific features of the target area population enable crimes? If so, what are the specific features? How could they be cheaply dealt with?
- How would they characterize the people involved in crime-related activities? Why, in their opinion, are these people involved in such activity? What could be done to direct others who could make the same choice down different paths?
- Besides the physical dangers of violent crime, what other problems does it create for the residents of the community?
- Do existing management policies or practices sanction or encourage criminal activity? If so, identify the specific policies or procedures, and CHANGE them.

Screening techniques must obviously be applied consistently to every applicant. Proactive screening techniques used in some areas include credit checks, criminal record, multiple previous landlord checks including: checks with the Land Records office to ensure that previous landlords actually own the building in question, and a confirmation that the landlord is listed in the phone book under the number cited, so your resident's "buddy" isn't the person you call; a check at the DMV for DUI/DWI problems, resident screening groups, mandatory preadmission housekeeping/budgeting/parenting classes, and home visits, photographs of residents to be sure who the person occupying a unit is, a check at your newspaper's name index for arrests, County Clerk for Police Records, credit reporting & previous rental history, employment, assets, and expenses, personal references, a tenant screening service, documentation submitted, and of course a careful review of application with applicant.

Lease additions might include requiring that residents supervise children when they are outside, and to ensure school attendance. Make certain you are within the law before you make any changes in policy. Cross-check wherever possible: ID & credit report with application, and so forth. ALWAYS call previous landlords and other references. The tenant's present landlord might give a glowing report just to get rid of the tenant, so check several previous landlords if possible. Where rental subsidy is involved, you must have third party verification of income.

With arrest data, conviction isn't absolutely necessarily, you may only need to show a pattern of behavior. Arrest patterns, however, may be discriminatory against classes of people - be sure you have a "body of evidence", not just an arrest, to exclude. You must have written tenant selection criteria, including which crimes are automatic grounds for rejection - such as convictions for crimes of violence. Fraud or forgery may also be a category, as should conviction for manufacture or distribution of illegal substances.

EVERYTHING YOU DO communicates side messages. If your resident rules have been xeroxed 30 times, and can barely be read, well, that tells the resident exactly how much you care. If the lease you get is unsigned, as we have seen in tenant files in troubled properties, well, that says a great deal about how much management cares. Impolite or rude staff are also a major negative advertisement.

Good managers of properties in tough areas are "warriors", as defined by Tamarack Song in his book " Journey to the Ancestral Self" [Station Hill Press, 1994], whose reputations do their work for them. Drug dealers avoid their properties, or at least don't stay long. The way management staff deal with residents and applicants is a major projection of image. There is never any reason to be disrespectful or unprofessional to an applicant or tenant. Property managers must be consistent, objective and fair in his/her dealings with everyone including alleged drug users and distributors. Tenant treatment either helps or hurts your efforts. Staff absolutely must be professional. You cannot expect tenant compliance with the lease if you are violating it.

Management must let residents know that drug dealing and/or consumption will result in eviction by their ACTIONS, not their words. The relevant lease section should be pointed out.

Generally, site management cannot make decisions and therefore screen out applicants based solely on conditions such as alcoholism, drug abuse, handicap, AIDS, etc. Exclusion must be made based on demonstrated past anti-social or criminal behavior, carefully verified and documented from independent third parties. Police Officers say "a perp is a perp is a perp", except in NY City, where they say, "a poip is a poip is a poip". This means that perpetrators, and all people, are creatures of habit. A resident's future behavior will probably be an extension of past behavior.

Consider ALL information on the applicant. Get complete details, don't rely just on rumor. You'd want to favor an applicant if a written report from a parole officer/social worker states that the applicant has been rehabilitated and is drug-free, or the applicant shows an awareness of his or her drug problem and has been receiving counseling or treatment. Remember, regardless of any other factors which affect an applicant's eligibility, if you can verify that they are currently involved with illegal drugs, generally you can deny them admission.

Lease orientation is a major projection of property image. Done properly, it can counteract some of the negative ideas residents may get later. You get what you ask for... be sure residents know what the community and management expect. On the enforcement side, you could cover lease rules and regulation enforcement, eviction of drug dealers, abusers, curfew enforcement and trespass. Of course you also have a firm, consistent written policy on drugs and criminal activity. On the proactive side, you need to be surveying, and aware of, resident interests. John Kretzmann's book Building Communities from the Inside Out has a form. A form is also provided later on in the manual.

### *APPLICATION INTERVIEW*

Interviews are for eliciting complete and accurate information about the applicant and family members so that eligibility and suitability as residents can be determined. It is important to be consistent. Where appropriate, foreign language material should be available, and ideally an employee or translator as well. The United Way clearinghouse in your area should be able to direct you to lower cost translation services. It is important also to accommodate handicapped applicants. Interviewing is an important skill. Every step in the application process must project the image that you are an active manager, committed to providing law-abiding tenants with quality housing, and keeping out residents that participate in criminal activities. Applications are best completed on-site, in ink, to get the first thing said, and minimize potential "coaching".

Interview areas must as private a place as possible. Interruptions like eavesdroppers, noises, telephones, etc. "drain" the energy of the interview. How comfortable would you feel revealing your own confidential information in an unprofessional environment?

Whoever conducts the interview is management, to the applicant. The rapport of the first 4 minutes will greatly affect the quality of the interview and information obtained. They're on your turf, seeking something from you-housing, and they're more likely to be more candid because they need housing. Explain up front what you want: tell them you're helping to make sure the application is complete, and that you need info on family members, income, and so forth.

### *INTERVIEW TIPS*

- HAVE ENOUGH TIME TO DO THE JOB RIGHT THE FIRST TIME.
- Introduce yourself. Be businesslike and friendly.
- You could require proof of identity by requesting a photo ID card, and compare it with information provided. You could ask for or take a photograph of each individual who will reside in the unit.
- THE MAP IS NOT THE TERRITORY. People are MORE than just their documents. Note any other names or nicknames used and put them in the file for future reference. Also, identify and make a note of the names of other person who came with the applicant, especially if they are not claimed as household members. This will be quite useful if unapproved live-in and drug activity problems crop up later.
- Say what you expect. Note that you need accurate, truthful responses. Tell the applicant that false statements could result in refusal to rent.
- USE who, what, where, when, why, how questions, avoid yes/no questions. "You haven't been involved with drugs, have you?" kind of questions don't work. You already know the answer.
- Be familiar with Fair Housing and Section 504 regulations, especially as they relate to questions which can be asked of applicants. The entire process must be fair, and not discourage anyone from applying.
- Record data exactly as given, without interpretation. Comments and opinions should be indicated as such. Record data legibly.
- Complete all questions on paperwork. Don't leave them unasked; you're treating all tenants fairly, which means all are asked the same questions. Also write down everything said, side notes can be very useful.
- Take a final look at the application. Is information sufficient to determine eligibility, or is more needed?
- Ask about any inconsistencies.

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Drug-Resistant Properties

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- Ask applicant to review the information, and have them read the fraud and drug statements of the application form.
- Ask applicants if they understand what they read.
- Do note your commitment to enforce the lease and react to illegal activity.
- Note that applicants can make changes/corrections to existing file data without penalty. If you discuss lease compliance issues and penalties for false information correctly, some applicants will report previously undisclosed income sources, household members and other information.
- You may want to survey resident interests along with your other forms, as some managers do. If you had a tenant who loved to run, say, ethnic celebrations that your residents would love, wouldn't it be nice to find that person right away, instead of 5 years later based on a chance remark?
- GET ALL DOCUMENTATION SIGNED AND DATED. We've been on site at troubled properties wondering why, get this, leases weren't signed. All persons planning to live in the unit should sign the application, the lease and any other intake forms. This is the first thing a Legal Aid lawyer checks.
- End by thanking them, and inviting them to read relevant information posted on the bulletin board before leaving.

*MODEL LETTER OF INQUIRY TO POLICE*

TO: POLICE DEPARTMENT

\_\_\_\_\_ has applied for housing at our complex, \_\_\_\_\_ . Please list felony arrests and/or convictions, and any related information, for all family members:

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

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

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

Please return the original in the enclosed self-addressed stamped envelope, and keep a copy for your records. Thanks! I'm at (\_\_\_\_) \_\_\_\_\_ if you have any questions.

Signature: \_\_\_\_\_ Date  
\_\_\_\_\_

Drug-Resistant Properties

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We/I authorize the release of the above information to the housing manager.

Signatures of adult household members, Date

\_\_\_\_\_, \_\_\_\_\_  
\_\_\_\_\_, \_\_\_\_\_  
\_\_\_\_\_, \_\_\_\_\_

\_\_\_ We were unable to find any record of felony arrests and/or convictions for the individuals listed above.

\_\_\_ Our records indicate felony arrests and convictions, as follows:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Authorized Police Official, Phone No., Date

\_\_\_\_\_, \_\_\_\_\_  
\_\_\_\_\_, \_\_\_\_\_

Enclosure - Self-addressed stamped envelope

***EVICTION***

Before you ever do any eviction, spend time in Housing Court and understand how the judges there think. Find out how they like their paperwork prepared, what steps they like to see documented, and anything else that fits their views, long before you take any eviction to the court. Talk with other managers who have successfully evicted. Some states are "resident-friendly", others are definitely not. Connecticut is resident-friendly, and smarter managers will get payment agreements that add, say, \$100-\$ 200 to the monthly rent to repay arrearages. Legal Aid lawyers like this touch, judges like to see evidence that the property manager worked with the tenant before going to eviction, residents are impressed, and \$500+ of eviction costs are saved. Most importantly, if eviction for non-payment becomes necessary, eviction is more easily accomplished - you already worked with

the tenant. Evictions are of course better handled when you don't have to go to court. Use consistent, uniform criteria for evictions, and document reasons for leniency.

Familiarize yourself with the relevant laws in your locality-yes, have your lawyer xerox them out of the books, and actually read over them. How can you play a game if you don't know the rules? Keep a tickler list so that you precisely conform to the schedule for serving Notices to Quit, Summons, Complaints, and whatever else is cited in the statutes. You are considered a responsible professional by the court, and missing some critical step in eviction because you "had too much work to do", or just "forgot", may get your case thrown out. Residents talk, and if you flub 3-4 evictions, the bad ones will all know every single detail. The FIRST thing any legal aid lawyer looks for on a lease is a signature and date. You have no excuse whatsoever for having an unsigned lease for a tenant, which we have seen.

Generally, unless there are compelling reasons not to, we recommend that a new lease be signed each year, instead of just extended. That way any new sections are agreed to. We've heard of cases where a resident whose most recent signed lease was, say, 10 years old, was not held to its terms by the judge, because they couldn't be expected to remember what they signed 10 years ago. 10 signed leases with updated rules are much better than one ancient lease in the file. ANYONE occupying a unit, including employees, must have a signed lease in file.

There are generally 2 kinds of evictions:

1. Non-payment of rent [the easiest to get].
2. Other lease violations.

The basic eviction maxim is "If it's not on paper, it doesn't exist." The National Center for Housing Management's RADAR course, on addressing drug problems, has more detail on this issue than we can go into here. Basically, record everything relevant in the unit log. Of course, you gave each incoming resident a thorough orientation to the lease, and perhaps an orientation packet, so they know your rules. Clearly stated, consistently enforced property rules can be a very useful tool. You will need a standard letter to advise tenants who violate rules. Resident Patrol reports should also be added. A written chronological list of lease violations and any criminal activity is much more impressive for police and judges than a vague "well, I think they're doing drugs in there", with no documentation.

Housing court is a CIVIL court, not a criminal court. The standards of evidence and proof are much less than what a criminal court requires. Whatever else you do, hire a competent attorney. We've heard of attorneys who forgot deadlines, or let important matters go. Your reputation in evictions will either work for you, making your job easy, or against you. Bring up only those items that you can prove to be true - be known for your good documentation, and the other side's lawyers may advise their clients to settle out of court.

If there are any delays, try to get an order that the tenant pay rent into the registry of the court while the case is pending. Otherwise, when the case is decided, the most you'll get is a payment agreement that may be violated again.

If a resident is in violation of your rules, act. If you fear they'll take revenge, or vandalize their unit, act—they will do what they do. There are few things more depressing for residents than tenants engaged in illegal activity that management won't bother to evict. That's not a role model you want around long.

Use temporary workers to clean out units after drug dealers leave, so dealers can't threaten your regular workers. Conspicuously get everything from the unit into a dumpster that day, and have it hauled before you leave. Be sure that you secure those units with plywood over all entrances at least; drug dealers or treasure seekers may enter to get any hidden contraband, or money.

Consider also that dealers are often not parties to the lease, they may sublet, or even be guests. Some courts want to see a drug-related conviction before evicting for that reason, though that is changing. Some courts also will not evict an entire family for one member's involvement, though managers report that stopping the problem often requires just that, or at least the threat of evicting the entire family. If the judge won't evict, and your residents are pounding on your door to get the dealer out, well, perhaps you could let residents know the judge's mailing address at court, and suggest that pouring out their hearts on what they face just might change the judge's mind. It's been done. Residents involved in criminal activities generally break other rules also, and it may be more effective to go for eviction on that basis.

## **7. CURRENT SERVICES/RESOURCES**

You **MUST** understand the problems your residents face, first, before assembling resources to deal with them. Remember also that residents may see an entirely different set of needs and solutions than you do - **ASK THEM FIRST**. Some managers prefer to keep as much distance as possible between themselves and residents. Yet your job demands more interaction with residents than most jobs. You see the "big picture" perhaps more than any other service provider. HUD has allowed "Resident Services Coordinators" in housing to address this issue. Popular programs include especially youth programs and social events.

Being a property manager means you a human services worker - housing is a very basic service. Housing alone is probably more than enough to keep you busy. You cannot also be a good social worker, counselor, minister, or any of the hundreds of other social service professionals that may be needed to provide services and programs for your residents. Would you fix a resident's car just because it needed doing? Probably not. Why enter other roles for which you aren't prepared?

You do have to be prepared to intervene in a crisis. Why not get some training in crisis intervention and counseling techniques, just to be ready? That's not your main function—the key is to know what services are available in your community, and how to intelligently and efficiently refer people to them. You need to know people who deliver the services most frequently needed by your residents, and work with them to improve the way services are delivered. You can work with them to improve the level of service your residents receive.

If you don't have on-site services, you need a directory of agencies to refer people to. How detailed is your directory? It needn't be large, most areas have a United Way supported clearinghouse to direct people, if you have nothing else. You project a certain image, though, by knowing exactly

to whom to refer a tenant with a certain issue, rather than just a clearinghouse. Your list might include drug centers, family counselors, self-help groups such as Narcotics Anonymous, Alcoholics Anonymous, and Families Anonymous, hotlines (responding to crises) and warm lines (which provide a non-emergency caring listener), discussion groups community organizations that provide healthy, alternatives to drug activities, social services, unemployment agency job training, clergy; and adult and adolescent alcohol and drug treatment facilities. If your property is under 500 units, why not partner/collaborate with neighboring properties to do what no one of you could do alone?

Your Rolodex should have at least: address, telephone number hours of availability (hours open, hours available for phone contact) transportation routes to the facility, kinds of services provided, how referrals can be made costs (if any) eligibility requirements, what paperwork (birth certificate, insurance forms, green card, drivers license, etc.) might be requested at the first appointment.

If you want to be proactive, you might want to talk to people like social service providers, job training providers, day care staff, recreation/informational/cultural/sports program personnel, school staff, and law enforcement officials for additional information.

If you can, figure out:

- How many residents get services from the organization?
- How many residents could get services without increasing support to the organization?
- If increased support could be gotten, could service levels be expanded just for your residents?
- What difficulties are there in delivering services?
- Could the service provider do special programs for your residents?
- Could you provide them with a space to meet with residents on-site? Would it be possible for them to maintain a satellite office with other providers on your property, as some HUD properties already do?
- Look at the organizations that provide youth activities, recreation and continuing education. Don't limit yourself to traditional social services. What services could you get to enhance the quality of life for your residents? What programs would provide residents with opportunities to obtain some personal fulfillment, and how could you work with the appropriate organizations to get those programs near your development?
- Could those organizations provide written information or speakers to describe the services they provide to any one interested?

You might want to form or join a drug task force or working group to work on your anti-drug goals.

When you have your information, meet with residents, at least resident leaders. Be sure you have identified what the residents consider their needs beforehand [which might vary a lot from your ideas], and show how community resources can feed their interests. Then ask what interest there

is in creating programs to "fill the gaps". You might create something very advanced - and just what your residents most need. Hey, it's happened before.

You might want to file services information in the following categories:

1. Provided off-site by a social service agency, or other organization. Example: pre-natal care.
2. Provided unofficially off-site by an existing "partnership". In Hartford, Mayor Mike's Companies for Kids does interesting things for children, for example.
3. Provided on-site by a social service agency, or other organization. Example: Visiting Nurse Association.
4. Provided on-site by an existing partnership, or better yet, by a partnership you and residents and other organizations put together. Example: a fashion show for mothers [actually done in a Hartford development.]
5. Provided unofficially by residents to each other, or by resident contacts with residents. Example: Alcoholics Anonymous, sharing of parenting skills, and cooperative day care.

On-site programs are almost always preferable. A Drug Rehab program, for example, that is not on the bus line, and 20 miles away, may as well not exist for residents who don't have cars. The next question is space. At the Shelter Hill complex in Mill Valley, CA, the residents built their own community room. Habitat for Humanity methods work. A vacant unit might be used, or nearby organizations like churches have space. You could perhaps even rent a large tent. Don't be shy about sharing services with nearby properties: the neighborhood you improve is your own.

We don't have space to cover economic development, "Job Creation" issues here. We highly recommend that you involve yourself in such efforts. Anything you do to help residents improve their incomes improves the development's income base, too. So what if they move out? If your property had a reputation for being a place where someone could get what they needed to put their lives back in order and get a job, and get launched into a better place, wouldn't it tend to attract ambitious people? You bet it would.

#### *POSSIBLE ORGANIZATIONS OF INTEREST*

4-H clubs, Head Start programs, after school programs, Alcoholics Anonymous, j. O. B. S. Program (afdc), junior league, big brother/sister program, board of education, library [the most underused resource there is], boy/girl scouts, boys/girls club, meals on wheels, child care centers, neighborhood center, child care management program, child welfare department, neighbor houses/planned parenthood, community action agencies, police department, community colleges, drug counseling centers, department of recreation, red cross, employment service (state or local), family services, family support & education programs, social security, Future Farmers of America, state employment service, gamblers anonymous, united way, GED/ESL education, Urban League, Veterans' Administration, Visiting Nurses Association, religious organizations, Vista volunteers, and YMCA, Parents Without Partners, Inc.

## **B. BEGINNING THE CHANGE**

### **1. GETTING RESIDENTS INVOLVED**

1. Know your residents by name, and treat them with respect. Walk your property frequently and unpredictably. Problem properties we've seen often have managers who have never completely walked the property. Know especially who people already go to for help and advice, and make SURE you help those people out. Remember the "Observer Effect", just by gathering information you will show that the manager cares, and wants to make changes. People like to help those who are focused on a mission. As your commitment is shown, you'll have people you never heard of doing things to help you. Residents are the linchpin of your efforts. If they are on your side, you will win. If they aren't, you won't. Recognize that drug problems are usually community problems, not just problems at your development, and collaborate accordingly. Every single activity you engage in must be aligned with involving residents more. Make sure residents "own" your programs, and see them as theirs.
2. Have someone assigned to listen and respond to resident's confidential information. Remember that you are the cutting edge, and that you may develop leaders, and that you shouldn't expect residents to take much action in the beginning. They've been "dissed", lied to, and ignored for a while, you have to get through their shells.

Start SMALL, with activities that have an immediate return. Everybody likes programs for kids. Community gatherings, poster contests, grounds beautification, are areas to start in. Get residents running these pro-grams from the beginning, so they "own" it. Think support of resident leaders, rather than doing it all yourself. Your informational postings should be easy to read, uncluttered, with basic information: Where/When, What it is, the personal benefit [door prizes can help], and any cost. Newsletters must be fun to read, so never announce anything unpleasant, such as rent increases or problems, in them.

Seek out rapport builders-what about formally recognizing good grades? Perhaps with the students' pictures on your bulletin board? Perhaps a Quarterly award for nicest apartment? What about working together to make holiday celebrations happen? All of these communicate that you care about more than merely collecting the rent. In dealing with people, RAPPOR T IS the MOST IMPORTANT thing you can have.

