The original documents are located in Box 69, folder "Horizons on Display (2)" of the John Marsh Files at the Gerald R. Ford Presidential Library.

HORIZONS ON display

PART OF THE CONTINUING AMERICAN REVOLUTION

A Catalogue of Community Achievement

A BICENTENNIAL PROGRAM JOINTLY SPONSORED BY THE AMERICAN REVOLUTION BICENTENNIAL ADMINISTRATION AND THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

A Bicentennial Tribute to Community Achievement

The Department of Housing and Urban Development and the American Revolution Bicentennial Administration are proud to present Horizons on Display, their Bicentennial tribute to community achievement. Throughout 1976, Bicentennial celebrations will occur under the banner of one of three themes: Heritage '76, Festival USA, and Horizons '76. Horizons on Display is one program developed under Horizons '76, the Bicentennial theme that commemorates our past by planning for the future.

John W. Warner
Administrator
American Revolution Bicentennial
Administration
Washington, D.C.
Carla A. Hills
Secretary
Department of Housing and
Urban Development
January, 1976
Washington, D.C.

Horizons on Display also is the official United States demonstration project for Habitat, the United Nations Conference on Human Settlements, Vancouver, Canada, May 31–June 1, 1976. For additional Habitat and Horizons on Display information, write Horizons on Display, 1111 18th Street, N.W., Washington, D.C. 20036.

Introduction

Horizons on Display recognizes 200 examples of the problem solving capacity in American communities. It will, it is hoped, open up a richer dialogue among private citizens and organizations and all levels of government; this tribute to community achievement should remind us that our mutual goal is to improve the quality of life for all Americans.

Horizons on Display is only one frame in the ongoing documentary of America, one fragment of the story of what is happening at the community level all across this land. We honor 200 accomplishments in community development, 200 programs that presently are operational (in the hope that you may visit them during the Bicentennial year), and that are located along the scale of American development from small towns and rural communities to the great cities and metropolitan areas where most Americans now live. The 200 projects include a mixture of public and private efforts. Some represent the culmination of one individual's untiring drive to effect change; others demonstrate the power of a group of interested citizens to get the job done. In a sense each of the 200 sites represents a community's gift to the Nation for this momentous birthday.

The brief descriptions in this catalogue can only suggest the complexity that lies behind even the simplest improvement. In an immensely complex society, it is easy to point out the refurbished building or the new industrial park; harder to hint at the hard work and tedium involved in the process behind that change. But it is this process, in many respects, that we choose to credit here.

When we began to identify the hundreds of projects that originally were considered for inclusion in this catalogue, we talked as futurists, looking for innovations that would bespeak new directions for community development over the next decades. But that is not where we are today. In a sense the future is now, and this catalogue points to achievements large and small that fit the pragmatism of our time: the problems are all around us and the way to deal with them seems to be one step at a time, trying and testing together. By recognizing solutions to problems common to many communities, Horizons on Display hopes to stimulate an exchange of information and site visits that may inspire other communities to try new approaches to these problems.

Some mention is appropriate about the method that produced this book. We are an institution and we talk to institutions and associations and organizations. These groups, listed below, provided some direction for Horizons on Display, suggesting hundreds of possible candidates and commenting on the comprehensive lists. As joint program sponsors, the Department of Housing and Urban Development and the American Revolution Bicentennial Administration reached out to contacts in every state, to the other Federal agencies in Washington and in the Federal regions, and to the State Bicentennial Commissions. But we know we have missed some good things. And sacrificed others to maintain a geographic balance, and to give reasonable representation to each of the ten action areas chosen by the Bicentennial Administration to define Horizons '76: Citizen Involvement, Communications, Community Development, Economic Development, the Environment, Health, Human Values and Understanding, Learning, Leisure, and Transportation. Stated simply, Horizons on Display honors 200 representative community achievements, at 200 sites that reflect the American landscape. The descriptions that follow try to evoke some sense of place and scale and of the particular efforts, still continuing, that make each a better place to live.

During this Bicentennial year, representatives of all of the countries of the world will meet for a United Nations conference on human settlements. Habitat, as that conference is called, will focus on solutions developed by each nation to meet worldwide challenges of urbanization in ways that will benefit man's society and his environment. The projects included in Horizons on Display will be the official American demonstration program for Habitat. Habitat will say to the world community what the Bicentennial Horizons '76 theme says to America: that solutions exist to human settlement problems, and that with greater understanding and commitment, we have the capacity to meet the community challenges ahead.

