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PROCEDURES FOR ADOPTION OF NLC POLICY
NATIONAL LEAGUE OF CITIES

ANNUAL CONGRESS OF CITIES, DENVER, COLORADO
November 28 - December 1, 1976

The National Municipal Policy for 1977 will be the product of a year-long policy development process. Procedures for amending National Municipal Policy and adoption of separate Independent Resolutions, as prescribed in NLC's By-Laws or by the Board of Directors, are described below. These procedures are intended to assure an orderly process for the submission and consideration of well-studied proposals. Familiarity with each step will assure you, as a committee member and voting delegate, of maximum opportunity to influence National League of Cities policies as they take form prior to and at the Congress of Cities.

* * * * *

NATIONAL MUNICIPAL POLICY

The National Municipal Policy is the one comprehensive statement of goals, principles, policies and program objectives which represents a consensus position of all of the nation's cities on federal urban policy matters. A continuing document, modified annually by amendments considered and voted upon by delegates to the National League of Cities' Annual Congress of Cities, the National Municipal Policy is the basis for NLC's federal lobbying effort on behalf of the nation's cities.

Because the opportunity to amend the National Municipal Policy regularly occurs only once each year, NLC avoids endorsement of (or opposition to) specific Congressional bills, current Presidential positions or the technical aspects of federal regulations in the National Municipal Policy document. The substance of these matters is subject to major change during the legislative and administrative process in any one year, and experience has shown that such reference in National Municipal Policy can severely restrict the flexibility of NLC's lobbying effort. National Municipal Policy should indicate support or opposition to substantive goals, principles, policies or objectives.

INDEPENDENT RESOLUTIONS

Matters of short time value - such as statements by the nation's cities on specific Congressional bills, Presidential positions or the technical aspects of federal regulations - are acted upon by Independent Resolution. These resolutions do not become a part of the standing National Municipal Policy but are transmitted to appropriate federal officials immediately following the Congress of Cities as expressions of the NLC membership at that point in time.

* * * * *



1. Prior to 1976 Congress of Cities

During the year, committee chairmen and their steering committees have been meeting, studying staff reports, reviewing proposals submitted by NLC members, and preparing proposed revisions to the 1976 National Municipal Policy (NMP).

In a letter dated October 5, 1976, all NLC members were asked to submit additional recommendations for modification of existing NMP, and/or Independent Resolutions.

Steering committee recommendations and proposals submitted by members and received by Friday, October 29, 1976, are supplied to all direct member cities, state municipal leagues, and committee members at least two weeks prior to the Congress of Cities.

2. Committee meetings - Sunday, November 28, 1976

NLC's seven standing policy committees will meet in business sessions at the Denver Convention Complex, Denver, Colorado on Sunday, November 28, 1976, from 1:30 to 4:30 p.m.

Committee members will first consider and act on the recommendations prepared by the chairman and his steering committee. Second, the committee will act on advance recommendations and proposed amendments received by October 29, 1976. (Sponsors of these advance proposals are expected to appear before the committee on behalf of their policy recommendations. Approval of such proposals results in their incorporation into the report of the standing policy committee to the Resolutions Committee). Finally, the chairman will call for additional proposals from committee members.

Committee members will receive a colored ribbon for their registration badge at the Congress of Cities registration desk. Only committee members may propose NMP amendments or Independent Resolutions and vote. Adoption of recommendations is by a majority vote of committee members present and voting. No proxies are allowed. Non-committee members may speak when recognized by the chairman. Every reasonable effort will be made to assure that views of all delegates are heard. Committee action will be reported to the Resolutions Committee by the committee chairman.

3. Resolutions Committee, Monday, November 29, 1976

NLC's Resolutions Committee will meet in the Denver Convention Complex from 1:00 to 4:00 p.m. on Monday, November 29, 1976.

Members of the Resolutions Committee may secure copies of the seven standing committee reports after 10:30 a.m. on Monday, November 29, 1976, outside the NLC Headquarters Office at the Denver Convention Complex.

The Resolutions Committee will consider reports and policy recommendations submitted by each of NLC's seven standing policy committees. The committee will also consider appeals by sponsors of advance policy recommendations (those received in NLC's offices by October 29, 1976 and considered but rejected by one of NLC's policy committees on the previous day). The secretary to the Resolutions Committee will maintain a file of all advance proposals submitted together with their date of receipt. Finally, the committee will consider any additional proposals submitted by Resolutions' Committee members.

Only Resolutions Committee members (or their officially designated alternates) may move or second a policy proposal and vote. Adoption of recommendations is by a majority vote of committee members present and voting. No proxies are allowed. Other than Committee Chairmen and Vice Chairmen or sponsors of advance policy recommendations being appealed to the Committee, only Resolutions Committee members will be recognized to speak.

The Resolutions Committee chairman will prepare and submit the report of the Resolutions Committee to the Annual Business Meeting.

4. Annual Business Meeting, Wednesday, December 1, 1976

The Annual Business Meeting will be held Wednesday, December 1, 1976 from 1:30 to 4:30 p.m. in the Denver Convention Complex. It will be presided over by the NLC President.

Each voting delegate may secure a copy of the Resolutions Committee report after 4:00 p.m. on Tuesday, November 30, 1976 outside the NLC Headquarters Office at the Denver Convention Complex. The report will include all amendments to NMP and Independent Resolutions recommended by the Resolutions Committee.

All voting and alternate voting delegates must have been registered with the Credentials Committee, must be wearing an appropriate badge and have an official numbered voting card.



Only certified voting delegates and alternates will be permitted on the floor during the Annual Business Meeting. All others will be restricted to the gallery.

Each member city is entitled to one vote to be cast through its voting delegate. Each state league of municipalities is entitled to ten votes to be cast through its voting delegate or delegates. Voting delegates must be present to vote. No proxies are allowed.

The Chairman of the Resolutions Committee will submit a separate resolution calling for adoption of proposed amendments to each chapter of NMP and propose the adoption of the resolution. Upon receipt of a second, the resolution will be subject to debate. At this time, amendments from the floor will be limited to amendments to the changes proposed by the Resolutions Committee. Such amendments require a majority vote. Final adoption of the resolution to amend NMP will require a 2/3 vote. The chairman of each standing policy committee will be called upon to submit his committee's recommendation on any floor amendments. The same procedure will be followed for Independent Resolutions.

Voting delegates may re-offer policy proposals rejected earlier by the policy committees or Resolutions Committee or may offer new amendments. However, policy proposals not submitted by the Resolutions Committee or the Board of Directors must be by petition presented to the presiding officer of the Annual Business Meeting no later than the meeting's Call to Order. Such petitions must carry the signatures of 10 certified voting delegates. To be accepted for floor consideration, such a petition must receive a majority vote of all certified voting delegates present and voting. All proposals to adopt or amend NMP and all Independent Resolutions, however submitted, require a 2/3 vote of delegates present and voting for passage.

* * * * *

Committee members or voting delegates wishing assistance in clarifying any aspect of the procedures described or in the preparation of amendments or resolutions may secure assistance from the NLC Policy Office, at the Denver Convention Complex, throughout the Congress of Cities.

National League of Cities

News
Release



1620 Eye Street, N.W.
Washington, D. C.

M E M O R A N D U M

DATE: November 27, 1976
TO: Delegates to the Congress of Cities
FROM: Fred Jordan, Director of Communications
SUBJECT: Hometown News Release

On the other side of this page is a form news release announcing your attendance at the Congress of Cities. If you would like to use this service, please:

1. Fill in the blanks at the top of the form with the name and address of your hometown newspaper. Example --

To: City Editor
Florida Times-Union
One Riverside Avenue
Jacksonville, Florida 32202

2. Print your name and position in the blanks in the first paragraph of the news release form. Example --

DENVER -- Hans G. Tanzler, Jr., mayor of Jacksonville, Florida, is attending the annual convention of the National League of Cities, the largest gathering of municipal officials in the country, this week in Denver, Colorado.

3. Drop off the completed form at the membership service desk in the center of Currigan Hall A (Exhibition Hall), and we'll take it from there.

To: City Editor

(Name of hometown newspaper)

(Street address)

(City

State

Zip)

FOR IMMEDIATE RELEASE

DENVER --

is attending the annual convention of the National League of Cities, the largest gathering of municipal officials in the country, this week in Denver, Colorado.

The annual meeting--the Congress of Cities--brings together some 3,000 mayors, council members, and government officials from across the country for discussions of major issues and the formulation of national municipal policy designed to improve the quality of life for those who live in America's cities.

Dr. Barry Commoner, director of the Center for the Biology of Natural Systems at Washington University and one of the country's leading environmental scientists, called for the adoption of a national energy policy to put the country back to work during Monday's opening session.

Delegates to the Congress of Cities will participate in a series of special and program workshops throughout the convention. Special workshops are scheduled on the subjects of women in government, revenue sharing and counter-cyclical assistance, energy conservation, historical preservation, police reform, women and crime, and the effect of stress on public officials. Program workshops cover economic development, municipal finance, shaping the urban environment, community development, media, intergovernmental relations, and small cities.

The Congress of Cities concludes Wednesday with the League of Cities' annual business meeting where agenda items include the adoption of national municipal policy and election of officers.

URBAN RENEWAL ...

It Has Worked In Denver!

Bus tours of four of Denver's eleven successful urban renewal projects will leave from in front of the Hilton Hotel at 2:00 p.m., Sunday, Monday, Tuesday and Wednesday, November 28, 29, 30 and December 1. Tours will be limited to 146 per day on a first-come-first-served basis.

In spite of the statements decrying the "failures" of urban renewal programs emanating from Washington during the past eight years, Denver's renewal efforts belie these allegations.

Delegates are cordially invited to tour the following Denver renewal areas.

Avondale -- A combined redevelopment-rehabilitation project which resulted in the construction of 560 units of new private housing, a neighborhood shopping center, and a 30-acre park and commercial development. Public funding, \$5,176,000; private investment, \$9,200,000.

Auraria -- Removal of 169 acres of residential-industrial slum and blight to create a campus for three urban colleges in Denver's center city. Financed by \$6,000,000 city bond issue; \$17,900,000 HUD grant; and \$45,000,000 construction appropriation by the Colorado General Assembly.

Skyline -- A 115-acre (30 blocks) downtown project involving the removal of blight caused by skid-row, abandoned buildings and marginal commercial uses to create a "new lower downtown." To date new, private redevelopment and rehabilitation has exceeded \$200,000,000. Annual real estate taxes on developed land have increased by 1400%! Federal funding, \$30,000,000; City funding (non cash), \$14,000,000.

East Side -- The last FHA Section 236 housing being constructed in the nation. A mixed-housing (private and public) development close to downtown which was to be the first stage of a larger Neighborhood Development Program (NDP) before renewal funding was stopped by HUD. A mixture of public housing for families and senior citizens on land cleared by the Denver Urban Renewal Authority. Federal funding, \$6,177,000; City funding, \$3,088,000.

J. Robert Cameron, Executive Director
Denver Urban Renewal Authority
910 - 16th Street, Suite 900
Telephone: (303) 623-7114



APPROXIMATE TAXI FARES

From Airport
to Hotel

From Hotel to
Conv. Center

DOWNTOWN AREA:

Holiday Inn Downtown	\$4.40	\$1.00
Hilton Downtown	4.40	1.20
Brown Palace	4.40	1.20
Raddisson	4.60	1.40
Denver Marina	4.60	1.00
Cosmopolitan	4.40	1.20
Executive Towers	4.60	.80

AIRPORT AREA:

Holiday Inn Airport	1.60	4.60
Ramada Inn Airport	1.60	4.40
Stouffers Denver Inn	1.20	4.00
Rodeway Airport	2.00	4.60
Denver Plaza Inn	2.00	4.60
Stapleton Plaza	1.20	4.20
Sheraton Inn-Airport	1.20	4.20

NEAR WEST AND NORTH:

Holiday Inn Sports Center	6.40	1.60
Regency Inn	5.20	2.20
Continental Denver	6.00	1.40

NORTH:

Holiday Inn North	4.80	2.60
Travel Lodge North	4.80	2.60

SOUTHEAST:

Howard Johnson-Hampden	6.20	6.40
Marriott	6.20	6.40
Writers Manor	5.60	5.40

* Does not include 10¢ for each bag over one per passenger

** Does not include 25¢ airport gate fee

*** Does not include 20¢ for each passenger over one

LIMOUSINE to DOWNTOWN: \$2.05 per person

LIMOUSINE TO SOUTHEAST HOTELS: \$2.50 per person
(Marriott, Howard Johnson, Writers Manor)





NATIONAL LEAGUE OF CITIES

Congressional City Conference 1977

Official Visit to Poland and Czechoslovakia

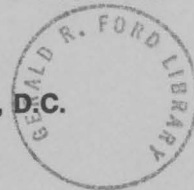
Meet with City Officials in Warsaw and Prague

Departure from Washington, D.C.

March 8 at the end of the Congressional City Conference

Return to Washington, D.C.

MARCH 15



COST FROM WASHINGTON, D.C. \$638.00

- ITINERARY -

- March 8, Tuesday—Evening departure from Washington, D.C. Dulles International Airport.
- March 9, Wednesday—Early afternoon arrival Warsaw. Transfer to your hotel in Warsaw.
- March 10, Thursday and March 11, Friday—These two days in Warsaw including meeting with City Officials. Also a visit of Warsaw including the main places of interest and an excursion to Zelazowa Wola, Chopin's birthplace.
- March 12, Saturday—Day in Warsaw. Departure by Air for Prague, Czechoslovakia. Transfer to hotel.
- March 13, Sunday—Afternoon sightseeing tour of this picturesque 1000-year old city.
- March 14, Monday—Meeting with City Officials and time at leisure. Evening at the theater.
- March 15, Tuesday—Transfer to the airport for the flight back to Washington, D.C.

THE PRICE INCLUDES

Round trip economy class air fare from Washington, D.C. First class hotel accommodations based on twin bedded room occupancy with private bath (single room supplement \$65.00); meals include daily continental breakfast in Warsaw; continental breakfast and dinner daily in Prague; transfers from airport to hotel and back including baggage handling; specified sightseeing tours and excursions with English speaking guides; gratuities to hotel staff and local government taxes on hotel bills; assistance of a tour director and all administration and operation expenses.

Note: The price does not include items of a personal nature such as visas, laundry, phone calls, after dinner tea or coffee, mineral waters and other beverages, airport departure taxes and such other items not specified above.

Full payment of the balance will be due by January 8, 1977. Full refund will be made in the event of cancellation on or before January 8. Cancellations received after January 8 will be subject to a cancellation charge of \$200.00.

Responsibility: It is understood that in providing these arrangements the NLC shall not be liable for any injury, damage or loss occasioned by the neglect or the fault of any company or person engaged in conveying the passengers or any hotel proprietor or other persons supplying services or materials in connection with the arrangements. The NLC also reserves the right to withdraw the offer, to refuse to accept or retain any person as a member of the group at any time, or to make changes in the published itinerary, whenever in their sole judgment conditions warrant, or if they deem it necessary for the comfort, convenience or safety of the passengers. The price is based on air fares and currency rates and tariffs as applicable on October 31, 1976 and subject to change without notice.

To make reservations please complete and forward the following form as soon as possible:

To: NLC Travel Department
1620 I Street, N.W.
Washington, D.C. 20006

Please make reservations for the persons named below to join the NLC official visit to Poland and Czechoslovakia leaving from Washington, D.C. on March 8, 1977. I/we enclose a check in the amount of \$..... (\$200.00 per person) made payable to NLC which I/we understand is refundable under conditions stated above.

Names Address Tel.: Area: No.



Warsaw



Prague



NATIONAL LEAGUE OF CITIES

1977 Visit to Russia

MEET AND EXCHANGE VIEWS WITH
RUSSIAN DIGNITARIES IN MOSCOW
AND LENINGRAD

Departure from
Washington, D. C.
February 25

Return to Washington March 4, in time for the NLC Congressional City Conference

ALL INCLUSIVE COST FROM WASHINGTON, D.C.: \$648.00

Includes all these special features:

- Round trip air transportation from Washington, D.C. via Pan American World Airways flight.
- First class hotels with private bath (Single room supplement \$70.00)
- Three meals each day (full breakfast, lunch and dinner)
- Program of sightseeing in Moscow including the Kremlin in Moscow and the famous Hermitage in Leningrad
- Two theater tickets for exciting ballet and circus performances in Moscow and Leningrad
- Full time assistance of tour escorts and English speaking guides
- All taxes and services

Notes: The air fare is based on a pro-rated amount of \$385.00 for a 180-seat chartered aircraft subject to pro-rated increase should the number of passengers fall below full aircraft utilization. Not included in the price are the airport taxes amounting to \$5.80 and cost of Russian visa amounting to \$15.00. Full payment of the balance will be due by December 25, 1976. Full refund will be made in the event of cancellation on or before December 25. Cancellations received after December 25 will be subject to a cancellation charge of \$200.00.