3. Get a Block Watch going. People most fear the unknown. Such a pro-gram can help residents understand what the problems are, and some things they can do. It will also help you develop the rapport with your local police, which you really need to have. Once this gets started, you could extend the idea with Resident Patrols. HUD's DISC clearinghouse [800 578 DISC] has information on this.
4. Following resident interest always, see if you can motivate residents through their leaders to "adopt" some community space like a playground or community garden. Anything they do together to improve it builds a sense of community, and control of their lives, even if it's as simple as clearing a lot of trash to plant a garden. Remember that neglected community space is a neon advertisement for drug dealers. Drug dealers avoid areas that are cared for.

5. Motivate resident leaders to get a resident group going. They can do things you could never dream of doing, from taking food to a shut-in to making their own playground with no help from you [as they did at Earle St. Apts, in Hartford.] One property we know of had a bitter feud about parking place assignments. The manager gave it to the resident association to handle, and it was handled, and residents were happy. Help the resident group set up Special Interest Groups, based on Interest Surveys... if you have, say, 10 residents interested in quilting, well, that's potentially a quilt guild right there. Interest Groups are a freebie amenity for your property, and if you have several, well, you have some free advertising as well, to others who share the interest.
6. Always feed resident interest first [as identified by surveys and other elicitation], work together to establish programs: speakers, youth groups and any activity that benefits children, sports, drug free poster contests, tutoring/mentoring... let your residents be the guide for what they want, and they'll support your efforts. What about helping residents who want Boy Scout troops, Junior Achievement for youth emphasizing alternative ways to make money legally, and after school employment and summer employment. Employ youth to clear the property, work with contractors and find jobs in the larger community. How about providing after school programs for latch key children to keep them from being lured into participation in alcohol or drug abuse? What about contributing refreshments to an alcohol-free dance or party? Could you have a Harvest festival or something similar?
7. Gather standard answers to common questions from residents in a manual. If you can't answer a question, at least have someone to refer the resident to. Trade manuals with other managers. Note common areas of concern - you may discover a program possibility no-one ever thought of before.
8. Play "psychological games". One property manager noted that drug dealers congregated under a tree at night. She had her maintenance people hose the area down thoroughly each day. The dealers moved on. Drug Dealers have "signage", which can include tennis shoes over a telephone line. You could cut them down, or go to the Salvation Army, get 10 pairs of tennis shoes, and hang them up so customers won't know where to go. Graffiti sometimes advertises drug dealing sites. You could alter it to a different address, or paint it over. Managers of troubled properties we've seen sometimes didn't even know about death threat graffiti that was in plain view of where they drove in to work every day. You MUST be aware of your environment and property.

## MEETINGS

How much do you like going to meetings in your own community? How much do you like that long-winded guy who monopolizes your town meetings? Right. Why would your own residents like to go any more than you do? If you want people to show up, you must:

- keep it flowing
- not vent, or express resentment: STAY POSITIVE
- get things done efficiently

Motivators **MUST** include getting things done that residents can see and touch. Many residents have been lied to repeatedly and they expect you to do the same. The shock when they discover you follow through will help you gain more rapport.

Your meetings might follow this outline:

**FIRST MEETING** Step 1 "Drain" resentments Step 2 Pick controllable problem, get residents involved in solution Step 3 Keep all meetings goal-oriented

At the first meeting, let residents "speak their minds", and vent out all their frustration with everything in their community - maintenance, management, and so on. You **MUST** drain them of this resentment, or you will find your efforts poisoned. Yes, you have to sit for 2-3 hours or more. Thing is, everyone else there is as tired as you are, and they'll feel just as drained as the people talking. That's the feeling you want. Once they're "emptied", you can start putting in positive images of what can be done. A small, focused group of 4 people can accomplish a great deal more than a group of 40-50 people who aren't focused, so don't worry if turnout is small.

If you can, pick the most important immediately controllable problem, and ask residents what can be done. **BE SURE YOU INVOLVE RESIDENTS IN FINDING AND DOING THE SOLUTION.** Schedule the next meeting. Make small demands on resident time. Emphasize that their time is important, so everyone must be brief, specific, organized, and goal-oriented.

**SECOND MEETING** Step 4 Start from the positive/state the obvious to introduce solutions Step 5 Recruit all interested persons Step 6 set achievable goals [AND ACHIEVE THEM] Step 7 Ask for what you want

Recall only the positive parts of the first meeting, and start from there. Start by stating the obvious, and following with a "fishing" question, like "we don't have enough for kids to do-what would have to happen for us to have something for them?", that many will agree with, before coming up with possible solutions.

Recruit the widest possible group of residents. Everyone must feel that they contribute to the community's well-being. Reach out to as many as possible to be sure you get the variety of skills you need, and the diverse energy you need to keep things going.

**SET ACHIEVABLE GOALS.** You can't solve the drug problem overnight, but you could work together to get the empty lot picked up. Pick your problems one at a time, and blow them out of the water before you move on to the next one, so your efforts "snowball". Do activities which get quick and effective results. Residents **MUST** see prompt results.

**ASK FOR WHAT YOU WANT FROM RESIDENTS,** with the expectation that you'll get it. Let residents know you need their help, and that you will accept their ideas and thoughts.

**THIRD MEETING**

Speak about crime prevention as it relates to resident daily life. Touch their hearts, note the dangers their children face. Ask for volunteer building captains to start a block watch program. Later, perhaps you can help grow this into a Resident Patrol. Find out what resident interest there is, and be sure you bias all your efforts to feed those interests.

#### **FOURTH MEETING**

Formalize your steps, and be sure any necessary training occurs. Training could come from police departments, social service organizations, churches, colleges, business associations, etc. Training events should be short, and transfer relevant, important information. Use whatever you have: videos/films/handouts/slide shows, and other materials, whatever works. Teach and expect residents to report crimes. Always reinforce the positive, and notice people doing something right, or at least the right part of what they do.

Use success stories, the best sales tool there is. Volunteers want results for their investment of time - Make sure they get them.

#### *WIDENING RESIDENT PARTICIPATION*

Have leaders identify survey volunteers and block captains. Always seek their ideas on how to do anything better. Be sure volunteers feel their work is productive and needed. Work with an advisory board of resident leaders. Get their ideas/suggestions on every aspect of program operations.

They could start Youth programs. Kids love responsibility. Integrate them into the community, and they won't be able to work against it. Communicate frequently -in person, by telephone, through messages. Put energy on anything residents personally can do to make their neighborhood a better place to live. Learn how to politely harass other local agencies, to improve responsiveness to resident concerns. Residents **MUST** see results. Get better response on concerns like potholes, better street lighting, police patrols, playgrounds, and trash collections.

Leaders are important, and so are the soldiers. Some communities just take more time to organize than others. High crime areas can take more time, due to fear and suspicion, and all the managers before you who lied through their teeth, and just didn't care. Encourage interested residents to work through familiar organizations they trust, such as churches or tenant groups. Resident crime awareness assumes residents care about their homes and are concerned about the safety of others. Make it happen.

#### *WORKING WITH VOLUNTEERS*

#### **RECRUITING**

Find out who people already go to for help, who is already doing things in the community. Those are your leaders. You can advertise on a bulletin board, or locally, or with community groups which include residents. If you don't know what to do, ask an interested resident. Volunteers might include teens [a 16 and a 17 year old run the Computer Learning Center in Shelter Hill Apartments in Mill

Valley, CA, at the time of writing.], housewives, retirees, disabled persons, crime victims, those with special talents. Successful community organizers take anybody they can get.

### **SCREENING**

- Ask why the resident volunteered
- Survey their interests. Cop wannabe's may not be good resident patrol members. Ask about interests, work, hobbies, experience, family to know about the person
- Do a police background check when necessary
- Always ask for references

### **TIMESAVERS**

- Plan a well-defined place for volunteers in your program
- Set achievable goals
- Keep time commitments short and well-defined. Anything is better than nothing; less time per week is much better than no time
- Have leaders to train/guide volunteers-and develop leaders of leaders

### **TRAINING**

- Use lectures, role-playing, discussions with experienced volunteers, and whatever else works
- Educate volunteers about criminal justice, and the role of citizens in crime prevention
- Cover everything, and make sure the orientation and training cover ev-erything the volunteer needs to know

### **OVERSIGHT**

- Make sure staff treat volunteers as valued members of the team
- Provide graduated responsibility according to ability/interest
- Always let volunteers know about results of their work, and praise any positive effort
- Provide awards, certificates, annual dinners/picnics, a newspaper article, parking spaces, and any other recognition possible.

### **WHAT YOU CONCENTRATE ON GROWS**

- Publicize volunteer hours, and maybe related dollar value

- Have volunteers speak at public hearings
- Document all accomplishments, and USE this information to ask individuals and businesses to sponsor activities, and as a support for grant applications
- List what could be done with more volunteer help [be bold!]
- Report periodically to government, civic, and private leaders on volunteer achievements

### **FEEDBACK**

- Be sure leaders collect information on each volunteer and his or her tasks (what, when, where). Document work performed.
- Solicit feedback from volunteers regularly
- Assess reliability, staff relations, sensitivity, creativity, ability to work under pressure
- Ask for periodic self-evaluations, and discuss the results
- Ask for staff members' perceptions of volunteer performance
- Conduct exit interviews as volunteers leave, to get ideas for program improvement

### **WHEN WORKING WITH RESIDENTS**

When discussing local drug use with your residents, you may find denial. If residents are already organized, they are aware that there is a problem. If you are working to develop a new group, some people may not be comfortable in admitting to problems with drug abuse. Be confident, patient, and NEVER argue. Combative approaches only work with adversaries. You may scare them off. Let them listen, ask questions, and arrive at their own conclusions at their own pace.

YOU MUST gain their trust and rapport. NOTHING WORKS unless residents trust you to help them. One way to gain trust is to have residents to define the problem. A relationship consists of communication. You communicate what you are; if you don't respect tenants, you will communicate that no matter how well you lie. Work with people who are respected and trusted by the group, especially if English isn't their native language.

Get drug abuse prevention literature in any language necessary besides English. Remember, though, that passing out literature is passing out junk mail if you don't have solid, credible programs to back up the literature.

Build partnerships with each group in your community. If you promise to bring a needed law enforcement service to their community, make sure you deliver. ALWAYS DELIVER ON YOUR PROMISES, and if you can't, then DON'T make the promise.

Meet with group leaders on their territory - at community centers, in their units or community rooms, in senior citizen activity centers - where they feel "at home." DON'T LECTURE, LISTEN LISTEN LISTEN LISTEN LISTEN. Consider their ideas. Help them to understand that they can make a difference.

Include any resident special needs in your drug prevention effort. Make sure your community drug prevention network includes representation from these groups. They are important resources. Senior and disabled citizens are often ready to volunteer time. Young people can lend valuable enthusiasm and person-power. Everybody has gifts and strengths - weave their gifts into your effort. Involve all interested persons in planning. If residents invest time in their own program that feeds their interests, they will make sure it works.

Sounds like a lot, doesn't it? Many managers say to us "I don't have time for all that." Of course you don't. If the manager is doing all that, there is a major problem. If you really feed resident interests, you'll have resident volunteers doing most of the work. Have the leader keep a notebook, a Franklin Quest or Covey Time Planner, a set of 3 x 5 cards, or a computerized file of your contacts and activities. KEEP IT UP TO DATE. Let your police department know that you are doing family-oriented drug prevention and want any information they might have. Have all drug prevention information routed to the leader[s].

It is so easy to make initial contacts with residents/resident groups, and then not to keep up. You MUST follow up. Make sure you maintain resident enthusiasm in any way you can.

### ***BLOCK WATCH***

Block Watches are cheap and effective. Not only do they cut crime, they "connect" people in a larger mission, which helps you get to more proactive efforts and goals. Find out what contributes to crime - physical design of apartment buildings, traffic patterns, lack of jobs or recreational opportunities for children and teenagers, inadequate housing - and look for long-range solutions as well as immediate reductions in opportunities for crime to occur.

### **GETTING STARTED**

Organize a resident meeting to discuss resident concerns and Watches. Give five to seven days notice and follow up by phone call the day before. Note that the Block Watch looks out for each other's property and families, and alerts police to any suspicious activities or a crime in progress, and that it is NOT auxiliary police or vigilantes.

When the idea sells, let the group select a coordinator and block cap-tains. The block captains recruit other neighbors. One block captain can coordinate all the blocks activities.

A neighborhood map with names, addresses, and phone numbers of all households should be prepared and distributed to members. Block captains should update this map, and orient newcomers to the neighborhood. Block captains ONLY ask neighbors to be observant and caring - and to report any suspicious activity or crimes immediately to the police. They are NOT police.

### **Basic Watch Activities**

- Home security surveys-especially the elderly and the handicapped.
- Community clean-up days to remove debris. Nature abhors a vacuum - fill up that empty space with something like a community garden. Have refreshments ready at the end.
- Operation Identification-use an electric engraving pen on valuables. This can cut the stolen goods resale value 2/3, so it's well worth your time.
- Resident patrols to walk around apartment complex and call police about crime and suspicious activities.

### **POINTERS**

- Keep it simple.
- Make sure there are regular opportunities to meet and get to know each other, and to decide as a group on programs, strategies, and activities. The Watch is more than meetings - it's a daily activity of observing, caring, and participating in the community.
- Police/Sheriff endorsement can help a Watch group's credibility.
- Have a telephone "tree", where the leader calls 3 tenants and they each call the next person on the list, and the last person on each of the 3 lists calls the leader to advise that they got the call, and who couldn't be contacted, to get out information.
- Be aware of and fix physical conditions that contribute to crime. If you can't fix it right away, PUT IT ON A SCHEDULE available to any resident, and fix it on schedule.
- Seek out neighborhood go-getters to be your leaders. Anoint the ones who are already doing the job wherever possible.
- Link crime prevention to other activities: child protection, vandalism and arson prevention, neighborhood beautification. Share resources and promote each other's efforts.
- TOOT YOUR HORN-Publicize your program's success in the local newsletter, and anywhere else you can. Make the last paragraph something like "... the group would welcome donations of ...".
- Ask local businesses/organizations to provide meeting places and other resources to support your programs. Make them part of the Watch if you can.

### **KEEP IT GOING**

People like change and new things. Blend crime prevention into other community interests/projects. True community gardens, for example, are protected by every member of the community.

Pins, T-shirts, hats, and so on can help. Consider a Fourth of July parade or a dinner to help neighbors get together. Promoting social interaction, and ending isolation may be the most effective weapon against crime.

### **OTHER IDEAS**

- Start a Block Parent of Safe House Program to help children cope with emergencies while walking to and from school, and cooperative child care, especially for sick children.
- Cooperate with groups to organize after school programs for children of working parents.
- Maybe a youth organization could help the elderly go to the store. In turn, seniors could help with tutoring or recreational programs.
- Get star high school athletes to talk about alcohol and drug abuse to younger children.
- Ask retired people to coordinate Operation Identification. Work with small businesses to create jobs for youths. Work with victim services to train your watchers in short-term crisis intervention with victims of crime. Stone Age communities had no outside experts, and no time to whine, they had to do and did everything themselves. Your community can do more.
- Ask house bound people to be "Window Watchers," looking out for unusual activities.
- Whatever you do, start small and THINK BIG. DO one manageable activity at a time and give it a name. When people see their efforts make a difference, their energies build and they're willing to tackle bigger things.

### **MODEL NEIGHBORHOOD WATCHER'S INFORMATION GUIDE**

You can reduce opportunities for crime, look out for your neighbors, and act as extra eyes and ears for law enforcement to improve the quality of life in your community.

Check security in your own home. Your police or sheriff's department may provide a free home security survey. Be sure there are good locks on exterior doors and windows and use them. Lock up when you leave, even if it's only for a few moments. Mark valuables. If you leave for a vacation, use timers on lights and radios to make your home appear lived-in and have a neighbor take in your mail and newspapers. Know your neighbors and their daily routines. Keep your block map near the telephone for emergencies. Be aware of things that contribute to crime like poor street lighting, abandoned cars, vacant lots littered with debris, and boarded-up buildings.

Watchers report anything suspicious to the police or sheriff's department. Look for:

- Personnel running from a car or home for no apparent reason.
- A stranger entering an unoccupied neighbor's home or apartment.
- A stranger in a car stopping to talk with or beckon to a child.

- A child resisting the advances of an adult.
- Screams. Call the police and report it.
- People going door-to-door for no legitimate reason in the neighborhood, and/or looking into windows and parked cars.
- People wandering in the neighborhood with no apparent reason.
- Unusual or suspicious noises that you can't explain, such as breaking glass, or pounding.
- Cars moving slowly, without lights, or with no apparent destination.
- Business transactions from vehicles. This could involve drugs or stolen goods.
- Offers of merchandise at low prices. The goods may be stolen.
- Property carried by persons on foot at an unusual hour or place, especially if the person is running.
- Property removed from close businesses or residences known to be unoccupied.
- Police need accurate information as quickly as possible about suspicious activities or a crime in progress. WHEN YOU CALL POLICE:
  - Give your name and identify yourself as a member of a Watch group.
  - Describe the event as briefly as possible. Who did it, what happened, where, when, why, and how?
  - Tell if crime is in progress or if it has occurred.
  - Describe the suspect on a standardized list, with at least the following
    - sex/race/age
    - height/weight
    - hair color, clothing, shoes
    - accent, beard or mustache, distinctive characteristics
  - Describe the vehicle
    - color/make/model/year
    - license plate
    - special markings/dents

- which way did it go?
- have you seen it before? whose is it?

## **MODEL INVITATION TO JOIN BLOCK WATCH**

Dear Neighbor:

Let's work together to crime-proof our neighborhood. We are starting a Block Watch, a program that has helped other communities cut 2/3 of their crime. Watchers not only see crime go down, they also find a feeling of community. They can do other things to improve the community.

We can't do much separately about crime. The police need our "eyes". Hiding behind locked doors and ignoring our neighbors makes it easier for criminals to work in our neighborhood. Watchers do simple things like getting newspapers and mail of people on vacation. They keep an eye out for unusual activity like prowlers, and alerting police. They might escorting a frightened shut-in person to a community meeting.

Only we can help our neighborhood get what it needs. We look forward to seeing you at the meeting:

TIME \_\_\_\_\_

PLACE \_\_\_\_\_

PERSON WITH MORE INFO \_\_\_\_\_

PHONE \_\_\_\_\_

## **2. EXAMPLES OF PROGRAMS IN PLACE**

### *A. JOB TRAINING PROGRAMS*

1. Computer skills training, possibly in a Computer Learning Center on-site - request HUD Notice H95-81 and 96-83 from 800 767 7468 for more information. Neighborhood Networks points are also given-the manual for this costs \$20, from 800 MULTI-70. It is free from the World Wide Web site.
2. Business incubators for resident-owned businesses.
3. "Fix-it Shop" for middle school students which teaches students how to repair bicycles/computers. Students are rewarded by receiving a bicycle/computer they have repaired.
4. Baby-sitting training for high school students.

### *B. YOUTH ACTIVITIES*

1. Educational Activities

- a. Education and Career Opportunity Days at local colleges.
- b. Club for youth ages 14-18 to meet once a week with local police and fire department representatives who encourage them to enter their professions based on job-related activities.
- c. After School Program for students ages 6-14 to provide sports, activities, drug education, homework assistance and leadership training. Carries over into a city recreational program during the summer.
- d. Learning Center for after-school programs to develop computer skills and provide tutoring, literacy training, GED and career development courses as well as drug awareness and self-esteem seminars.

## 2. Social Services

- a. Service to interview and analyze youth and their families who are potential substance abusers due to stress.
- b. Peer counselors trained during the summer who then train other students once school begins in the fall.
- c. Teen counseling providing up to 2 sessions per week to discuss issues such as pregnancy, school, family and social concerns.
- d. Relationship workshops for preteens and teens to discuss social issues.

## *C. FAMILY SUPPORT ACTIVITIES*

### 1. Substance Abuse Programs.

- a. Awareness training for parents to implement youth group activities and training and empower residents to conduct programs themselves.
- b. Child care provided to parents who wish to obtain drug intervention treatment.
- c. Youth-at-Risk program providing one-on-one counseling sessions every six weeks with youth and their parents.
- d. Drug intervention program to increase dialogue between parents and children, create a home school plan prepared by the parents and teachers, and provide summer academic reinforcement.

2. Program targeting "at risk" families who are not currently receiving social assistance to provide support before crises occur.

