State Revitalization Programs in Rural Areas

Kevin Baynes, Director
State Revitalization Programs

Garland Thomas, Assistant Director
State Revitalization Programs
DIVISION OF NEIGHBORHOOD REVITALIZATION

- Dedicated to working with local partners to bring new investment and vitality to Maryland’s core communities.
- Offers a broad range of loan, grant and technical assistance programs to help local governments, nonprofit organizations and small businesses reinvest in their communities and make great places for Marylanders to live, work and prosper.
<table>
<thead>
<tr>
<th>Program</th>
<th>Capital Funds</th>
<th>Operating Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Legacy</td>
<td>$6M</td>
<td>$0</td>
</tr>
<tr>
<td>Strategic Demolition Fund</td>
<td>$7M</td>
<td>$0</td>
</tr>
<tr>
<td>Strategic Demolition Fund Statewide</td>
<td>$7M</td>
<td>$0</td>
</tr>
<tr>
<td>Strategic Demolition Fund Project C.O.R.E</td>
<td>$7M</td>
<td>$0</td>
</tr>
<tr>
<td>Baltimore Regional Neighborhood Initiative</td>
<td>$12M</td>
<td>$500K</td>
</tr>
<tr>
<td>SEED Community Development</td>
<td>$10M</td>
<td>$0</td>
</tr>
<tr>
<td>Anchor Institution Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Capital Strategic Economic Development Fund (NED)</td>
<td>$7M</td>
<td>$200K</td>
</tr>
</tbody>
</table>
• Capital vs Operating Funds

– Capital
  • Land, structures, bricks and mortar
  • 15 yr. shelf life
  • Examples: Property acquisition, construction, architectural & engineering drawings, site development, demolition, deconstruction

– Operating
  • Costs associated with day-to-day operations of a program, organization, business, etc.
  • Examples: Staff salaries, feasibility/planning studies, marketing, maintenance
## ELIGIBLE APPLICANTS

<table>
<thead>
<tr>
<th>Program</th>
<th>Local Governments</th>
<th>Community Development Organizations</th>
<th>Hospitals or Higher Education Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Legacy</td>
<td>✔</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Strategic Demolition Fund</td>
<td>✔</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Project C.O.R.E (Baltimore City Only)</td>
<td>✔</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Strategic Demolition Fund Statewide</td>
<td>✔</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Baltimore Regional Neighborhood Initiative</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>SEED Community Development Anchor Institution Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Capital Strategic Economic Development Fund (NED)</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Definitions of Eligible Applicants

- **Community Development Organizations (CDO)** - a nonprofit organization which operates for the purpose of improving the physical, economic, or social environment of a specific geographic area, including one or more City neighborhoods.

- **Community Development Financial Institution (CDFI)** – approved by US Dept. of Treasury; a mission-driven lender pursuing community development projects; applicant must have CDFI certification.

- **Local Governments** – municipal and county governments, quasi-government organizations, such as, redevelopment and housing authorities;

- **Group of Local Governments** - is more than one city, town or county applying jointly; application requires support from each municipality.

- **Hospitals** - a Group of at least 5 physicians who are organized as a medical staff for the institution; maintains facilities to provide, under the supervision of the medical staff, diagnostic and treatment services for two or more unrelated individuals; and admits and retains the individuals for overnight care.

- **Higher Education Institutions** – any educational institution that provides certifications or degrees beyond 12th grade
STATE REVITALIZATION PROGRAMS IN RURAL AREAS

Eligible target areas

• Projects must be located in designated **Sustainable Communities** throughout Maryland.

• Sustainable Communities are areas found within Priority Funding Areas (PFAs) and are targeted for revitalization.

  – *Note that each program may have special exceptions*
Is Your Project in a Sustainable Community or Other Incentive Area?

NEIGHBORHOOD REVITALIZATION MAPPER (PUBLIC)
https://portal.dhcd.state.md.us/GIS/revitalize/index.html

- Allows users to verify if an address falls in a Sustainable Community or any other DHCD revitalization area, such as, Opportunity Zones
HOW TO ACCESS OUR REVITALIZATION RESOURCES:

1. Be an eligible applicant or PARTNER with an eligible applicant

2. Propose shovel-ready projects

3. Make a revitalization impact

4. Leverage other resources

**People**
Partnerships & coalitions with local gov’ts, CDCs, CDFIs

**Place**
Targeted approach - blocks & neighborhoods

**Plan**
Contribute to neighborhood revitalization strategy
COMMUNITY LEGACY (CL)

Program Purpose

- Preserve existing communities as places to live and conduct business to reduce outward pressure for sprawl development and promote sustainable communities

Eligible Use of Funds

- Capital expenditures

Eligible Areas

- Sustainable Communities
- Opportunity Zones in Allegany, Garrett, Somerset and Wicomico Counties

Eligible Applicants

- Local governments, non-profit community development organizations
Program Purpose

• Accelerate economic development and job production
• Improve the economic viability of “grey field development” which often faces more barriers than sprawling “green field development.”

