

Building an Intentional Integration Program

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Underlying Premises

- Integration is good; the more the better. Integration of our various markets provides optimum economic benefit for all. (Re)segregation is plentiful and not good for communities, and disproportionately disadvantages persons of color.
- Whites are as necessary an ingredient of integration as are persons of color. Integration means that people of all races in a particular place are competing together in the housing market (and the education market) in numbers reflective of their regional presence and buying power.
- Residents within a community are to be seen as the “clients” and primary beneficiaries of a pro-integrative program while the integrative in-movers or “customers” are the secondary beneficiaries of programming.
- Integration does not just happen. It takes race-conscious, anti-segregative, pro-integrative effort to effect and maintain. Color-blind or race-neutral approaches simply do not work.
- There is no “one size fits all” method to realizing the vision of stable racial diversity. Just as each community is different, the combination of tools and techniques utilized differ. However, one thing that holds true for each community is that where people truly want it, there are ways to get it.

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Basic Principles

- Racial integration optimizes housing values because it enables both white people and people of color to compete for housing in the same place at the same time.
- Many well-intentioned housing programs for lower income and minority people actually contribute to poverty and racial isolation, consequently generating more poverty and rejection of mainstream values. In the United States, across all black and brown income groups, residential apartheid is the rule and integration is the exception.
- Some people, of all races, find comfort in segregation.
- Treating everyone equally is not the same as treating them exactly alike; in order to achieve and maintain integration, some people will require more assistance and resources than others.

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Basic Principles, cont'd

- In a world where race matters, it is incumbent upon anti-racists to analyze the racial/ethnic impact of policies that are ostensibly race or ethnic neutral with an eye towards mitigating what is re-segregative and enhancing what promises stable inclusion.
- Sustaining integration over time requires race-based, pro-integrative programs implemented through incentives to make pro-integrative choices more accessible and attractive, without quotas or restrictions.

Milgram, Morris and Farmer, James. 1975. *Founding Principles*. Fund for an OPEN Society

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The laws of supply and demand determine property value

- The more the demand for the supply, the greater the value. The less demand, the lower the value.
- Maximum appreciation in housing values occurs where demand is strong and can be expected to continue to be strong.
- If all people, black, white and others who can afford certain housing are competing for it equally, then the market is meeting one hundred percent of the potential demand.

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Integrationists measure the success of their efforts against a variety of outcomes, believing that a community is successfully integrated when:

- Affluent whites desire to live in the community because their children will be able to attend racially and ethnically diverse schools, thereby enhancing future opportunities for education and employment;
- Elite universities favor these students because they are the most likely to thrive in a challenging academic environment;
- Real estate agents cite the community's racial and ethnic diversity as a selling point;
- Landlords look for diverse renters to make their properties more marketable;
- Lending institutions favor pro-integrative investments in the community;
- Appraisers and property insurers rate the community as stable and likely to maintain value.
- Businesses locate their offices in the community because that's where their executives want to live;
- Property values rise, eliminating the so-called "segregation premium," and generating property tax revenues to enhance schools and services;
- Local political leaders use this diversity as a political asset, and embrace policies and programs that promote and sustain integration; and
- Diverse central city and inner-suburban communities are attractive to families at all income levels (as opposed to new neighborhoods on the urban fringe).

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Everyone wins!

- For whites, living in an integrated community can mean a more robust housing market, better education for their children, and enhanced cultural opportunities.
- People of color benefit from economic opportunities heretofore accorded primarily to white people. For instance, when living in a segregated black community, African American homeowners experience an average 18 percent decrease in property values known as the “segregation tax” a handicap that does not apply in communities with stable mixed-race populations.
- Attending integrated schools in an integrated community enables all children to be more successful in their adult lives. Patricia Gurin, Professor of Psychology at the University of Michigan, concluded, “students learn more and think in deeper, more complex ways in a diverse educational environment.”
- People who live in interracial communities, both black and white, feel that they are part of the solution to the ills of racism.