3. Telephone "Help Line" staffed by a social work professional with access to data base of existing community services.

4. Homestyle Program to reinforce the concept of home as the center of activity for daily living.
5. Bilingual support to provide a parenting skills program, on-site drug counseling and English as a Second Language and other literacy courses.
6. Resident Recreational Aides employed by the manager and trained by the local YMCA to coach youth in soccer, baseball and other sports and provide dance classes.
7. Home Ownership Program to sell properties to residents and use the profits from the sale of the homes to fund other programs. [aka Homebuyer's Clubs]

#### *D. SAFETY AND SECURITY*

1. Community Policing
  - a. See the brochure on this, available from 800 578 DISC. Hours and number of officers increase during high-crime time periods.
  - b. Resident Volunteer Auxiliary Patrols
2. Security Guards to control drug-related crime and monitor lease violations.
3. Resident identification through resident I. D. cards and parking permits.
4. Crime Prevention through Environmental Design (CPTED) [see other manual on this]

If you plan to use programs under a grant, think: PROCESS -- PERFORMANCE -- PROGRESS -- BENEFITS. Each program must have specific goals and a time frame outlining when each goal will be met. Timelines outline activities and expenditures by the month and by the quarter, and appear reasonable.

#### *MAKE IT MANAGEABLE*

- Start with achievable goals. A bird in hand... one visible goal achieved is worth a mountain of good intentions.
- Know who is responsible for what. Have an accurate, detailed, and easy-to-decipher flow chart of authority. List the responsibilities each person has. Keep written agreements for all collaborative work planned.
- Demonstrate support by other agencies and government entities. Keep written agreements for all collaborative work to be performed under the grant. Examples include: Police Services Contract, Security & Protective Services Contract, Voluntary Resident Patrols (e. g., insurance, do's and don'ts), Drug, Prevention Services Contract, Drug Intervention Services Contract, Drug Treatment Services Contract, etc.
- You will want an owner mission statement, and a list of ten operating values of the manager.

- It would be useful to keep lists of previous community program goals and exact dates they were achieved. Detail whether or not the program was initiated and enacted within preset time deadlines. Be very specific in detailing what the program was designed to do, how it did it, who it benefitted, etc.
- A list of all successful community programs would be helpful. Highlights of all administrative resources capable of accommodating the planned goals and tasks. Press clippings of programs which the property manager has initiated and which have been positively received in the community, and copies of all newsletters which mention the accomplishments of community anti-drug activities, are helpful.

### *COALITION/PARTNERSHIPPING/COLLABORATION POSSIBILITIES*

Have a regularly updated listing of specific resources, in-kind services, and assistance that any individual or organization is willing to contribute.

As you work to accomplish your goals, you will find other people and groups that share your interests. **KEEP A RECORD** of them. Ask them who else is interested. See if you can get them to help find others interested, so that many groups will be in your partnership, not just a few. Partnerships require work to keep together. There is no chain of command, only shared interests, yet partnerships can often accomplish far more than individual groups.

### *TIPS*

- Make sure people at the top are part of it. Make sure they know the successful results, their "return on investment" in you. Their role is a major advertisement for your operation. In dealing with organizations, start from the top, or one level below, whenever possible.
- Bring in anybody who's interested, and match their interests and strengths to your tasks as closely as possible.
- assign "chunks" of work to individual people.
- Go for attainable, measurable, scheduled goals.
- work up standard policy on how to get things done, early.
- Socialize, build social bonds.
- **COMMUNICATE** what is going on.
- have a point of contact in each partnership organization to help others in their organization.
- **ALWAYS** find ways to have fun.
- **GETTING RESULTS** is more important than **ANYTHING ELSE**. Results are the only report card.

- find out the interests of every organization you come into contact with. Effortlessly find out what benefits could accrue to them for working with you.
- don't ask for money till later. You need commitment more, to start. When you need money, tap your network.
- let people know exactly what's involved.
- have a concise package that explains what the partnership does.
- sell image projection in the community-name recognition, good community image, etc.
- train all partners and clearly state all expectations and goals-and give them meaningful work.
- assign newbies to oldtimer mentors.
- rotate leaders and other positions of responsibility.
- REWARD contributions with any kind of public recognition. This is particularly important with organizations.
- conduct short, focused, effective meetings, with agendas.

Potential partners include: Mayors, City Council Members, City CEUs and Finance Directors, Police Department Commissioners, Police Department Chiefs, Sheriffs, Directors of Police and Sheriffs Organizations, Clergy and Religious leaders, Community Partnership Directors, Corporate and Small Business Leaders, State Substance Abuse Directors, State Mental Health Directors, State Employment Directors, State Education Directors, University and College Presidents, Local School Board Members, Tenant Association Leaders, Citywide Tenants Association President, Fire Department Chiefs, Chamber of Commerce Director, Community Partnership Directors, State Attorney General, Local District Attorney, Local Judges and Court, Administrators, Local Clinics and Counseling providers, Guidance Clinics, State and Local Employment Offices, Community Action and Social Justice Organizations, YMCA, Regional Representatives of Federal Bureau of Investigation, Regional Representative of the Drug Enforcement Administration, DEA, Regional Representative of the United States Customs Service, Regional Representative of the Bureau of Alcohol, Tobacco and Firearm, ATF, Regional Representative of the U. S. Attorney's Office, Boy Scouts of America, United Way Directors, Hospital Directors, Middle School Directors, Technical and Vocational School Directors, Local College Fraternities and Sororities, Television Station Directors, Newspaper Editors, Bank Presidents, Boys Clubs/Girls Clubs, AA Alliances, University Cooperative Extension Directors, Community Center Directors, Minority Council and Coalition Directors, and many others.

### **MAKE SURE RESIDENTS UNDERSTAND AND SUPPORT YOUR PROGRAM**

Programs must have active involvement by residents. Ideally, they include employment opportunities for residents or job training programs. You may need to conduct a door-to-door survey regarding current drug problems and interest in anti-drug activities/grants. Compile responses.

Effective grant proposals include input from community organizations as well as residents. Hold meetings focused on your activities. Keep a log of community organizations that were approached for support, what their responses were and what specific assistance they pledged. Ask community boards and elected councils to pass special resolutions of support. Effective grant proposals incorporate the concerns and opinions of tenants and community organizations during the entire writing process. In order to reflect this participation in your grant application, do the following:

- You could have meetings for interested members of the community.
- Research and gather all newspaper clippings about community efforts to solve problems. This can be used as evidence of community interest in the problem. If you provide newspaper articles, do a synopsis to define the define the define the define the define the point you're making point you're making point you're making point you're making point you're making, the date (make sure its current), type of crime, etc.
- Design a door-to-door survey to record opinions concerning current drug problem and interest in anti-drug grants. Total responses and record the number of individual residents who were spoken to.
- Prepare a summary of comments offered in resident letters and place it immediately before the letters. Effective summaries record the name, ad-dress and title of the person who wrote a letter, and a one or two sen-tence summary of their comments.
- Create and circulate a resident petition with the goal of collecting 100% of the resident signatures. Create separate petitions for each com-munity building.
- Send personalized letters to every resident encouraging them to attend meetings. Circulate flyers and write letters in support of the anti-drug grant efforts.
- Make a prominent notation of whether or not there has been an increase in the number and size of existing community organizations. Increased organizational activities and organization formation is a sign that the community at large is activating itself to fight the problem.
- Include samples of training curriculum for programs designed to teach residents about gang problems and illegal drug paraphernalia.

#### *PARENT "PEER SUPPORT" ORGANIZATION*

A somewhat more organized approach could include these steps:

1. Find a leader in your development. Get a small group of interested people together. The group can begin with a small gathering of residents from one child's circle of friends.
2. You could encourage interested parents to meet to share what they know about drug abuse and the social scene in their community.

3. You could share relevant drug information you may have. It is helpful to know what crack paraphernalia looks like, for example.
4. Help parents define age-appropriate rules of behavior for their children, which could include curfews, community projects, and the non-use of alcohol and other drugs. Parents would need to discuss the rules clearly with their children. Kids need to know that parents are working together.
5. Break the parent/parent "code of silence", and the reluctance to interfere with another family's personal problems. Help parents form a partnership to share information if any involved child is seen breaking the rules. Children must know that it exists and is enforced. Regular meetings are helpful to support member parents, to review/modify the rules, and to deal with anything else necessary.
6. At the second meeting, follow up on any questions that came up since the first meeting, invite other parents, and reaffirm the partnership between you and the parents

Meetings **MUST** be focused, interesting, concise, engaging if you want them to continue. Keep developing leaders, so the group isn't dependent on any person who might move away.

Sometimes parents don't know the symptoms of alcohol and drug use, and don't recognize drugs and drug paraphernalia. They can be terrified of the unknowns. They aren't sure how to help their children. They may not understand the laws governing drug use. And they may well not know how to follow up on suspected drug use.

Sometimes parents are informed, and convinced that drug use is "not a problem for their family". Maybe problems are "a stage she's going through", or just "passing phases." Sometimes people prefer excuses and blaming things they have no control over to finding solutions. They may be too stressed out in their own lives. Solutions may be ignored until the problem becomes extremely serious.

Some parents may be aware of a drug problem in their family, and not know how to deal with it, or trust outside authority. Cracks in the social service structure are growing.

Parents who volunteer their time in activities like Camp Fire or 4-H, offer a valuable service. Often a high-risk child chooses not to join such groups. Other ideas like mentor programs, support groups, or an individual education plan designed for the special needs of a student may be necessary.

### ***MEASUREMENT OF RESULTS***

For Grant documentation, there must be some measure of success or failure. The manager needs to develop a list of factors which will be used to measure the effectiveness of the program (i. e. a semi-annual survey/questionnaire, specific target activities/accomplishments, milestones/timeframes). Program should include a cost analysis for each activity.

You may want mostly non-management employees to do evaluation. You definitely need a list of program factors to be measured. The maxim, "that which is reported, improves" applies to drug and crime reduction programs. Reporting helps guide goal setting, and define measurable objectives. HUD's Public Housing Drug Elimination Program [PHDEP] and Youth Sports Program [YSP] measurement could be used as a model. HUD notice PIH 94-83 (HA) has a form to measure and report the progress of drug elimination efforts. Form HUD-52356 (12/94), entitled Public Housing Drug Elimination Program Outcome Monitoring Report provides a simple format for housing authorities to track their programs. This report also allows HUD to make general statements about program progress and compare relative performance of grantees. If you would like to use these forms, they are available at the time of writing from 800 767 7468.

Factors to consider could include Program Purpose, Goals, Theory (and risk and protective factors addressed), Implementation to Date, Program Leadership. Target Audience Participation, Outreach and Involvement Methods, Budget and Program Delivery Costs, Process and Conduct Objectives (How? How many?, How much?, etc.) Performance and Outcome Measures (What happened?, Notable changes?, etc.), Outcome Summary (Report general findings, What next?)

Work hardest to gather sufficient information to establish process and performance measures that help determine program success or failure. Additionally, where data are not available, identify specific measures and methods to begin collecting such data for future evaluations. Here are some research methods that are particularly useful in tracking DEP programs:

- Interviews
- Focus Groups
- Program Site Visits
- Ride-Alongs with Police/Outreach Worker Walkabout
- Observations of Programs in Progress
- Historical Data (press clippings)
- Internal Effectiveness Data
- External Effectiveness Data (e.g., criminal justice, education, treatment, jobs, etc.)
- Previous Former Program Evaluation Data
- Resident Council Focus Group and Resident Survey Data
- Street-Ethnographic Methods (site-observations)
- Other Methods

As a general rule, we suggest that Public Housing Authorities spend no more than 10 percent of total DEP program resources on program evaluation. For larger PHA's, five percent of total grant resources may be a sufficient amount of monies needed to conduct useful evaluations of PHDEP programs.

### **Programs that could be evaluated**

Security, Supplementary Law Enforcement, Investigations, Physical Security Improvement, Voluntary Resident Patrols, Prevention, Intervention, Treatment, Employment and Entrepreneurship

Keeping this kind of data gives you a baseline to keep track of how you're doing, to document your grant progress. Model formats follow:

### **Physical Improvements Reporting**

Data Sources Used To Evaluate This Program Interviews, Focus Groups, Program Site Visits, Ride-Alongs, Observations of Programs in Progress, Historical Data Clippings, External Effectiveness Data, Former Program Evaluation Data, Resident Survey Data, Resident Council Survey Data, Street-Ethnographic Data, Other Methods

What we do/how we measure Actively manage security related contracts with law enforcement, Compile and analyze monthly performance reports, Conduct stewardship interviews with contractees, Set performance goals with contractees, Improve monthly security meeting issue identification and problem solving outcomes, Increase resident participation in modified tenant patrols, Actively track lease evictions and termination cases, Actively track trespass and banning cases, Conduct annual resident safety measure improvement meetings, Conduct routine security inspections of properties with and without law enforcement, Conduct safety sack lunches with maintenance workers listening for opportunities and suggestions to improve resident health, safety, and well-being, Encourage the assembly and activity of a code enforcement team that can target abandoned, vacant, and unsafe structures that surround housing, Increase use of computer applications to analyze collectible data to identify security sensitive situations and improve contract performance.

What we want more of More resident participation in public safety programs, Modified tenant patrols, Resident safety focus groups, Resident CPTED surveys, More responsive law enforcement reporting of monthly activities, Reduce drugs and crime incidents on premises, Reduce domestic violence on premises, Increase resident referrals to social services and drug treatment, increase data collection and analysis of safety related issues, Perform regular CPTED inspections of premises checking for lights, locks, fencing, graffiti, abandoned cars, litter, broken glass and other safety problems that may attract criminal elements if left unattended, Increase the perceived value of resident crime prevention initiatives, Organize the assembly and activity of a code enforcement team that can target abandoned, vacant, and unsafe structures that surround housing, Computerize crime prevention data to increase involvement in problem identification and program intervention.

### **Voluntary Tenant Patrol Reporting**

Data Sources Used To Evaluate This Program Interviews, Focus Groups, External Efficacy Data, Former Program Evaluation Data, Resident Survey Data, Resident Council Survey Data, Street-Ethnographic Data, Other Methods

What we do/how we measure/what we want more of Computerize reporting and tracking of resident neighborhood watch program, Increase resident involvement in protecting their own neighborhoods, Improve communication and response times with police, Increase public surveillance and reporting of suspicious activities, Train (and follow-up with) resident neighborhood watch monitors, Train resident neighborhood watch team in each section, Reduce violent crimes on premises, Reduce drug selling on premises, Reduce property crimes on premises, Improve quality of tips to police, Improve internal tracking of tips by development

### **Youth Leadership Program**

What we do Identifying "Peer" trainer candidates, training peer trainers, Recruiting teenagers through outreach methods, Conducting workshops and course activities for teenagers, Preparing, publishing, and disseminating a newsletter of activities, Educating parents about the value of the program

How we measure Number of peer trainers recruited, trained, and retained; Number of teenagers recruited to received STARS training, Number of teenager contacts made, Number of parent contacts made, Reduced substance abuse prevalence of teenagers trained, Reduced sexual deviance of teenagers trained, Increased school attendance and performance of teenagers trained, Other health and education measures

### **Youth Role Model Program**

What we do Identify methods used to recruit role models and youth: identify, recruit, obligate, train; Plan activities to unite role models and youth, Prepare publication with role model pictures, Possible role model visitations to schools, Possible role model home visitations, Prepare quarterly newsletter to promote program, Create (and update) an activity manual, Fundraising to expand program

How we measure/what we want more of Number of role models and youth involved in the program, Number of hours role models spent monthly with youth, Description of role model activities by type, Retention rate of role models and youth relationships, Improve school work of students, Reduce drop out rates for students, Home visits by frequency, Teaching respect for authority, Fundraising totals

### **After-School Arts and Tutoring Program**

What we do Monitor and improve curriculum content, recruit children to participate in the program: Flyers, Advertisements, Brochures, Announcements, Publications, Institutional liaisons, Referrals, Word of mouth, Methods to retain children in the program, Managing activities and reporting results, Managing faculty and soliciting teacher feedback, Recruiting new faculty members, Fundraising for program

How we measure/what we want more of Volunteer support (e. g., hours worked, etc.), Children recruited to the program, Children retained by the program, Faculty recruited to the program, Faculty retained by the program, Attendance records for meetings, Activities by type, Parents night feedback, Noteworthy newspaper mentions, Fundraising for program, School retention and scholastic improvement

### **Entrepreneurship and Job Training Program**

What we do Recruit candidates for Project RISE, skill testing candidates, Business skills development training, Career identification exercises, Job readiness training (interviewing, resume writing, etc.) Small business development training, Post-instructional Follow-up with program graduates

How we measure Assessment, Training, Aftercare upon program completion, Outreach methods, Number of jobs identified and graduates placed, Number of businesses start-ups, Follow-up and aftercare.

### **Boys and Girls Clubs**

What we do Improve citizenship and guidance, heighten outdoor and environmental awareness, Promote education, homework, and school success, Foster social recreation activities, Arts, Drama, music, Chorus, Movies, Field Trips, Increase cultural awareness, Foster health and physical fitness through sports: Football, Basketball, Softball, Track, Soccer

How we measure/what we want more of Increase kids attendance at the clubs, Improve kids physical and mental fitness at clubs, Improve kids attendance at school, Improve kids grade performance at school, Reduce incidents of juvenile delinquency among youth, Reduce substance abuse among youth, Increase citizenship awareness among youth

### ***BUDGETING FOR GRANT PROGRAMS***

Applications must include financial information and projections of costs and the use of funds. Budget totals must be accurate and clearly understandable. Provide cost estimates for proposed services. Missing figures for any activity will raise questions about the accuracy of the entire application. **BE VERY SPECIFIC ON PROBLEMS/SOLUTIONS** -- it never pays to be vague.

Provide accurate and clearly understandable breakouts of budget totals. Provide cost estimates for every proposed service mentioned in the grant application. You need a chart of activities and expenditures for each month of the program.

### **3. GRANTSMANSHIP RESOURCES**

Geller, Robert E. Plain Talk About Grants. Sacramento, California: California State Public Library Foundation. 1988.

Holtz, Herman. The Consultant's Guide to Proposal Writing. New York, New York: John Wiley and Sons, 1986.

Geever, Jane C. and McNeil, Patricia. Guide to Proposal Writing. New York, New York: The Foundation Center, 1993.

Miner, Lynn E. and Griffith, Jerry. Proposal Planning and Writing. Phoenix, Arizona: Oryx Press, 1993.

Bowman, Joel P. and Branibou, Bernadine P. How to Write Proposals that Produce. Phoenix, Arizona: Oryx Press, 1992.

Stewart, Rodney D. and Stewart, Ann L. Proposal Preparation. New York, New York: A. Wiley Interscience Publication, John Wiley and Sons, 1984.

Meador, Rov. Preparing Proposals. Chelsea, Michigan: Lewis Publishers, Inc., 1991.

Ratzlaff, Leslie A., ed. Private Sector Proposals: Models of Winning Structure and Style. Alexandria, Virginia: Capitol Publishing, 1991.

White, Virginia, ed. Grant Proposals that Succeeded. New York, New York: Plenum Press, 1983

The Foundation Center. Grants for Alcohol and Drug, Abuse. New York: The Foundation Center, 1993/1994.

Grants for Community Development Housing and Employment. New York: The Foundation Center, 1993/1994.

Grants for Crime, Law Enforcement & Abuse Prevention. New York: The Foundation Center, 1993/1994.

Grants for Health Programs for Children & Youth. New York: The Foundation Center, 1993/1994.

Grants for Literacy, Reading & Adult Education. New York: The Foundation Center, 1993/1994.

Grants for Mental Health, Addictions & Crisis Services. New York: The Foundation Center, 1993/1994.

Grants for Social Services. New York: The Foundation Center, 1993/1994.