Eligible Uses of Funds

• Predevelopment Expenditures: Demolition, Site acquisition and assembly, Site development, public infrastructure improvements, Construction level designs, stabilization

Eligible Areas

• Sustainable Communities
• Opportunity Zones in Allegany, Garrett, Somerset and Wicomico Counties

Eligible Applicants

• Local governments, non-profit community development organizations
Program Overview

SEED COMMUNITY DEVELOPMENT ANCHOR INSTITUTION FUND

Program Purpose
• Provide matching financial assistance through grants and loans to anchor institutions to support local community development projects.

Eligible Uses of Funds
• Capital costs such as construction/rehabilitation, acquisition, architectural and engineering drawings, site development, public infrastructure improvements, other costs associated with capital neighborhood improvement projects.

Eligible Areas
• Projects must be in an area of blight and support the improvement of a neighborhood that surrounds an anchor institution.
• Project DO NOT need to be located inside of a Sustainable Community, but if located inside one, will be given priority consideration.

Eligible Applicants
• Maryland Hospitals and Maryland Higher Education Institutions
SRP APPLICATION PROCESS

Mandatory online submission of applications

- All SRP applications must be completed and submitted electronically using the DHCD Project Portal web-based system
- [https://projectportal.dhcd.state.md.us](https://projectportal.dhcd.state.md.us)
- Returning applicants should already have accounts in the system
SRP APPLICATION PROCESS

Optional attachment for legal exhibit:

Notification for Local Support Resolutions or Letter of Support:
• State will notify local jurisdictions of your intent and request support

Required attachments for legal exhibit:
• Corporation Resolution (Signatory Authority)
• Signed Disclosure Authorization and Certification
• Sustainable Community Area Map(s) – as printed from DHCD Mapper site
SRP APPLICATION PROCESS

Required Attachments for Legal Exhibit (Continued)

Documents for Community Development Organizations

- Articles of Incorporation
- By-Laws
- IRS Tax Exempt Determination Letter
- Evidence of Certificate of Good Standing - SDAT
- List of Organization’s Board of Directors
- Organization’s Operating Budget for the Current Year
- Most Recent Independent Financial Audit of the Organization
- Evidence of Certificate of Good Standing - SDAT
- MD Charitable Organizations Registration
SRP APPLICATION PROCESS

Other Supporting Attachments

Individual Project Information
1. Evidence of site control
2. Documentation of funding commitments
3. Cost estimates
4. Program guidelines
5. Sustainable Communities (Priority Funding Area) Map
6. Memoranda of Understanding
7. Public Relations Material
SRP APPLICATION PROCESS

Other supporting attachments (cont.)

Photographs
- Interior and Exterior
- If the project is a site, photographs of the site

Construction or renovation projects
- Plans/specs, construction drawings
- Maryland Historical Trust review (if applicable)
- A Minority Business Enterprise Plan will be required if funds will exceed $250,000
MARYLAND HISTORICAL TRUST REVIEW

• Section 106 compliance review is required for all capital projects
• Review is required prior to starting work or disbursement of funds
• If a project was reviewed previously by another agency/program or from a prior fiscal year, evidence of that review may be uploaded to your application
• If a review has not yet occurred, DHCD will coordinate the review once award decisions are made
Special Considerations during the Pandemic

- Include as many high-quality photographs as possible
- Focus on virtual meetings and virtual site visits
- DHCD has access to Google Meet for video conferencing
- Minimal in-person site visits and required masks and social distancing
- DHCD review team lead will initiate virtual meeting requests
SRP REVIEW PROCESS

Maryland Department of the Environment

MARYLAND DEPARTMENT OF TRANSPORTATION

Maryland Department of Planning

MARYLAND DEPARTMENT OF NATURAL RESOURCES

Maryland Department of Commerce
SRP REVIEW PROCESS

Project criteria

• Demonstration of community need for reinvestment
• Clarity of project details and readiness to proceed
• Capacity of projects sponsors and partners
• Committed financial resources and other leverage
SRP REVIEW PROCESS