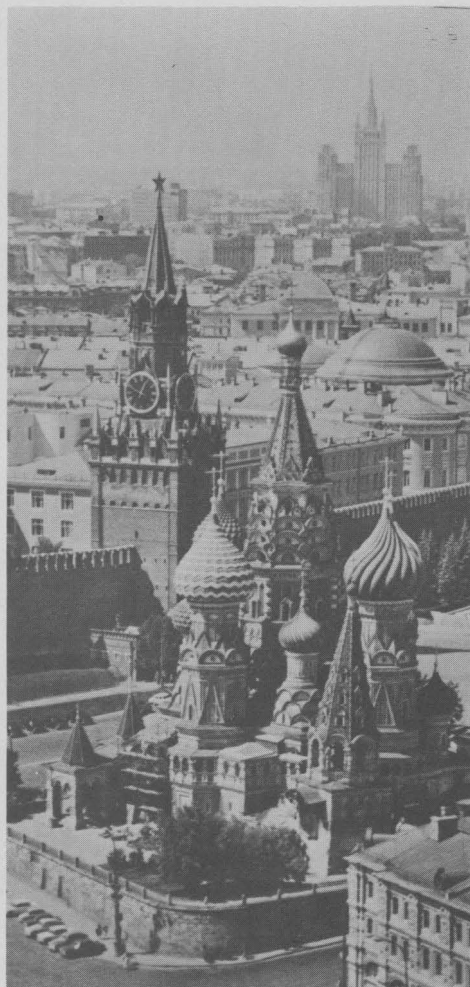
Responsibility: It is understood that in providing these arrangements the NLC shall not be liable for any injury, damage or loss occasioned by the neglect or the fault of any company or person engaged in conveying the passengers or any hotel proprietor or other persons supplying services or materials in connection with the arrangements. The NLC also reserves the right to withdraw the offer, to refuse to accept or retain any person as a member of the group at any time, or to make changes in the published itinerary, whenever in their sole judgment conditions warrant, or if they deem it necessary for the comfort, convenience or safety of the passengers. The price is based on air fares and currency rates and tariffs as applicable on October 31, 1976 and subject to change without notice.

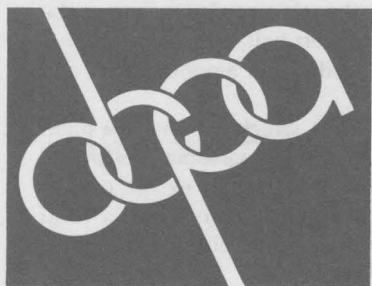
To make reservations please complete and forward the following form as soon as possible:

To: NLC, Travel Department
1620 I Street, N.W.
Washington, D.C. 20006

Please make reservations for the persons named below to join the NLC special trip to the Soviet Union leaving Washington February 25, 1977. I/we enclose check in the amount of \$..... (\$200.00 per person) made payable to NLC, which I/we understand is refundable under conditions stated above.

Names Address Tel.: Area:..... No.

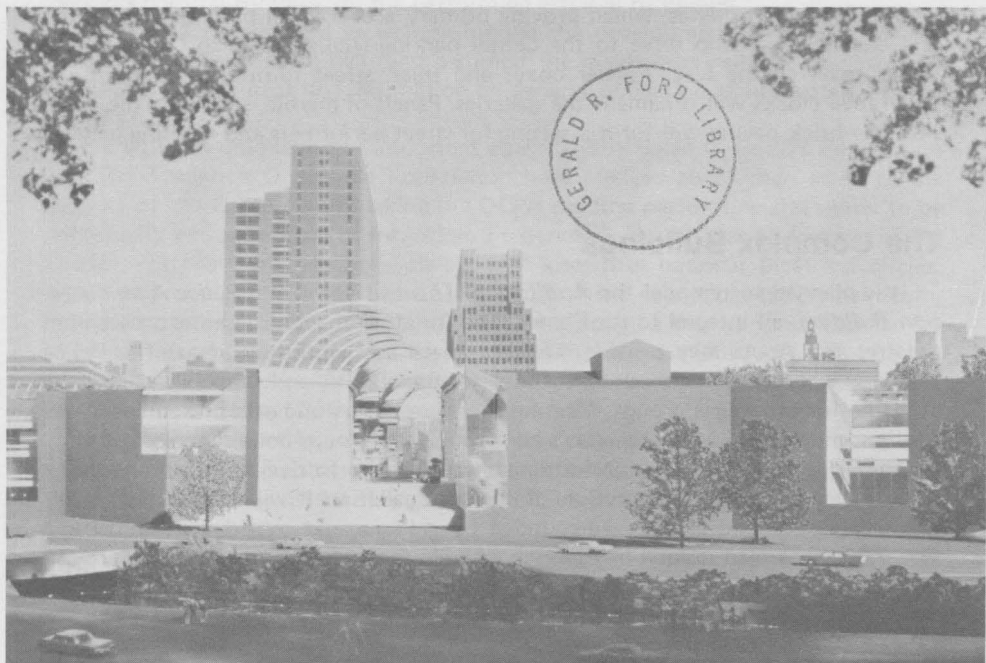




TO: NATIONAL LEAGUE OF CITIES' DELEGATES:

The Denver Center for the Performing Arts is under construction. Call the Center office (572-9358) to arrange a conducted on-site tour and/or slide show. Tours will start at 13th and Curtis streets at 10:00 a.m., Nov. 29th and 30th. Slide shows will be at 11:00 a.m., Nov. 30th and Dec. 1st, at 1441 Welton (Room 200), two blocks south east of the Convention Center

The DENVER CENTER for the PERFORMING ARTS



Model of Center Buildings. Concert Hall, right; theatre group, left; Cherry Creek, foreground.

The DCPA Complex

Four square blocks — formerly a drab area in downtown Denver — are being converted into an exciting and unique complex of ultra-modern theatres (with related educational facilities), a concert hall, covered walkways, shops, restaurants and boutiques, to be known as The Denver Center for the Performing Arts. Construction began on the concert hall in the Fall of 1975. Total value of the project is estimated at \$80 million, including value of property and existing structures contributed by the City.

Focal point of the project is a cruciform (cross-like) glass-covered galleria 60 feet wide and 76 feet high. One axis of the galleria will extend from Arapahoe Street to Champa Street above 13th Street and the other axis will span the area on Curtis Street between 14th Street and mid-block south of 13th Street.

In all, seven facilities will be tied together by the glass-roofed galleria: the existing Auditorium Theatre, the \$11 million dollar concert hall, a theatre complex housing four theatres, the existing arena, a parking facility, an amphitheatre, and an office building.

The theatres will be built and developed by the DCPA which will manage them as well as the concert hall, in accordance with a 50-year lease agreement with the City which owns the complex. Estimated cost of the theatres: in excess of \$10 million. Currigan Hall — Denver's \$13.5 million exhibition hall, completed in 1969 — though integrated with the DCPA complex, will remain under city management; the new parking facility will also be managed by the City.

To stimulate the development of the area's talent, the Center has agreed to create a permanent professional theatre company and a conservatory. Bonfils Theatre, a division of DCPA, will continue to be a community theatre.

The dramatic gallerias, which provide primary access to all parts of the Center, will enable those who drive to the Center parking facility to go to Center events under cover all the way. Flower boxes and trees, street furniture, fountains and decorative clocks will ornament the gallerias. Panels of marble, stone and tile inlaid into the brick paving will form a setting for street performers and strolling players.

The Complex Buildings

It is planned to remodel the *Auditorium Theatre*, *Arena* and *Police Administration Building*, all integral to the Center. The Auditorium will house the proscenium theatre; the Arena may provide rehearsal space and workshop areas. The Police Building will be refurbished for offices for the DCPA and rental space will be available for other arts groups. Meeting rooms, a library and other resources of the facilities may be shared by the area's performing arts groups housed here.

The *Concert Hall* — with performing characteristics to rival any in the world — will be located at the intersection of the two gallerias. It will have a multi-story entrance facade and a lobby surrounded by galleries and overlooks; the hall will seat 2,390 in a plan unique in America wherein the audience will be seated around

the players. Though designed primarily for music, the concert hall may be used for opera and dance as well.

The DCPA downtown *Theatre Complex* will consist of a thrust theatre (serving up to 780), an open space theatre for 150-600, a small experimental/rehearsal theatre, and a film theatre for 260 to be operated by the American Film Institute.

The \$15 million no-attendant *Parking Facility*, financed by revenue bonds, will occupy a square city block and will be "more than a warehouse for cars". As the main gateway to the Center for those who arrive by car, it has been designed with a series of balconies and terraces from which patrons will get an exciting introductory view of the activities in the gallerias below.

The *Amphitheatre* — for theatre, music and musical theatre — is southwest of the Hall, situated in an open air park on Speer Boulevard with the Rockies in the background.

What Is The Denver Center?

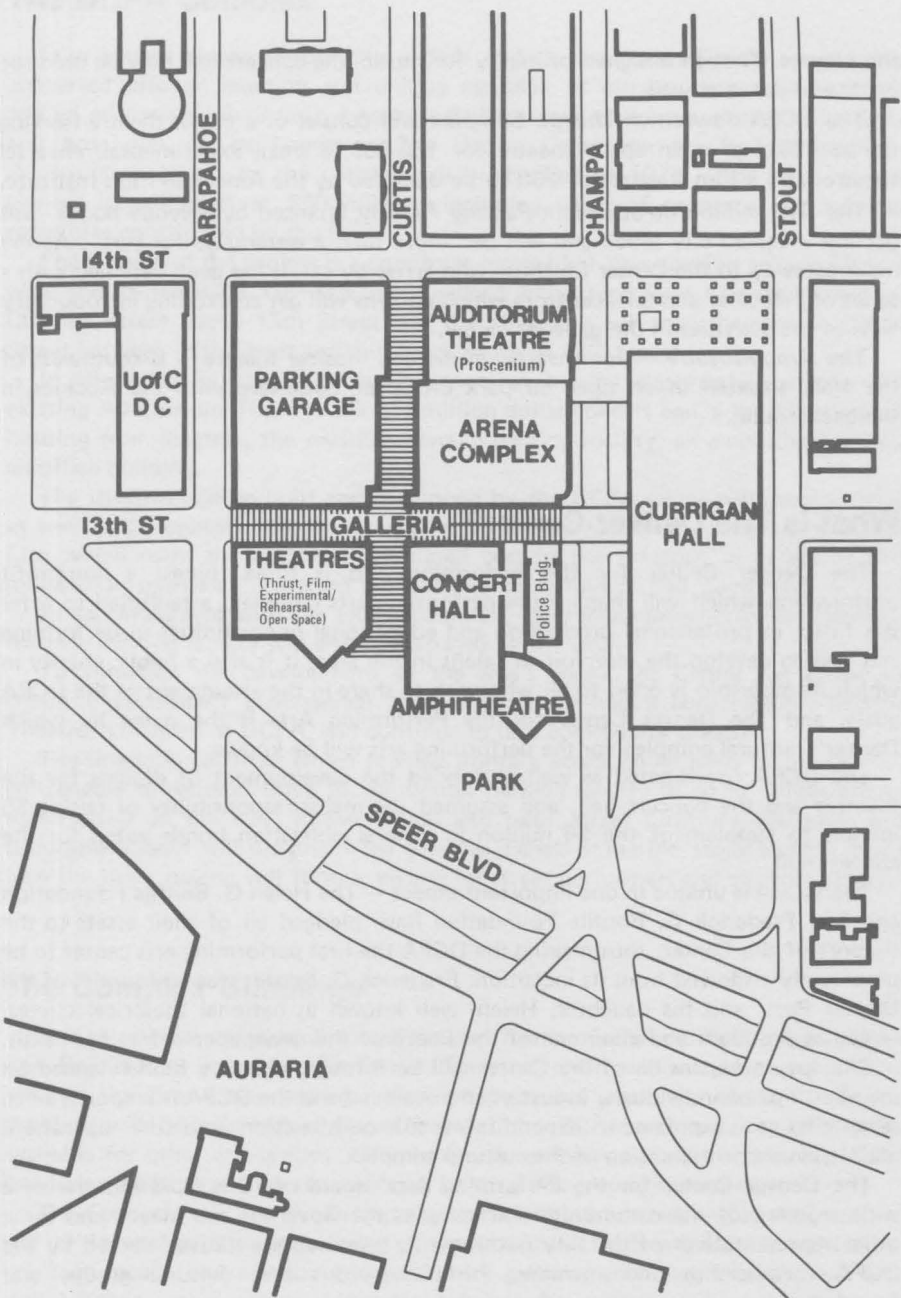
The Denver Center for the Performing Arts is three things: a non-profit organization which will manage the performing arts complex, established to offer the finest in professional production and educational opportunities in performing arts and to develop the reservoir of talent in the area; it is also a public charity in which membership is open to all who wish to share in the attainment of the DCPA goals; and The Denver Center for the Performing Arts is the name by which Denver's cultural complex for the performing arts will be known.

The DCPA coordinated as well as funded the development of designs for the theatres and the concert hall, and assumed the major responsibility of raising \$5 million to supplement the \$6 million in general obligation bonds voted for the concert hall.

The DCPA is unique in one important aspect — The Helen G. Bonfils Foundation and The Frederick G. Bonfils Foundation have pledged all of their assets to the support of the Center, thus making the DCPA the first performing arts center to be perpetually endowed from its inception. Frederick G. Bonfils was co-founder of the Denver Post; and his daughter, Helen, well known in national theatrical circles, served as president and chairman of the Board of the newspaper before her death.

The future expansion of the Center will be through a reserve fund financed by memberships of individuals, industry, and business; and the DCPA is empowered to seek gifts to supplement expenditures for construction and the operation, maintenance and expansion of the cultural complex.

The Denver Center for the Performing Arts' Board of 19 is representative of a wide segment of the community and includes the Governor and Mayor and three other representatives of the City government, three representatives elected by the DCPA membership and members from numerous area cultural groups and foundations.



14th ST

ARAPAHOE

CURTIS

CHAMPA

STOUT

UofC
DC

13th ST

PARKING
GARAGE

AUDITORIUM
THEATRE
(Proscenium)

ARENA
COMPLEX

CURRIHAN
HALL

GALLERIA

THEATRES
(Thrust, Film
Experimental/
Rehearsal,
Open Space)

CONCERT
HALL

Police Bldg.