This time we live in is troubling and complex; as we come together to celebrate the Bicentennial we see great problems, continuing inequities. But if we look clearly at our past, we see that every period has presented great challenges, and that one of the exhilarating lessons of our history is that Americans have met these challenges with vigor and determination and humor and imagination. In a sense we are all part of a continuing American Revolution.

It is our hope that the delegates to Habitat, Bicentennial visitors from other countries, and many, many Americans will visit the Horizons sites. As Robert Frost once wrote, "You come too." If you cannot visit a site, thumb through this catalogue; read the story of community achievement with an eye to local adaptation of a program or a process. Accept these 200 projects as evidence, not of perfect solutions, but of the capacity to innovate, to tackle problems, to accept challenge at the community level. If you know of a better solution to community problems, write us about it. We'll share the news with anyone who asks us. If one of these ideas matches a problem in your community, get busy. Your community is part of the continuing American Revolution, too. Join us in a Bicentennial celebration of our continuing capacity to meet the problems that face us. We dedicate this catalogue to the community of Americans.

We express our appreciation to these groups for their assistance and cooperation in developing Horizons on Display.

American Federation of Labor and Congress of Industrial Organizations
American Federation of State, County and Municipal Employees
American Institute of Architects
American Institute of Planners
American Public Works Association
American Society of Landscape Architects
American Society of Planning Officials
Assembly of Governmental Employees
Association of Collegiate Schools of Planning
Center for Community Change
Conservation Foundation
Foundation for Cooperative Housing
International Association of Chiefs of Police
International City Managers Association
International Personnel Management Association
League of New Community Developers
National Association of Counties
National Association of Housing and Redevelopment Officials
National Association of Neighborhood Health Centers
National Center for Urban Ethnic Affairs
National Center for Voluntary Action
National Council for Community Services to International Visitors
National Federation of Settlements and Neighborhood Centers
National Governors' Conference
National League of Cities
National League of Women Voters
National Model Cities Community Development Directors Association
National Municipal League
National Recreation and Park Association
National Association of Social Workers
National Trust for Historic Preservation
National Urban Coalition
National Urban League, Inc.
United States Jaycees
Urban Institute
Urban Land Institute
U.S. Conference of Mayors
Transportation Association of America

Table of Contents

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DRINK
Coca-Cola

TLINGIT AND HAIDA INDIANS OF ALASKA CENTRAL COUNCIL
114 SOUTH FRANKLIN
JUNEAU, ALASKA 99801
(907) 586-2204

CONTACT:
CLARENCE JACKSON
PRESIDENT

Angoon. Hoonah. Kake. Klukwan. The names are American (if not particularly reminiscent of apple pie). They are a few of the fifteen communities in southeastern Alaska where Tlingit and Haida Indians elect delegates to a Central Council that officially represents its members on all community issues. The communities are all small; many are island communities, their total population not entirely native. They are fishing villages, often remote from other communities, with poor transportation making even neighboring communities less than accessible. In this part of America, distances are measured in air-miles. The villages share many other American problems. Unemployment is high, housing is poor, the water supply often is inadequate. The isolation of each small community is much more severe than small rural communities suffer in "the lower 48." It is an isolation that atrophies the prospect for change, for a better life for young people, even the energy to overcome prejudice and preserve the history and culture of the native population.

The need to focus political efforts on the assistance available to such communities is hampered at two levels: most of these communities have no municipal employees to direct such an effort, and the once close-knit community structure has been fragmented. There are mayors and city councils as well as several types of Indian councils.

To counteract this divisiveness, the Tlingit and Haida Indian Council has assumed a leading role in planning and economic development for its fifteen constituencies. One role has been to coordinate the process of applying for Federal assistance. To carry out this function, the Council has involved village representatives in gathering economic data, in identifying the work force, in doing a marketing survey, in determining village eligibility for various programs.

Such basic planning data is necessary, for instance, before communities are eligible for public works assistance. And the market survey, to cite another example, tried to identify the potential for a mail order catalogue. The Council envisions a purchasing association based in Seattle to reduce the heavy costs of consumer items for villages where everything comes in from outside.

An interesting aspect of citizen involvement in these communities has been in the use of VISTA volunteers. Originally the villages disliked the VISTA workers and rejected their help. The Council proposed using VISTA volunteers from within the villages: an unusual procedure for the Federal ACTION program. But this shift made a significant difference in the development of the community's overall economic plan; there are now 16 VISTA volunteers in the villages. Some have gone on to community positions; all provide a link from the villages to the Council. Their focus on community analysis is producing individual economic development plans; their efforts already have been cited as outstanding by the Economic Development Administration of the Department of Commerce. Although retaining volunteers continues to be a problem, this step toward local control hopefully can improve the capacity for self-determination among all the villages.