Priority considerations

• Revitalization of older communities in areas that can be positioned to absorb increased growth due to the population projections for Maryland

• Project C.O.R.E. initiatives, such as those that eliminate blight and revitalize communities in Baltimore City

• Activities in the designated Main Street Maryland communities as well as the Baltimore City Main Street communities that further their revitalization efforts, and have a positive effect on surrounding residential areas

• Transit Oriented Development (TOD) that promotes compact redevelopment and connects housing with job opportunities
SRP REVIEW PROCESS

Priority considerations (cont.):

• Programs and projects that encourage or incorporate elements addressing environmental responsibility and stewardship into site and project development, design, construction and housing rehabilitation retrofits

• Programs and projects that incorporate and align a full range of State and local revitalization programs and financing tools (grants, loans, credit enhancements and tax credits)

• Capital investments and business practices that incorporate hiring practices of a diverse workforce that result in increased workforce development opportunities that generate both temporary construction and permanent jobs
SRP REVIEW PROCESS

Additional considerations

• Current awardees are required to be in compliance with the agreed-upon project timelines

• 50 percent of the award funds must be drawn down by the First Anniversary Date of the Award

• Note: Prospective applicants that are not current with requested reporting requirements including documentation requested by the program will not be issued FY2022 password

• Consult with your DHCD project manager to discuss the status of your existing project(s) before submitting an application
SRP AWARD TYPES

• DHCD awards both grant and loan funds

• Large awards involving new development or acquisition/rehab may require that future profits or a percentage of the award be repaid back to the Department.
  • Loans are secured by a Promissory Note, Deed of Trust, or similar security agreement as required by the Department
Project Examples
City of Emmitsburg
Emmitsburg ADA Accessible
Playground

Fiscal Year - 2019

Project Description: Construct a new ADA compliant playground onto the existing playground site

Award Amount: $75,000

Total Project Cost: $302,350

Impact: Improved the quality of life and community centers. Prior to the playground constructions there had been no ADA accessible playgrounds within 8 miles of the town.
Town of Easton  
American Legion Post #77  
"Building to Serve"

Fiscal Year - 2021

**Project Description:** The American Legion Post #77 plans to finish the project to renovate, modernize and enlarge its facility.

**Award Amount:** $150,000

**Total Project Cost:** $745,358

**Impact:** The investment in the facilities will allow the American Legion Post to continue and expand services for the area residents.
**Town of Oxford**  
**Oxford MEWS Demo and Historic Stabilization**

**Fiscal Year** – 2019, 2020

**Project Description** - Rehabilitation of the 130-year-old mixed-use building known as The MEWS located in the Oxford Historic Commercial District as the original anchor building

**Award Amount** - $375,000

**Total Project Cost** - $796,151

**Impact** - The historic MEWS structure has been completely stabilized.
Fiscal Year - 2021

Project Description - Acquisition and renovation funding for the "Cannery Building" in Cambridge, MD. The property is adjacent to Cannery Way, home of the Harriet Tubman "Take My Hand" Mural.

Award Amount - $350,000

Total Project Cost - $584,780

Impact - Facilitate Social Cohesion, Enhance and Activate Public Spaces, Promote what makes Cambridge a unique destination Preserve and Enhance Cultural Landmarks Develop and Strengthen Community Non-profits
Allegany College of Maryland
Revitalizing The Allegany College of Maryland Theater

Fiscal Year - 2021

Project Description - Revitalization of the Allegany College of Maryland theater that host a variety of large-scale workforce development, community, economic development, and community events on an annual basis.

Award Amount - $250,000

Total Project Cost - $500,000

Impact - Revitalize Theatre space to create a conducive learning environment for ACM students, workforce development trainings, and community events.
Frostburg State University
Hill Street School/Museum Redevelopment Project

Fiscal Year - 2021

Project Description - Redevelopment of the former Hill Street School/Frostburg Museum into luxury apartments for professionals in and near the City of Frostburg.

Award Amount - $400,000

Total Project Cost - $1,453,750

Impact - This project will help to fill the housing gap that currently exists and attract professionals to the area, as well as encourage further economic development.
Cambridge Waterfront Development, Inc
Cambridge Waterfront Development

Fiscal Year – 2020, 2021, 2022

Project Description - Funds to acquire and demolish Dorchester County Hospital to support the redevelopment of 29 acres of waterfront property.