AMPHITHEATRE

PARK

SPEER BLVD

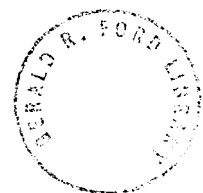
AURARIA

Announcing



National League of Cities

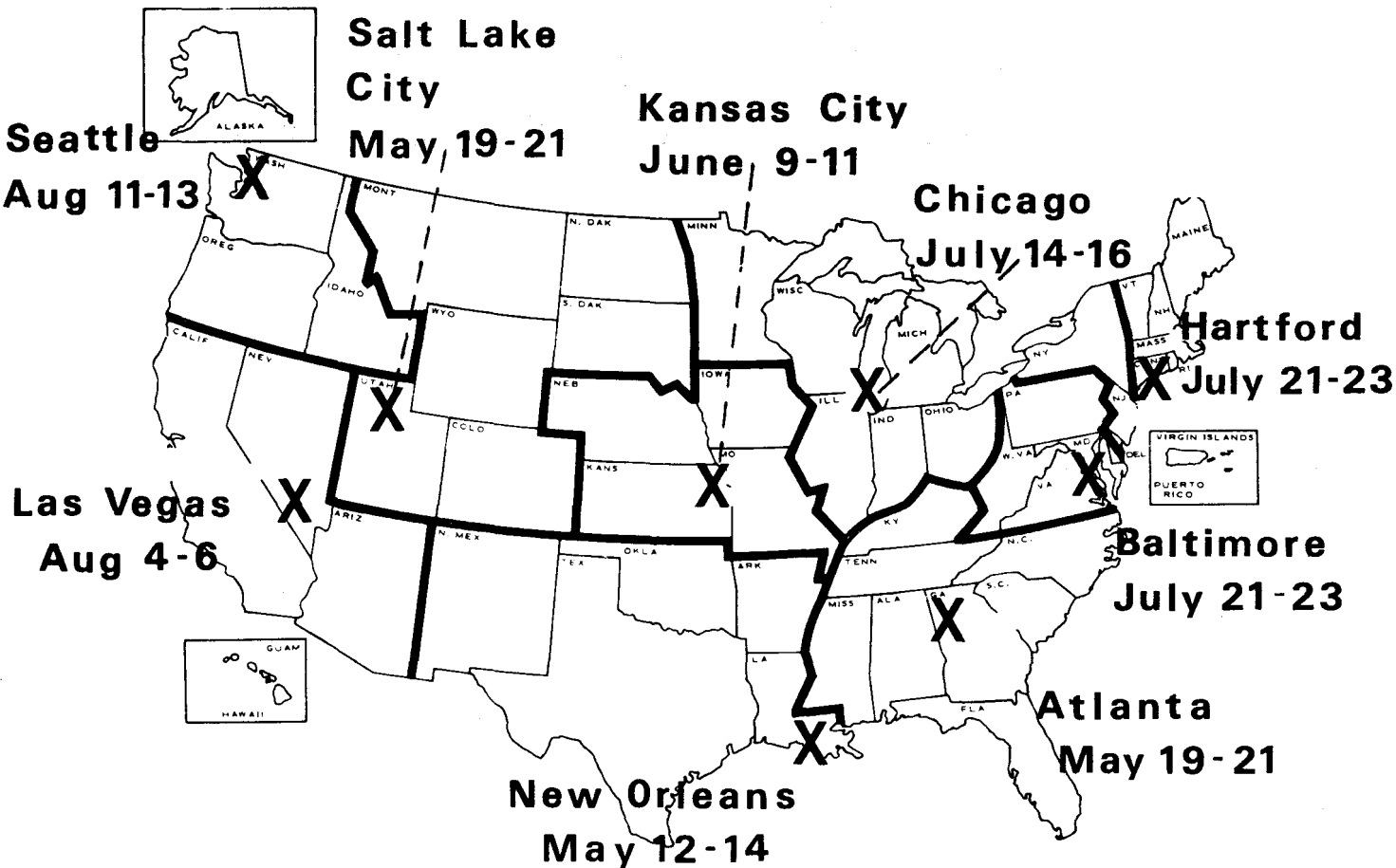
**1977
CONFERENCE
CALENDAR**



1620 Eye Street NW Washington DC 20006

NLC REGIONAL ACTION CONFERENCES

1977



The 1977 Regional Action Conferences are a new series of programs to complement the annual Congressional City and Congress of Cities conferences with a regional approach.

The Regional Conference Agenda is tailored to the priority municipal interests and concerns in each region. In two-and-one-half day sessions, the highlight will be on:

- Congressional & Administrative Priorities for Action
- City/Federal Dialogue (Congressional delegations & Federal Regional Councils)
- Current Program Workshops & Special Sessions
- Policy Leaders Programs

MARK YOUR CALENDAR

Congressional City Conference **March 6-8, 1977**
Washington DC

Regional Action Conferences

NEW ORLEANS	MAY 12 - 14	BALTIMORE	JULY 21 - 23
ATLANTA	MAY 19 - 21	HARTFORD	JULY 21 - 23
SALT LAKE CITY	MAY 19 - 21	LAS VEGAS	AUG 4 - 6
KANSAS CITY	JUNE 9 - 11	SEATTLE	AUG 11 - 13
CHICAGO	JULY 14 - 16		

Congress of Cities **December 3-7, 1977**
San Francisco

1977 NLC CONFERENCES

PLEASE SEND MORE INFORMATION ON

- ☐ CONGRESSIONAL CITY CONFERENCE
☐ REGIONAL ACTION CONFERENCE IN _____ (CITY)
☐ CONGRESS OF CITIES

NAME _____ TITLE _____

CITY/ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

TELEPHONE () _____

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1620 EYE STREET, N.W.
WASHINGTON, D.C. 20006

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National
League
of
Cities

1620 Eye Street, N.W.
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20006
(202) 293-7310
Cable: NLCITIES

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Carlos Romero Barceló
Mayor, San Juan, Puerto Rico
Executive Vice President
Alan Beals

CONSULTATION ON POLICING

Quinn Tamm, consultant on policing to NLC, is available during Sunday and Monday of the Congress of Cities to advise mayors, city managers, and city councilmembers. Mr. Tamm, former executive director of the International Association of Chiefs of Police, has been a consultant to NLC under a grant from the Police Foundation since 1975. There is no cost for this service. Available services include private discussions while in Denver, mail and telephone follow-up, and on-site visits as appropriate.

To contact Mr. Tamm, leave a message at the message center or call him at the Executive Tower hotel adjacent to the convention center. Following the Congress of Cities, he can be reached through NLC's Criminal Justice Program, 1620 Eye Street, N.W., Washington, D.C. 20006. Telephone: (202) 293-2944.



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WOMEN IN MUNICIPAL GOVERNMENT

SPECIAL MEETINGS AND WORKSHOPS

1976 CONGRESS OF CITIES

ASSERTIVENESS TRAINING: WHAT IT MEANS FOR WOMEN IN MUNICIPAL GOVERNMENT

Trainer: Sarah Risher, Director, Resources
for Women, Washington, D.C.

This session will provide women an opportunity to discuss their role in local government, role-play situations relevant to their daily experience, exchange ideas with other women in government, and evaluate their own degree of assertiveness.

Date: Saturday, November 27, 1 - 4:00 p.m. Room 2-D

WOMEN AND CRIME: LOCAL GOVERNMENT POLICIES

Panelists: Erma Henderson, Chairwoman, Women in
Municipal Government

Margaret Gates, Co-Director, Center for
Women Policy Studies

Nan Huhn, Assistant Chief, Juvenile Division,
Office of the Corporation Counsel of the
District of Columbia

Kathleen Fojtik, Commissioner, Washtenaw
County, Michigan

A panel presentation on three crime areas directly affecting women: rape, wife beating, and child abuse. Speakers will address the role of local government officials in developing policy, influencing the public attitudes, and becoming aware of the problems and the organizations and groups which are trying to find solutions.

Date: Monday, November 29, 3:30 - 5:30 p.m. Room 3-E

ANNUAL WOMEN IN MUNICIPAL GOVERNMENT BUSINESS MEETING

An open meeting to all women elected and appointed officials in municipal government. At this meeting, the new officers will be approved by the membership, state co-ordinators selected and their roles defined, and concerns of women for the 1977 work program for Women in Municipal Government will be discussed.

Date: Tuesday, November 30, 4:30 - 6:30 p.m. Room 3-F





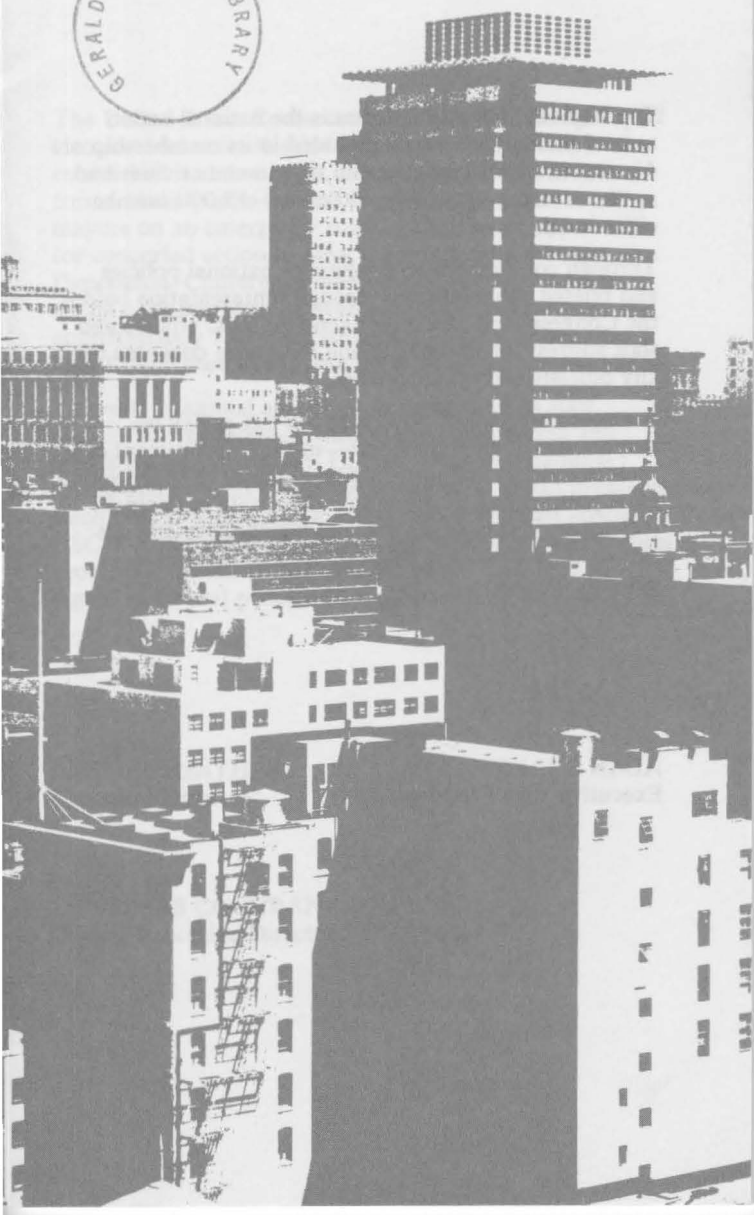
National League
of Cities



United States
Conference of
Mayors

1977

Publications & Audio Visuals





NATIONAL LEAGUE OF CITIES

The National League of Cities is the national action arm of the nation's cities. Included in its membership are 48 state municipal leagues and their member cities and, as direct members, nearly 600 cities—15,000 member cities in all.

Through comprehensive analysis of national policies and related programs and through representation before the Congress and executive agencies, NLC officers and staff address the immediate and long term concerns of city officials and urban citizens.

A major objective of NLC is to aid city policy leaders—mayors and council members—in the improvement of their individual and institutional capacity to shape sound local policies and to strengthen their state municipal leagues and NLC as the vehicles which these officials utilize to influence the shape of state and national policies.

ALAN BEALS
Executive Vice President



UNITED STATES CONFERENCE OF MAYORS

The United States Conference of Mayors is the agency of elected chief executives of the nation's major cities, who established it and support, finance, use and control it for common public interest causes. It was established by mayors on an emergency basis in 1933 as an apparatus for concerted action to meet the crises caused by the Depression. Conference membership is open to cities which have populations over 30,000. There are approximately 750 cities which are eligible to join the U.S. Conference of Mayors, most of whom are members.

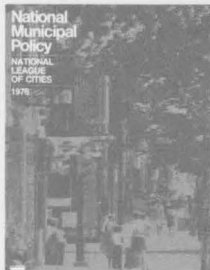
Through its annual and other meetings and its staff capabilities for research, information, counseling and legislative representation, USCM serves as a national forum and clearing-house for solutions to urban problems. Each year at the annual meeting, the mayors set official USCM policy which deals with the myriad aspects of local problems peculiar to our urban centers, especially in regard to federal policy and legislation affecting the cities.

JOHN J. GUNTHER
Executive Director

J. THOMAS COCHRAN
Deputy Executive Director

NLC ANNUAL CONGRESS OF CITIES

Once each year the members of NLC meet to stimulate new thinking and develop new policies on emerging national issues of concern to America's urban areas. Throughout the year, NLC policy committees meet to consider new approaches and policies that focus on improving the quality of life for the people who populate our cities. This process culminates in the annual adoption of an updated *National Municipal Policy* at the Congress of Cities.



NATIONAL MUNICIPAL POLICY

National Municipal Policy is the policy base for America's municipal governments in their dealings with the Congress and federal administrative agencies. *National Municipal Policy* is increasingly in demand by policy analysts, graduate students, teachers of political science, economics, and the other policy disciplines at both the undergraduate and graduate levels.

77NMP NATIONAL MUNICIPAL POLICY, 1977. \$5.00 to members; \$10.00 to all others



WASHINGTON REPORT

This fortnightly publication is designed for city policy makers—mayors and council members—and contains up-to-date brief reports on all major Congressional and Federal agency developments that may affect cities.

Written by the NLC staff, which advocates city government interests with Congress and the Administration, the *NLC Washington Report* provides

factual and interpretive reporting on a wide variety of urban issues such as community development, general revenue sharing and budget reform. *Washington Report* is mailed first class every other Friday.

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USCM ANNUAL CONFERENCE OF MAYORS

The Annual Conference of Mayors brings together the nation's Mayors to discuss and debate the pressing problems of urban America today. The program includes workshops and plenary sessions on a vast array of topics related to the day-to-day operation and management of our cities.

CITY PROBLEMS

The unique **CITY PROBLEMS**, published by the U.S. Conference of Mayors, contains the proceedings of its annual meeting. Largely written by the Mayors themselves, **CITY PROBLEMS** includes the transcripts of discussions and debates, together with the texts of all addresses, reports and policy declarations of the Conference. **CITY PROBLEMS** is an unmatched resource book for anyone who is concerned about urban America.

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MAYORS' ACTION REPORTS

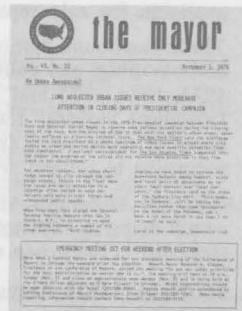
Mayors' Action Reports is a continuing series of publications of the United States Conference of Mayors on various topics of interest to municipal officials. In each report several mayors discuss the issue in question as it relates to their own cities. Each report contains an introduction by USCM Executive Director, John J. Gunther.

- 73C501 City Government Organization and Administration**
- 73C502 Public Employment Program**
- 73C503 Revenue Sharing**
- 73C504 Cable Television**
- 73C505 Community Development**
- 74C506 Solid Waste**
- 74C507 Sister Cities**
- 75C508 LEAA High Impact Program**

Each report is \$1.00.

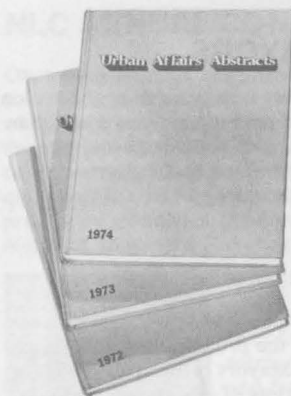
CM-N THE MAYOR

THE MAYOR is a bi-weekly publication of the U.S. Conference of Mayors which outlines Federal, state and local action directly relevant to municipal government. Also reported in **THE MAYOR** are appointments made and action taken by USCM relevant to its members. By focusing on municipal programs and innovative projects initiated in different cities, the newsletter highlights the exchange of experience and information between elected city officials across the country. Receipt of this service is a useful way for the municipal official to keep in touch with his colleagues across the country.



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ADMINISTRATIVE AND LEGISLATIVE HIGHLIGHTS (ALH)



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ALH is an action and status report of Federal activities affecting urban governments as reported in the *Federal Register* and *Congressional Record*.

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1976 Congress of Cities Proceedings are available on tape cassettes. Check box on order form to receive a complete listing of tapes and price schedule.

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Issued monthly by the *Labor-Management Relations Service* of the National League of Cities, the United States Conference of Mayors, and the National Association of Counties, this six-page newsletter provides up-to-date information on municipal labor relations developments, along with "how to" articles, advice of experts, and municipal experiences.

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Answers the most important and frequently asked questions concerning the regulation, financing and other matters related to the establishment of cable television systems.
- 74L201 DRUG ABUSE: THE ROLE OF THE MAYOR. 144 pp. 1975. \$5.00**
This is a report issued by the NLC and USCM Mayors' Task Force on Drug Abuse Treatment and Prevention which discusses and recommends the types of policy decisions and personal activities mayors can undertake in developing the city response to drug abuse. Descriptions of the individual experiences of the 20 Task Force mayors are included.
- 74L231 EEO AND THE CITIES. 154 pp. 1974. \$5.00**
Contains a variety of perspectives on current issues in equal opportunity for cities including affirmative action programs for minorities and women, merit system standards, hiring goals and quotas, and impact of recent court cases.
- 75L502 ENERGY CONSERVATION IN BUILDINGS: NEW ROLES FOR CITIES AND CITIZEN GROUPS. 40 pp. 1975. \$3.00**
Discusses concepts of energy conservation in buildings with which local officials and consumers need to become familiar. Includes annotated bibliography.
- 76N703 THE FEDERAL AID URBAN SYSTEM HIGHWAY PROGRAM AND THE CITIES: A REPORT TO THE U.S. DEPARTMENT OF TRANSPORTATION. 45 pp. August 1976. \$3.00**
NLC position paper sets forth recommendations that result from cities' experience with the Section 134 planning process and the Federal Aid Urban System Highway Program. Based in part on a survey of member cities.
- 76CN261 THE FEDERAL BUDGET AND THE CITIES. 108 pp. 1976. \$8.00, nonmembers; \$4.00, members.**
A review of the President's FY 1977 budget in light of urban needs and national priorities. Includes a budget overview and highlights of subjects of concern to the cities.
- 74L361 INTERNATIONAL MUNICIPAL COOPERATION: A Handbook. 52 pp. 1974. \$3.00**
This handbook discusses why international municipal programs are useful, what activities can take place, and offers sources of help and information on how to go about developing your own program.