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Diverse is not equal

- Though people commonly use the terms *diversity* and *integration* interchangeably, they have different meanings. Diversity refers to the racial composition of an entire community, regardless of whether there is a balance between ethnic and racial groups. Many towns and cities have a diverse demographic but individual neighborhoods in those communities are segregated. Diversity is not uncommon, but sustained integration is rare.
- Moreover, whites and blacks have differing ideas of what constitutes integration. In both neighborhoods and school enrollment, black people consider a neighborhood that is 50% white and 50% black to be integrated while white people consider a neighborhood that is 80% white and 20% black to be integrated. This difference results in re-segregation of mixed neighborhoods unless integration is intentionally pursued and the underrepresented race is purposefully attracted to the community.
- Integration involves much more than co-existence in a community. The Fair Housing Act maintains that separate is never equal. It has two inextricably intertwined purposes: to give a cause of action for discrimination based on race and other protected classes; and to replace ghettos and single-race housing markets with integrated and well-balanced living patterns.

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Elements of a Integration Program

- Legal
- Housing Services/
Counseling
- Evaluation/Monitoring
- Public Relations –
Internal/External
- Ordinance/Planning and
Code Regulation
- Commercial Development/
Revitalization
- School Desegregation
- Financial Incentives

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Housing Services/Counseling

- Touring and Escorting
- Home purchase information
- Rental information
- Rehabilitation supports
- Mixed-rate/mixed-income housing

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Evaluation/Monitoring/Research

- Real estate broker audits
- Rental agent audits
- Lender audits
- HMDA data reviews

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Planning and Code Regulation

- Sign regulation
- Re-occupancy inspection (COO)
- Integration-positive zoning and planning
- Affirmative marketing requirement for developers
- Solicitation regulation

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Legal

- Fair housing ordinances
- Fair housing testing / enforcement
- Litigation against steering, red-lining

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Commercial Development/ Revitalization

- Racially inclusive tenant selection requirements
- Racially inclusive “customer-appeal” businesses
- Incentivizing Inclusion

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School Desegregation

- Voluntary reassignments/magnets
- Realigning boundaries
- School/community relations
- Affirmative outreach

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Financial Incentives

- Pro-integrative loans
- Equity insurance
- Tax credits

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Building Community

- Neighborhood Associations
- Community Organizing

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Public Relations

- Education
- Market Research
- Advertising
- Promotion
- Guest Presentations
- Advocacy/lobbying
- Targeted outreach

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The Outside Game

Marketing Your Community

Barbara Heisler

Marketing Plan

- A sound marketing plan is key to the success of your efforts. It should include your market research,
 - your location,
 - the customer group(s) you have targeted,
 - your competition,
 - positioning,
 - the “product” you are selling,
 - advertising, and
 - promotion.

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Using the marketing program for Maplewood & South Orange, NJ to illustrate some points...

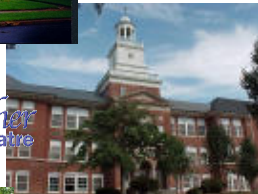
Goals of the program

- Affirmative marketing (balancing demand)
- Name Recognition (increasing demand)



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Strategies



- Asset-driven marketing
- Accurate, yet positive image
- Common themes
 - Good housing
 - Safe streets
 - Excellent schools
 - Great place to raise a family
 - Community minded

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Tools

- Advertising
- Internet
- Publicity
- Media relations
- Corporate Outreach

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Advertising

WHY RENT, WHEN
YOU CAN OWN A HOME
WITH STUDIO SPACE?

- Homes in every price range
- Low interest "PRISM" loans to qualified buyers
- Local Galleries • Live Jazz
- Only 29 minutes to NYC Penn Station
- Check out Maplewood/South Orange, NJ

Visit The Community Coalition at: www.twotowns.org
or call: 1-800-CLOSE BY for free information kit or tour.

Definition:

- [n] the business of drawing public attention to goods and services

The goal of advertising is to create a clear awareness of your community and its unique qualities.

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Advertising

- To drive people to the website
- To drive people to the 800 number
- Making the connection to a chic “not your mother’s suburb” suburb
- Stressing assets
 - Location, housing stock, arts community (or whatever is appropriate target for paper.)

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Targeted Ads

**South Orange
& Maplewood, NJ**
**Less than
30 Minutes To
Midtown!**

Why rent when you can buy!