DIMENSIONS FOR CHARLOTTE-MECKLENBURG
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CHARLOTTE, N.C. 28202
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CONTACT:
MARION H. WARD
EXECUTIVE DIRECTOR

For many Americans, involvement in the political process begins and ends in the voting booth. In the 1972 presidential election, however, one out of every three Americans of voting age chose not to vote, declining even this most basic form of political participation.

In contrast to the national trend, residents of the Charlotte-Mecklenburg area of North Carolina are experiencing an exhilirating rebirth of "old-fashioned" representative democracy. Helping citizens reestablish their role in the political process is Dimensions for Charlotte-Mecklenburg, a not-for-profit organization whose purpose is to provide for maximum citizen participation in a community goals program.

Formed in July, 1973, Dimensions for Charlotte-Mecklenburg evolved almost spontaneously from citizen and public officials' concern over the course of future development in their rapidly expanding urban area. Nine months later, one hundred citizens met and studied various aspects of community life in a preliminary attempt to propose goals for the area. Out of this meeting came a series of essays proposing goals in areas such as transportation, health, public security, education, and cultural activities. These essays, in turn, served as the focal point for a community-wide dialogue in the spring of 1974. In 30 locations around Charlotte, over 2,100 citizens met to discuss the proposals. Through this community review process, citizens altered nearly half of the proposals and added twelve new ones. By the end of July, citizens had identified 105 goals for the community.

Since July, 1974, task forces have, been busy identifying specific ways to accomplish the goals in twelve broad areas. Some goals already have been met. The Mecklenburg County Health Department recently established an independent environmental health agency in response to citizen recommendations. Citizens' recommendations also helped establish a position for a full-time director of the city's Council on Aging. The results come slowly, but signs are encouraging for the future.

Dimensions for Charlotte-Mecklenburg began in 1973 as a two-year experimental project, but has now established itself as a process that citizens and public officials agree is working. The main factor contributing to the success of Dimensions has been the encouragement of citizen involvement in all aspects of the goals process. The citizens are everywhere—monitoring agencies, evaluating achievements of present methods to reach goals, and studying new ways to solve old problems. Impressed city and county officials have provided Dimensions with two-thirds of its $75,000 annual budget for a third year. With private contributions making up the remainder, Dimensions for Charlotte-Mecklenburg will continue to provide

a structure for citizen participation. It is but one example of perhaps a dozen goals programs across the country that are providing a counterforce to public apathy. From Dallas—the grandaddy of them all—now in its twelfth year, to Ft. Collins, Colorado, to Corpus Christi, to Birmingham, Alabama, and back to Charlotte, citizens are making their voices heard in defining the future for their own communities.

SOUTHERN MUTUAL HELP ASSOCIATION
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ABBEVILLE, LOUISIANA 70510
(318) 893-3912

CONTACT:
SISTER ANNE CATHERINE BIZALION
DIRECTOR

In 1969, a group of experienced social workers got together with Amalgamated Meat Cutters representatives to conduct a survey of Louisiana's sugar cane workers. They had hoped to organize the workers in 17 of the state's parishes. The survey documented the oppressive conditions existing on the plantations and gave insight into the powers of the plantation owners. They controlled a large percent (331,185 acres) of the land area in Louisiana and repeatedly had crushed workers' efforts to organize, the last attempt occurring in 1953. Amalgamated cancelled its plans, but the social workers, many of them veterans of the 1953 effort and the civil rights struggles of the sixties, stayed. That summer they formed the Southern Mutual Help Association, headquartered in the heart of sugarcane country in Abbeville, Louisiana. Today Southern Mutual continues its patient, seemingly endless struggle to bring about change, under the direction of Sister Anne Catherine Bizalion, a Dominican nun who was part of the original group.

What the sugarcane workers needed most was leadership—leadership that would represent the interest of the ninety thousand children and adults who live and work on Louisiana's sugarcane plantations. Under the guidance of Southern Mutual Help, the ninety thousand plantation people became a recognizable political and economic force larger than parish governments. Given the potential political and economic leverage of ninety thousand united people, Southern Mutual Help staff members travelled to New York and Washington to learn about grantsmanship from private foundations and Federal agencies. They learned their lessons well; the 1974 budget was over a half million dollars with funds coming from the Department of Labor for a migrant resettlement program, the state for job training programs under the Comprehensive Employment Training Act, Self-Help Housing and VISTA. These programs have adult education, health, and counseling components also. In addition, Southern Mutual Help staff members helped the town of Abbeville prepare an application for community development funds from the Department of Housing and Urban Development. The application was approved, and Abbeville plans to funnel $85,000 of the grant money to do housing renovation.