76N701 LAND, ENERGY, AND TRANSPORTATION: THE URBAN CONSERVATION VIEW. 52 pp. August 1976. \$3.00

This report contains statements by city officials and prominent experts on the interrelationships between land, energy and transportation. The need for new policies to retard decline and control growth are emphasized, and programs cities have adopted to conserve energy and make better use of existing transportation systems are described.

73L462 LOCAL GOVERNMENT APPROACHES TO CAPACITY-BUILDING. 101 pp. 1973. \$5.00

This report analyzes current and future administrative, professional and technical skills needed in local governments and the sources available to fill these needs.

77CN501 THE MAYORS OF AMERICA'S PRINCIPAL CITIES. 64 pp. 1977. Published semi-annually in January and July. \$4.00 each for members; \$8.00 each for all others. Annual subscription for both issues, \$6.00 members; \$12.00 all others.

Directory of mayors of all cities holding direct membership in the National League of Cities and the United States Conference of Mayors and all other cities over 30,000 population. Includes the name of the current mayor, the date the term expires, the city population, mailing address, and telephone area code.

75C502 THE MAYOR'S ROLE: DISCUSSIONS OF LEADERSHIP & MANAGEMENT ISSUES. 96 pp. 1975. \$5.00

This USCM document distills the facts and figures presented at 4 Mayors Leadership Institutes in 1974-75. This program of seminars on urban policy, management techniques and leadership issues has a local focus, but federal programs and state relations are considered.

69N501 MUNICIPAL GOVERNMENT PROGRAMS TO PROVIDE CAREER OPPORTUNITIES FOR THE DISADVANTAGED. 154 pp. 1969. \$5.00

A report of programs to provide career employment to deprived residents in six major cities with major emphasis on the New Careers and Neighborhood Youth Corps programs.

MUNICIPAL PLANNING AND MANAGEMENT: A REPORT ON ITS STATUS IN THE UNITED STATES. 1975.

75L503 Volume 1 \$4.00

75L504 Volume 2 \$4.00

This two-volume report examines the comprehensive planning and management needs of cities and discusses what can be done to meet those needs.

76N701 MUNICIPAL TAXING POWERS AND STATE AID FOR MUNICIPALITIES. 150 pp. 1976. \$7.00 for members; \$10.00 for all others.

An NLC survey of state municipal leagues on city taxing powers, state aid for municipal governments and municipal bonded indebtedness. The analysis provides a composite national picture of state and local sources of municipal revenues. *This report will be updated annually.*

74L603 PERIODICAL HOLDINGS: NLC & USCM Library and Information Services. 50 pp. \$3.00. Title and subject guide to over 1,200 periodicals, journals, newsletters and special services which are held by the library.

74L602 PLANNING AND MANAGEMENT GUIDE FOR CITY OFFICIALS. 104 pp. 1974. \$3.00

This report is designed for use by the executive leadership in city government to help fill the need for guidance in building planning and management capacities.

76N702 POPULATION, POLICY, AND URBAN CONSERVATION. 68 pp. August 1976. \$3.00

The most important population trends and their significance for cities are discussed. This report highlights the impact of federal policies on population patterns and presents considerable information on the changing composition of urban population and the implications for public policy.

69N601 PUBLIC INFORMATION AND CIVIL DISORDERS. 32 pp. 1969. \$2.00

A summary of comments and conclusions at a panel discussion of municipal public information specialists. Includes such subjects as setting up press headquarters and rumor control centers.

76L500 RESOURCE RECOVERY PLANNING . . . AN OVERVIEW OF THE IMPLEMENTATION PROCESS. 28 pp. 1976. \$3.00

A guide to the successful implementation and management of resource recovery facilities for city officials.

76N700 REVENUE SHARING—A GUIDE TO THE STATE AND LOCAL FISCAL ASSISTANCE ACT OF 1976. 32 pp. 1976. \$10.00 for members; \$20.00 for all others

A two-volume set containing complete information on the provisions of the bill, the regulations, and an analysis of the regulations.

76L501 SOLID WASTE MANAGEMENT . . . AN OVERVIEW OF STATE LEGISLATION. 64 pp. 1976. \$3.00

A summary of state activities and legislation in solid waste management. Includes directory of state solid waste officials and agencies.

74N701 STATE MUNICIPAL LEAGUE DIRECTORY. 200 pp. 1975. \$12.95

Basic reference guide to the organization and functions of the 50 state municipal leagues. Includes detailed organizational, financial and program information on each league.

76N700 STATE OF THE CITIES 1976: INTO THE THIRD CENTURY. 1976. \$3.00

This report surveys urban conditions in America, highlights the events of 1976, and assesses the strength and direction of trends important to the quality of urban life.

74L731 TRAINING FOR MUNICIPAL GOVERNMENT OFFICIALS AND PERSONNEL. 100 pp. 1975. \$5.00

This report is an initial effort at identifying problems and recommended steps to be taken to improve the quality and accessibility of training for local public officials and employees.

74N831 WOMEN IN MUNICIPAL GOVERNMENT. 89 pp. 1974. \$5.00

This publication provides a spectrum of viewpoints on the expanding role of women in the local political process as both administrators and as local elected officials.

The URBAN OBSERVATORY PROGRAM of the National League of Cities is a unique and innovative effort to help city officials solve the myriad problems facing the nation's cities. The following reports represent research products deemed to be of substantial interest to city officials in general and considered to be outstanding examples of the types of research an Urban Observatory is capable of providing.

UOP1 DESIGN TO ESTABLISH A FEASIBLE PLAN FOR EMERGENCY MEDICAL CARE IN THE NASHVILLE-METROPOLITAN-CENTRAL-TENNESSEE REGION (Nashville). 15 pp. 1970. \$2.00

This report points out the need for coordination and integration of existing health-care facilities to increase efficiency and allow geographical expansion of emergency medical services. The proposed design describes both available and needed software and hardware.

UOP2 TOWARD A COMPREHENSIVE MANPOWER PLAN: MILWAUKEE NEEDS, PROGRAMS, AND STRATEGIES (Milwaukee). 152 pp. 1974. \$7.00

This report details both labor market conditions and manpower program needs for blacks, women, and younger and older workers living in Milwaukee's inner city. Current programming for these groups is described and evaluated.

UOP3 STUDY OF CHARGE FINANCING FOR LOCAL GOVERNMENT SERVICES: CITY OF ALBUQUERQUE (Albuquerque). 158 pp. 1973. \$7.00

This study evaluates the prospects for more extensive use of service charges by the City of Albuquerque to meet the needs of additional revenues. Those services deemed most appropriate for charge financing are analyzed in depth and recommendations are made for implementing new or higher service charges.

UOP4 PUBLIC LIBRARY USE IN DENVER (Denver). 171 pp. 1974. \$5.50

A study of the Denver Public Library—how it is used, who uses it, what is known about it, and what is needed for the future. It is an attempt to determine what Denver citizens and users of the Public Library want from this city service.

UOP5 SAN DIEGO SENIOR CITIZENS' NEEDS IN TRANSPORTATION, RECREATION, AND HOUSING (San Diego). 86 pp. 1974. \$5.00

A preliminary attempt to identify the unmet needs of persons age 65 or over in the City of San Diego in three areas: transportation, recreation, and housing. The focus is upon the the responsibilities of local government in developing and maintaining programs for elderly citizens.

UOP6 SUBSIDIZED MULTI-FAMILY RENTAL HOUSING IN THE BOSTON METROPOLITAN AREA (Boston). 299 pp. 1973. \$15.00

By examining a representative number of subsidized housing developments in the Boston area, this study sought to determine: (1) the extent of financial trouble in Boston's subsidized projects; (2) the nature and connection of management-tenant relations to financial condition; and (3) who is being served and how well.

UOP7 A MANUAL FOR HEALTH RELATED URBAN INDICATORS (Denver). 60 pp. 1974. \$3.00

This manual is designed to provide practical steps in the development of health related indicators. It presents a feasible and direct way to develop an increasingly complete set of data which, together with appropriate theoretical and statistical guidelines, will provide a holistic set of health related indicators.

UOP8 A STUDY OF PROBLEMS AND METHODS OF POLICE RECRUITMENT FROM DISADVANTAGED MINORITIES (San Diego). 80 pp. 1971. \$3.00

This report summarizes existing public knowledge about police recruitment practices across the U.S. and provides an analysis of black and brown recruitment practices for police officers in San Diego.

UOP9 HEALTH AND THE ELDERLY IN PUBLIC HOUSING (Milwaukee). 171 pp. 1974. \$6.50

Summarized are the results of a project that gathered and analyzed information of the health needs, problems, and general life situations of elderly residents in public housing in Milwaukee.

UOP10 ALTERNATIVE METHODS FOR FINANCING PUBLIC SERVICES: THE CASE OF EDUCATION AND WELFARE (Mid-America). 173 pp. 1973. \$6.50

This report evaluates the tax burden changes that occur as selected local service functions are shifted to state government. The primary emphasis is on the analysis of alternative methods of financing welfare and education.

UOP11 REPORTS TO THE CHARTER REVISION COMMITTEE: CITY AND COUNTY OF DENVER (Denver). Three volumes. 1974. \$9.00

The first report recommends alternative revisions of the Elections-Election Commission sections of the Charter of the City and County of Denver. The second and third reports recommend alternative revisions of the Charter for the Departments of Health and Hospitals and Welfare, and of the Civil Service sections of the Charter.

- UOP12 REALLOCATION OF RESPONSIBILITIES AND/OR FINANCING FOR SELECTED MUNICIPAL SERVICES (Boston). 195 pp. 1973. \$10.00**
This report prescribes criteria for identifying local functions and fiscal responsibilities that are more suitable for state financing.
- UOP13 LOCAL MANAGEMENT OF FEDERAL GRANTS-IN-AID (Nashville). 141 pp. 1973. \$6.50**
This study reviews the impact of federal activities and expenditures on the economy of Nashville-Davidson County and analyzes both the financial and management implications of the changing federal assistance system.
- UOP14 FHA POLICIES AND THE BALTIMORE CITY HOUSING MARKET (Baltimore). 127 pp. 1974. \$5.50**
This report investigates the operation of the FHA programs in the context of the Baltimore City housing market. Described are housing market conditions in Baltimore City and the degree of involvement of the FHA in different housing submarkets.
- UOP15 THE DIMENSIONS OF JUVENILE ARSON AND FALSE FIRE ALARMS FOR THE URBAN AREAS OF SAN DIEGO (San Diego). 59 pp. 1972. \$3.00**
This study explores the problems and background of juvenile arson and false fire alarms in the City of San Diego.
- UOP16 A PRODUCTIVITY IMPROVEMENT PROJECT ON INSPECTIONS AND HOUSING REHABILITATIONS (Allentown). 152 pp. 1976. \$6.50**
A study of the operations of two agencies, the Bureau of Inspections and the Rehabilitation Department of the Allentown Redevelopment Authority. Recommendations are developed for reducing cost and increasing productivity in the agencies.
- UOP17 ANCHORAGE MUNICIPAL HOUSING STUDY (Anchorage). 120 pp. 1976. \$5.50**
A collection of papers that encompasses housing research strategies, policy recommendations and technical assistance.
- UOP18 MINICOMPUTERS: AN ALTERNATIVE APPROACH TO MUNICIPAL INFORMATION SYSTEMS (Boise). 164 pp. 1976. \$7.00**
This report is a case study of the minicomputer as a computer hardware alternative in Boise City. The feasibility of utilizing low-cost minicomputers to develop an in-house municipal information system is researched.
- UOP19 MONITORING THE PATTERN AND PERFORMANCE OF LAND USE ALLOCATION SYSTEMS IN THE CITY OF BRIDGEPORT (Bridgeport). 58 pp. 1976. \$3.00**
This study provides both a method of predicting land use change as population grows and a land use information or monitoring system.

- UOP20 EVALUATION OF NEW USES FOR LANE HIGH SCHOOL (Charlottesville). 155 pp. 1976. \$6.00**
Potential uses of a vacant high school building in Charlottesville are analyzed from physical and economic perspectives. Possible uses of the building that are discussed include school administration, educational, social service center, civic community centers, library, housing and office.
- UOP21 SOLID WASTE ALTERNATIVES: A DECISION MODEL (Garland). 42 pp. 1975. \$3.00**
Described is a decision-making process for evaluating different alternatives for solid waste disposal and desource recovery. Based on economic, political, environmental and legal factors, a system for solid waste disposal and resource recovery is recommended for Garland, Texas.
- UOP22 ANIMAL CONTROL: THE DEVELOPMENT OF A DATA BASE (Garland). 30 pp. 1976. \$3.00**
This study is concerned with estimating the animal population of Garland, Texas. Methods for the estimation of the number of owned and unowned animals are developed and applied.
- UOP23 LAKE CHARLES POLICE AND FIRE DEPARTMENTS' RETIREMENT SYSTEMS (Lake Charles). 80 pp. 1976. \$5.00**
This study examines the heavy, cumulative burden placed on the City of Lake Charles, Louisiana, by the policemen and firemen's retirement systems. Alternatives are evaluated.
- UOP24 SOLID WASTE DISPOSAL AND RESOURCE RECOVERY (Lake Charles). 56 pp. 1976. \$3.00**
This study was undertaken to help improve efficiency in the City of Lake Charles' management of solid waste, as well as to seek other methods to collect, transport and dispose of it. Resource recovery is also investigated, particularly newspaper recycling.
- UOP25 ENERGY USE, ENERGY SAVINGS AND COST REDUCTIONS IN ALL OPERATING DEPARTMENTS, CITY OF LAKE CHARLES. 82 pp. 1976. \$5.00**
This study examines the energy use of the City of Lake Charles and attempts to determine where energy costs could be reduced in the areas of gasoline, oil and electricity consumption.
- UOP26 NEIGHBORHOOD DETERIORATION AND JUVENILE CRIME: A SUMMARY (South Bend). 30 pp. 1976. \$3.00**
This report provides recommendations for solutions to juvenile delinquency and its debilitating effect on neighborhoods.
- UOP27 INFORMATION FOR FISCAL DECISION-MAKING: A SUMMARY (South Bend). 40 pp. 1976. \$3.00**
This report presents the methodology and findings of a project on an information base for fiscal decision-making, and projects the revenue and expenditure picture of South Bend from 1975-1985.

The CRIMINAL JUSTICE PROJECT of the NLC and USCM works toward improving criminal justice planning, coordination, and technical capacity in urban areas. Listed below are reports evolving from their studies.

- 73L161 CHANGING POLICE ORGANIZATIONS: FOUR READINGS.** 40 pp. 1973. \$2.00
- 74L162 RAPE.** 34 pp. 1974. \$2.00
- 74L163 COMMUNITY CRIME PREVENTION AND THE LOCAL OFFICIAL.** 38 pp. 1974. \$2.00
- 75L161 JUVENILE JUSTICE IN METROPOLITAN NASHVILLE.** 40 pp. 1975. \$2.00
- 75L162 A WORKBOOK ON STANDARDS AND GOALS: THE POLICE FUNCTION.** 150 pp. 1975. \$5.00
- 75L163 STATE MUNICIPAL LEAGUES AND CRIMINAL JUSTICE: FOUR CASE STUDIES.** 32 pp. 1975. \$2.00
- 75L164 REPORT OF THE TASK FORCE ON CRIMINAL JUSTICE STANDARDS AND GOALS.** 44 pp. 1975. \$2.00
- 75L165 1975 SURVEY REPORT ON LOCAL CRIMINAL JUSTICE PLANNING.** 66 pp. 1975. \$3.00
- 76L161 PROCEEDINGS OF THE NATIONAL CONFERENCE ON WOMEN & CRIME.** 136 pp. 1976. \$5.00
- 76L162 CRIMINAL JUSTICE PLANNING: THE COORDINATING COUNCIL.** 1976. \$5.00

The HANDGUN CONTROL STAFF of the U.S. Conference of Mayors works toward educating public officials, policymakers, public interest groups, and private citizens about the handgun problem and methods of control.