Award Amount - $2.6 million

Total Project Cost - $6 million

Impact - Redevelop underutilized waterfront property into a tourism destination that will feature the maritime heritage of Cambridge and its deep water port.
City of Crisfield
Crisfield Armory Rehabilitation

Fiscal Year – 2020, 2021

Project Description - The Crisfield Armory experienced heavy water damage during Hurricane Sandy in 2012 which has prevented use of the building for several years. Funding will support the repair of the roof of the Armory.

Award Amount - $500,000

Total Project Cost - $600,000

Impact - Rehabilitation of this building will have a positive impact on young people in the community, and on the community in general by allowing space for indoor gatherings.
Charles County Chamber of Commerce Military Alliance Council, Inc.
Maryland Technology Center (MTC)

Fiscal Year – 2021

**Project Description** - Build out of 12,600 square feet of an existing vacant building in order to make way for the Maryland Technology Center.

**Award Amount** - $250,000

**Total Project Cost** - $1,461,755

**Impact** - A functioning MTC will create a catalytic asset that fulfills a key recommendation of the Five-Year Strategic Economic Development Plan of the Charles County Economic Development Department to attract and grow more high-quality economic activities to Indian Head.
WHO CAN YOU CALL TO LEARN MORE?

DHCD State Revitalization Programs
Project Manager Regions

Regions & Project Managers
- Region 1 - Larry Brown
- Region 2 - Trey Miller
- Region 3 - Sarah Kim
- Region 4 - Nick Mayr
- Region 5 - Sara Jackson
- Region 6 - Ashlee Green
- Region 7 - Jaffa Batya Weiss
- Region 8 - Garland Thomas
<table>
<thead>
<tr>
<th>Region</th>
<th>Baltimore Regions</th>
<th>Statewide Regions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REGION 1:</strong></td>
<td>Northwest Baltimore City</td>
<td>Western Maryland</td>
</tr>
<tr>
<td>Region 1:</td>
<td>Northwest Baltimore County</td>
<td>· Allegany</td>
</tr>
<tr>
<td>Larry Brown</td>
<td>Northeast Baltimore City</td>
<td>· Carroll</td>
</tr>
<tr>
<td>Assistant Director, Baltimore Lead</td>
<td>Northeast Baltimore County</td>
<td>· Frederick</td>
</tr>
<tr>
<td>Phone: 410-209-5819</td>
<td>Southeast Baltimore City</td>
<td>· Garrett</td>
</tr>
<tr>
<td>Email: <a href="mailto:larry.brownjr@maryland.gov">larry.brownjr@maryland.gov</a></td>
<td>Southeast Baltimore County</td>
<td>· Washington</td>
</tr>
<tr>
<td></td>
<td>North Central Baltimore City</td>
<td></td>
</tr>
<tr>
<td></td>
<td>South Central Baltimore City</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Northeast Baltimore City</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Northwest Baltimore County</td>
<td></td>
</tr>
<tr>
<td><strong>REGION 2:</strong></td>
<td>Northeast Baltimore City</td>
<td>Central and Southern Maryland</td>
</tr>
<tr>
<td>Region 2:</td>
<td>Northeast Baltimore County</td>
<td>· Calvert</td>
</tr>
<tr>
<td>Jamila Canty</td>
<td>Southeast Baltimore City</td>
<td>· Charles</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Southeast Baltimore County</td>
<td>· Montgomery</td>
</tr>
<tr>
<td>Phone: 410-209-5827</td>
<td></td>
<td>· Prince George’s</td>
</tr>
<tr>
<td>Email: <a href="mailto:jamila.canty@maryland.gov">jamila.canty@maryland.gov</a></td>
<td></td>
<td>· St. Mary’s</td>
</tr>
<tr>
<td></td>
<td>Northwest Baltimore County</td>
<td></td>
</tr>
<tr>
<td></td>
<td>South Central Baltimore City</td>
<td></td>
</tr>
<tr>
<td></td>
<td>South Central Baltimore City</td>
<td></td>
</tr>
<tr>
<td><strong>REGION 3:</strong></td>
<td>Northeast Baltimore City</td>
<td></td>
</tr>
<tr>
<td>Region 3:</td>
<td>Southeast Baltimore County</td>
<td></td>
</tr>
<tr>
<td>Sarah Kim</td>
<td>Southeast Baltimore County</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone: 410-209-5836</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:sarahy.kim1@maryland.gov">sarahy.kim1@maryland.gov</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Northeast Baltimore County</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Northeast Baltimore City</td>
<td></td>
</tr>
<tr>
<td><strong>REGION 4:</strong></td>
<td>Southwest Baltimore City</td>
<td></td>
</tr>
<tr>
<td>Region 4:</td>
<td>Southwest Baltimore County</td>