### ***GRANTSMANSHIP RESOURCES/TRAINING***

The Foundation Center 79 Fifth Ave. NYC 10003-3076 800-424-9836

The Grantsmanship Center POB 17220 LA, CA 90017-0220 800-421-9512

Research Grant Guides, Inc. 12798 W. Forest Hill Blvd, Suite 304 W. Palm Beach, FL 33414 Orders: POB 1214 Loxahatchee, FL 33470-1214 fax 407-795-7794

Development & Technical Assistance Center 70 Audobon St. New Haven, CT 06510 800 788 5598 [Mainly Connecticut info]

<http://www.idimagic.com> features information about the Federal Money Retriever. This is a software package that helps people and organizations searching for federal funding (grants, loans etc.)... The American Library Association recommended the Retriever as one of the three best electronic publications for the second half of 1995 (Booklist/RBB, November 1, 1995). Direct questions to: Emil S. Sotirov, IDI Magic Valley Technologies Corporation, P. O. Box 97655, Las Vegas, NV 89193-7655

### *DRUG INFORMATION RESOURCES*

ACTION Drug Prevention Program, 1100 Vermont Avenue NW, Washington, D. C. 20525, (202) 634-9108

Al-Anon/Alateen Family Group, P. O. Box 862, Midtown Station, New York, NY 10018-0862, (212) 302-7240, (800) 344-2666 or (800) 443-4520

Alcoholics Anonymous[AA], World Service Office, P. O. Box 459 Grand Central Station New York, NY 10163 (212) 686-1100

Cocaine Anonymous, World Service Office, 3740 Overland Avenue, Suite G, Los Angeles, CA, 90034 (800) 347-8998

Data Center and Clearinghouse for Drugs and Crime, 1600 Research Blvd. Rockville, MD 20850, (800) 666-3332

Drugs in the Workplace Helpline, National Institute on Drugs Abuse (NIDA) U. S. Department of Health and Human Services, (800) 843-4971

Narcotics Anonymous, World Service Office, P. O. Box 999, Van Nuys, CA 91409 (818) 780-3951

Narcotics Education, Inc., 55 West Oak Ridge Drive, Hagerstown, MD 21740 (301) 790-9735 or (800) 548-8700

National Association of State Alcohol and Drug Abuse Directors, 444 North Capitol Street N. W., Suite 520, Washington, D. C. 20001, (202) 783-6868; or FAX (202) 783-2704

National Criminal Justice Reference Service, P. O. Box 6000, Rockville, MD 20850, (301) 251-5500 or (800) 851-3420

National Families In Action, 2296 Henderson Mill Road, Suite 204, Atlanta, GA 30345 (404) 934-6364

National Federation of Parents of Drug-Free Youth, 1423 North Jefferson, Springfield, MO 65802-1988 (417) 836-3709

National Federation of State High School Associations, P. O. Box 20626 Kansas City, MO 64195, (816) 464-5400

Office for Substance Abuse Prevention (OSAP), Alcohol, Drug Abuse, and Mental Health Administration, U. S. Department of Health and Human Services 5600 Fishers Lane, Rockville, MD 20857, (301) 443-0373

Parents Resource Institute for Drug Education, 50 Hurt Plaza, Suite 210 Atlanta, GA 30303 (404) 577-4500

## **II. WHEN YOU DON'T HAVE A LOT OF TIME, MONEY, AND GRANT FUNDS**

Tina Forrest, a resident of an assisted housing complex in Port Chester, NY, got disgusted with drug-related gun battles inside her building. She got together with seven other single mothers, they formed a resident pa-trol, and in time, they ran off all the drug dealers from their community. They had no outside help, no advanced degrees, no grants, no money, and no experience at doing anything like that.

They just decided what they were going to do, that nothing would stop them, and they did it. They said they "had God on their side." People realized that Ms. Forrest was serious about her mission when she put her own children in jail for drug-related activity. The book *The Winnable War*, free from 800-578-DISC, tells how others did the same thing.

**IT IS BETTER TO INSPIRE THAN TO INSTRUCT.**

### **INTRODUCTION**

Before money was invented, people still got things done, didn't they? The Indians often lived lives better than ours, and they didn't have any money. They also didn't waste time looking at what they didn't have. Look at what you DO have. That is where you'll draw what you need.

Looking at what you don't have, and feeling bad, or powerless, is like taking a new car, putting it in neutral, and slamming down the gas pedal! VROOOOOOOOOOOOOOOOOOOOOOOOOOM! Lots of noise, but nobody gets anywhere. Get over it. If you're looking at obstacles, you're not looking at your goal.

### **FIGURING OUT YOUR DESTINATION ON THE "MAP"**

If you don't have a lot of money, well, you aren't going to spend a lot of time in evaluation and measurement. Keep what documentation you can. If you really want to do something, ask these questions to clarify your goal:

1. What would it be like if it were perfect?
2. What is it like now?
3. What is lacking?

4. How could you use what you already have to create a little of what you want right now? How could you have fun with other people creating a little more of what you want? What could you next? and next? and next?

The journey of a thousand miles begins with the first step, and continues step by step by step. Congratulations, by way. You're now a leader. Pat yourself on the back, once-but don't cheat. You are now an anointed leader. This is how it happens.

Fake it till you make it. - Mary Kay cosmetics

## **WORK FROM INSIDE OUT: START INSIDE**

Let he who wants to move and convince others be first moved and convinced himself  
- Thomas Carlyle

Bill Cosby used to do a routine on breaking a board with a karate chop. In the Martial Arts, one must first put one's "energy" through the board, i. e. visualize and feel one's hand going through the board, and then let the flesh follow. His routine was of him saying, "OK, I can do it", and the board saying, "Oh, no you're not." The energy always goes first. Thinking only about the board, and your hand, doesn't work. It's the same way with leadership - you have to develop the energy first. Let's talk about leadership energy.

There's an old story about focus on purpose in life.

One night a group of moths gathered, tormented by the desire for the light. They decided to send out scouts. One found a house, with a candle in it. He took careful notes, and wrote an extensive report on it, comparing it to similar phenomena. He returned, and read his report on the house with the candle in it. The wisest of the moths said, "He has seen the light, but hasn't directly experienced it". Another scout returned. He had seen the same house. He had gotten closer. He touched the flames with his wings, but the heat of the candle drove him back, and he gave up. He explained a little about what union with the light meant, but the wisest moth said, "You have felt the light, but you haven't directly experienced it. We better go check it out ourselves."

The group went to the house, and saw the candle. An energetic moth, intoxicated with love, arose, and dived into the candle. He threw himself into the flame. As he embraced it to him, his body glowed with the color of the flame. The wisest moth noted that the moth had totally identified with and surrendered to the candle, and that the candle had given to the moth its own light. He said, "That moth got what he wanted, but he alone knows what he has done. No-one else can know without doing what he did."

Isn't that what life is about? Finding your purpose, and being totally consumed by it, until you glow with it? Fire in the gut is worth more than money, education, credentials, experience, or any-

thing else. Look back on the earlier part of this manual. There's a sea of information, isn't there? Just in case you thought experts have all the answers, the following story...

Jalaluddin Rumi said that scientists [of his day] were like pearl fishers who sat on the shore of a great ocean, removing the water a bucket at a time to get to the pearls. That is one way to do it, but there is a better way...

Tina Forrest, mentioned earlier, had no help. She went straight for the pearls, and got them. The previous part of this manual is fine-highlight or underline the pearls. Work only with what looks really useful. Ignore the rest, unless it looks useful later. Following is a discussion of characteristics we find in most leaders who started with no resources.

Akira Kurosawa, the Japanese filmmaker, has the consistent theme in his movies, that only inside is there discipline, order, and truth. If you're not sure what to do, do anything. One of the most powerful disciplines ever is just learning to use what you already have. Former Saudi ruler Abdul Aziz bin Saud's favorite verse of the Qur'an was "Verily God will not change a people until they first change themselves from within." Vaclav Havel spoke of an internal revolution, a revolution from within. John Adams said that the Revolution was not the war - that the War was only the result of the revolution, that the real revolution took place inside Americans. The only prison you have, the only limitations you have, are your own and other's ideas. The hardest battles and the sweetest victories you ever have will all be inside.

## **WHAT YOU FOCUS ON GROWS**

The first step to developing leaders, and leaders of leaders, is to be a leader of leaders yourself. The next step is to practice addictive positive reinforcement. Marva Collins, a teacher in Chicago, whose story is detailed in the book *The Marva Collins Way*, could take children who couldn't read at all, and have them reading Shakespeare in a year. She did so with constant positive appreciation and reinforcement for even the tiniest steps in the right direction - if a child spelled "CAT" as CIW, she would praise the child for getting it 33% right on the very first try! What you concentrate on grows... and you can build leaders of leaders in a relatively short time doing what she did. Always be positive, that alone will attract people. One maxim will help... feed interest, and move at their pace. Just try not to enjoy it too much. The more you do for other people, the more opportunities will come up to do more.

Becoming a leader is extremely simple. Take all the frustration and negative emotion you've ever had, put it together in your gut, and set it on fire to get things done. Then pretend you are a leader, and that anything can be done. Ask yourself, "How would a leader act? What would a leader do?" and do that. People may challenge your ideas, but they won't generally challenge your leadership. Most people want to be followers, to follow someone else's alignment, to let other people make their decisions.

What does it feel like to be confident, to be a leader, to take positive action? Feel that feeling as often as you can ... by being a leader, and doing what leaders do. Leaders know that there is no such thing as failure, only experience and learning. Leaders know that if they keep asking, and

trying out new ways, with a pure heart focused on a good purpose, eventually whoever is in the way will just get disgusted and leave.

If you're not sure where to begin, well, find the area that either fascinates or disgusts you most. That is the area that you already have the most emotional "juice" for, so it will be easy to be energized dealing with it. "Follow your heart" - do what you feel is right, without causing harm to anyone else. Mahatma Ghandi said to do what you must, and worry not about the "fruits". Learn not to follow the herd, where that's appropriate. Mice given a choice of 10 tunnels where one tunnel has cheese will figure out where to go. If the cheese is moved, they will figure out a new path. Among humans, only leaders figure out the new path, most people keep doing what they've always done, and wonder why their results are what they always got. You've got to have "fire in the gut", and the curiosity and open-mindedness of an exploring child, to be a leader.

We must be the change we wish to see in the world... - Ghandi

You will never develop leaders by simply passing out a manual, and hoping other people will do what's right. You develop leaders by modelling exactly what you want leaders to do and be. If you plan to pass this manual out to people you want to be leaders, please understand and practice its contents first yourself. Otherwise, you will find that people will correctly make comments about you talking the talk, but not walking the walk.

Understand what you already have. Perhaps a strong feeling of being overwhelmed by crisis led you to this book. Recognize that you created that feeling. That feeling is not dependent on or caused by your circumstances. You created that feeling, based on your perception of the situation. Your perception, your "map" of that feeling, is NOT the territory. Judging people and situations takes up too much space in the brain. Leaders see potential and possibilities, and tend to be very positive. You must begin to do just that. Developing Leadership is an inside out process; you must begin with your own inner world. Develop "beginner's mind" that doesn't know what can't be done, that is alive with possibilities.

The following stories from the book Chicken Soup for the Soul, by Jack Canfield, nicely demonstrate what quiet, effective leaders in a community can do.

- a. Who you are makes a difference
- b. Everybody has a dream
- c. Follow your dream
- d. One at a Time
- e. Love: The One Creative Force
- f. The Royal Knights of Harlem

Even the titles feel good, don't they? Theory unapplied and not lived doesn't exist. It is only a seed until it is internalized and acted out. Once you've internalized being more of a leader, really felt it

in your gut, you can start helping to develop others. Work with what you have. Figure out who in your community is already doing leader-type things; perhaps they run a cub scout troop, take meals to shut-ins, organize small social events, do something in their churches, - there is a core group of people in your community who do a little more than the bare minimum. They exist.

They may not know they are leaders. Don't tell them, they may resist the idea. Just find ways to help them do a little more, to link up with others who share their interests, help them grow a little bit. If you give them big tasks with no preparation, they'll just walk away-always start from within their experience, and very gradually help them grow in what they're doing. Ask for small favors at first, grow them into team members.

Bloom where you are - Reverend Dr. Martin Luther King

Just do what you can where you are - Mother Theresa

## **WHAT DOES IT FEEL LIKE TO BE A LEADER? WHAT DOES A LEADER DO?**

How do you feel when you finish a hard job, and realize you did it very well? That's exactly what it feels like to be a leader. Being a leader demands that you use every ability you have, and that you grow some every day. There is no more satisfying job. Everything starts with good leadership! When you hear people complaining about all the problems in the world, in society, and in their community, they seem to always say "somebody else" ought to be doing them. Leaders are the "somebody else" who get those things done, cutting through the frustration and obstacles. Community problems are a symptom of a lack of leadership.

It has ALWAYS been one person who got the major changes started. It starts with the first choice to be a leader. You can do something, however small. You can't solve the world's problems by yourself-but then again, you don't have to, just solve a few problems within your reach.

Good things happen in communities because leaders working with people make them happen. What do leaders do? They choose a goal and take action until the goal happens. YOU are the expert on what you and your community want. No outside expert can do anything more than give you tools to work with, and maybe a little encouragement. Good leaders ask new questions - instead of asking, "Why doesn't anybody care about our problems?", a good leader asks "HOW CAN WE ENJOY HAVING FUN MAKING OUR COMMUNITY A NICE PLACE TO LIVE?" Leaders never ask "why" questions, they know they'll only get fantasies. Leaders ask "How can we ...?" "What would have to happen for X to occur?" and "What can we do to ...?" questions, which are much more productive.

Milton Erickson found a stray horse once, when he was 10 years old. He had no idea whose horse it was. He got on its back, and turned it around. He gave it free rein. When it came to crossings in the road, he let it go whichever way it seemed to want to go. He rode the horse back into its own barn, never having been to the barn himself. The owners were amazed, yet all he did was reinforce the horse's decisions about where it wanted to go. Milton used the story to demonstrate that people and

situations had more than enough re-sources to address their problems, and only needed a little reinforcement. Leadership can be like that.

Leaders get people excited about the possibilities, help them choose doable goals, and then keep them excited as they accomplish them. In the old days, they used this metaphor: the body was the carriage, the driver the mind, the horses the emotions. If the horses want to get somewhere fast, well, the driver doesn't have to work very hard. Done right, it may seem effortless. Leaders say, "We CAN do it", and then... DO IT. They don't listen to those who say, "You can't do that." "It's impossible." "Do THEY know what you're doing?" Leaders know that if humans were put on this earth only to do what is possible, that we'd still be living in caves.

### CHALLENGE REALITY!

Leaders know that the only poverty is poverty of ideas, and leadership. Leaders know that most facts aren't much more than crystallized beliefs, and that experts are usually expert in all the ways it can't be done. Leaders never take the first "no", or the second "no", they keep going till they get a "YES". Leaders know that no decision or explanation is final. Leaders stay excited, like children, in "Beginner's mind", where all things are possible. Leaders are the "match" that gets the "fire" going.

A burning desire to accomplish your mission in alignment with your values will take you much farther than any experience or credential.

True leaders see their Self as very much beyond the boundaries of their skin. You are never a prisoner of fate, just a prisoner of the thoughts in your mind... You too can weave gold from straw, and create programs from what started out looking like nothing. Empower your leaders as much as you can. Know them well enough to give them tasks that they are equipped to handle. Give them useful information relevant to tenants-information is a commodity, that adds to their value. ALWAYS follow through with your promises, NEVER make a promise you can't keep. Invest in your leaders-what you put out comes back. If they need \$15 and trans-port to get to a job creation conference, whom are you hurting by not helping them out? Your property, of course. Help them see the benefits of leading, to help balance the problems that come with leading.

All things great started out as an idea in the mind of one person who thought it was crazy or impossible but persevered at bringing it into form anyway.

### THE FIRST THING TO DO AS A LEADER

Before you go any further, define your own goals. There are 3 steps to getting things done when they're a little beyond what you might have thought possible. You MUST have a picture of where you want to go. It is very hard to explain this to people who haven't experienced it yet, but somehow, if you focus totally on your goals, and do what little you can, somehow the Universe just somehow seems to help you, other people join you, or something happens, and somehow the impossible starts occurring. Books fall off the shelf into your hand, people you've never heard of drop stuff off to help you, and so forth. It's downright spooky when it first starts happening, and then you get used to it.

1. Write down what you want Write down what you want Write down what you want Write down what you want Write down what you want, in an exciting way that really turns you on. If you do nothing else from this manual, DO THIS EXERCISE. You'll know you're doing it right, because it will feel great, and you may even start laughing out loud. Dreams become goals when they are written down. Goals become plans when they're broken down into doable steps. Plans become reality... as you take action. The powerful part of your mind always moves to the dominant thought - if you aren't living your own plan, you're living someone else's plan.
2. Review it at least twice a day Review it at least twice a day Review it at least twice a day Review it at least twice a day Review it at least twice a day, first thing in the morning, and last thing at night, and as often otherwise as possible. It will be easy and exciting to do this, because you wrote something that really "turned you on", that was exciting. This will keep your fire burning, and your mind and emotions focused. Also, you will start noticing useful things around you that you can use to help you. You may be amazed that you never saw them before.
3. Do something towards that vision Do something towards that vision Do something towards that vision Do something towards that vision, however small. Then keep doing whatever you can, no matter how small it might seem. That is the "match". Other people will begin to react to your focus, and help you as they can. Yes, sometimes you'll be alone, and you'll just keep working joyfully on that purpose. And then things will start to happen. They are usually very subtle, you may not realize that the Universe is starting to almost bend to your purpose, somehow, until you look back on a series of odd coincidences.

A small businessman, in 1945, who hated his country's government, decided to topple it. He did just what you see above. People thought he was crazy, but they didn't like the government, either, so they did small things to help him. He got help from all sorts of unlikely people. In 1979, he got his wish: the Ayatollah Ruhollah Khomeini took over the government of Iran. Now, he caused a lot of suffering, and we might not approve of what he did when he got power. Still, he inflamed himself with his purpose, and toppled seemingly unbeatable odds, didn't he? I hope that your goals will be more positive, and serve people better. Still, if he could do what he did, you can accomplish more modest "win-win" goals that benefit everyone much more easily and quickly.

If you don't know an answer to the question, well, say "I don't know, but I'd like to learn." If you can't get what you want from someone, say, "Who else do you know who could help me?". You don't get what you don't ask for. Every situation has a useful gift for you in it, somewhere, if you pay attention.

Let's go through this process. Obviously you'd want to write your own ideal day, this is just a model. Sometimes it's very useful to do plan-ning by starting at an imaginary, perfect finish, and working backwards. Work with what you can control: list what you will DO, not what you'll accomplish. Like they say in the Air Force, aim HIGH. If your goal is to climb Mt. Everest, and you only make it to the base camp at 10,000 ft above sea level, well, that's a lot better than aiming to climb the hill in the State Park. Take care of the little things, and the big things take care of themselves.

## MY IDEAL DAY IN MY COMMUNITY

I wake up as the Sun hits my bed, hearing the birds, singing.

I think about the awards banquet last night, and smile. The mayor, and federal and state representatives were all there, to honor our group, Neighborhood Superstars, for doing the impossible in our community. We welcome attention like that, because it helps us be recognized as movers and shakers, and get more resources. Besides, they need people like us more than we need them. The "conference bird" was good, too. They used to call chicken the "gospel bird" when I was growing up, because that's what we ate when we ate at church, and it may as well be the "conference bird" too.

What have we accomplished in the last 3 years? Let's see, we got the bank to let us use that abandoned branch as a Computer Learning Center for our children, with donated computers, encyclopedias, and so on. We made our own furniture for it, and got some donated, too. Our kids love it, we had to put together another center, it was so popular. They don't even think about roaming the streets anymore. They love the crafts we have now, too. Let's see, they make and sell wind chimes, from electrical conduit pipe thrown out at construction sites, and baskets from waste copper electrical wire. They have that computer repair class, where they get to keep every 4th older computer they fix for us to sell. They carve beautiful stuff from wood scraps from the cabinetmaker's place, too, African designs, Celtic Interlace, Islamic designs. They got an old forge cheap at an auction, and Pete even has the kids doing blacksmithing, now, with leaf springs from cars. He got them into sandcasting, and they make foot treadles for sewing machines, and the woodworking kids make the wooden parts. Those sell well at our fairs. We found we could get cannonbones cheap from the slaughterhouse, and Pete taught the kids to make their own carving tools from concrete nails, and they make beautiful "ivory" boxes. The strangest thing he does is have the kids put chicken wire into water, he says it works best in seawater, but he just adds salt and other things, and then he runs current from a battery charger through the wire, and this concrete stuff starts coating it. He says that we could make all concrete this way, and that it costs 1/10 what concrete does, but I don't understand it all. He says the kids teach him more than he does them. He has them build tiny landscapes, with rocks, some Chinese art form, Penjing, I think he said. They're never larger than your hand, except in the Japanese Rock Garden we put in. Art doesn't get much cheaper than rocks, and scrap wood, it's cheap, and beautiful. What was it that woman, Bernadette Cozart said, "You have a RIGHT to beauty"? Yeah. I like that. Our neighborhood has a few places of beauty now, people have birthday parties and other small social gatherings in our Oriental garden, and the kids pick up after themselves - nobody dares vandalize OUR garden - because it's OURS, we put it together ourselves. They had to learn calligraphy to do carvings, and it's helped them in school. I never knew the arts made it so much easier for kids to do well in school.