- 75C501 HANDGUN CONTROL '75: ISSUES AND ALTERNATIVES.** 72 pp. 1975. \$5.00
Provides an overview of the myths and realities associated with handgun control. Existing legislation, alternatives for control, and the recommendations of national advisory commissions are discussed.
- 77C500 ORGANIZING FOR HANDGUN CONTROLS.** 1977. \$6.50
Designed to assist state and local handgun control groups in developing their organizations and accomplishing their goals, this manual stresses a rational planning approach to building community support, fund-raising, media relations, and confronting the opposition.
- 76C500 DO MANDATORY PRISON SENTENCES FOR HANDGUN OFFENDERS CURB VIOLENT CRIME? Technical Report Number One.** 48 pp. 1976. \$2.00
Examines a number of assumptions about the deterrent effect of prison sentences and about the criminal justice system in general.

- 76C501 HOW WELL DOES THE HANDGUN PROTECT YOU AND YOUR FAMILY? Technical Report Number Two.** 60 pp. 1976. \$2.00

The utility of a handgun for self-protection is addressed, with emphasis on the violent crimes of robbery, assault, and rape.

- 77C501 CAN WE CONTROL JUVENILE HANDGUN VIOLENCE? Technical Report No. Three.** 1977. \$2.00

The growing involvement of youth in violent crime and the increasing number of juvenile firearm accident and suicide victims raise serious questions about the adequacy of existing firearms regulations.

- 76C502 PROCEEDINGS: NATIONAL FORUM ON HANDGUN CONTROL, May 27-29, 1975, Los Angeles.** 176 pp. \$5.00

Transcript of a meeting that brought together mayors, legislators, law enforcement personnel, representatives of the National Rifle Association and the firearms industry, and members of public interest groups for a discussion of the extent of the handgun problem and possible solutions.

- 76C503 PROCEEDINGS: SECOND NATIONAL FORUM ON HANDGUN CONTROL, January 7-9, 1976, Boston.** 164 pp. \$5.00

An action-oriented conference, the Second National Forum focused on alternative state and local handgun control strategies.

- 76C504 POSTERS.** A series of five 10 x 14 in. posters graphically depicts the effects of and overabundance of handguns in our society. \$2.00

The MANPOWER PROJECT of the NLC and USCM assists the U.S. Department of Labor and local governments in the implementation of the Comprehensive Manpower and Training Act of 1973. The Project conducts workshops, assists in identifying local issues and problems; provides technical assistance and training, and provides a manpower information service. Below are some of the publications resulting from their work.

- 76L502 CETA AND YOUTH: PROGRAMS FOR CITIES.** 1976. \$3.50
In-depth case study of 10 cities on local youth employment programs funded through CETA.
- 76L503 CETA: A FIRST YEAR OF ACHIEVEMENT.** 1976. \$6.00
Prepared in conjunction with the National Association of Counties and the National Governors Conference for Congressional oversight hearings. Detailed description of CETA prime sponsor achievements during the first year of CETA implementation.

76L504 THE IMPACT OF CETA ON INSTITUTIONAL VOCATIONAL EDUCATION—AN UPDATE 1976. \$3.50

An update of the 1974 report. Same 100 prime sponsors were surveyed to measure significant changes in the impact of CETA on institutional vocational education.

74L510 THE IMPACT OF CETA ON INSTITUTIONAL VOCATIONAL EDUCATION. 75 pp. 1974. \$3.00
Contains a summary and analysis of data collected from the surveying of 100 city prime sponsors to determine the impact of the Comprehensive Employment and Training Act of 1973 (CETA) on the vocational education system throughout the country.

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Ten mayors express their views of manpower program activities in their cities in each volume.

72L502 MAYORS VIEW MANPOWER REFORM. 85 pp. 1972. \$3.00

Eight mayors express their views on federal manpower reform policies which would consolidate manpower services and emphasize direct funds to manpower programs.

75L505 PERCEPTIONS OF INNOVATION UNDER CETA. 30 pp. 1975. \$2.00

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PERSPECTIVE SERIES

73L601 Perspectives on the Employment Service. 174 pp. 1973. \$2.00

72L602 Perspectives on Health Manpower. 82 pp. 1972. \$2.00

73L602 Perspectives on Multijurisdictional Manpower Planning. 70 pp. 1973. \$2.00.

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73L603 Perspectives on Environmental Manpower Planning. 71 pp. 1973. \$2.00

76L505 REPORT FROM THE FIELD—THE COMPREHENSIVE EMPLOYMENT AND TRAINING ACT. 58 pp. 1975. \$3.50

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76L506 VOCATIONAL EDUCATION UNDER CETA. 1976. \$3.50

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NLC RESEARCH SERIES

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Federal Urban Policy Action Agenda

As the nation moves into the third century, the problems of its cities and their people have become the problems of the whole country.

For many of the nation's cities, their fiscal distress has directly related to the national recession. For others, particularly the older larger central cities, that distress is compounded by an apparently permanent state of general economic and physical decline which has resulted from the loss of population, business and industry, and the continuing fiscal burden imposed by a disproportionately high percentage of the nation's economically-dependent population.

The economic vitality of the cities of this nation and the economic opportunity of their residents must be restored.

The consequences of the national recession must be countered, and a permanent strategy devised and implemented to soften the impacts of national recessions on cities and strengthen their recovery. Recession-related high rates of unemployment must be reduced as quickly as possible, and the nation's labor force protected against future dislocations such as those of recent magnitude.

Simultaneously, the basic economic fabric of the nation's declining cities must be revitalized. Incentives must be created to channel public and private investment into their business districts and neighborhoods. Employment for their residents must be created, and a basic level of income support provided for those unable to work. The rehabilitation and full utilization of their physical assets must be accomplished. The strength of their tax base must be restored.

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Both recessionary recovery and the strengthening of basic fiscal health of the nation's cities requires action by federal government. It requires a major commitment of federal government to an explicit national urban policy of urban conservation and economic revitalization, and a set of specific program initiatives to carry out that policy.

The following federal initiatives constitute a sound Federal Urban Policy Action Agenda for 1977.

I. The National Economy

Additional Public Works Funds. The National League of Cities calls on the new Congress and Administration--as soon as they assemble in Washington in January--to approve an additional \$3.5 billion for grants under Title I of the Public Works Employment Act of 1976.

The need for an additional public works stimulus is clear and compelling. The signs of economic recovery, which earlier convinced national leaders to limit the local public works program to \$2 billion, have steadily worsened in recent months. As a result, current national policy discussions emphasize the need for at least \$10 billion in further major stimulus and job-producing legislation.

At a minimum, at least one-third of this \$10 billion should be targeted to state and local governments, whose activities make up about one-third of total national economic activity.

Title I of the Public Works Employment Act provides the most logical outlet for immediate infusion of federal anti-recessionary resources. The program is completely in place, and has already generated over \$15 billion in public works applications from financially distressed state and local governments. If funded, these projects--scheduled to have labor on site within 90 days-- would have an almost immediate effect on the severe and continuing employment in the construction

industry. Additional funding also would cut further into the huge backlog of needed public facilities that have been postponed or cancelled because of recessionary pressures.

II. Structural Reform

Council of Urban Advisors. A Council of Urban Advisors should be created to advise the President in the field of urban policy as does the Council of Economic Advisors on economic policy. This and other institutional changes in the federal government would assist in the developing and implementing of a consistent and effective urban policy for the nation.

At present the fragmentation of urban policy institutions produces a fragmented urban policy. Urban policy, like economic policy is not an area which can be managed by a single department. It includes housing, environment, transportation, economics and is related to virtually every activity of the federal government. Without a place for coordination and synthesis, urban programs too often are inconsistent or even contradictory. Actions taken by one department are cancelled out by actions taken by another. And the many programs that affect cities, both intentionally and unintentionally, are guided by no general goals or judged by any accepted standards. The result is a set of federal policies which combine to create an unintended but strong national urban policy which encourages the poor use of urban resources. Without an institution like the Council of Urban Advisors it is not likely that the nation can develop an intentional policy of urban conservation. The nation requires this permanent and stable institution.

The Council of Urban Advisors should analyze urban American and its various segments; advise the President on urban trends and conditions; appraise the urban programs and policies of the Federal government; recommend to the President policies that will contribute to urban stability; and assist in the preparation of urban reports of the President. The Council should be made up of persons with

demonstrated competence in the area of urban policy.

In addition to the Council of Urban Advisors the following matters should be included in the agenda for reform of Federal government urban policy institutions: fiscal impact statements for all federal legislation and regulation which mandate costs to local government; coordination and consolidation of regulations; improved grant administration; better collection, analysis and use of urban data; the reduction of paperwork; and more effective regional coordination of federal programs.

III. Urban Income Strategy

Re-Enactment of the Comprehensive Employment and Training Act. The goals of full employment and job opportunities for all persons should be the first priority of the nation.

The persistent and high rate of unemployment has deprived large numbers of persons in the nation from achieving the status, dignity and economic rewards which result from employment. The same policies which have contributed to high rates of unemployment have resulted also in deterioration of city tax bases and have placed severe fiscal and social pressure on our nation's cities.

The Congress and the Administration must continue and strengthen the prime sponsorship system under the Comprehensive Employment and Training Act, provide forward funding for that program to assure more rational planning, and integrate planning for full employment with the re-enactment of the CETA program.

Enactment of an Anti-Recession Program. The Federal Government should enact in 1977, by continuation, amendment or substitution for the Local Public Works Unemployment Act, permanent anti-recession program which will soften the impact of recessions and strengthen recession recovery efforts through the coordinated use of direct general assistance grants, public jobs programs, and public works programs

consistent with Federal fiscal and monetary actions and with programs to stimulate the private sector;

In enacting such legislation, the Congress should give special consideration to measures intended to stabilize those cities that appear to be threatened by permanent decline regardless of national economic cycles.

Civil Rights. Equal employment opportunity and equity in the receipt of public service benefits among the nation's citizens are basic components of a system of social justice in the nation. The nation's cities are strongly committed to full support of the 1964 Civil Rights Act as amended; the removal of artificial employment barriers which have no relationship to standards of performance; the development and execution of strong affirmative action programs; maximizing opportunities to employ the disadvantaged in suitably structured jobs; and the equitable distribution of municipal services and benefits to all city residents. Further, the cities of the nation are strongly committed to resisting any efforts from any quarter to retrench from the civil rights gains that have been made in the nation and to continue to press for the gains that are yet to come. The cities call on the federal government to redouble its anti-discrimination effort, and as a part of that effort to consolidate and vest civil rights rule-making and enforcement in a single agency.

Reform of the Federal Welfare System. All persons need a basic level of income to live a decent life. If that income cannot be earned through employment, it should come through an income support program which provides a basic level of purchasing power. The current welfare system is an inequitable system of individual programs, unrelated to each other and with needlessly complicated operating procedures.

The pyramiding of benefits available to recipients of the various assistance programs may provide a disincentive to work because of loss of benefits. On the other hand, the amount of benefits available to assistance recipients, which are not available to the working poor, represents a severe inequity.

As a result of the high unemployment and of the patchwork of federal welfare programs, locally financed general assistance programs are growing steadily without any substantial improvement in the quality of life within cities. In most cities, expenditures in general assistance programs have doubled and tripled in the past few years.

The Congress and the Administration must move forward with a long term restructuring of the welfare system through legislation introduced into the 95th Congress. Such a proposal should provide for federal assumption of all public assistance programs. As an interim measure, the Congress should immediately enact a program providing for greater federal assumption of the responsibility of local welfare programs by standardizing welfare programs across the country and establishing a federal base payment in order to provide greater equity for all recipients.

Development of A Comprehensive Federal Youth Program. Youth needs are significant. One-fifth of the nation's youth between the ages of 16 and 19 are unemployed. The rate for minority teenagers is double that. Youth are insufficiently prepared during school for productive and satisfying work roles. Career, employment, and training programs often do not relate realistically to labor market needs. Drug and alcohol use are increasing among adolescents. Juvenile crime is increasing.

Many of the resources necessary to develop the potential of youth already exist. The challenge is to give youth systematic access to those resources. Yet there is no cohesive national policy for youth programs and there is not minimal coordination of existing services.

Recognizing the need to give a high priority to youth development, the National League of Cities calls for:

- o The institution of a comprehensive youth services program to mobilize national resources -- both public and private -- to meet the needs of all youth;
- o Adequate funding for existing youth employment and training programs and fully funding the Title III of the Comprehensive Employment and Training Act;
- o The revision of vocational education programs so that they will become more responsive to the needs of urban youth;
- o Additional resources to provide training and start up employment for young people who are reaching their mid and late twenties without ever having held a job; and
- o Reauthorization of the Juvenile Justice Act of 1974.

IV. Physical Development

Re-enactment of Community Development Block Grant Program. Congress must enact and the President sign legislation to reauthorize continuation of a multi-year Community Development Block Grant Program for physical development assistance to the nation's cities. The program must have increased funding.

The Community Development Block Grant Program has been an effective and responsible instrument of federal assistance for the achievement of national Community Development objectives. It has provided local governments with the flexibility to create more relevant, responsible and accountable programs. It has been a proven success. The authorizing legislation for this program, the Housing and Community Development Act of 1974, expires on September 30, 1977. The success of the program in enabling cities to meet critical physical development needs argues forcefully for its continuation. It must be reenacted early in the 95th Congress.

Housing Rehabilitation and Neighborhood Revitalization. Past federal

programs have been largely designed to stimulate production of new housing. Little has been done to arrest the deterioration of the existing housing stock. The housing circumstances of low-income families have improved significantly less than the average. Urban neighborhoods have and continue to decline. Cities have become the repository of enormously under-utilized physical assets. The substantial investment represented by existing older neighborhoods should not be allowed to continue wasting away prematurely. The Congress and the President should institute an expanded program of federal assistance to rehabilitate the nations deteriorated housing stock and revitalize the nation's declining urban neighborhoods. At a minimum such assistance should include:

- o an expanded 312 loan program, unrestricted by geographical limits, available for maintenance and improvement of existing owner-occupied and rental housing and for neighborhood commercial properties;
- o the amendment of federal tax laws to create incentives for private investment in maintenance and rehabilitation of existing urban housing;
- o the elimination of statutory or regulatory provisions at the federal level which permit, encourage or condone redlining.

Changes in Federal Transportation Laws. An important priority for 1977 should be amendments to national highway and mass transit laws that increases mass transit funding and move in the direction of a single federal urban transportation resource providing maximum local authority over major transportation decision. These amendments should include:

- (1) A direct apportionment of funds to all urbanized areas under both the federal aid highway and mass transit programs and,
- (2) A substantial increase in operating and capital funds under the Urban Mass Transportation Act of 1964.

V. A National Energy Policy

Adoption of A National Energy Policy. The nation needs a national energy policy that in the short run reduces our vulnerability to foreign manipulation of oil prices and in the long run brings domestic energy demand and supply into balance. In the absence of such a policy we will continue to suffer economically and environmentally.

Congress and the new administration should develop policy that:

- o regulates energy and simultaneously guards against further harm to the environment.
- o significantly reduces energy consumption and encourages increased domestic supply.
- o assures reliable supplies of energies for essential public services
- o combines encouragement of greater energy efficiency with rational development of new energy sources.

VI. Crime

A National Reassessment of Crime; Its Causes, Prevention and Punishment. Crime against people, property, and social institutions remains a salient fact of life in American communities whether they are urban, suburban, or rural. As long as this is the case, it behooves public officials on all levels to give the fight against crime a high priority. Fear of harm is perhaps the greatest enemy of urban revitalization.

As strongly as we believe this, the Directors of the National League of Cities at the same time confess that we do not believe that the nation has come to understand how to act effectively against the causes of crime. Manifestly, what is done now to counter crime does not work well enough to bring to our communities the security they must have.

We urge the President-elect to lead us to fresh reassessment of the causes and nature of crime, and its prevention and punishment, and pledge him our support in such a bold undertaking.