- Distinctive homes/every price range
- Award winning schools
- Friendly neighbors
- Historic neighborhoods with charming tree lined streets

*Two Towns,
One Community*
Call: 1-800-CLOSE BY

*Have you
gone too far?*

**Come home to
Maplewood/
South Orange...**
**Less than
30 minutes from
Midtown.**

*Call for an information packet
and neighborhood tour...*
Call: 1-800-CLOSE BY
Or on the web: WWW.NJ.COM/twotowns

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Internet

The screenshot shows the website's navigation menu on the left, including links for 'Explore our Two Towns', 'Lifestyle', 'Arts', 'Schools', 'Kids', 'Location, Location', 'What They Say', 'News & Events', 'Gallery of Homes', 'More about South Orange', 'More about Maplewood', 'Request more info or a tour', 'PRISM', 'Getting here', 'Resident's Corner', 'Two Towns - One Book', and 'Online Pledge Form'. The main content area features the coalition's logo, contact information, and a 'Two Towns - One Community' section with two photos of town scenes. Annotations with arrows point to the 'Request more info or a tour' link and the 'Two Towns - One Community' text, labeling them as 'External Marketing' and 'Internal Marketing' respectively.

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Data collection

The screenshot shows a form titled 'Request more info & tour'. It includes a navigation menu on the left and a main form area with the following fields: 'Name', 'Address', 'City', 'State', 'Zip', 'Day phone', 'Evening phone', and 'Email'. Below the form, there are radio buttons for 'How did you find our web site?' with options: 'Newspaper', 'Maplewood Online', 'Friend', 'Brochure', and 'Other'. A note at the bottom of the form says '(Please indicate which one)'. The form fields are highlighted in yellow.

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Publicity

Definition: [n] a message issued in behalf of some product or cause or idea or person or institution

Publicity is positive news about your “Product” that you disseminate to current and potential customers, employees, and neighbors. The goal of publicity is *Goodwill*. You want the public to know the good and true things about your business and to reject the untrue. A good publicity program will manage *Public Opinion* so you have good *Public Relations*.

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Arts Community



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Benefits of Publicity

- No costs for ad space or message time. Publicity is news -- no advertising media costs
- High credibility. Acceptable to those skeptical about advertising.
- High audience attention. Publicity is not an advertisement (do you turn off those TV ads?) so far more people receive your message.
- Reaches a mass audience. The high cost of advertisements and sales calls forces you to focus your efforts on those whom you believe are prospective customers. Publicity spreads your message broadcast so it reaches everyone, including potential customers you never thought of.

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Making your community a destination



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Focused publicity

Who are your targets?

New York Times
December 4, 2000

Gays Find Warm Welcome in a New Jersey Suburb

By JANE GROSS

APPLEWOOD, N.J. — In this suburb, rainbow flags, the symbol of gay pride, flap outside grand Tudors and gracious Colonials, sometimes several per block. At the Maple Leaf Dinner, children blowing bubbles in their chocolate milk often have two fathers or two mothers. And at day care centers and Sunday school, there is rarely a class without several children who have same-sex parents.

This Essex County community, and neighboring South Orange, which shares its school system, are considered by scores of real estate brokers and gay homeowners to be the most welcoming suburb in the region for gay men and lesbians. A same-sex couple holding hands on the train platform is a no-hum event here. Gay families are welcome at neighborhood potluck dinners. And domestic partners are entitled to a family membership at the town pool without discussion.

Of course, there are many gay New Jerseyans living happily in Montclair, Plainfield and Asbury Park, and in other places across the nation, including Takoma


http://www.nytimes.com/2000/12/04/nyregion/04gay.html

10/15/2004

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Stories go National ... from print to .

Half the Pupils in a New Jersey School Are Learning Knitting



By MARILYN WEINSTEIN
Published December 28, 2003

They sit in a circle, all eyes on their knitting, colorful yarn already lengthening as their needles reveal the purl, the back and forth, back and forth. They keep up a steady conversation, about what they were making, about how they spend their lives, but the words No. 9 needles never stopped their quick movements.


"Knitting is like shopping," said one of the teachers.

"We've sock's and mittens!" The usually very plucky, but when I knit, I knit down."

"You make a lot of friends when you knit, people you wouldn't think you'd meet," she'd said.

They may have assembled like little old ladies at a sewing circle, but in fact they were schoolchildren at South Twp. Elementary School in Maplewood, N.J., instead of going outside for recess. They were sitting on the floor in a hallway, most with their knitting needles, all with bags.

Most of them were fourth and fifth graders, but some were as young as 6. There were girls. And there were plenty of boys.



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TV!

CBSNews.com U.S. Iraq World Politics SciTech HealthWatch Entertainment Opinion FREE CBS News V

February 13, 2004 11:53:58

THE early show

On Line. On Demand. Always Free.