<td></td>
</tr>
<tr>
<td>Nick Mayr</td>
<td>Anne Arundel County</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td>Howard County</td>
<td></td>
</tr>
<tr>
<td>Phone: 410-209-5842</td>
<td>Nick Mayr</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:nicholas.mayr@maryland.gov">nicholas.mayr@maryland.gov</a></td>
<td>Project Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REGION 5:</strong></td>
<td>Western Maryland</td>
<td></td>
</tr>
<tr>
<td>Region 5:</td>
<td>· Allegany</td>
<td></td>
</tr>
<tr>
<td>Sara Jackson</td>
<td>· Carroll</td>
<td></td>
</tr>
<tr>
<td>Project Coordinator</td>
<td>· Frederick</td>
<td></td>
</tr>
<tr>
<td>Phone: 410-209-5812</td>
<td>· Garrett</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:sara.jackson@maryland.gov">sara.jackson@maryland.gov</a></td>
<td>· Washington</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REGION 6:</strong></td>
<td>Central and Southern Maryland</td>
<td></td>
</tr>
<tr>
<td>Region 6:</td>
<td>Upper Eastern Shore</td>
<td></td>
</tr>
<tr>
<td>Ashlee Green</td>
<td>Cecil</td>
<td></td>
</tr>
<tr>
<td>Program Officer</td>
<td>Caroline</td>
<td></td>
</tr>
<tr>
<td>Phone: 410-209-5815</td>
<td>Harford County</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:ashlee.green@maryland.gov">ashlee.green@maryland.gov</a></td>
<td>Kent</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Queen Anne’s</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Talbot</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jaffa Batya Weiss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jr. Project Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phone: 410-209-5848</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:jaffa.weiss@maryland.gov">jaffa.weiss@maryland.gov</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Statewide</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant Director, Statewide Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Garland Thomas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant Director, Statewide Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phone: 410-209-5803</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:garland.thomas@maryland.gov">garland.thomas@maryland.gov</a></td>
<td></td>
</tr>
<tr>
<td><strong>REGION 7:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Region 7:</td>
<td>Lower Eastern Shore</td>
<td></td>
</tr>
<tr>
<td>Jaffa Batya Weiss</td>
<td>Dorchester</td>
<td></td>
</tr>
<tr>
<td>Jr. Project Manager</td>
<td>Somerset</td>
<td></td>
</tr>
<tr>
<td>Phone: 410-209-5848</td>
<td>Wicomico</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:jaffa.weiss@maryland.gov">jaffa.weiss@maryland.gov</a></td>
<td>Worcester</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Upper Eastern Shore</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cecil</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Caroline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Harford County</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kent</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Queen Anne’s</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Talbot</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jaffa Batya Weiss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jr. Project Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phone: 410-209-5848</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:jaffa.weiss@maryland.gov">jaffa.weiss@maryland.gov</a></td>
<td></td>
</tr>
<tr>
<td><strong>REGION 8:</strong></td>
<td>Lower Eastern Shore</td>
<td></td>
</tr>
<tr>
<td>Region 8:</td>
<td>Dorchester</td>
<td></td>
</tr>
<tr>
<td>Garland Thomas</td>
<td>Somerset</td>
<td></td>
</tr>
<tr>
<td>Assistant Director, Statewide Lead</td>
<td>Wicomico</td>
<td></td>
</tr>
<tr>
<td>Phone: 410-209-5803</td>
<td>Worcester</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:garland.thomas@maryland.gov">garland.thomas@maryland.gov</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
THANK YOU

Kevin Baynes
Director, State Revitalization Programs
kevin.baynes@maryland.gov
410-209-5823

Garland Thomas
Assistant Director, State Revitalization Programs
garland.thomas@maryland.gov
410-209-5803
STATE REVITALIZATION PROGRAMS IN RURAL AREAS

QUESTIONS AND ANSWERS