Congressman Harrington
Mass.

city & suburbs
region

able representative
& articulate

of people unlike them

harangued the
fed govt.



many local officials believe fervently

WE ~~ALL KNOW~~ THAT IN THE FEDERAL GOVERNMENT THE RIGHT HAND
OFTEN DOES NOT KNOW WHAT THE LEFT HAND IS DOING. BUT IT IS
BECOMING CLEAR THAT JUST AS OFTEN THE RIGHT HAND DOES NOT
KNOW WHAT THE RIGHT HAND IS DOING. TOO FREQUENTLY FEDERAL
POLICIES ARE INCONSISTENT, TOO MANY FEDERAL POLICIES HAVE
UNINTENDED RESULTS THAT ARE DESTRUCTIVE AND TOO MANY FEDERAL
PROGRAMS SIMPLY ^{Pass} THE BUCK TO LOCAL GOVERNMENTS.

WE CITY OFFICIALS MUST TAKE A SPECIAL INTEREST IN THIS
PROBLEM BECAUSE IT RESTRICTS OUR ABILITY TO SOLVE PROBLEMS
LOCALLY. AND IT CREATES ANOTHER SET OF CITY LIMITS. WE ALL
KNOW ABOUT GEOGRAPHIC BOUNDARIES, WE KNOW ABOUT LEGAL LIMITS,
BUT WHAT WE HAVE TO LEARN MORE ABOUT IS HOW OUR RANGE OF
INDEPENDENT AND EFFECTIVE ACTION IS LIMITED BY FEDERAL POLICIES.

THE IMPACTS OF FEDERAL POLICIES ON CITY GOVERNMENTS ARE SOMETIMES VERY OBVIOUS -- ~~MANDATED COSTS~~, FOR EXAMPLE.

THE FEDERAL GOVERNMENT TAKES CREDIT FOR GRANTS TO LOCAL GOVERNMENTS, BUT IT DOES ^{makes no mention of} ~~NOT REPORT~~ ON THE NEGATIVE GRANTS -- THE EXPENDITURES IT FORCES LOCAL GOVERNMENTS TO MAKE IN ORDER TO CARRY OUT ITS DECISIONS. FEDERAL OFFICIALS CRITICIZE "OPEN-ENDED" EXPENDITURES. BUT THEIR CONCERN DOES NOT EXTEND TO LOCAL BUDGETS, WHERE THE TAB MUST BE PICKED UP FOR ACTIONS LIKE THE EXTENSION OF THE FAIR LABOR STANDARDS ACT OR THE INCLUSION OF ALL MUNICIPAL WORKERS IN THE UNEMPLOYMENT INSURANCE SYSTEM.

NO ONE HAS EVEN BEGUN TO ESTIMATE THE IMPACT OF THESE MANDATED COSTS ON LOCAL GOVERNMENTS. BUT SOME OF THE LEADING EXAMPLES GIVE AN IDEA OF THE MAGNITUDE:

- THE DAVIS-BACON ACT -
- MASS TRANSIT 13C REQUIREMENTS -
- OSHA REGULATIONS -
- EEOC REQUIREMENTS -
- ENVIRONMENTAL IMPACT STATEMENTS -

*Prevailing wage in job area
(fed. projects)
"featherbedding"
fed fndg cannot displace
workers*

THESE AND OTHER FEDERAL DECISIONS ADD UNKNOWN AMOUNTS TO THE COST OF DOING THE PUBLIC'S BUSINESS LOCALLY, AS WELL AS INTRUDE INTO LOCAL MANAGEMENT DECISIONS. MANY OF THEM ARE WORTHY OF SUPPORT, BUT WITHOUT A KNOWLEDGE OF THEIR FULL PUBLIC COST, SOUND DECISIONS ABOUT THEIR DESIRABILITY ARE IMPOSSIBLE. FURTHERMORE, THE SORT OF ACCOUNTABILITY OUR SYSTEM OF GOVERNMENT REQUIRES CANNOT BE MAINTAINED WITHOUT



SUCH KNOWLEDGE.

SENATORS AND CONGRESSMEN HAVE BEEN CRITICAL OF GENERAL REVENUE SHARING BECAUSE IT SEPARATES THE RAISING OF THE MONEY FROM THE SPENDING OF THE MONEY. LESS CONCERN IS EVIDENT WHEN A FEDERAL DECISION COMPELS LOCAL SPENDING FROM LOCAL REVENUES.

THE SITUATION IS BECOMING EVEN MORE DIFFICULT AS STATES IMPOSE LIMITS ON LOCAL GOVERNMENT REVENUES AND EXPENDITURES.

THE MANDATED COSTS PROBLEM IS WELL-KNOWN. BUT THE IMPORTANCE OF OTHER KINDS OF IMPACTS IS ONLY BEGINNING TO BE REALIZED. I HAVE SERVED ON THE REVIEW PANEL FOR A PROJECT ON THE LOCAL IMPACTS OF FEDERAL POLICIES. THE RAND CORPORATION IS DOING THE RESEARCH, WHICH IS FUNDED BY THE ~~KEETERING~~^T FOUNDATION.

PUT SIMPLY, THAT PROJECT IS SUBSTANTIATING THE HUNCH THAT THE DIRECT RESULTS OF SO-CALLED "URBAN" PROGRAMS ARE LESS IMPORTANT FOR CITIES THAN ARE THE RESULTS OF OTHER PROGRAMS.

Insert THE 20TH ANNIVERSARY OF THE START OF THE INTERSTATE HIGHWAY SYSTEM CAME AND WENT QUIETLY LAST MONTH. THE FREEWAY SYSTEM HAS PROBABLY HAD A GREATER IMPACT ON THE CITIES OF THIS NATION THAN ANY OTHER FEDERAL PROGRAM. BUT THIS ISSUE RECEIVED NO ATTENTION IN THE DISCUSSION THAT PRECEDED ITS PASSAGE.


RECENTLY A GREAT DEAL OF ATTENTION HAS BEEN AIMED AT GEOGRAPHIC PATTERNS OF FEDERAL EXPENDITURES. ONE STUDY



insert p. 3, following..."important for cities than are the results of other programs."

Let me explain what I mean. The easy way to tell whether or not a program is an urban program is to read the title. That is, however, an easy way to make mistakes. The Rand project is revealing that formal titles and stated intentions do not accurately describe the importance of federal programs for cities. It is not easy to shift your point of view. But we must.

What the Rand project is teaching us is that:

- 
- o Housing programs are all those programs that affect housing;
 - o Transportation ^{policy} includes all programs that affect transportation;
 - o Municipal finance programs include all programs that affect municipal revenues and expenditures.

Seen from that perspective:

- o Energy policy may be an important housing policy as it affects the costs of new construction.
- o Sewage treatment programs may make transportation policy if they encourage sizeable, dispersed development.
- o Decisions about the location of federal facilities can actually be powerful municipal finance programs as they affect the local economic base.

Difficult as it may be to develop this point of view we must do it if we are to influence the real results of federal policy rather than expending our energy on debates over the titles of bills.

When we have learned this lesson we must then teach it to the federal government. During the coming year you will see the National League of Cities putting this new knowledge to work. The importance of this shift in view and action can be seen in a recent event.

REPORTED "A HEAVY FLOW OF FEDERAL DOLLARS AWAY FROM -- RATHER THAN TOWARD -- THE STATES AND REGIONS IN THE MOST SEVERE ECONOMIC STRAITS."

IF THIS IS THE CASE, IT IS A MATTER OF GREAT IMPORTANCE. THE AMOUNT OF MONEY GOING DIRECTLY INTO FEDERAL AID IS SMALL COMPARED WITH THE TOTAL FEDERAL BUDGET. AND IF THAT LARGER AMOUNT WORKS AGAINST THE AID PROGRAMS, THEY CANNOT SUCCEED.

WHERE MONEY IS SPENT IS IMPORTANT, BUT HOW AND ON WHAT IT IS SPENT IS JUST AS IMPORTANT. THE HIGHWAY SYSTEM IS A PRIME EXAMPLE. IT HAS NOT BEEN A SIMPLE ADDITION OF MONEY TO THE ECONOMIES OF THOSE AREAS WHERE THE HIGHWAYS HAVE BEEN BUILT. IN SOME CASES IT MAY HAVE PRODUCED A SUBTRACTION BY MAKING MIGRATION OF PEOPLE AND JOBS EASIER. IT HAS MEANT PROSPERITY FOR SOME TOWNS, OBLIVION FOR OTHERS. IT HAS PRODUCED GREAT MOBILITY FOR SOME PEOPLE, OPENING UP OPPORTUNITIES FOR MANY, BUT ALSO CONTRIBUTING TO THE DRAINING OF CENTRAL CITY POPULATIONS.

THE HIGHWAY SYSTEM IS IN PLACE, BUT OTHER PROGRAMS ARE UNDERWAY OR CONTEMPLATED THAT WILL HAVE GREAT IMPACTS ON CITIES.

THE INTERCEPTOR SEWER PROGRAM, FOR EXAMPLE, HAS BEEN A TREMENDOUS GROWTH STIMULANT, FORECLOSING LOCAL GROWTH MANAGEMENT DECISIONS.

ENERGY DEVELOPMENT WILL PRODUCE TREMENDOUS IMPACTS -- IN BOTH GROWING AND DECLINING DIRECTIONS.

AND IF WE ARE TO FULLY UNDERSTAND THE CAUSES BEHIND



CHANGES IN OUR CITIES WE WILL HAVE TO TAKE NOTICE OF SEEMINGLY REMOTE THINGS.

FOR EXAMPLE:

- ADVANTAGES THAT HAVE BEEN GIVEN TO TRUCK TRANSPORTATION RELATIVE TO RAILROADS WHICH WORK TO THE BENEFIT OF SOME CITIES BUT THE DETRIMENT OF OTHERS; AND
- ACCELERATED DEPRECIATION PROVISIONS OF THE FEDERAL TAX CODE THAT ENCOURAGE OVER-BUILDING AND NEW CONSTRUCTION RATHER THAN REHABILITATION.

IT IS NOW TWO YEARS AGO THAT THE BOARD OF DIRECTORS OF THE NATIONAL LEAGUE OF CITIES ADOPTED THE STATEMENT "TOWARD A NATIONAL URBAN POLICY OF URBAN CONSERVATION." BUT THAT STATEMENT STILL MAKES THE CASE WELL:

"AT PRESENT, A SET OF FEDERAL POLICIES COMBINE TO CREATE AN UNINTENDED BUT STRONG NATIONAL URBAN POLICY WHICH ENCOURAGES THE POOR USE OF URBAN RESOURCES.

THE FIRST ORDER OF BUSINESS, THEN, IF WE ARE TO DETERMINE THE POLICY GOALS OF URBAN CONSERVATION, IS TO ACKNOWLEDGE FROM THE START THAT THE EXISTING POLICY SYSTEM IS RIGGED AGAINST POLICIES AND PRACTICES OF URBAN CONSERVATION IN THE FOLLOWING WAYS:

- OUR NATIONAL URBAN POLICY ENCOURAGES DECAY AND POLLUTION AND DISCOURAGES REHABILITATION AND REUSE.
- OUR NATIONAL URBAN POLICY ENCOURAGES SPRAWL AND OUTWARD DISPERSON OF PUBLIC AND PRIVATE INVESTMENT.

- OUR NATIONAL URBAN POLICY ENCOURAGES THE OVERUSE AND WASTE OF NATURAL RESOURCES.
- OUR NATIONAL URBAN POLICY ENCOURAGES THE PERMANENT DEPENDENCE AND UNPRODUCTIVENESS OF A LARGE SEGMENT OF OUR POPULATION.
- OUR NATIONAL URBAN POLICY CAUSES PUBLIC SERVICE SYSTEMS TO BE OVERUSED BY THOSE WHO HAVE THE LEAST NEED (AND THE MOST MONEY).
- OUR NATIONAL URBAN POLICY ENCOURAGES EVER-GREATER REGULATION OF OUR LIVES IN ORDER TO ATTEMPT TO 'SOLVE' SOME OF THE ABOVE PROBLEMS.



EVEN WHERE NO EXPLICIT FEDERAL POLICIES WORK TO CONTRADICT URBAN CONSERVATION, FEDERALLY CREATED INCENTIVES AND DISINCENTIVES ENCOURAGE PRIVATE SECTOR INSTITUTIONS AND INDIVIDUALS TO UNDERUTILIZE AND ABANDON PAST URBAN INVESTMENTS AND TO OVERCONSUME AND WASTE URBAN RESOURCES ON CURRENT INVESTMENTS.

EXAMPLES:

- HOUSING POLICIES, ESPECIALLY THOSE CONNECTED WITH FHA, HAVE ENCOURAGED NEW RESIDENTIAL DEVELOPMENT WITHOUT A BALANCING ENCOURAGEMENT OF THE MAINTENANCE OF EXISTING HOUSING.
- TRANSPORTATION POLICIES, ESPECIALLY THOSE ASSOCIATED WITH THE DEVELOPEMTN OF THE NATION'S HIGHWAY SYSTEM, HAVE AS AN UNINTENDED AND

UNCONTROLLED SIDE EFFECT STIMULATED LOW DENSITY SPREAD DEVELOPMENT ON CITY FRINGES AND THE DEPOPULATION OF URBAN CENTERS.

- PROCUREMENT AND LOCATION POLICIES HAVE UNINTENTIONALLY CAUSED GROWTH IN SOME PLACES AND DECLINE IN OTHERS.
- THE NATIONAL WELFARE SYSTEM HAS NOT SOLVED THE POVERTY PROBLEM AND HAS LOCKED MILLIONS OF POOR INTO URBAN GHETTOS WHERE THEY MUST REMAIN TO SECURE BENEFITS.
- TAX POLICIES, THROUGH DEDUCTIONS, ALLOWANCES, CREDITS AND OTHER FORMS OF INDIRECT SUBSIDIES, HAVE ASSISTED BOTH DETERIORATION AND SPRAWL AND ACCELERATED THE CONSUMPTION OF VALUABLE RESOURCES.

IN EFFECT, PEOPLE HAVE OFTEN BEEN PAID TO DO THE WRONG THINGS AND, AS A RESULT, PROGRAMS INVOLVING DIRECT GOVERNMENT ACTION HAVE BEEN CANCELED.

HAVE THESE AND OTHER FEDERAL POLICIES, ^{ALL} ~~EACH OF WHICH~~ ~~WAS~~ IMPORTANT CONSEQUENCES FOR CITIES. COMBINED, THEY CONSTITUTE A DE FACTO URBAN POLICY, INTERNALLY INCONSISTENT, WHICH ACCELERATES THE FORCES THAT UNDERMINE THE QUALITY OF URBAN LIFE."

IF WE DO NOT IMPROVE OUR KNOWLEDGE CONCERNING THE WAYS IN WHICH FEDERAL POLICIES ACTUALLY CAUSE CITY PROBLEMS OR OBSTRUCT OUR SOLVING OF THEM WE CANNOT DO OUR JOBS.

IF WE DO NOT ACT TO CHANGE THOSE POLICIES, WE HAVE NOT FULFILLED OUR RESPONSIBILITIES.

JOURNALISTS ARE FOND OF REPORTING THAT ALL CITY OFFICIALS WANT IS MORE MONEY. THAT IS AN EASY STORY TO WRITE, BUT IT IS NOT TRUE. AMONG THE OTHER THINGS THAT CITY OFFICIALS WANT IS A FEDERAL GOVERNMENT THAT ACTS WITH GREATER VISION AND A FULLER SENSE OF RESPONSIBILITY.

THERE ARE SEVERAL ACTIONS THAT COULD BRING US MUCH CLOSER TO THAT GOAL:

FIRST, CONGRESS SHOULD PREPARE FOR EVERY PIECE OF LEGISLATION WHICH IS LIKELY TO HAVE A SIGNIFICANT IMPACT ON CITY BUDGETS A FISCAL IMPACT STATEMENT -- PRIOR TO PASSAGE. THE EXECUTIVE BRANCH SHOULD DO THE SAME FOR RULES AND REGULATIONS.

SECOND, DIFFERENCES IN REGIONAL AND LOCAL IMPACTS OF NATIONAL ECONOMIC POLICY SHOULD BE EXPLICITLY TAKEN INTO ACCOUNT WHEN ECONOMIC POLICY DECISIONS ARE MADE.

THIRD, DEPARTMENTS AND AGENCIES SHOULD BE HELD ACCOUNTABLE FOR INCLUDING ESTIMATES OF SECONDARY EFFECTS IN THEIR PROGRAM EVALUATIONS.

FOURTH, GREATER ATTENTION MUST BE PAID TO THE GEOGRAPHY OF THE FEDERAL BUDGET TO GUARANTEE THAT THE GREAT LEVERAGE OF FEDERAL EXPENDITURES WORKS CONSISTENTLY WITH URBAN POLICY GOALS WHENEVER POSSIBLE.