Living HealthWatch Leisure Series The Sat. Early Show Contr


TRACY SMITH Section Front

Education In America

School Knitting Factory

NEW YORK, Feb. 13, 2004

Knitting Not Just For Grandma



(Photo: CBS/The Early Show)

On snowy days, something happens in the school hallway that is anything but typical — knitting.

As CBS News Correspondent Tracy Smith discovered, it all started with Judith Symonds, an instructional aide who had an idea for a recess activity when the playground was frozen over.

"Knitting is something that I have always done, and I knew if we could get kids interested, it would be successful," says Symonds. "So, one day I decided to sit in the hallway and knit [to] see if someone would come and ask me what I was doing."

One child led to another, and in just one year, over 200 students have learned to knit and put through the school's "Knitting a Community Together" program. And contrary to social stereotypes, it's a popular activity with girls and boys.

The young knitters say they could be doing other things during their free time, but they prefer knitting because it's fun. They make scarves and blankets, which is far more constructive than playing kickball and video games.

The program is so popular, even the school custodian has picked up a pair of knitting needles.

"Usually, I'm running around up and down in the building doing this and doing that," says Malik Muhammad. "I can get a little free time with the kids."

Sometimes adults learn from children who have become "master knitters" in the program such as Regina Rose.

Skill level aside, Symonds says there's a bigger lesson for kids and adults to learn at the school.

"For most kids, it's tough," says Symonds. "But they know and they tell each other. You can walk down the hall and you can hear them say it. Don't give

Backpack ready? Learn more about education in America through fun facts, national statistics and unusual schools.

The Early Show's Tracy Smith visited a school with a unique solution for when bad weather prevents its students from playing outside.

RELATED TOPICS

- An American Dream
- Take The Walking School Bus
- Shang Dictionary To The Rescue
- Ab-Session: Boys' Latest Craze
- School Buses With Seabells?
- School Farms Out Good Food
- Woolworks.org

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Staying with what works...

THE NEW YORK TIMES SUNDAY, JULY 4, 2004

ARTS & ENTERTAINMENT




Did Beethoven Do It This Way?

Janet Albright's Job Is to Write the Life Of Maplewood and South Orange

By BRIAN WISE

of their communities. Ms. Albright's specific mission is to write a piece that covers the history of Maplewood and South Orange and represents the town's cultural and creative diversity.

With her background in classical, commercial and theater music, Ms. Albright, 71, has grown by their request.

"This is a new angle for me, because much of my work is to write the lives of famous

But the project requires more than a pen. Confined to a room with his computer become part of the best composers as they search the local neighborhoods work with players and help local musicians prepare for the performance.

In March, Ms. Albright made the first of several visits to South Orange/Maplewood.

"One musician had a strange melody and it was titled on a CD wood's long ball, which means that about six strings. It's been such a journey. I learned from a Maplewood man just at

Arts, community, education ... this story has it all

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And good press begets good press

WNYC - Soundcheck: Musical Explorers (October 13, 2004) - Microsoft Internet Explorer

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Shows

Soundcheck

Wednesday, October 13, 2004

Musical Explorers

Equal parts punk rocker and classical composer, John Cale has enjoyed a diverse career that began as a member of the Velvet Underground and continued through collaborations with experimental musicians like Brian Eno and LaMonte Young to punk icons like Patti Smith and Iggy Pop. He joins us on the heels of his new recording, *Hobo Sapiens*. We will hear Cale has softened his edge since the 1970s—when he sometimes wore a hockey mask onstage and played before screaming mosh pits—but his music is every bit as lively. Also, composers are often commissioned to write new pieces for concert halls or orchestras; but what a case of composer Janet Albracht, the request came from a town, Wall, 19th Avenue actually. She joins us to discuss her ongoing project, to formulate a piece that captures the essence of the neighboring towns of Maplewood and South Orange, New Jersey.

John Cale with John Eckstater on Soundcheck (Carnegie Hall/WNYC)

Additional Resources:

- John Cale's Web site
- Maplewood-South Orange Community Coalition Web site
- New York Times on Janet Albracht

Web Tools

Email This Print This Save This Most Popular

Links

- About This Program
- Contact Us
- Latest Show
- Live Events
- Staff Bios
- Terms and Transcripts
- Volunteer

Got Something to Say?