We have our summer crafts fair, with all the ethnic groups doing some kind of presentation. The Quilt guild started it, so they could sell quilts, and it just kind of grew from there. I had no idea there were so many different kinds of quilts. We have our own Storyteller's association now. We do a neat kind of folk dance almost every week, now, through the church, people didn't want to wait a year for another fair. 2 people started their own businesses with money they made at the fair, they're small, but they're off welfare. Another started a grocery coop, so the small stores around

here can't rip us off any more, and we get much better food, cheaper. Then somebody got permission to garden on a vacant lot, and they did that Biodynamic gardening stuff, and we had so many vegetables we couldn't eat them all, we had to start selling them at the farmer's market. We got fast-growing trees, Pahlonia, I think they said, and we sell them to the Japanese. The trees also shelter our vegetable gardens, as they grow. Sure is better than the garbage heaps the drug dealers used to keep here. That one old Chinese guy did Feng Shui stuff, it sounded wierd, but his ideas were all cheap, we followed them, and somehow the park is just a much nicer place to be.

What do they call that program? Microenterprise? Yeah, the one where 6 people get a loan of \$500 each, and they repay it as a team, to build small businesses. Mary sells pies, now, Jose' sells oak furniture, beau-tiful stuff. Ian actually does hypnosis, now, I didn't know it was so easy to get certified in that. We hooked up with those Alcoholics Anony-mous groups, we decided to give the old guys as much to do as possible, if they have addictive personalities, well, we want them addicted to doing positive things in our community. They sure seem happier now, they have a place in the community, for some it's the first time. I was sure glad when we got the City to revoke the permits of those 2 package liquor stores, they say 80% of all crime is associated with booze and drugs, and seems like a lot of the troublemakers just went somewhere else when those stores closed down. We had that guy from Ithaca, NY come in and talk about they print their own local money, it's legal, and so we started doing that. Our money honors leaders we want to honor, like Dr. King, and Luis Betances, and it's a work of art. The police we have now say it's like a vacation, in this neighborhood, like we're all on happy pills or something. The Police Department sends out all its new Community Policing officers to our neighborhood first, they want them to see community done right, and have us train them right, before they go into the worse areas.

We got us a branch of Habitat for Humanity, and when housing is abandoned, and the city can't sell it, they give it to us, we rebuild it, and sell it to our residents. We got the churches involved in redevelopment, they could see they wouldn't survive without it, and they help a lot. We rebuilt one lot as a park, with all kinds of flowers, a stone maze for the kids to walk, huge wind chimes and wind harps, and a pond with goldfish and a Japanese rock garden that looks like one of those landscape paintings, all built because people each wanted something, and we worked together to make it happen. You know, every culture and person has something special to offer, and putting it all together is so beautiful.

You know, people need beauty in their lives, just like they need calcium and Vitamin C. Our community wasn't built to be beautiful, and that doesn't matter, because we've added so much beauty. Seems like everybody has flowers, now, and even perennial herbs, which taste so much better fresh. Seems like since I started eating fresh food, I don't need to go to the doctor nearly as often, and I feel so much better and have much more energy.

It's time to get going now.

I shower, get dressed, look in the mirror one last time, and say, "You are really good, you know that?" [No need to be modest in the presence of greatness] and go. First, it's off to the community college, where we offer to trade having their instructors come to our community center to give job skills classes, for us giving crafts classes to other parts of the city. We don't beg any more, we

overcame our poverty with our wealth of knowledge and skills, and we trade for what we want. Then it's off to meet with the community affairs editor of the paper. I'm really glad I got to know her, since we started working together they started writing such nice articles about all the good things in our community. I was just so tired of reading about arrests and drugs, and they were tired of writing about it, too. They feel so much better writing about positive things, and we make sure they have lots to write about. Now it's off to the church; we're getting the priest to let us go out to the suburban churches, and trade folk dance instruction for older computers, bicycles, and other things folks would get rid of anyway. It's kind of like missionary work, too, suburban folks don't have the richness of life we do, some of them are like walking dead people, we help them live life with more fun.

Lunch is always fun. I go to the coop bakery. They got this Persian guy in. He makes bread only from whole grains, and they have a taste that won't quit, you can make a meal out of the bread, it's just delicious. I can't believe people eat Wonder Bread here, it's like tissue paper compared to this stuff. They have this Essene Bread, they say the recipe is in Leviticus, it's kind of heavy, and with raisins, it's really good, like a fruitcake.

In the afternoon, I go to the Farmer's Market, to get some vegetables and fruit. Fresh carrots are sweet, when they're grown right. No grocery store has ever had apples as good tasting as fresh picked. The kids like the sweetpeas I grow in my backyard so much they pick them and eat them right there. Their mommas said, "I could never get my kids to eat anything green til I got them to start growing their own." I have mint and chives, they come up every year, all I have to do is pick them and eat.

Then it's off to the middle school. The kids wanted their own dances, with a Juice Bar, so we told them they could have them if they ran everything themselves, had people in charge of everything, and just had adults around to offer suggestions. There's one at least once a month. I have to make sure that mops and brooms are available, so the kids can clean up afterwards. Our young people want to do things themselves, and it wasn't hard to get them into doing what they wanted. Once that's done, I have a volunteer thing where I do storytelling for the kids in Mrs. Adam's class. It's fun. I used to be a medical records specialist, but since my community group recognized my talents, they pay me the same money just to get things organized in my community. It's not a lot of money, but it's enough. Besides, I have so much fun at it. Just the other day, Robert, who went off to join the Marines, came back on leave. He said he would have ended up selling drugs, and dead, if it weren't for being in this community. Some of his friends ended up that way.

It's really nice, knowing that I've made a difference in other people's lives, that I'm leaving something beautiful behind. I always wanted to do that, and I am.

2. After you write your ideal day, go over it, and relive it, every morning and night. It's always ok to update it, to keep it exciting!

Feel what it feels like to be there, see what you see, hear what you hear, maybe even smell what you smell. This is an alignment exercise, if you do this every day, you align your entire being on making this happen.

3. Take action. Even if it's something really small. And keep at it.

Remember, it's ALWAYS one person who gets things started, and it's always something small they do. Banana Kelly, the Bronx Neighborhood, which at one time was in horrible shape, is much better off now, due to the efforts of one woman. A short story about her is in "The South Bronx bounces back", pp. 100-113, Smithsonian magazine, April, 1995, vol. 26 no. 1, which you may be able to get at your library. That article notes that IT IS ALWAYS ONE PERSON WHO GETS GOOD THINGS STARTED, and that she started out by doing something very small. Isn't that interesting... Following are 3 stories of leaders doing something small, that grew far beyond what they ever expected.

### **STORY 1**

Florinne Thornhill, 73 years old, decided to take one small action to improve her neighborhood, in Roanoke, VA. She went to city hall and asked to borrow a lawn mower, so she could work on a vacant lot. People around got curious, and decided they could do things, too. Soon 15 people were picking up trash and mowing vacant lots. City officials notices that the neighborhood all of a sudden looked much better. In 1980, they asked the group to join a pilot project with 3 other neighborhoods. Today, 25 neighborhoods are working in the system in Roanoke, and other Virginia cities have adopted the program. Thornhill's group, the Northwest Neighborhood Environmental Organization, won the 1994 President's Volunteer Action Award. Ms. Thornhill said her real reward was seeing children playing in a park formerly controlled by drug dealers, and the homes they bought and rebuilt.<sup>1</sup>

### **STORY 2**

Homeless children are growing roses, tomatoes, corn, beans, and squash in an abandoned city block in the Bronx. It's much better than the illegal dump that used to be there. Maureen Harrison, director of Revitalizing Education to Achieve a Climate of Hope [REACH], noted that after the lot was cleaned people quit littering it. The garden gives children a sense of control over their destiny, and life lessons. "We were astonished at how interested the kids were. We were able to use the garden to teach everything from good nutrition to schoolwork." She remembered two boys who came in, who were totally maladjusted in school. They got very interested in gardening. They learned the value of persistence and patience in daily work, and the gardening lessons spilled over into their schoolwork. [REACH, 303 Greenwich St., NYC 10013 212 349 8073].

### **STORY 3**

Barbara Longworth got tired of seeing children damaging flowers in her neighbor's garden. The garden was one of the few beautiful things about the neighborhood. She asked two kids why they were tearing it up. They were bored. So she invited them to help her plant a garden in her yard.

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<sup>1</sup>The story is cited in more detail on pp. 292-294, A 3rd Serving of Chicken Soup for the Soul. Jack Canfield. Deerfield Beach, FL: Health Communications, Inc., 1996.

She got tools and seedlings. Each child got to choose a tomato plant. She was amazed at how well each child treated it. They harvested their fall vegetables. Next spring, she decided to plant flowers. After they finished Barbara's yard, they started planting flowers in the vacant lot next door. In time, they had flowers all the way to the end of the block. People in the neighborhood noticed them, and brought plants from their own gardens. People left tools and other things at Barbara's house, which stunned her, because she didn't think it was a neighborhood like that.

Next year, they expanded to another street, since their block was full of flowers. They started on an empty lot. Several people joined them. They put in a community vegetable garden. A local store donated several vegetable plants. They maintained the garden, and harvested fresh vegetables, which, for some of the kids, was the first time they'd ever done anything of the sort.

The kids planted gardens at home, and even asked their neighbors if they could plant there as well. They planted gardens anywhere people would let them. Older people in the neighborhood warmed up to the kids. Where they'd once hid inside, they began sitting on their porches. Litter in the neighborhood has been cut by more than half since gardening started. Crime has also lessened. The mayor of New Orleans even invited the kids to City Hall, to talk about their project. [Barbara Longworth, 267 Elmira St., New Orleans, LA 70114 504 366 9111]

#### **STORY 4**

I did the following myself:

I found out a co-worker's high school-age son was interested in electronics and robotics. I bought every used textbook and book on those I could find, cheaply, which was a lot of fun for me, since I love finding good books. His mother reimbursed me for cost, so it didn't even cost me anything. He ended up with a wall of books, which he mentioned in his college applications as his "technical library". His grades and SAT's were average, but his mother told me his "technical library", and his writeup on the electronics projects I commissioned from him, got him accepted at all 7 engineering colleges he applied to. I never expected anything like that to happen. Isn't it interesting that I could have fun doing something I enjoyed, and make a big difference in someone else's life without even realizing it?

#### **GETTING EVEN MORE FOCUSED**

Not making a decision is a decision itself. The military teaches officers to make decisions, whether they are right or wrong. They might not be right; so what? so you make new decisions. A plane off course 95% of the time can still make it to its destination with course corrections. A magnet attracts things to itself because its particles are aligned. Align head and heart, and focus on true purpose. The surer of your purpose you are, the less the negative things others do affect you. How well does mud stick to the headlight beams of a car? You can be that focused. The Covey Leadership Center [800 292 6839] and Franklin Quest [800 979 1776] crystallize values into daily task planning as follows:

- Define your personal values

- Write a personal mission statement [which must feel right, and come from the heart - from questions like: Who are you? What do you do, and to/for whom, to what end?]
- Identify long range objectives - on a timeline
- Identify intermediate goals-on a weekly task list
- Write a daily task list

This is exactly what a well-run business does: it defines its mission, and then puts together a business plan. Think of some great leaders you admire whose behavior was exactly in line with their values, even when it was difficult: Ghandi, the Rev. Martin Luther King, and many others may come to mind. If it feels boring, you didn't do it right. Find what really turns you on, and you'll never feel bored again. YES, it's that simple. It may not be easy when you first start out - it IS that simple.

Someone once said that healing is just remembering who you really are. Leaders are community healers. In the old days, Native Americans would go into the Wilderness on a Vision Quest, seeking a vision of their life's purpose. They would take that vision and put it on a "Medicine Shield", or Coat of Arms. In a preliterate society, that was their nameplate, and how people knew them. A Vision must feel right, and be something you would enjoy pouring heart and soul into. You may not be able to go into the Wilderness, but you can still reach deep into yourself for your lifepath. You will know without a doubt when you're on your lifepath, and it will be easy to take on the most daunting obstacles.

I had a teacher once, who was an ambulance driver in Los Angeles for a time. He said he never met anyone who was ready to go. You can use that: if you had just 24 hours left to live, how would you spend it? Write a list, right now. THEN DO THOSE THINGS-they're obviously very important to you. Then... you have 24 more hours to live... and 24 more... and eventually a week, and a month... your time on the planet is probably not infinite. What do you want to weave into the fabric of life? Because you are leaving an effect-you can't help it. What do you choose to leave behind for others? The Iroquois nation considered the effect of their actions on the next 7 generations. What effect do you want to have? Your daily choices weave that effect, whether you choose to be aware of it or not.

Do it NOW! Even if you make a mistake, you'll learn a lot!

A useful value discussion is in Chapter 15 of *Awaken the Giant Within* [Anthony Robbins. Fireside: 1991]. Covey's books deal with that, and also *Mission Statements*. Tad James [800-800-MIND] has a good discussion of timelines in his book *Timeline Therapy and the Structure of Personality*. Alignment exercises for groups, useful for Mission Statement creation, are treated in the book *Thoughtstorm* [Publ. Star's Edge, 237 N. Westmonte Dr., Altamonte Springs, FL 32714.]

## **OTHER USEFUL QUALITIES FOR LEADERS**

### **RAPPORT**

Giving people your complete, focused attention for 3 minutes is worth more than several hours of unfocused, distracted attention. If you can't do that right away, make an agreement to do it later.

Listening carefully, and considering others, is a useful part of rapport. Sometimes the worst people problems can be solved just by letting a person talk out and "drain" their resentments, and all you have to do is show respectful attention. Treat people respectfully and fairly, and other tasks get easier. Bernie Siegel once told a group of doctors that 3 magic words would keep them from being sued. As the doctors sat on the edge of their seats, he said, " Love your patients." It works in more areas than medicine. Going the extra mile, and being competent, is part of rapport. Humor and humility can help, too. Learn to see life from other's eyes, and to do things that benefit them in a win-win way.

### **SEEING POSSIBILITIES WHERE OTHERS DON'T**

One must see the invisible to do the impossible, i. e. see possibilities that others don't. This means letting your mind get creative, and trying new ways of thinking. Animals who have lived their entire lives in cages fear getting out of their cages. People have the same problem. And yet creative thinking is a lot of fun! The books *A Whack on the Side of the Head 1* and *Playful Perception 2* are helpful. Developing your "eyes" in this area is easy. What would your ideal community be like? What would you see, hear, and feel? Now write down a list of 102 things that you want in your community. You don't get what you don't ask for, and this is where the asking starts. [Jack Canfield's book "The Aladdin factor" speaks to this. Deerfield Beach, FL: Health Communications, 1995]

You must know people's interests, needs, and goals, and figure out how to match them up in new ways. Really big, inspiring goals often cause people to put aside their differences, and really pitch in. People do this with-out thinking in crises, as the bombing at the World Trade Center showed. Why wait for a crisis, though? Why not work with others to get a really neat goal that excites everybody even more than a crisis would?

The whole is more than the sum of its parts; an aligned group has extra energy sometimes called "synergy", that often makes the impossible task possible and even enjoyable. The more fun you can put into what you're doing, the easier it gets. Kids do this naturally. A very important part of this is learning to delegate. If you were soaking wet from your thighs to your waist, you would have a problem, wouldn't you? Yet babies handle this problem several times a day - they let someone else take care of it. Delegation is part of helping others grow. Not delegating is stealing.

Networking is basically learning as much as possible about the outside world, and putting it together in your inner world. If you have contacts, you can put them together in a new pattern, inside, and then crystallize it outside by connecting the parts that felt right together on the inside. You already do this - when you want to go on a trip, you think about the destination, you consider the various forms of transportation to get there, you put them together in your mind, then on paper, then you

call whoever you need to call, and get going. Events will crystallize out from your plan. You can see patterns of possibility no-one else can see. Just try not to have too much fun making them happen.

## **PERSISTENCE**

Obstacles are what you see when you take your eyes off your goal. - Master's Handbook, cited in Illusions, by Richard Bach

Calvin Coolidge said that the one thing all successful people have is persistence. If what you're doing isn't working, try something else. You could make your vision clearer. Work on some totally unrelated task to give your mind time to come up with a more creative idea. The waters of Niagara Falls are cutting through the rock by several feet per year. The waters use sand grains, one at a time, to do the cutting. The journey of a thousand miles begins with a single step. It also continues, step by step by step. People respect persistence, and even if you fail, you will attract people to future projects. Consider the lesson of a postage stamp: the destination is written down, and the stamp sticks with the letter all the way through to the destination.

Besides, there's no such thing as failure or mistakes, only learning experiences. The main difference between the wise and foolish person is that the wise person learns from mistakes. You must make mistakes to grow. If you don't know where to start, jump in and make lots of mistakes with good intentions. You'll learn a lot, and be able to set much better goals. And if you really don't like the situation you're in, well, do a great job, do more than you're paid for, so you can be ready for opportunity when it comes.

Pay attention to your daydreams, there are many useful ideas there. Lionel Ritchie says his tunes come to him when he's in the shower, not thinking about much of anything. He's paid pretty well for just paying attention to his daydreams. Richard Marcinko, the former Navy SEAL, notes in his books that some feeling came up in dangerous situations, that just guided him in the right way. He's alive because he listens to it, and because he never gave up.

The most important quality of a leader is persistence. If one path is blocked, try another, and another. If nothing else you'll drive your enemies nuts with your persistence. Keep going. There are only 2 processes in the Universe-growth and decay. Where do you want to be? People follow those who know their purpose. Remember Forrest Gump? He started running, and all those people followed? Did he tell them to do anything? No, he just followed his purpose, and he was so focused on it, that others caught some of his fire, his purpose.

Purpose is like fire - you and all you are exist, just like the wood - you ignite the purpose, and put it in the center of yourself, it catches on the twigs, then the small branches, then it burns hotter and spreads to the kindling, then to the larger branches, then to the logs, and goes down into coals. It starts with the intention and the first spark. If it's worth doing, it's worth doing badly just for the education.

Leaders know that it's not the size of the dog in the fight, it's the size of the fight in the dog that counts. The military gives lip service to unit integrity. What that means, when it works, is that a

team is so focused on purpose that they become something larger, a "unit" that functions like one organism. It is possible to be so focused that you can "flip" your opponents over to your own side. It's been done. If all else fails, well, read Sol Alinsky's books, and push your opponent's guilt buttons. I just saw the movie "Captain Ron". It reminded me of an old Andy Griffith movie, "No Time for Sergeants". In both cases, someone very focused on something was so focused that no matter what other people tried to do to mess them up, it backfired. I remember the military, seeing expert goldbricks, who were somehow untouchable. They were just so focused on their primary purpose, so "primary", that somehow any conflicting energy was just repelled.

Leaders attract more and more of this kind of energy. Mother Theresa went to the Governor of New York, saying she wanted a foreclosed building for her program, and that there must be a number of such buildings in inventory. The governor said he'd get on it. She said, "You won't have to go far to find me. I'll be waiting right outside your door until I get it." Oddly enough, getting her that building, a task that would normally take months, managed to happen just that day. Could the governor have had Mother Theresa jailed for trespassing? No. Did he really want to keep her waiting, and be embarrassed in the media? No. She was focused on her purpose, and got her building that day.

So many people have so many good excuses. In the Army, they say that the effective range of an excuse is 0 meters. You can't do a lot with an excuse, no matter how good it is. What would it feel like if you had a radio inside, and you could just tune into the Leadership energy? It might be faint at first, but once you concentrate, it gets stronger, till you tremble with its power. Just keep in mind that most people are asleep. Wake them gently!

## **INSPIRING OTHERS**

If someone presented a way to you so you could get more of what you want in life, easily, would you be interested? You bet you would. The best way to inspire people is success stories about how people just like them got what they wanted more of. We are our stories, that is how ideas are shared. Think about the stories that have inspired you, and listen carefully to motivational speaking, so you can do it too. You could notice the stories in this manual. How do you feel when you read them? Stories drive behavior. One common bumper sticker in this country is "He who dies with the most toys wins". It must reflect a fairly common belief system, to be so common. We can find a very different kind of belief system in another American culture. The Navajo have a word - "Hozho" - which means beauty, harmony, joy, happiness, healing, and dozens of other such words rolled up into one. One could define it as sparkling, harmonious, joyful, healing beauty. For the Navajo, the purpose of life is the creation of Hozho. This very different core belief system leads to a very different kind of culture. How would American communities change if that were a common belief system?