Perhaps the Association's greatest success has been in helping sugarcane workers win wage increases. In 1969, their hourly wage was about $1.45; today, the rate is $2.40. Average farm income has increased from $2,800 annually to $3,500, due directly to Southern Mutual's presentation of statistics and testimony at the annual Department of Agriculture wage hearings, and to Southern Mutual's successful litigation against the Department.

The accomplishments have not come easily, but the leadership of Southern Mutual Help has brought about attitudinal changes in some areas such as Abbeville. Daniel Noel, former Chief of Police and now Mayor of Abbeville, stated "it (Southern Mutual) has changed the attitude of white officials toward the problems of the poor." Moreover, the six years of economic gains have helped relieve the workers' sense of frustration after all the years of defeat at the hands of the plantation owners.

NEW DIRECTIONS CLUB, INC.
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CONTACT:
PAT MCCOY
EXECUTIVE DIRECTOR

New Directions Club, Inc., is a nonprofit organization that operates nine halfway houses in Harris County (Houston) and Galveston County, Texas. It is unique in that it is run entirely by ex-convicts for ex-convicts.

New Directions was founded by Sonny Wells, a newsman well known in the Houston community as a five-time offender who had made good. In the late 1960's, Wells began providing assistance to ex-convicts who were coming to him for help in resettling in the outside world. His activities with former offenders grew steadily, and in 1970 New Directions was formally organized and a halfway house opened. Initial funding came from private individuals and the Texas Criminal Justice Council, a state agency that funnels assorted Federal and state funds to worthwhile causes. New Directions received political support from then Mayor Louie Welch of Houston, and from UN Ambassador George Bush, a onetime Houston resident, who helped the halfway house win support among his former business associates in the city. Many church groups and community service clubs pitched in.

The nine houses have helped more than 1,000 residents since 1970. Residents stay an average of three months and come from all over the state. They represent nearly every age group, race, and class. About 95 percent of the residents are paroled to New Directions by the state; some are discharged from the penal system and come to New Directions on their own almost as a decompression chamber on their way back up. For food, therapeutic treatment jobs, clothing, shelter, and assistance from New Direction's placement office, residents must help with house maintenance, pay a nominal fee toward their upkeep, and agree to save one-quarter of their incomes.

The house staff offers a variety of counseling services, including help with alcohol and drug abuse problems. Counseling is very informal. and the staff are all ex-convicts themselves. The heart of the New Directions program seems to be in these tough and intensive rap sessions, in the awareness that those helping have all been on the other end, and in the far-flung web of support, almost like an extended family, that comes from the community and from the constant presence of ex-residents who visit and offer their support.

Through work, counseling, and participation in a variety of halfway house cultural and recreational activities, residents gradually drop their old

ways and acquire more stable living patterns. When they return into society they almost always make it; less than five percent of New Directions ex-convicts resume criminal behavior. Statewide, that rate is 22 percent. A unique success in criminal rehabilitation, where there have not been many success stories to tell.

EAST TENNESSEE COMMUNITY DESIGN CENTER
1522 HIGHLAND AVENUE
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CONTACT:
MS. ANNETTE ANDERSON
COORDINATOR

Townsend, Tennessee, north of Knoxville, is a mountain community of 267. Its elementary school serves a low-income rural area and has an enrollment of 243. The clay playground is the only recreation area available; the community badly wanted an improved recreation facility. The East Tennessee Community Design Center (ETCDC), in an agreement with the Townsend PTA and Chamber of Commerce, has produced a long-range development plan with initial emphasis on a playstructure. The PTA provided $2,000 in initial funding raised through bake sales and school festivals.

The money went for materials. Volunteer design professionals from ETCDC provided design and construction drawings and consultation; the whole community participated in the process. High school students registered in a Department of Interior program did all the construction. The completed playstructure and continuing development of additional recreational facilities represent the effectiveness of a community-oriented design center in involving low-income communities in planning and advocacy.

The Townsend playstructure represents just one of more than 20 design programs that the ETCDC (one full-time staff coordinator, a Board and volunteer professionals) has helped communities bring to fruition.

ETCDC is cited as one representative of the community design center concept—the involvement of professional planners working with other citizens for community change.