FINALLY, A COUNCIL OF URBAN ADVISERS SHOULD BE CREATED. THIS COUNCIL WOULD PROVIDE TO THE PRESIDENT THE SORT OF COMPREHENSIVE ADVICE ON URBAN MATTERS PROVIDED BY THE COUNCIL OF ECONOMIC ADVISERS ON ECONOMIC ISSUES.

ACTIONS LIKE THIS DO NOT COST MONEY. THEY SHOULD SAVE ^OMANEY. AND IF ALL THEY DID WAS MAKE THE FEDERAL GOVERNMENT MORE KNOWLEDGEABLE ABOUT THE CONSEQUENCES OF ITS ACTIONS, IT WOULD MAKE LIFE MORE ENJOYABLE FOR LOCAL OFFICIALS AND MORE LIVABLE FOR THE CITIZENS OF OUR CITIES.

REPORT OF THE NOMINATING COMMITTEE

National League of Cities
Denver, Colorado

December 1, 1976



Mr. President and Delegates to the 1976 Congress of Cities.

The Nominating Committee appointed by the President submits the following report:

1. The Committee received nominations by mail and through a public hearing conducted at 4:00 p.m., on Monday, November 29, 1976, in Denver, Colorado and in addition sought out candidates on its own to meet the criteria it deemed essential to satisfy the leadership requirements of NLC.

2. The Committee is required to submit nominations to fill the positions for one year terms of President, 1st Vice President, 2nd Vice President and fifteen members of the Board of Directors for two year terms.

3. The Committee, in recognition of the objectives for representation approved by the Board of Directors, has made a determined effort to represent the very complex composition of the policy leadership structure of the nation's cities as well as the diversity of the cities themselves. We believe that has been achieved within the limits of the size of the governing body with which we are required to work.

4. The following members of the 1976 Board of Directors will serve one more year on their current term:

Mayor Lila Cockrell, San Antonio, Texas
Mr. John Coleman, Executive Director, Ohio Municipal League
Councilmember Ruth Fountain, Aurora, Colorado
Mayor Maynard Jackson, Atlanta, Georgia
Mayor Paul Jordan, Jersey City, New Jersey
Mr. Robert Josten, Executive Director, League of Iowa

Municipalities

Councilmember Chris Lindley, Rochester, New York
Mayor John Poelker, St. Louis, Missouri
Councilmember Jessie Rattley, Newport News, Virginia
Mayor Jim Robinson, Montgomery, Alabama
Councilmember Pat Russell, Los Angeles, California
Mayor David Shepherd, Oak Park, Michigan
Mr. Robert Stewart, Executive Director, Vermont League
of Cities and Towns
Chairman Sterling Tucker, City Council, Washington, D.C.
Councilmember Fredric Zook, Ottawa, Kansas

The following members of the 1976 Board of Directors will become members of the Advisory Council and will serve until their terms as elected city officials expire or they otherwise resign:

Councilmember Betty Abbott, Omaha, Nebraska
Mayor Fred Hofheinz, Houston Texas
Councilmember Ruby Hunt, St. Paul, Minnesota
Councilmember Ruben Romero, Tucson, Arizona
Mayor Thomas J. Ryan, Jr., Kankakee, Illinois
Mayor William Donald Schaefer, Baltimore, Maryland



6. Mayor Hans Tanzler, 1976 President will become immediate Past President and Chairman of the Advisory Council. As the result of 1976 Bylaws changes, all other Past Presidents will also serve on the Board of Directors; therefore, Mayor Tom Bradley of Los Angeles, California and Mayor Henry Maier of Milwaukee, Wisconsin will serve in this capacity.

7. The Nominating Committee recommends for 1976 for the position of:

President - Councilmember Phyllis Lamphere, Seattle, Washington
1st Vice President - Mayor Tom Moody, Columbus, Ohio
2nd Vice President - Mayor John Rousakis, Savannah, Georgia

8. The Nominating Committee recommends for the Board of Directors for two year terms 1977 - 1978:

Mayor John G. Baehr, Spartanburg, South Carolina
Mayor Nathaniel Bates, Richmond, California
Councilmember William Besser, Anchorage, Alaska
Councilmember Ernest C. Browne, Detroit, Michigan
Mr. David Chambers, Executive Vice President, League of Nebraska Municipalities
Mr. Richard L. DeCair, Executive Director, Virginia Municipal League
Mayor Arthur M. Doan, Nogales, Arizona
Mayor William E. Hanna, Jr., Rockville, Maryland
Mayor Ferd Harrison, Scotland Neck, North Carolina
Mayor William H. Hudnut, III, Indianapolis, Indiana
Mr. Dan K. Mizner, Executive Director, Montana League of Cities and Towns
Mr. Charles J. Pasqua, Executive Director, Louisiana Municipal Association
Mayor David H. Rogers, Spokane, Washington
Mayor Jack O. Smith, Auburn, Maine
Mayor William L. Waldmeier, Pekin, Illinois

Respectfully submitted,

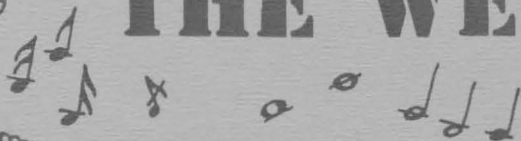
Mayor Tom Bradley, Los Angeles, California, Chairman
Mr. Charles Bussey, City Director, Little Rock, Arkansas
Mayor Richard Carver, Peoria, Illinois
Mrs. Betty Dean, Executive Director, West Virginia Municipal League
Mayor Arthur Holland, Trenton, New Jersey
Mayor Ann Kilgore, Hampton, Virginia
Mr. Walter Kingham, Executive Director, Wyoming Association of Municipalities
Mayor Moon Landrieu, New Orleans, Louisiana
Mayor Ralph Perk, Cleveland, Ohio
Mr. Ronald Williamson, Executive Director, South Dakota Municipal League
Mr. J. McDonald Wray, Executive Director, Municipal Association of South Carolina



SOUNDS OF



THE WEST



Hilton Hotel

November 29

9pm-1am



GRAND BALLROOM

DEAN BUSHNELL
ORCHESTRA

SOUTH CONVENTION LOBBY

GARY BRADY QUINTET

MEZZANINE

ROUNDTREE

BRECKENRIDGE ROOM

ROCKY STARR'S
COUNTRY/WESTERN SHOW

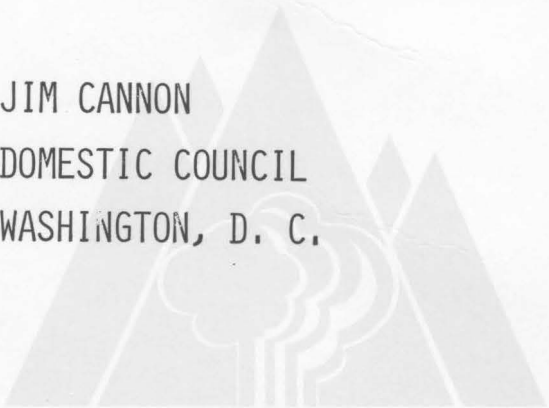
CASH BAR

HOSTED BY:

COLORADO MUNICIPAL
LEAGUE
MONTANA LEAGUE OF CITIES
AND TOWNS
LEAGUE OF NEBRASKA
MUNICIPALITIES
NEW MEXICO MUNICIPAL
LEAGUE
NORTH DAKOTA LEAGUE OF
CITIES
SOUTH DAKOTA MUNICIPAL
LEAGUE
UTAH LEAGUE OF CITIES AND
TOWNS
WYOMING ASSOCIATION OF
MUNICIPALITIES

National League of Cities 1976 Congress of Cities

JIM CANNON
DOMESTIC COUNCIL
WASHINGTON, D. C.



**National League
of Cities
1976 Congress
of Cities and
Exposition**

November 27-December 1, 1976
Denver Convention Complex
Denver, Colorado

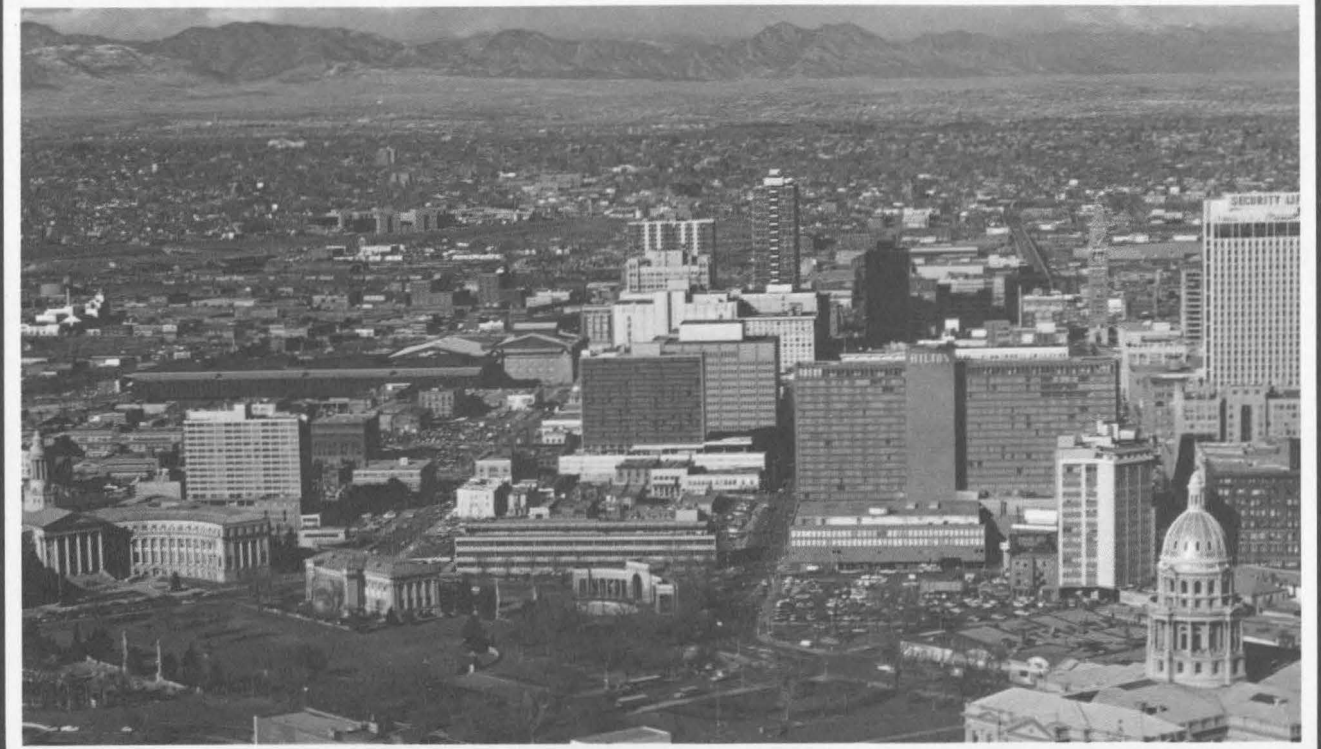


PROGRAM TRACK WORKSHOPS

TUESDAY, November 30

WEDNESDAY, December 1

PROGRAM TRACK	Session One 9:30 a.m.-11:30 a.m.	Session Two 2:30 p.m.-4:30 p.m.	Session Three 9:00 a.m.-10:30 a.m.	Session Four 10:45 a.m.-12-15 p.m.
Economic Development	Economic Development Strategies Room 2D	Economic Development Tactics Room 2D	Public-Private Possibilities Room 2D	The Federal Connection Room 2D
Municipal Finance	What Federal and State Policies Do for You—and to You Room 2A	Pensions: Can Your City Pay the Bill? Room 2A	Budgeting without Tears Room 2A	How to Stretch Your City's Dollars Room 2A
Shaping the Urban Environment	Mock City Council Session Room 1A	Local Responsibilities under Federal Programs with Area-wide Planning Requirements Room 1A	Growth and Decline: Managing for Better or Worse Room 1A	What Happens if Local Officials Don't Manage Change? Room 1A
Community Development	Community Development: NLC's First Priority for Legislative Action Room 1C	Community Development: Initial Evaluation Efforts Room 1C	Community Development Block Grants—Or What? Room 1C	Sorting Out the Federal Housing Morass Room 1C
Media	The Camera is Rolling. Now What Do You Do? Room 3D	The Camera is Rolling. Now What Do You Do? Room 3D	Living in the Shadow of Sunshine Room 3D	Junking the Junket Myth Room 3D
Intergovernmental Relations	What Federal and State Policies Do for You—and to You (combined with Municipal Finance) Room 2A	Rights, Responsibilities, and Realities in the Intergovernmental System Room 3A	An Agenda for Reform and Reorganization of the Intergovernmental System: Proposals Room 3A	An Agenda for Reform and Reorganization of the Intergovernmental System: Recommendations Room 3A
Small Cities	The Problems and Advantages of Being a Small City Room 2G	The Part-Time Elected Official: A Balancing Act Room 2G	Federal Programs and Small Cities Room 2G	Looking Ahead in Small Cities Room 2G



Getting to Know Denver, the Mile-High City

by Karen De Witt

The silver and gold rushes lured people to Denver in the mid-19th century. Today, businessmen, conventioners, and tourists come to the city for its clean air, charm, and proximity to the Rocky Mountains. Established in 1858, Denver is the capital of Colorado and a major western metropolis. Colorado, called the Centennial State because it was admitted to the union in 1876, 100 years after the signing of the Declaration of Independence, shares one of the world's richest oil shale deposits along with Utah and Wyoming. This makes the Rocky Mountain area, with Denver at its hub, certainly destined to play a vital role in the nation's quest for energy independence. Denver was once primarily a mining and grazing town, but now, like the state, draws its largest source of income from manufacturing, followed by agriculture, tourism, and mining.

The Denver metropolitan area has a population of more than 1.5 million people, more than half of the total for the state. The Denver area was ranked among the 10 most desirable in the U.S. by a government study that measured economic, political, environmental, health and education, and social indicators.

Like other large urban areas, Denver is full of civic, commercial, economic, and cultural activities. To help you get around the Queen City of the Plains during the Congress of Cities, the National League of Cities Office of Communications has prepared this mini-guide to some of the city's dining and social attractions.

Getting Around:

Buses—Denver Regional Transportation District (RTD) is the bus system for the metropolitan area. Local service usually begins on one side of the city and crosses to the other

side. Buses run more frequently in the morning and evening peak hours (every 20 minutes) than during the rest of the day. Buses stop every two blocks. RTD also has special services ranging from the Downtown Dart (shuttle bus) to services to dog and horse racetracks, to Bronco football games, and special shopping routes. Peak-hour fare is 35¢. Saturday, Sunday, and holiday fare is 25¢. For information on how to get there from here, call RTD information, 778-6000.

Taxis—There are two major taxi companies in the city, Yellow Cab and Zone Cab. Taxis are metered, charging either 70¢ or 65¢ for the first quarter mile and 50¢ or 60¢ for each mile after that. Groups pay the meter fare plus 20¢ for each passenger after the first one.

Car rental—There are several car rental and leasing firms in the Denver area. Some of the major

The state of Colorado was not quite 50 years old in the spring of 1923 when 35 city officials got together in Boulder and formed the Colorado Municipal League. The meeting, a 3-day conference, had been organized by the University of Colorado's Bureau of Business and Governmental Research and reflected city officials' concerns in the state. A new era of municipal accountability was emerging, and Colorado's local officials wanted to know about the new city-manager movement, how to plan city growth, and when to make zoning regulations. Then, a year later, the newly formed Colorado league was one of 10 state municipal leagues that formed the American Municipal Association, the forerunner of the National League of Cities. (See story on page 10.)

Today, the Colorado league boasts 228 city and town members. A record 1,350 officials

and guests attended its 1976 annual convention to listen to discussions on environment and urban priorities, the economic health of cities, and the municipal bond market.

The Colorado league president is Ruth Fountain, mayor pro tem of Aurora, and a member of NLC's Board of Directors. Ken Bueche, who served as the league's general counsel from 1968 to 1974, is the league's executive director.

The Colorado league has provided its members with a variety of services. It has developed a personnel labor-relations service, which includes an inquiry service, a labor-relations bulletin, and total revamping of the wage-salary survey for municipalities. The league puts out a biweekly newsletter as well as a bimonthly magazine. It is currently in the process of producing a state aid catalog to assist Colorado municipalities looking for project funding.