Soundcheck welcomes your feedback

...about our guest anything drops us and be sure to include your name and where you're writing from.

Old Amsterdam, New Amsterdam

A collaboration between WNYC and Radio Netherlands

If you're not sure about the connections between New York and the Netherlands, check the names of New York's streets and

October 13, 2004

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Publicity Considerations

- Works best with effective advertising and sales programs.
- It is difficult to plan; timing may be more a matter of taking advantage of circumstances than carrying out a schedule.
- Unlike advertising, you can't control when, where, or even if your message will be broadcast.
- Requires persistence and an eye for news. To build and maintain a positive image requires a *constant stream* of publicity messages over years rather than weeks or months. A one-shot publicity program is a contradiction in terms.
- Effective publicity requires that you be able to see your community not through a jaded eye or rose-colored glasses, but as it would be seen by an intelligent, interested person who has no knowledge of your community. What you may see as routine, even trivial, may be highly interesting news to the public you are trying to communicate with.

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Where do you want to go?

"Could you tell me please, which way I should go from here?" said Alice.

"That depends a good deal on where you want to get to, " said the Cat. "I don't much care where" said Alice.

"Then it doesn't matter which way you go, " said the Cat.

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Media Relations

Making the media tour a story itself!



Jackie Hershkop, first on the left, and Audrey Rowe, fourth from the left, from the South Orange-Maplewood Community Coalition on Race, stop at Les Saisons in the middle of a full day of touring the two towns with representatives from the New York media.

Media tours community with coalition

On April 16, the marketing Marketing Committee of the South Orange-Maplewood Community Coalition on Race hosted a Media Tour for freelance Shelter Magazine writers and a photographer. The guests, all from the metropolitan area, write or photograph for well-known publications: Victoria, County Casual, Victorian House, Good Housekeeping Special Editions, The New York Times and a variety of other publications.

The route was based on the coalition tour for prospective homebuyers, but reached further to include some renovation projects — inside and out. The writers called this community a "secure town of innovative homes" and "reflective of the creative people who live here."

As a result of this project, two writers have magazine stories in the works. The New York Times published an article in the Sunday Real Estate

section May 5 that explored the question "Why does the value of real estate in one community — Maplewood/South Orange — rise much faster than the value of property in a nearby town?" In the article, the coalition data collection was quoted to substantiate the premise. The article is about the Community Coalition efforts to spread the word about the two towns — one community. It turned out to be a valuable day.

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Media Relations

- The media can serve as a leader in promoting neighborhood and community stability.
- Editorials and special features concerning integration maintenance can lead to community understanding.
- Historically, stable integrated communities have received less than fair and equitable coverage in the media.
- It is especially important that the members of the mainstream media feel free to call upon supporters of integration for advice and to check out stories.

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Corporate Outreach

- Make contact with relocation services associated within the real estate industry.
- Provide tours – breakfasts intended to educate members of this community
- Increase contact with business, industry and government
- Provide special mailings, including pieces corporate relocation offices would want to share with prospective employees
- Establish community ambassadors, a corps of influential residents who will work in the corporate sector to promote the community.

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Marketing planning

1. Define your product
 - Your geographic marketing area - neighborhood, regional or national
 - Your competition
 - How you differ from the competition - what makes you special
 - Your price
 - The competition's promotion methods
 - Your promotion methods

2. Define your customers
 - Your current customer base: age, sex, income, neighborhood
 - How your customers learn about you - advertising, direct mail, word of mouth, Yellow Pages
 - Patterns or habits your customers and potential customers share - where they shop, what they read, watch, listen to
 - Qualities your customers value most about your community
 - Qualities your customers like least about your community
 - Prospective customers whom you aren't currently reaching

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Marketing planning (cont'd)

3. Define your plan and budget
 - Previous marketing methods you have used to communicate to your customers
 - Methods that have been most effective
 - Cost compared to outcome
 - Cost per customer
 - Possible future marketing methods to attract new customers
 - Marketing tools you can implement within your budget - newspaper, magazine or Yellow Pages advertising; radio or television advertising; direct mail; telemarketing; public relations activities such as press releases, sponsorship
 - Methods of testing your marketing ideas
 - Methods for measuring results of your marketing campaign
 - The marketing tool you can implement immediately

4. Define your objectives
 - to communicate your message, create an awareness of your product,
 - to motivate buyers, or other specific targets.

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Questions



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