The Dream drives the Action. What are the dreams of people in your community? All positive accomplishments are borne of dreams. Where there is no vision, the people perish. Leaders draw out vision with questions like, "What would your community be like if it were perfect? What would you see, hear, and feel? How can you create a little bit of that right now?"

The best motivational speaker in the world had to start just where you are right now. Another way to motivate people is to measure results in a visual way, like a chart: the thermometer measuring donations is one example, and there are many others. What is measured improves... Appreciation also costs little, and means a lot. In a survey, of 10 things employees wanted on the job, employees wanted appreciation more than anything else. What you concentrate on grows...

## **A FEW BOOKS**

ZAPP! The Magic of Empowerment [William C. Byham. NY: Fawcette, 1994.]

Principle Centered Leadership [Steven Covey, Fireside, 1991]

Leadership is an Art [Max Depree, Dell, 1989]

On Becoming a Leader [Warren Bennis, Addison-Wesley, 1989]

On Leadership [John W. Gardner, The Free Press, 1990]

The Deming Management Method [Mary Walton, Perigee, 1988]

Just remember that leadership is doing. Books like the above make a lot more sense AFTER you've started leading things. The more practice you get, the more effortless it becomes. Don't read them now! Only later, if you want to refine what you're doing.

There's plenty of other things you can do. How about putting a timer on your tape recorder, and waking up to the sound of clapping and applause? Or waking up to Olympic march music? What is it that keeps you from being a Superstar, right in your own neighborhood, but your own limiting thoughts? Olympic athletes chart out their path, and make it. You can too.

## **SO... JUST DO IT**

When you're focused and persistent enough, people you've never heard of will help you, in ways you may not even be aware of, just because they like what you're doing. They'll give you useful and not so useful advice, and material. You'll attract what you need. People will show up, books will fall open to useful information, situations will happen just as they need to. As they say in the Orient, "When the student is ready, the master appears". The master doesn't have to be a person, it could be a book, or an idea.

If you really hate where you're at in your life, there is an out. Do the best possible job right where you are. Years ago, I had a job paying \$5 an hour, as a student. I told my boss I'd give him \$7.50/hour of value. I later told him that I'd overcome a limitation in my thinking, and he'd get \$15/hr of value from me. I made it - 3 people were hired at \$5/hr each, to do the job I did, when I left. I'm sure they did the job better than I did, of course - yet I made it. Within 2 years I had a job paying... \$15/hr. I was paid to get myself ready for it. That's a pretty good deal.

I read many books on chipping flint to make arrowheads. I read pages and pages of theory. It was really complicated. Then someone showed me how to do it - he took 2 minutes, and I understood

the process, and DID IT. I couldn't carve a beautiful Clovis point, but I could chip out an arrow-head. The moral is, JUST DO IT. Have you ever watched a weasel walk? Or even a cat? That is energy in motion. The Weasel, or Cat, doesn't think, doesn't read, doesn't worry about what it doesn't have or what people are going to do or say, doesn't make excuses or play games like humans, it just DOES.

Olympic athletes talk about the "zone" of performance, where the only existence is in doing. The Japanese have called this "no-mind". Some performers talk about a "Stage self", almost a higher or larger self, that operates them when they perform. Some craftspeople and musicians talk about becoming one with the task or music, of the task or music expressing as them. Some public speakers note that they ask the Universe, or God, or whatever, to speak through them to say whatever the audience most needs to hear, and "something" takes over, and they give speeches beyond their abilities. You have a unique purpose and energy. No one else can take responsibility for what you must do.

If you lack education or credentials, well, that just means it's easier for you to DO WHAT YOU MUST. Leadership has always been mostly self-trained. Schools train sheep, not stallions. Boredom only comes to those who aren't in alignment with their purpose. Everybody has their problems, everybody is "broken". So what? Operate from your strengths. Turn your weaknesses into strengths. Bruce Lee had one foot an inch shorter than the other, and used that to deliver devastating kicks. Milton Erickson, the gifted hypnotherapist, was gifted precisely because his polio-induced handicap forced him to become extremely observant.

Consider the elephant - when it has to go somewhere, it just does it. It doesn't worry about anything. If you understand nothing else, well, you can follow the Way of the Elephant. In the Army, there's something called Reconnaissance by Fire. Basically, that's firing in the bushes and seeing what happens. Something might come out, somebody might respond, or nothing might happen. The point is, you don't know till you try. Edison was reportedly very proud of having found 10,000 ways not to build a light bulb. You won't have that level of frustration, yet isn't it interesting that he kept trying, even after having "failed" 10,000 times?

You certainly want to avoid offending people, there's no profit margin in that. Let's say, though, that your worst fears have come true, and some-one high and mighty comes down to really chew you out for not following some procedure, and they really tear you up. There's a keen response you can give, first given by a Sufi poet in Iran, allegedly said by a drunk to a Mullah who was condemning him, "I am all that you say I am. Are you all that you seem?"

Every single leader the world has ever seen had to start right where you are right now. All they had to do was make choices, and follow up on them. The path you are walking has the tracks of many great leaders who started out with precisely what you have right now, or even less.

Following is a general description of what leaders starting out with little or no funding have done.

## **ASSET-BASED COMMUNITY DEVELOPMENT: LEADERS HELP THEIR COMMUNITY CREATE ITS VISION IN ACTION, AND CRYSTALLIZE IT [written by Lionel Rigler & Michael Patterson]**

The Dream drives the Action. - Thomas Berry

Bernice Johnson, a 75 year old Bronx resident, once told John Kretzmann, *"We're in a prison, John. We're in a prison of other people's ideas of who we are. Before I say one word, they think they know all about me, because I come from the Bronx."* Most efforts to address community problems have concentrated on weaknesses, the "map" everyone "knows", of unemployment, gangs, crime, welfare, illiteracy, and so on. The most insidious part of this "map" is that people begin to believe it, for what we concentrate on grows... Leaders get resources from outside by denying their community's strengths, by and emphasizing lack. Downright evil, isn't it?

Traditional community development looks at problems and needs: crime, gangs, broken families, unemployment, illiteracy, lead poisoning, etc. Solutions generated for this very negative "story" are patchwork solutions and services, encouraging dependency on outsiders. Residents become "special needs" that only outside resources can "treat" or "fix".

Yet weaknesses are only part of the truth, possibly the least important part. Kretzmann's book, *Building Communities from the Inside Out*, in-spired by Bernice, is a book of success stories by people who looked instead at the strengths of troubled communities. Even the most troubled neighborhoods have individuals and organizations with resources that can be used more effectively. The key to healing communities is locating and "mapping" local resources, building relationships and connecting them, and harnessing them to heal the system they form. Then and only then should outside resources be used. Without this internal capacity, outside resources can't be effectively used. It's very much like weaving a bas-ket... which is much stronger than the sum of the individual parts - because the RELATIONSHIP between the parts is much stronger.

Proactive community leaders mobilize residents and groups to have fun fixing their own problems. These efforts usually start with one or two local people trying new things. *Building Communities...* tells how to start regenerating the community without outside help, using resources already present. There are 5 steps for a leader who wants to activate a community:

1. Find and "map" individual and group interests, and strengths: skills, gifts, and resources.
2. Match interests with resources, and build relationships between individuals, citizen's associations, and local institutions, in a "wiring diagram", or "map", showing them connected.
3. Use the "map" to form a mutual interest, "win-win" network for sharing information and economic development.
4. The network forms a community vision and plan.
5. Leverage activities, investment, and resources from outside the community to do bigger things locally.

## 1. Finding and "mapping" Individual Strengths

Every single person in the community has strengths, abilities, and gifts, as well as needs and deficiencies. A community's strength reflects individual strengths in use. Healthy communities put those gifts to work.

A. The first step in strengthening communities is to find resident strengths. The usual "needs survey" lists needs, not strengths, treating people as service consumers, not service providers, and is useless for community building. Building Communities has a survey to find strengths, in 4 parts:

- Individual Skills - skills like construction, food preparation, child care, supervision, and so on.
- Community Skills - experience in field trips, block clubs, neighborhood organization, and so on.
- Enterprising Skills - interest in starting or running a business.
- Followup information - address, and so on.

B. Next is identifying community associations and organizations. Newspapers, directories, talking to people in parks and churches, and surveying local residents and leaders, all work. NEVER do surveys by mailing or dropping them off, you won't get a response - it's junk mail that way. ALWAYS do surveys face-to-face, with the interviewer checking off responses. You will learn what questions you didn't know to ask, and begin the process of community healing just by eliciting information. Impersonal surveys at a distance are part of the problem, not part of the solution.

## 2. Connecting Individuals, Organizations, and Institutions for Community Building

Key leaders in organizations and institutions like schools, libraries, hospitals, are interviewed, and their strengths and resources "mapped". Their strengths include:

- A. Personnel - skills and interests of group members
- B. Space and Facilities - meeting rooms, kitchens, parking lots, stages
- C. Materials and Equipment - computers, copy machines, tools, vans
- D. Economic Power - purchase of supplies, materials, and services

Putting the surveys together results in a "map", or "wiring diagram". It is only a map, not a network, until the relationships between people, local associations and business are formed.

### **3. Form a mutual interest, "win-win" network for sharing information, and economic development.**

One connects strengths and interests in the "map"-and the network, the live system, comes to life. Building Communities has examples of how community members formed their network to do community building tasks no group could do by itself. Names, addresses, and telephone numbers of organizations are provided, for those seeking further info. Just connecting existing institutions and activities developed new markets and possibilities. Capturing local savings, and expanding the availability of capital and credit for community building, is possible. Neighborhoods in the book were able to do much more with what they had.

### **4. The network forms a community vision and plan.**

How does one start? Easy. Choose a goal, and take action. Following is one path, for both individuals and organizations. It's easier to help others crystallize the community vision after you've done a personal mission statement. You could think about Vision Statement questions, adapted from Deming Management at Work, by Mary Walton.

- What is our purpose, and who are our customers?
  - What do we want to become, and how are we going to get there?
  - How will we know when we're making progress?
  - What are our main activities?
  - Which are most in need of improvement?
  - How can awards and recognition help us get to our goals?
1. Then write a Mission Statement for your purpose, which is very different from defining goals.
  2. Pick some long range goals that feel exciting.
  3. Pick one of those goals that can be visibly achieved in 1 year. **THIS IS THE MOST IMPORTANT THING YOU CAN DO.**
  4. Break down the goal into a timetable and specific tasks, with tasks assigned to a specific person.
  5. Evaluate regularly to see how effective you are.

Great achievements start out as little tasks. Great oaks from little acorns grow. Creating a Community Vision and Plan is important. It is exactly what a business does with its Mission Statement and Business Plan. For example, the Dudley Street Neighborhood Initiative, a community group in Roxbury, MA, got several small but significant victories as they worked to stop illegal trash dumping, and involving young people in community building. This helped them get the power of

eminent domain from the city, and with it they "took over" their neighborhood. The story is told in *Streets of Hope: The Fall and Rise of an Urban Neighborhood*, by Peter Medoff.

### **5. Leveraging Outside Resources to Support Locally Driven Development**

When community strengths are identified, coordinated, and mobilized, inside a common vision, the community has the capacity to handle leveraged resources from outside. Community leaders can approach outsiders as partners or investors in the community to promote their community agenda. Baskets can't hold anything until they are woven, yet once woven, they are very strong, just like a community woven together, because the elements are closer and relate to each other better...

Why not survey residents as they come in to your community? Why wait?

**MODEL ASSET-BASED SURVEY FORM**

**Table 5. MODEL ASSET-BASED SURVEY FORM**

<b>EDUCATION/classes</b>	<b>Need Service</b>	<b>Would help to make happen</b>
RELIGIOUS		
GED		
Holiday Celebrations		
Language		
SECURITY		
Adult Career		
Self-Defense Class		
Entry exam prep		
Property ID		
JOB TRAINING		
Resident Patrol		
Computers		
CHILD PROGRAMS		
Night School		
Day Care		
Apt Mgmt/Maint		
After-school tutoring		
COUNSELING		
Emergency Sitting		
Abuse problems		
Camps: weekend/summer		
Family problems		
Foster Home assistance		
Financial Budgeting		
ELDERLY		
Personal problems		
Day Care assistance		
EMPLOYMENT		
ALCOHOL/DRUG		
on-site job creation		
Treatment		

EDUCATION/classes	Need Service	Would help to make happen
Cooperatives		
Counseling		
Networking		
RIDE TO WORK		
GROCERY COOPERATIVE		
RECREATION		
LEGAL REPRESENTATION		
Homework Center for kids		
Civil Case		
Indoor games		
Probation/Parole		
Outdoor games		
HEALTH CARE		
OTHER		
PARTIES		
ETHNIC CELEBRATIONS		
CLUBS:		
Quilting		
Model-building		
Sports		
Role-playing games		
Chess		

The above format is scattered; a format should be developed for the unique interests and concerns of you and residents. Our thanks to Kim Pietrorazio of Konover Residential Management, in Rocky Hill, CT, for this concept, who surveys the interests of every incoming resident, to guide her company's efforts to meet resident interests. Consider: if you had a new tenant who just happened to love running parties, wouldn't you want to know that as soon as possible?

### **LEADERS ALMOST EFFORTLESSLY COMMUNICATE AND NETWORK**

The hive is for bees what community is for humans. A community system is a group of related parts. A relationship is only as good as the communication, so anything you do to improve communication improves the community system. Focus and alignment on a purpose results in extra energy, ecstasy for individuals, and synergy for groups. It starts with a leader's focus and alignment. Leaders feed interests, and "bridge" interest and resources. This is a great area to see possibilities where no-one else does.

Networking and coalition building - which is focusing and aligning people who share common interests and goals on a purpose - is the only way drug prevention activities can succeed. No one organization has enough resources. Once the network mechanism is up and running, it can be expanded to do many more things in the community.

Any number of groups from the community might get involved, such as schools, the local police, religious groups, adult and youth groups, block clubs, recreation programs, parent-teacher organizations (PTA's), cultural groups, summer youth programs, ethnic groups, entertainment groups, medical groups - the list is endless, and we've cited long lists before.

A drug prevention network, or Safe Neighborhood Action Program, develops and sustains partnership among community anti-drug leaders. The partnership brings together people, resources, knowledge, skills, and enthusiasm, and by doing so, boosts each person. Using partnership lines of communication, community residents exchange information, learn new things, give/receive help, and meet community needs and feed community interests.

## **NETWORKING TIPS**

1. Determine community interests [not needs! Determine what the COMMUNITY wants]. When starting anything, always involve someone who is trusted by the target community like the formal resident council or any "informal" resident leadership. Find out parents or resident leaders who are already doing something about alcohol and other drug prevention. You want to make sure they're involved, or better yet, running your program.
2. Build the community base by meeting with community leaders representing the full range of social and economic groups; assign a volunteer to coordinate a program activity, and identify a broadly representative group of people to work with. If a professional staffer is available, she/he can be assigned to help volunteers with any problems they may encounter.
3. Ensure that the community develops a sense of "ownership" of the plan or program. If the leader moves to another community or withdraws, the remaining community members must be able to sustain the effort and must see it as belonging to all.
4. Be aware of cultural, generational, and language differences.
5. Map your resources, and enlist the support of businesses, the police, schools, and every possible partner in your community-wide drug prevention effort.

## **NETWORKING THOUGHTS**

There is an old tale of someone who visited hell. He found that people had 6' long spoons, couldn't eat with them, and so fought with them. He went to heaven-where they had the same spoons, and were feeding each other. Which kind of community do you want to live in? Leaders start with feeding others' interests, at a pace they can handle. Leaders "con-nect" the network, as in the following story.

A hungry traveller arrived in the village. No-one would feed him, as he had no money. The traveller cheerfully offered to make Stone Soup, and share it with everyone in the village. He had a magic stone, that when boiled in water, made a delicious soup by itself. He described Stone Soup in such mouth-watering terms someone loaned him a kettle. He built a fire under it, and began simmering. People were curious, and came around to see what was going on.

As he cooked, he tasted the soup, and commented that a bit of salt, or a carrot, would help the flavor. People ran off to get salt, and carrots, and even started bringing other things. Soon, everyone had contributed something to the soup. The soup began smelling very good. "Bring your bowls", said the traveller, "the Stone Soup is ready". The whole village dined well, and everyone agreed it was the best Stone Soup they'd ever tasted. When everyone had eaten their fill, the traveller reached into the pot, pulled out his magic stone, cleaned it, and put it back in his pocket.

A survey was done recently in both Houston and Seattle, according to Newsweek. More than 80% of the people surveyed in Houston said they would leave the city if they could. In Seattle, it was reversed - more than 80% said they'd stay. What sort of people are in each place? Each nasty or nice transaction with people affects their attitude towards where they live or work. Every positive transaction has a "ripple effect".

Communities are a rich tapestry of individual actions. One personal note of appreciation is worth a ton of junk mail - the personal connection, which you have, is worth more than credentials, in your community. Also, people tend to follow the current. Each action you take is a model for others to follow. If you've ever been in some Canadian cities, you know you just somehow can't litter, because the streets are so clean. If you start doing really neat things, other people may get the idea also. It starts with the first small steps. How could you have fun taking small steps to help create a better community where you live?

Networking maxim: The only way to get more than you give is to give more than you get.

- Networking means helping people - being an unpaid consultant.
- Every person you meet has useful data - if you listen.
- Networking means giving without expecting return - no score is kept.
- ALWAYS show appreciation and gratitude. ALWAYS.
- Networking demands trustworthiness.
- Networking means feeding interest.
- Networking means thinking "win-win", seeking ways to benefit as many people as possible.

## **LEADERS LOOK FORWARD TO CONFLICTS AS AN OPPORTUNITY FOR THE GROUP TO GROW**

There are many different ways of handling conflict. The book *The Evolution of Cooperation* details a number of very interesting events in history. Koichi Tohei commanded a Japanese military unit in China during WWII. He decided the most responsible thing he could do was to keep his men alive. He succeeded. His unit lost no casualties to enemy fire. First he had to win their trust. He said he got spiritually "centered", and stayed standing to issue commands only when it felt safe, while his men were hiding in trenches from enemy bullets. He got their respect. Then he convinced them that there really wasn't any need to kill enemy troops, unless attacked directly. When they caught prisoners, they would release them unharmed at night and point them back to their own lines. Enemy units knew their unit, and wouldn't attack them. Now wouldn't that make an interesting movie, maybe more interesting than the usual revenge fantasies popular in movies like *Rambo*? [Koichi Tohei formalized the Japanese martial art Aikido, which was founded by Morihei Uyeshiba. Aikido is a system of using the enemy's energy against him, and indeed welcoming enemies and experience as part of life. It involves using the "force" of Star Wars fame, known as "ki" in Japanese. It doesn't use the adversarial paradigm we know and love in this country, it is a more cooperative, holistic approach.]

Why fight? Why not figure out what interests you have in common with others, and find ways you can work together to make it better for everyone? The only hard part is changing the way you think. Once you do that, everything else is easy. Diversity is something to welcome. The great creative cities and cultures of the past were always extremely diverse, almost hybrids of cultural ideas. From Muslim Spain, where the Renaissance started, to Venice in the late Middle Ages, where double entry bookkeeping was invented, to Norman Sicily, to Khublai Khan's Chinese capital, to Timbuktu, to modern-day Singapore, diversity has always been critical and essential to societal creativity. Joseph Needham has catalogued hundreds of Chinese inventions "hy-bridized" to Western use, from gas used for heating to oil well drilling to tempered seven tone music. Cultures that have enforced uniformity, though, from the Inquisition to some of the former Iron Curtain countries, paid a very high price in cultural stagnation.

Leaders welcome diverse members of the community as very useful parts. The most creatively useful ideas sometimes come from people and situations you least expect them from. Synergy comes from alignment. An aligned community of 3 people doesn't have 3 times the brainpower, it has 9 times the brainpower. Fighting keeps the community from using its power. Remember the person who irritates the heck out of you might just be unfocused. Perhaps you can focus their energy. All enemies are potential allies.