NATION'S CITIES/CONVENTION EDITION

companies are:

Avis, airport office, 398-3725; downtown, 222-1803
Budget, airport office, 399-0444; downtown, 534-1324
Continental, airport office, 399-6600; downtown, 861-0803
Hertz, airport office, 398-3683; downtown, 629-0591
National, airport office, 388-1677; downtown, 255-0305
Payless, airport office, 399-2201; southeast Denver, 758-0862
Thrifty, airport office, 388-4634

Eating Out:

Denver has a variety of restaurants offering various national cuisines. You can eat French, Italian, or Oriental or find a restaurant that offers another specialty you like. You can dine in a Roaring Twenties atmosphere or a tropical island paradise. Whatever you want, Denver is sure to have it. There are more than 1,000 restaurants in the metropolitan area. The following are just a few selections.

Alpine Village Inn. Known for German delicacies: sauerbraten, weinerschnitzel, apple strudel. Closed Mondays. Open weekdays 5:00 to 11:00 p.m.; Sundays noon to 8:30 p.m. Call for reservations. 1150 S. Colorado Blvd., 756-3802.

The Broker. Turn-of-the-century, Wall Street decor. Continental cuisine. Large shrimp bowl appetizer served to all guests. Lunch Monday through Friday, 11:00 a.m. to 2:30 p.m. Dinner 5:30 to 11:00 p.m., Monday through Saturday. Reservations suggested. 821 17th St., 893-5065.

The Brown Palace Hotel. Featuring three excellent restaurants: *Palace Arms*—"Holiday Award" winner, elegant French atmosphere. Lunch Monday through Saturday, noon to 2:30 p.m. Dinner 6:00 to 10:00 p.m. Sunday dinner from 4:00 p.m. *San Marco Dining Room*—Italian Renaissance decor. Breakfast and lunch 7:00 a.m. to 2:30 p.m. Dinner 6:00 to 10:00 p.m. Music and dinner dancing Wednesday through Saturday. *Ship Tavern*—Graced by old sailing vessels. Open daily 10:00 a.m. to mid-

Capacity vs. Demand: A Question of Balance

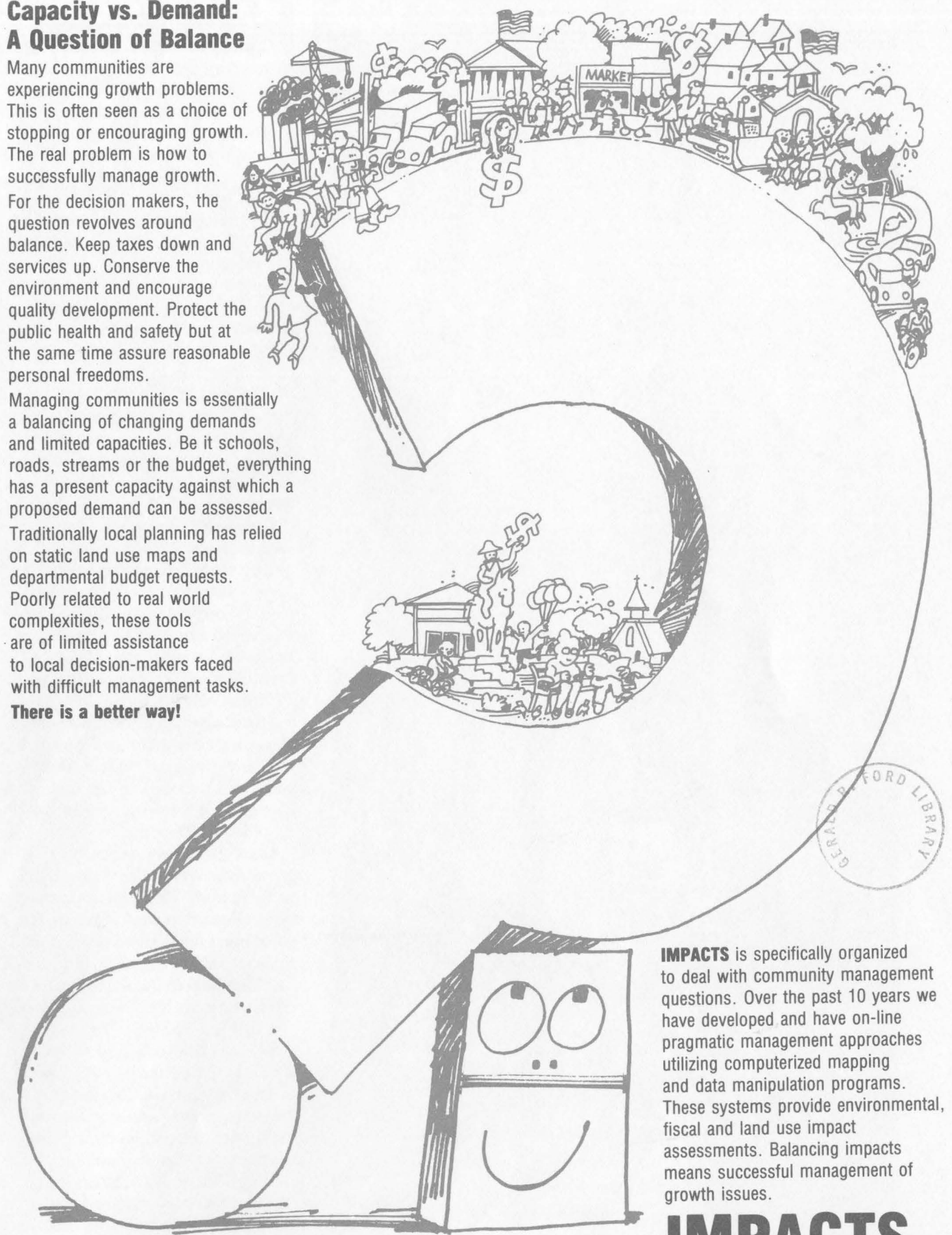
Many communities are experiencing growth problems. This is often seen as a choice of stopping or encouraging growth. The real problem is how to successfully manage growth.

For the decision makers, the question revolves around balance. Keep taxes down and services up. Conserve the environment and encourage quality development. Protect the public health and safety but at the same time assure reasonable personal freedoms.

Managing communities is essentially a balancing of changing demands and limited capacities. Be it schools, roads, streams or the budget, everything has a present capacity against which a proposed demand can be assessed.

Traditionally local planning has relied on static land use maps and departmental budget requests. Poorly related to real world complexities, these tools are of limited assistance to local decision-makers faced with difficult management tasks.

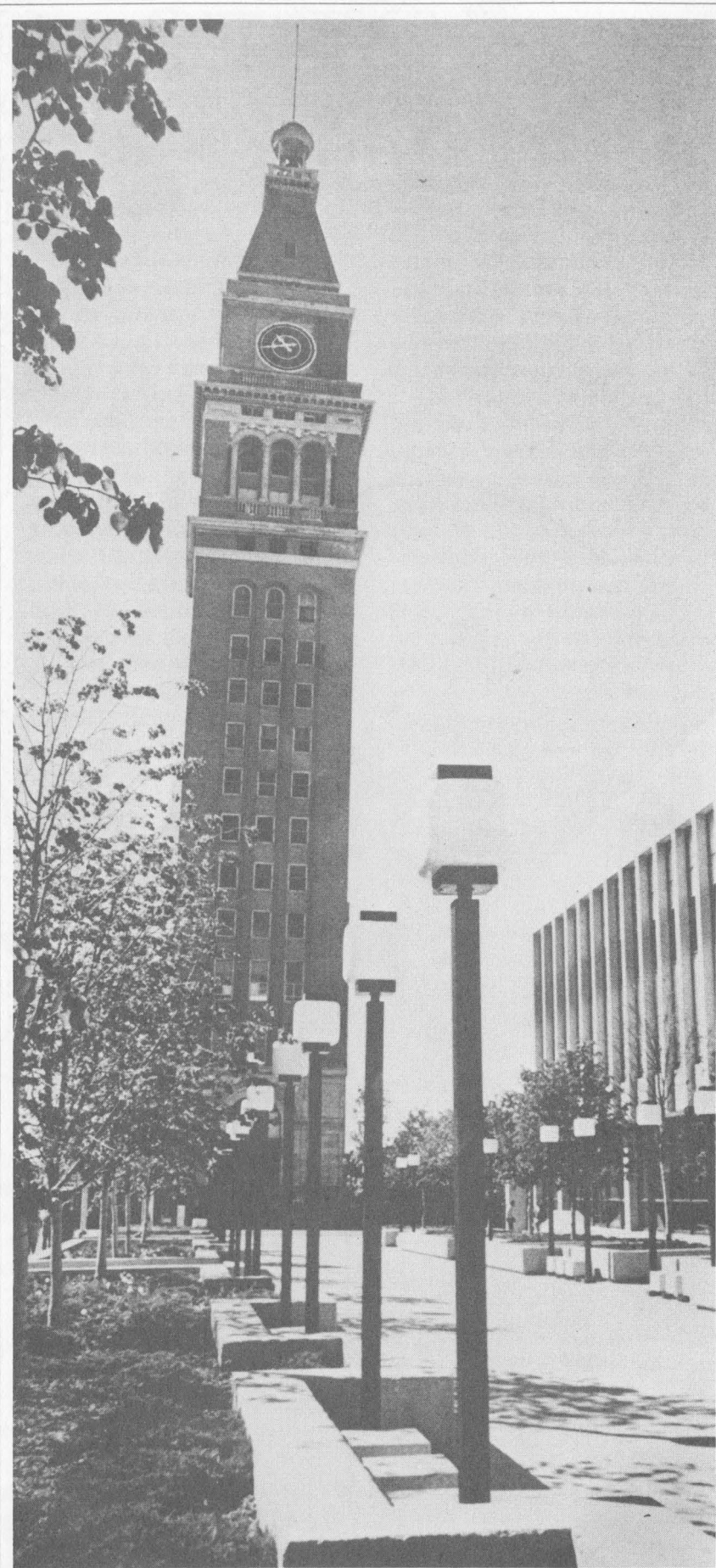
There is a better way!



IMPACTS is specifically organized to deal with community management questions. Over the past 10 years we have developed and have on-line pragmatic management approaches utilizing computerized mapping and data manipulation programs. These systems provide environmental, fiscal and land use impact assessments. Balancing impacts means successful management of growth issues.

IMPACTS

A Municipal Service Organization for Impact Management
Philadelphia-Denver-Toronto 215-568-7594 (call collect)



night. 17th and Tremont, 825-3111.

Cafe Promenade. Recommended by Holiday magazine. Classical Italian cuisine. Serves continental breakfast, luncheon, dinner. Open 9:00 a.m. to midnight. Piano entertainment nightly. Reservations accepted. 1430 Larimer in Larimer Square, 893-2692.

Casa Bonita. Family dining in authentic Mexican village setting, live entertainment. Mexican and American food. Lunch from 11:00 a.m. to 2:30 p.m., Monday through Saturday. Dinner 4:30 to 9:30 p.m., Sunday 11:00 a.m. to 9:30 p.m. 6715 W. Colfax, 232-5115.

Chateau Pyrenees. One of the nation's most elegant dining experiences. Gourmet seven-course dinners at \$19 per person. Reservations only. Closed Mondays. I-25 at Arapahoe Rd. (Exit 89), 770-6660.

Chicago Speakeasy. Continental dishes served by gangster-garbed waiters. Complimentary Caesar salad and cordial with each dinner. Lunch Monday through Friday, 11:30 a.m. to 2:30 p.m. Dinner seven days a week from 5:00 p.m. Entertainment and dancing nightly. 2700 S. Colorado Blvd., 758-5511.

The Colorado Mine Company. Decor includes mementoes from the early mining days. Specialties: steak and seafood. No lunches. Dinner from 5:30 p.m. nightly. 4490 E. Virginia, 321-6555.

Cork 'N Cleaver. Read the menu from a real meat cleaver, the wine list from a giant champagne bottle. Featuring steak, crab, and salad bar. Lunch Monday through Friday, 11:30 a.m. to 2:00 p.m. Dinner from 6:00 to 11:00 p.m. (midnight on Friday and Saturday). 4042 E. Virginia, 322-3025; 7215 W. Alameda, Lakewood, 238-6836; 3295 Hwy. 30, Boulder, 443-9505.

The Dutchman. Charm of the Netherlands built around a windmill. Menu includes recipes for the European entrees. Lunch Monday through Friday. Dinner Monday through Saturday, 5:30 to 10:30 p.m., Sunday from noon to 9:30 p.m. I-25 and Arapahoe Rd., 771-0285.

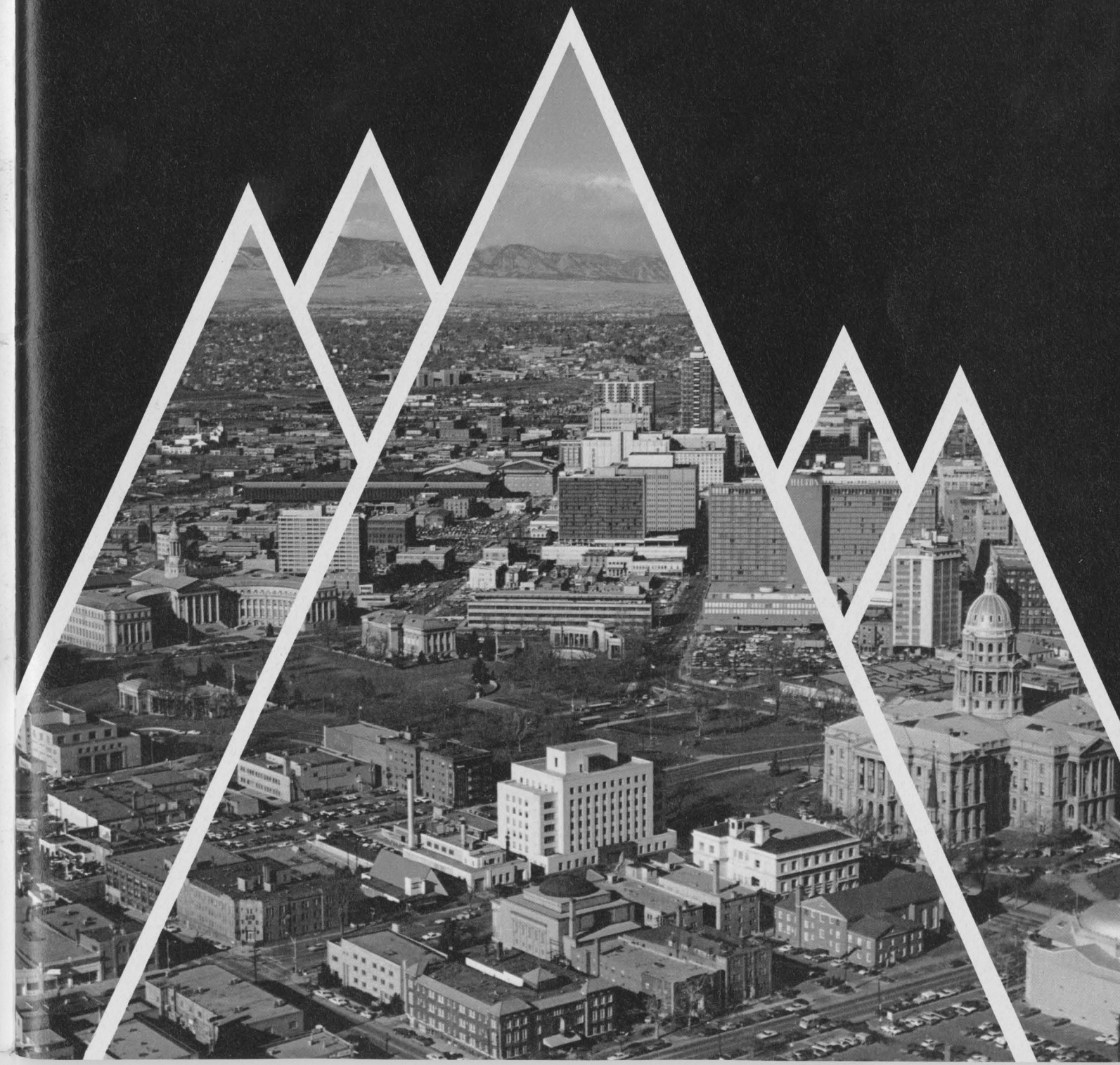
Emerson St. East. A favorite

Nation's Cities

*The Magazine of the
National League of Cities
November 1976/One Dollar*

*In this special Congress
of Cities issue:*

*An advance program
Previews of proposed policy changes
General conference information
The executive vice president's
stewardship report for 1976*



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