Sometimes people find themselves in a position of leadership without having done it before. We all have to start somewhere, and even the "experts" started without experience too! The following will help you to avoid conflict:

- Lead by example. Encourage others by your energy and enthusiasm. If you lack either, jump up and down and shout "I'm excited!" until you are.

- Find out also what people want, and help the group set attainable goals. If you have a person who likes to cause trouble, ask what they want. When you get an answer, you could ask, "How is what you're doing right now getting us closer to our win-win goal?"
- Form a clear, exciting mental image of what the organization can do or be. Share your vision with other members, and get their contributions.
- Encourage everyone on the team to contribute. Be committed to assisting others in realizing their potential.
- Be flexible in how the goals are achieved. Know that there is more than one way of accomplishing things and that even mistakes are just "another way of doing things", as well as important parts of learning.
- Focus on the issues or behavior when there are problems, not the person.

Interpersonal conflict arises from poor or absent communication communication communication communication, and differing perceptions, perceptions, perceptions, perceptions, perceptions, values, and values, and values, and values, and values, and values, and wants and needs wants and needs wants and needs wants and needs wants and needs. There are four stages of group development. One of them is interpersonal conflict! The four are:

- Orientation: Members seek their place in the group, and reach common understanding of the group's goals and ground rules.
- Interpersonal conflict/chaos: Individuals begin to compete for attention and influence. Divergent interests surface, as members begin asserting their ideas and viewpoints, and their feelings about other members. The group settles how power and authority are divided among members, and how goals will be achieved. If conflicts are not resolved, the group may get so fragmented that it breaks up.
- Cohesion: The group resolves conflicts, and begins to develop a sense of identity or "team spirit." Individuals become more sensitive to each other's needs, and are more willing to share ideas, information, and opinions. Getting the job done becomes more important than personal goals and concerns. Conflicts are **welcomed** as an opportunity to clearly define purpose and ways to get things done.
- Interdependence: In this final stage of development the group emerges as a team. Members now work well together and have a high degree of commitment to achieving the team goals. Effort is directed toward productive problem solving, since structural and interpersonal issues have been resolved. A group at this stage is characterized by high morale, high creativity, and intense loyalty of members to each other.

Leaders can minimize conflicts and help teamwork happen with these rules:

- In a meeting, anyone who wants to make a point must first make the last speaker's point to that person's satisfaction. (Usually, when someone finally expresses the last speaker's point to that person's satisfaction, then their own point is simply, "I agree." Most disagreements are based on misunderstanding or miscommunication.)
- Nobody bad-mouths anybody. They have to go directly to the other person and talk about it.

Some ways of handling conflict ways of handling conflict ways of handling conflict ways of handling conflict are:

- Separate the problem from the people involved. Be you and the other persons against the problem, not you against the others. Have people share feelings, needs, values, goals, problems, and concerns without attacking or blaming others.
- Clarify the group's purpose. Ask "What do we want here?" or "How is what we're doing right now getting us closer to our goals?"
- Brainstorm solutions. Try to come up with 10-12 possible solutions without judging the merits of any of them.
- Evaluate the solutions. What are the "pros" and "cons" of each? Work to find a "win-win" solution that can be accepted by all parties, that won't cause new problems. If no solutions seem promising or feelings are too intense, table the issue, just sit on it, until more information can be obtained or until feelings can be settled. At the next meeting, review progress made on above steps, discuss new information, and then continue through to resolution.

Welcome conflict as a chance to improve your skills. It has been said that some people must have been put on this Earth to help us develop our patience. See this kind of person as a resource. Those people who really bother you have unfocused energy; if you can help them focus on getting things done, they will be your most energetic people. Sometimes just waiting quietly is the best thing you can do. That is a useful skill to practice.

The difference between a leader and a manager is the difference between the prophet and the priest. The prophet goes up into the hills, and comes down on fire with the vision, the priest deals with the bureaucracy. Each has their place. It is important to recognize that Leaders are not managers! Here are some differences:

**Table 6. Differences Between A Leader And A Manager**

<b>LEADERS</b>	<b>MANAGERS</b>
Provide vision	Provide direction
Focus on concepts	Focus on procedures
Promote excellence	Promote expedience
Seek consensus	Seek control
Use influence	Sometimes use coercion
Use maps	Look at the lines in the road
Try new ideas	Fear new ideas
Create and delegate	Administrate and micromanage
Motivate with excitement	Motivate with fear

Leadership means sharing excitement and focus on a shared vision of what is possible, and empowering others to make it happen. It means helping others see and get excited about their own potential, and purpose in life, to the point where they take action themselves. A real leader's main problem is slowing people down so they can do things in sequence, efficiently.

**LEADERS LOVE TO SOLVE PROBLEMS**

Problems are actually growth opportunities in disguise. Think of them as puzzles to be figured out, or a mountain to climb, or as some form of fun activity that you could really enjoy.

When you have an insoluble problem, fill your mind with all the details of the problem, especially just before bedtime. Then forget about it totally. Have a notebook ready for when ideas for solutions come through. Write them all down. If you need to, do something totally unrelated to the problem - and let that suggest a solution.

**LEADERS MAKE FUN SOCIAL ACTIVITIES HAPPEN**

The City of Baltimore used to delight in its ethnic celebrations. William Donald Schaefer, formerly the mayor of that city, said you could measure the hope and health of a community by the number of flowers visible in front of the houses. Some native peoples would say that you can measure the health of a community by the beauty and energy of the singing of the women as they worked. In our culture, women for the most part don't get to sing at all as they work... Some would measure community health by the level of development and beauty of whatever is unique about it. We might say that the health of a community is precisely equivalent to the health of the hopes and dreams of its residents.

Traditional community reinforcers worldwide included activities like FOLK DANCING and STORYTELLING. [Re-source organizations include PINDUP, 444 NE Ravenna Blvd, Suite 306, Seattle, WA, 98115-6467, and those listed in Encyclopedia of Associations, in your library, such

as Folkalliance, POB 5010, Chapel Hill, NC 27514-5010, (919) 962-3397, Performing Arts Foundation [formerly Folk Dance Foundation], 500 Riverside Dr., New York, NY 10027, (212) 316-8430, Lloyd Shaw Foundation, 2924 Hickory Ct., Manhattan, KS 66502 (913) 539-6306]. NAPPS, the national storytelling association, POB 309, Jonesboro, TN 37659-0309, is useful, and offers trainings in many parts of the country. Storytelling is a great way to "find your voice". Just try not to have too much fun at it. Useful books include Just Enough to Make a Story [N. Schimmel. Berkeley, CA: Sister's Choice Press, 1982] The Family Storytelling Handbook [Riverside, NJ: MacMillan Publishing Co., 1987]].

You might want to spend some time thinking about how to reinforce the sense of community in your area, with simple things like that. You could deepen the bonds of community with friends and family by celebrating birthdays, or seasonal or religious holidays. You could even create your own traditions. If you are part of an organized group, you could have celebrations, retreats, and other get-togethers that recognize group transitions and anniversaries. This might include recognizing joint achievements, learning from mistakes, just playing, and redefining your group vision and goals.

Australian aborigines recognize two broad classes of time: what we call normal waking consciousness, called "whitefella time", and Sacred time, or the "Dreamtime". Linear, "whitefella time" is deadening without the balance of circular, cyclical time. The Apache name for linear time, where Western people live, can be translated "Land of the Living Dead". Originally, celebrations were sacred, occurring in sacred space and time, and vivifying, or re-cre-ative, not recreational. Holiday doesn't have the oomph of its original meaning, Holy Day, does it? Western culture has forgotten the value of sacred time. Some might consider celebrations frills and extras. The rite of passage to manhood for adolescent boys, in New Guinea, was abandoned in the 1970's, for just this reason. It only took 2 years for street gangs to form. In nature, restful inner processing is absolutely necessary after every active outward production. This is as necessary for a community as sleep is for an individual. Do you remember the scene in Crocodile Dundee II where Mick asks the gang what they did last night, and the previous night, and so on? Communities are what they do. If they do nothing together, they are little more than laboratory rat cages for people.

Perhaps we unconsciously create crises to experience a sense of community because we've given up these positive community activities. Individuals doing that get a "Secondary Gain" - their problems have a secondary reward, like a person who is always sick because that is the only way they can get attention. We don't have a similar term for community problems. Maybe we need one. Our communities certainly present a number of challenging growth opportunities for any leader willing to take action.

This manual can only offer ideas. This section is short, because each community will be different in whatever it does. Wouldn't it be boring if each community did everything in exactly the same way? You may come up with some really unique ideas that will be the next generation's inspiring success stories. Perhaps you will invent something as earth-shaking in community building as the stirrup, which led to the armored knight, castles, and feudal Europe. Whatever your community is, it has some unique characteristics that can be developed in a fun way to make it a better place to live. One useful book:

CITY COMFORTS: How to Build an Urban Village [CITY COMFORTS PRESS, 5605 Keystone Place North, Seattle, WA 98103 <http://www.citycomforts.com/>]

## **LEADERS GET STARTED BY DOING IT NOW**

In some insurance companies, they have "tigers" doing telephone sales. They actually thank people for their no's, as they know that they need 50 no's to get to a yes. Being a leader is a lot easier than that! Think big! Maybe you have a counterpart at the property across the street. Introduce yourself. Try out your innovative ideas, see what works.

None of the programs or ideas here are mandatory. They are only suggestions. Your level of focus attracted this manual to you, and will continue to attract more and more useful resources to help you with your goals. You have to tailor your work to your community. It is difficult to see and touch leadership "soft skills" from a distance - a politician can see "bricks and sticks" put up, but can't see the social "glue" that holds the community together. You have to market yourself. You have to project "image". If you don't toot your own horn, no-one else will. Remember that even actions that seemingly accomplish nothing always have a meta-communication - they show that a leader is at work. Make sure your political representatives and local newspaper community affairs editor know of your problems, and of your success stories.

Ultimately, a leader is a bridgebuilder and a healer. You will make a difference in people's lives. Even if it seems you are battering your head on a brick wall, you are making a difference. Fire yourself up with whatever you need to, be it the inspirational stuff earlier, or whatever you use. One manager who thinks like a leader starts out with the mirror exercise - she looks at herself in the mirror each morning, and says, "Well, you lookin' good, today, girl, feel that energy movin' through you!" You may want to have motivational posters and reminders in your office. Nothing beats someone fired up towards a goal - not education, not position, not money, nothing. Put that fire in your gut every day. It can be done, and you can have fun doing it. How much fun is too much fun?

## **IV. ONE PLAN OF ACTION**

Repeat the following until it is a part of you.

**LISTEN TO YOUR PEOPLE THEY KNOW WHAT WANT FEED THEIR INTERESTS, AND BUILD ON WHAT YOU HAVE**

Leaders are smart enough to get out in front of where people want to go. If you can't listen to your people respectfully and attentively, get out of the business. If you can, you'll do very well. Remember that feeding interest is the key to success. Network addictively. Always network before you pay retail price for anything.

## **A. TO START WITH**

Talk to your people! Go to your public library! We only list a few sample ideas, there are many more. Every activity is an opportunity to develop resident leadership skills-get as much mileage as you can out of events. If the leader is doing everything, there's a problem. Learn to delegate to interested people. You'll be far more effective.

### **COMMUNITY BULLETIN BOARD**

This is part of communicating ideas. It can be very helpful.

### **SERVICE AGENCY LISTINGS FOR REFERRAL**

This is extremely basic, you need this in your first week of work. Call your United Way helpline for help in locating one for your area.

### **COOPERATIVE CHILD CARE**

Could a resident on the afternoon shift take care of children whose mothers work a day shift?

### **COMMUNITY GARDENS**

4-H does agricultural programs. Perhaps part of the property could be devoted to a garden, or perhaps a vacant lot could be used. Perennial herbs like mint can take an incredible amount of abuse and still come up year after year.

### **COLLECTIONS FOR THOSE IN NEED**

You could have a food drive. Don't say that your residents are the ones in need, people can surprise you. Doing a food drive can be a great way to focus on something other than immediate problems, to enjoy the "larger self", and to realize that it is possible to take control of one's life and do things for others. Try your United Way agency, or even town gov-ernment, for help in distribution.

### **PUBLICATIONS**

Publications like newsletters can be a good communication tool. However, they are a "reflection" of the community, not really a prime mover. If someone wants to start one, that's ok, let them, but we recommend that Service Coordinators concentrate on more solid goals. They take quite a bit of work to do well.

### **SAFETY TIPS**

You could invite your local Police Department, Fire Department, EMT unit, American Red Cross, and other such agencies in for presentations on every-thing from CPR and First Aid to Property Identification, Neighborhood Watch, Alternative Dispute Resolution, Drug Abuse Prevention/DARE, sight/hearing testing, health fairs, medical testing, and so on. Army Reserve units, for example, can even do career choice presentations. The key is learning to ask.

## **ROLE MODELS/MENTORING**

Check out the Big Brother/Big Sister, and Foster Grandparent programs. When you go to any agency providing service, don't just ask about what you seek, ask about every single program they offer. You might be surprised at what you learn.

## **FUN TRIPS**

Parks, Zoos, Amusement Parks, Sports, Museums, can provide reduced cost tickets if you write to them ahead of time. You may be able to rent a schoolbus at reduced cost.

## **RESIDENT RECOGNITION**

Best decorated unit, best holiday decorations, most helpful resident, ten-ant of the month, essay/art/service contests, there is no limit. Be sure the judging is perceived as impartial and fair, though. There are many inexpensive graphics programs out now that will produce nice certificates, which can be copied onto cardstock at a copy place.

## **B. LEARNING CENTERS/COMPUTER LEARNING CENTERS ON SITE**

Consider setting aside space for a learning center. The number of people who use computers and computer-based communication in the United States has increased dramatically in recent years. Not only do more personal, commercial, and government transactions take place online, but the ability to use a computer is necessary for employment in nearly every vocation.

HUD's Neighborhood Networks Computer Learning Center concept is a community-based initiative that establishes computerized teaming centers in HUD-insured and assisted housing. Neighborhood Networks takes a bottom-up, individualized approach to community development. Any HUD development, or any organization that serves HUD residents, is welcome, and of course anyone can use HUD's information. Property owners and housing residents are encouraged to form partnerships with members of their community to develop and sustain a center that best suits their own needs. The types of programs and services offered at a Neighborhood Networks Center could include typing, word processing, and computer training; general education and job training; access to job data banks; access to information on health and community resources; access to potential collaborators and clients in the development of microenterprises; and participation in online civic and government forums. Interested property owners would submit a business plan to the asset management branch of the local HUD field office in whose jurisdiction the property is located, as noted in HUD Notice H95-81, available from (800)767-7468. Neighborhood Networks is not a grant program, so local support is vital. Local businesses, government, educational institutions, private foundations, and other community organizations donate computers and software, and may provide some capital funding.

In addition to community resources, property owners may use funds from their residual receipts accounts and reserve for replacement accounts to the extent that these funds are not required to meet the anticipated needs of the property. They may also borrow funds from financial institutions

as long as the loan is not secured by the property. In some circumstances, HUD may fund part or all of the costs from rent increases.

Specific information on Neighborhood Networks is contained in Notice H95-81 and 96-83, available free from 800 767 7468. The Lansing, Michigan Housing Commission also produces an excellent manual and video. A Neighborhood Network How To manual is available for \$20 from 800 MULTI 70, or free from the web page address for HUD's Neighborhood Network: <http://www.hud.gov/nnw/nnwindex.html> For further information on starting a Neighborhood Networks Center call the asset management branch of the local HUD field office nearest you. You can also contact:

U.S. Department of Housing and Urban Development Office of Housing - Multifamily, P. O. Box 6424 Rockville, MD 20850-6091 phone: (800)685-8470 fax: (301)251-5767 Internet: neighborhood-net@aspensys.com

Remember your survey of residents, and nearby organizations. You may be able to get volunteers to help tutor. Peer and older student tutoring can also work well. Your school may be willing to help.

Be sure to at least ask area churches to solicit their members for donations of dictionaries and encyclopedias, and perhaps even computer equipment. If a resident gets a rent reduction for teaching classes, have a written contract!

CLASS IDEAS [Preferably on-site where possible - ask your Extension Service, at the State Land Grant college, for ideas on trainings.]

- Cooking classes [try to get donated food if possible. Food has a definite effect on behavior, if there's interest, be sure you get these. Remember that someone on site knows how to cook well, possibly even good ethnic dishes. You might find yourself empowering a future leader.]
- Housekeeping [one owner we know of swears he makes back three times in savings on unit damage what he spends on housekeeping classes]
- Hair/Beauty/Cosmetic [always feed resident interest!]
- GED [General Equivalency Diploma, basically a high school diploma for adults, gotten through taking special tests]
- Exercise/Self-Defense Introductory Massage
- Hobby/Arts/Craft/Decorating [one property manager we know furnished her model apartment very nicely, and affordably, and then shows residents how to do the same. Her residents take more pride in their units.] If you have no other ideas, do collage classes - You take magazine pictures, cut them out to make other pictures, say of one's dream life. Glue them to a backing like cardboard or plywood with white glue, or a clear epoxy paint. ANYBODY can do that. People love their hobbies; people often love talking about what they love doing.
- ESL/TOEFL [English as a Second Language/Test of English as a Foreign Language]

- Adult Literacy
- Goal setting/Career planning
- Communication/Leadership training and development [see book listing]
- Workplace orientation-resumes, interview skills etc.
- Parenting skills
- Support groups such as AA, for any special interest group
- Folk Dance [note associated handbook on one form of it]
- Monthly workshops on various subjects
- Foreign Languages [great in diverse communities]
- Economic Development/Job Creation: Microcredit
- Weekly special topic discussion groups
- Child abuse prevention
- Prevention/dealing with Domestic Violence
- Rape Prevention and Treatment
- Stone Age skills [ALWAYS LISTEN TO YOUR PEOPLE-they know what they want, however odd it may seem to you.]

### **C. COMMUNITY EXPRESSION**

The key point with all of these is finding activities that generate positive emotions for people in groups.

- **CLEAN UP/PROPERTY IMPROVEMENT/FLOWER PLANTING DAY**

Make sure your residents want this before you do it. Perhaps you could coordinate it with a city cleanup day.

- **HOLIDAY/BLOCK/STREET PARTIES**

Holiday spirit can be a great boost to a party, and can help you start new programs with a bang. Don't forget ethnic holidays! Perhaps you can co-ordinate a dance. **KNOW YOUR PEOPLE**, we have been told by some residents that in their culture, it is impossible to refuse alcohol to troublemakers... Use the resources you have on hand as much as possible - find out who has a good boombox and CD collection, and see if they could participate with it.

- **DINNERS**

Potluck is best to start, though later you may have an organization capable of running, say, a 4th of July roast. ALWAYS find out what people are already doing, and do it slightly bigger and better. People are comfortable with what they know. Many churches do these, so expertise may be easy to find.

- **TALENT SHOW/DANCES/ART FAIRS/CARNIVALS/LARGER EVENTS**

Wait until you have the capacity to handle these-and try to have someone who's done it before to help plan. These can be fund raisers for other things, also.

- **SPORTS**

- **BUSINESSES TO SERVE RESIDENTS, LIKE COOPERATIVE GROCERIES**

## **D. FOR YOUNG PEOPLE**

There are teenage leaders! Find them wherever possible, empower them, and let them do as much of the work as possible. Develop a Liability Waiver or parental authorization form. You may be able to use what your school uses. Just have one.

- **CUB SCOUTS/BROWNIES, BOY/GIRL SCOUTS, EXPLORERS, BOYS/GIRLS CLUBS, STORY HOUR/CHILDREN'S READING TIME [See public library]**

- **ACHIEVEMENT RECOGNITION [recognize academic achievement, or perhaps even just number of books read. This cheap activity is far more cost-effective than you might think. You might find a way to get them a lunch, or visit to a movie, or some similar reward.]**

- **SUMMER EMPLOYMENT HELP/JOB CORPS**

- **SPORTS**

- **STORYTELLING**

## **E. FOR THE OLD FOLKS**

- **BINGO/CASINO - perhaps with play or Monopoly money.**

- **CHARITY IN KIND - residents may enjoy making and/or donating articles for homeless shelter residents and children. A Quilting Guild a relative is in, for example, made quilts for the local Ronald McDonald house.**

- **SPECIAL INTEREST GROUPS - like Quilting Guilds. YOUR SURVEY SHOULD BE BROAD ENOUGH TO IDENTIFY SPECIAL INTERESTS.**

- **DINNERS/BIRTHDAY PARTIES - in resident's unit.**

- FOSTER GRANDPARENTS/TELEPHONE GRANDPARENTS
- DANCES - Their generation did much more dancing.
- BOARD GAMES/ROLE-PLAYING GAMES/CARDS - Organize what already exists, if you can.

## **F. FUNDRAISING ACTIVITIES [See also the books section!]**

- BINGO/RAFFLES/DRAWINGS - These can be great at holiday time. Be SURE you mention where the money will go. Check for any legal restrictions BEFORE you do anything else. We know of one property manager who has a drawing for a month's free rent, open automatically to tenants who pay their rent on the first of the month. It works for them.
- CORPORATE/NON-PROFIT HELP - Check out the Community Relations Department of all organizations nearby, as part of building your "wiring diagram". You would want corporations and groups like the Kiwanis. Personalize interest where possible: when our office solicited for donations to a homeless shelter, we got a certain amount. When we put a list of people, [5 year old boy: wants truck. 11 year old girl: wants sweater, woman's small] we got many more.
- THRIFT SHOPS [Resource organization: NARTS, 20331 Mack Ave., Grosse Pointe Wood, MI 48238 800 544 0751] [Pat Kohnke tells of a thrift shop that became so profitable they had to hire residents to help with the traffic]

What unique, really fun activities that really define and strengthen your community will you, working with residents, come up with? How much fun can people have doing jobs they love? Perhaps you'll share your success stories, to make it easier for others.

## **APPENDIX 1: SUMMARY POINTS IN ROGER CONNOR'S THE WINNABLE WAR [by Julie Fagan, of HUD]**

A drug market is a fragile creature. Its customers are easily frightened away. To Operate, a Drug Market needs:

- Cover for Activity
- Places to Hide Supply
- Multiple Vantage Points
- Labor Force
- Ready Access to Stream of Customers
- Multiple Escape Routes

- No Confrontation to Activity

Housing Developments, especially when not well managed, provide:

- People coming and going/darkness for cover
- Poorly maintained property - no controls
- Trash, vents, loose bricks, gutters, trees, etc.
- Multiple vantage points for lookouts
- Large youth population for labor
- Drive through access for customers
- Multiple escape routes in case of trouble
- Disorganized, unempowered community
- Vulnerable population

**TARGET THE MARKET!!! CLOSE DOWN THE BUSINESS!!!**

1. Broadcast Community Intolerance for Drug Activity. Confront Dealers in mass with patrols, vigils, marches. Clean up neighborhoods. Build community activities.
2. Deny Drug Dealers and Their Customers Access to Space. Pay attention to customers: by visibly taking down license plates, taking their pictures, using a video camera, screaming at them if they ask for directions. No customers = no problem. Abolish site-specific drug sales locations. Cut off entrance to and exit access to areas. Use trespass and public nuisance penalties. Enforce old/new penalties. Remove "enablers" to criminal activity from neighborhood.
3. Remove the sense of "Impunity" common to Drug Markets. Increase police presence. Improve police tactics and efficiency. Increase the probability and severity of penalties.

## **APPENDIX 2: BOOKS**

Think of this as being like a phone book; LOOK UP ONLY WHAT YOU'RE INTERESTED IN. Books can in many cases be found in libraries, or ordered through Inter-Library Loan. If not, they may be ordered from most large bookstores, or by looking them up in Books in Print in the library and ordering directly from the publisher. This is NOT a comprehensive list; those books marked with a star [\*] have more complete resource listings.

### **1. COMMUNITY FORMATION AND MAINTENANCE**

\*Zapp! The Lightning of Empowerment, William C. Byham. Ballantine Books, 1994.

\*Creating Community Anywhere, Carolyn Shaffer-Tarcher, 1992.

\*The Quickening of America, Lappe and DuBois.

The Different Drum, M. Scott Peck New York: Simon & Schuster, 1987

The Journey to the Ancestral Self, Tamarack Song. Station Hill Press, 1994.

Systemantics, John Gall. Ann Arbor, MI: General Systemantics Press, 1986.

Standing By Words, Wendell Berry. Berkeley, CA: North Point Press, 1983.

Neighborhood Planning -- A Guide for Citizens and Planners, Bernie Jones. American Planning Association, 1313 East 60th Street, Chicago, Illinois 60637.

## **2. ECONOMIC DEVELOPMENT/RESIDENT EMPOWERMENT/ORGANIZING**

Fight Back: How to Take Back your Neighborhood, Schools, and Families from the Drug Dealers, Michael Levine NY: Dell, 1991.

\*Building Community from the Inside Out, John McKnight. ACTA Publications, 4848 N. Clark St., Chicago, IL 60640.

Streets of Hope: The Fall and Rise of an Urban Neighborhood, Peter Medoff, Holly Sklar. Boston: South End Press, 1994.

The Living Economy, Ed. Paul Ekins. London: Routledge, 1986.

Putting Democracy to Work: a practical guide to starting and managing worker-owned businesses, F. T. Adams. Barret Koehler, 1987.

Economic Empowerment through the Church, Gregory Reed. Grand Rapids, MI: Zondervan, 1994.

Organizing: A Guide for Grass-Roots Leaders, Si Kahn. NY: McGraw-Hill, 1982.

A Catalog of Manuals, Reprints, and Training Materials, Peace Corps publication RE014, Peace Corps, 1990 K St NW, WDC 20526 Similar publications available from VITA, 1600 Wilshire Blvd, Suite 500, Arlington, VA 22209

Starting and Managing a Nonprofit Organization, Bruce Hopkins. NY: John Wiley & Sons, 1993.

Successful Fundraising/Grass Roots Fundraising, Joan Flanagan. Chicago: Contemporary Books, 1993.

\*Tools and Tactics for building neighborhood organizations, Citizen's committee of NY, Inc., 305 7th Ave., NYC 10001, (212) 989-0909. \$12.

New Community Networks: Wired for Change, Douglas Schuler [comnets@u.washington.edu]  
Addison-Wesley, 1996

"The South Bronx bounces back", pp. 100-113, Smithsonian magazine, April, 1995, vol. 26 no. 1.

Youth Leadership in Action: A Guide to Cooperative Games and Group Activities Written By and  
For Youth Leaders (Kendall-Hunt Publishing Company, 1995, 182 pages). 1-800-338-8290

### **3. VOLUNTEERS**

\*Stand Up and Be Counted, Judy Knipe, New York: Simon & Schuster, 1992.

What you can do to help the homeless [volunteer ideas that are good in any community]. Kenyon,  
T. L. Hew York: Simon & Schuster, 1991.

### **4. COOPERATION AND GROUP ALIGNMENT**

Getting to Yes, Roger Fisher, W. C. Ury. Penguin, 1982.

The Evolution of Cooperation, R. Axelrod, NY: Basic Books, 1984.

Sarvodaya Shramadana [literally, "Everyone Wakes Up by Sharing Energy"] article in The Next  
Whole Earth Catalog, publ. 1982.

Thoughtstorm, Star's Edge, 237 N. Westmonte, Altamonte Springs, FL 32714

### **5. COMMUNICATIONS SKILLS**

Community work requires sharing ideas; it's an important skill.

#### **a. Listening/Speaking**

Listening, Steil, Summerfield. Heightstown, NJ: McGraw Hill, 1983.

The Art of Asking Questions, Interviews That Work, S. L. Payne. Lawrenceville, NJ: Princeton  
University Press, 1979. Shirley Biagi. Florence, KY: Wadsworth, 1986.

Louder & Funnier, The Overnight Guide to Public Speaking, R. B. Nelson. Berkeley, CA: Ten  
Speed Press, 1985. Ed Wohlmuth. Philadelphia, PA: Running Press, 1983.

Toastmaster's 23182 Arroyo Vista, Rancho Santa Margarita, CA 92688: public speaking experience  
nationwide.

Storytelling skills are a great community builder, too. The National Storytelling Association, POB  
309, Jonesboro, TN 37659- 0309, is an excellent resource nationally. Other books include Just  
Enough to Make a Story, N. Schimmel. Berkeley, CA: Sister's Choice Press, 1982, and The Family  
Storytelling Handbook, Riverside, NJ: MacMillan Publishing Co., 1987.

## **b. Effective Meetings/Presentations**

How to Make Meetings Work, M. Doyle. E. Rutherford, NJ: Berkley. 1976.

The Book of Meeting Checklists, Helen Adam. Jenkintown, PA: Helen Adam & Assoc., 1985.

Meetings, Bloody Meetings/More Bloody Meetings, rentable videos by John Cleese. Northbrook, IL: Video Arts. 800 553 0091.

Presentations Plus, D. A. Peoples. Somerset, NJ: John Wiley & Sons, 1988.

Workshops & Seminars, P. R. Materka. Old Tappan, NJ: Simon & Schuster, 1986.

A Conference and Workshop Planner's Manual, L. B. Hart. Boulder, CO: Leadership Dynamics, 1979. free catalog of support materials from Minnesota Western at 800-635-8600.

## **c. Miscellaneous**

The Phone Book, Richard Zarro. Portland, OR: Metamorphous Press, 1989.

Language Acquisition Made Practical, E. T. Brewster. Pasadena, CA: Lingua House, 1976.

## **6. MEDIA**

The Alternative Printing Handbook, The Printer's Devil, C. Treweek. Islington Bus Col, Palmer Place, London N7 8DH ENGLAND, 7 pounds. Joe Singer. Mother of Ashes Press, POB 135, Harrison ID 83833-0135, free on request.

The Samisdat Method, M. Clifton, POB 129, Ridgeford, VT 05476-0129.

How to Do Leaflets, Newsletters, and Newspapers, N. Brigham. NY: Kampmann, 1982.

## **7. ENVIRONMENTAL DESIGN**

### **Redesign of existing facilities**

Defensible Space: Crime Prevention through Urban Design, Oscar Newman. New York: Collier Books, 1973.

Crime Free Housing, Poyner, Barry. Oxford, England: Butterworth Architect, 1991

Safe Cities, Wekerly, G. R. NY: Van Nostrand Reinhold, 1995.

Crime Prevention through Environmental Design, Crowe, T. Stoneham, MA: Butterworth-Heinemann, 1991.

### **adding beauty to your environment**

People have an inherent need for beauty in their environment, which isn't always met.

A Patch of Eden: America's Inner City, Gardeners H. Hines Chelsea Green, 10 Water St., Lebanon, NH 03766

Landscaping with Wildlife, National Wildlife Federation, Washington, DC.

Birdscaping your Garden, George Adams. Rodale Press.

Feng Shui, Derek Walters Chinese Penjing Hu Yun-Hua. Portland, OR: Timber Public.

## **APPENDIX 3: ROOT CAUSES OF DRUG DEPENDENCY**

### **FOOD**

Food affects behavior. For example, cultures that produce epic poetry consume dairy products. How do you change a hardened criminal into a useful citizen? Take away his candy bars. This is not a joke, it's part of a quiet change in the diet of incarcerated persons in many parts of the country. It's the result of a groundbreaking study of what happened when the diet of 276 teenage boys in a Virginia detention center was altered to exclude the huge amounts of white sugar they'd been eating. After fruit juices replaced colas, and carrots replaced cookies, antisocial behavior dropped 48%. Thefts fell 77%, and assaults dropped 82%. Staff members who provided the information didn't know there was a study underway. While everyone is responsible for their own behavior, crime may well have a bio-chemical basis. A study of 318 Ohio convicts found 252 of them were malnourished. Those who remained on a new, healthy diet after leaving jail had few problems with the law. And, in Pierce County, Washington, adult offenders fed nutritionally wholesome food as part of an experimental program returned to crime 1/3 as often as the fellows who'd continued on the standard jailhouse fare.

Alexander Schauss' book "Diet, Crime, and Delinquency", states that malnutrition is the prime cause of criminal behavior. The Myth of Health in America (Fry, 1976) cites statistics like the following: only 1.5% of the U. S. population can be considered healthy. The U. S. is 89th among nations in death rate. Cancer is the number one cause of disease-related death of children.

Perhaps the most interesting part of America's chronic borderline malnutrition is increasingly mineral deficient food, which comes from mineral deficient soil, which is "addicted" to agricultural chemicals. Consider what happens to pregnant women when they need a nutrient: they get cravings. But isn't this true for everyone? What exactly are the "munchies"? One reason Americans tend to be obese is that if the body doesn't get the nutrition it needs, it craves more food. If the only food available is empty calories, well, that's what is eaten. One could consider what role such cravings have in substance addiction, too. By comparison, Stone Age Nomadics courses recommend 2/3 cup a day of wild foods, as any more makes one feel stuffed. America has the good fortune to have access to many diverse ideas. One of those is traditional Indian [Ayurvedic] and Oriental medicine. In Ayurvedic medicine, there are 3 major classes of foods. They are:

- Rajasic: fresh flesh, high unsaturated fats, unrefined grains etc.: this is a high protein diet intended for warriors and laborers who need physical strength and stamina.
- Sattvic: this is essentially a Vegan diet. There are no animal products. It includes fresh fruits, vegetables, grains, legumes, roots, nuts and seeds. It is intended for persons interested in more mental or spiritual pursuits.
- Tamasic: this class of food is considered undesirable. This includes any deep fried food, foods with saturated fats, preservatives, or poisons, and any stale, mouldy, or otherwise decayed food, overly sweet and acidic food, and so on. Tamasic diet was believed to lead to a deterioration in conscience and morality, violent and other socially undesirable behavior, and breakdown of immune systems as degenerative diseases. Sound familiar?

Oriental medicine would regard Tamasic foods as undesirable, also. You could watch the evening news, and the accompanying commercials. You could realize that Heart Disease, which is caused mostly by diet, kills more Americans than firearms, cars, and several other causes put together. You could note the interesting rise in immune deficiency diseases, and perhaps draw your own conclusions. Alcohol and drugs are involved with over 3/4 of all crimes. We may never be able to address domestic abuse, for ex-ample, without first addressing problems of alcohol.

Sometimes residents subsist on fast food because getting good food in some areas is difficult. One solution is to form cooperative groceries. This not only provides better food at lower prices, it also puts money in people's pockets, as well as offering them an opportunity to take more control of their lives. We believe that the following folks may be a helpful resource. There are other such cooperatives nationwide, you might try Encyclopedia of Associations in your Public Library.

Northeast Cooperatives 49 Bennett Dr. POB 8188 Brattleboro, VT 05304-8188 (800)334-9939, x358

Co-Op America 2100 M. St. NW Suite 403 WDC 20037 (203)872-5307

Co-Op Resource Center 1442A Walnut St. Berkeley, CA 94709 (510)538-0454

What other cooperative ventures could you set up?

## **SPIRITUAL**

Father Thomas O'Brien, in his book "You Can't Do it Alone", and elsewhere, notes that addicts worldwide have a spiritual hunger for the kind of energy that healthy communities used to provide. The Wampanoag storyteller Manitonquat noted that when Mother Theresa visited America, she noted that people weren't starving for food, but they were starving for love. That "craving" is closely related to the "craving" for substances. Tony Flaherty, of the Massachusetts Housing Finance Agency's Tenant Assistance Program, noted that the alcoholic's thirst for spirits is actually an unfocused thirst for "spirit". Religious organizations offer some resources. The Foundation for Community Encouragement, 109 Danbury Rd, Suite 8, Ridgefield, CT 06877, FCEonline@aol.com, and CommuniTeam, Inc., PO Box 407, Frenchtown, NJ 08825 e-mail: 4tr@blast.net offer training

in this area. We cannot do it justice in this manual, yet it is a critical part of the total picture of a healthy community.

There is plenty of other material on violence in media, and other places in our culture, which we omit for space reasons.

## LEADERSHIP MAXIMS

[Rudyard Kipling had a poem, noting that maxims were all he remembered of his schooling... what maxims would you add?]

LISTEN TO YOUR PEOPLE THEY KNOW WHAT THEY WANT FEED THEIR INTERESTS AND BUILD ON WHAT YOU HAVE

Feed Interest. Think Win-Win. Sell first to emotion. People want most to realize their dreams. Help out as you can.

All successful people are persistent. If what you're doing isn't working, try anything else. Do what you can where you are.

Choose a goal, and take action. If it's worth doing, it's worth doing badly just for the education. Start small. Great oaks from little acorns grow. What you concentrate on grows. Start by choosing a goal first, then looking at what you have.

Argue for your limitations, and sure enough they're real. Look first to the ideal inside every person and situation. All enemies are potential allies. The worst enemy is potentially your best ally. Everything is a resource in some situation.

One must see the invisible to do the impossible. [Force goes before form]. Delegate pain. It may not be pain to the other person. If you sin, sin boldly [Martin Luther]. If you fail, fail grandly. Seek forgiveness, not permission.

Solutions must be unique, tailored to the situation. There are always more solutions than you ever thought possible. Stay flexible, and adapt as you learn. Keep your agreements. It doesn't exist until people understand it. No answer or explanation is final. Experts know all the ways it can't be done. Amateurs lead the way.

Model the behavior you want from others. Reward behavior you like. Assume everyone operates from the highest of motives, and show surprise at any evidence to the contrary. People want to help you. Sometimes they just need help calibrating their perception. ASK FOR WHAT YOU WANT. There are two types of leadership; you can get the people to do what you want or you can get them to do it because they want to do it themselves. - Dale Carnegie

It can be done. How can you have more fun doing it? Live in the center of your fears. Fear of the unknown is nature's way of marking that which you most need to

learn. There are no mistakes. There is only learning. All experience is valuable. What would you see, hear, and feel if it were perfect? How could you create a little bit of that perfection right now?

**KEEP IT SIMPLE!**

The more laws and restrictions... the poorer grow the people. The sharper the weapons... the more trouble in the land. The cleverer are people... the more strange things happen. The more rules and regulations... the more thieves and robbers. [Lao Tse, Tao Te Ching, #57]

When Truth is forgotten, codes of morality and law arise. When the intellect is born, pretense begins. When the family is in chaos, exhortations to filial devotion begin. When the country is in ferment, loyal ministers appear. [Lao Tse aka Lao Zi, Tao Te Ching, #18]

Lao Tse noted that there was a core truth in life, and that by following it things would work out ok. In his time, people had forgotten this, and were concerned with superficial things.

[A modern interpretation follows]

When the truth is lost and people forget their mission, the group gets stuck in what could have happened, what should have happened, what this technique or that might do. Soon the group will be quarrelsome and de-pressed. Once you stop focusing on your goal, you enter the labyrinth of cleverness, competition, and imitation. When a person forgets that all creation is a unity, allegiance goes to lesser wholes such as family, the home team, or the company. Nationalism, racism, classism, sexism: all arise as consciousness of unity is lost. People take sides and favor this versus that. What is your core truth? What are your fascinations? What's stopping you? If you could overcome any obstacle, what would that feel like?

We thought of what we'd want on the cover of this manual for a long time. There are all sorts of serious, depressing images. The main goal of this manual is to alter the kind of thought that interested personnel have, from serious, depressing stuff, to a light-hearted "anything is possible" approach. Warner Brothers is unlikely to license it, but we most wanted Bugs Bunny on the cover. Why? Well, like Br'er Rabbit, he appears weak, has no claws, or muscles, or bulk, and has to use his mind. He immediately accepts things as they are, without blame or complaint. He uses whatever resources his environment has. Perhaps most importantly, he PLAYS. Bugs Bunny is an archetype, an image from the deep, visceral mind. How do you feel, watching his antics? That is exactly the feeling to start your drug interdiction efforts from. OK, Bugs needs to work on his long-term focus, and teamwork - nobody's perfect. Other people have said similar things, a couple of selections follow.

Those who create new ideas see the Universe as being very pliable, as in the following:

The Universe, above, below 'Tis but a shadow puppet show the candle in the box  
the Sun round which we phantom figures go -Ruba' c iyat of Omar Khayyam  
Nishapuri

All the world's a stage and all the men and women merely players on it they have  
their entrances and their exits and each in their time plays many parts -As You Like  
It, William Shakespeare

THOUGHT:

What would you see, hear, and feel if it were perfect? How could you have fun creating a little bit  
of that right now?

Leaders create with one simple knowing like a moth seek the light of your goal until  
you're alight with its ecstasy, glowing consumed by the light, one is whole

If your community's prone without pulse and you see tasks which someone must do  
you'll wait forever for somebody else perhaps the cure is in you

fascination and loathing are signposts, you see pointing the way to your purpose in  
life your emotions a fuel to do your true duty your choice is alignment or strife

all beauty and greatness, accomplishment, art started out as a feeling in one person's  
heart