PUBLIC CITIZENS VISITORS CENTER
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WASHINGTON, D. C. 20005
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CONTACT:
MS. SARAJANE JOHNSON
DIRECTOR

Tourism is big business in America. In 1972 114 million Americans packed up their troubles in an old kit bag and smiled, smiled, smiled as they traveled 370 billion miles to see the ocean, Disneyland, or a city they had not been to before. Families on vacation or business trips represented an aggregate boost to the economy of almost $60 billion dollars. Tired and happy, home again with slides and sun-burn or a new business contract, for most Americans the question that remains is whether that vacation could have been a more productive experience. The question is especially pertinent for the visitor to our nation's capital, where the average visitor often misses the substance of what makes Washington unique—the workings of his government.

In 1974, under the aegis of Ralph Nader's Public Citizens Organization, the Public Citizen Visitor's Center opened its doors in downtown Washington. It is an unusual, one-stop facility that will provide bus maps, free pamphlets, written tours of the city, occasional informal discussions with government figures. It encourages visitors to attend hearings "inside the buildings they too often only admire from the outside." The Center publishes "Inside the Capitol," a bi-weekly calendar of events, sending more then 5,000 copies to subscribers and to various distribution sites around the city.

Largely staffed by volunteers, the Center also runs a seminar program for high school and college students, orienting their Washington experience to a topic of special interest.

The Visitor's Center is a non-profit facility with an annual budget of around $35,000, funded by private contributions and by Public Citizen, Inc., itself supported by individual contributions. First year score card: over 17,000 visitors, 11,000 written queries, over 11,000 telephone queries. An earnest operation that is looking toward assisting the opening of similar centers in other cities.

GUADALUPE CENTER
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CONTACT:
REVEREND JERALD H. MERRILL
DIRECTOR

Sometimes getting started is easy. The problem in the Mexican-American neighborhood of Salt Lake City was not a crucial one: a need for a place to socialize, a place for kids to get together. The 35 families of Guadalupe Mission, the Catholic Mission in Salt Lake City, opened Guadalupe Center at a store front location in 1962. Having a place to get together—at the same time that a new mission priest came to Salt Lake City—focused attention on issues that were significant to the community. The group process that began in 1962 tackled small community problems—and then built on those successes to tackle larger problems: housing, education, delinquency. The target community is the predominantly Catholic, Mexican-American community in Salt Lake City; leadership had developed within the community. An early project within the center was the opening of La Morena Cafe, ten tables where people could gather to eat and talk; today La Morena has become a popular restaurant whose profits provide some $50,000 to fund other projects. Another early effort was the establishment of the Westside Catholic Credit Union, state-chartered, which has made over $1 million in loans to its membership.

Today, Guadalupe Center implements other agencies' programs and sponsors four specific programs:

1. Voluntary Improvement Program (VIP). An attempt to meet the literacy needs of adults who function at the 0-4 reading level in English.
2. Guadalupe Early Learning Center. A program for poor children with little Spanish, developing an academic success model for 5-9 year olds.
3. Escalante Park. A persistent need has been housing. The Center is participating with the Utah Non-Profit Housing Corporation to build 119 units for low-income elderly and handicapped people.
4. Pine Canyon Ranch for Boys. Two working ranch sites pro-

vide a behavioral and educational program for seriously delinquent 15-18 year old boys. Guadalupe is closely associated with this corrections effort.

Guadalupe Center, then, represents a community-based effort that has responded to the needs of its own ethnic population, and stretched to benefit the entire community. The Junior Chamber of Commerce designated the Center as one of the 100 outstanding self-help projects in the country.

INNER CITY AUTO REPAIR AND TRAINING CENTER
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CONTACT:
TERRENCE A. BRULC
PROGRAM COORDINATOR

The problems are depressingly the same, whether the neighborhood is in Tampa or Phoenix or in this case, South Milwaukee. Too few jobs. Not enough money. Nothing for the kids to enjoy. Older people who cling to older ways—Chicano, Slovak, Italian—and young people who mess around with cars and aren't particularly interested in the old ways or the old animosities. Sometimes things get worse. Sometimes they don't change at all. Once in a while something happens and in a small way, for a handful of people, things get better.

Terry Brulc came to the South Side neighborhood of Milwaukee as a youth worker with a federally funded neighborhood program. The idea for the Inner City Auto Repair and Training Center (ARTC) grew out of rap sessions with the kids, when it became obvious that cars were a common interest that didn't come freighted with personal animosity or ethnic tensions. Mobil Oil rented the group an abandoned service station for a dollar. Allstate Insurance, the Jaycees and the city Community Relations Department were early supporters. (Which does not begin to describe the hustle, the meetings, the endless one on one personal contacts that it takes to make something happen.)

What happens at ARTC? Low cost auto repair. Inner city residents get cars repaired by inner-city young people (12-23) learning auto mechanics. Experienced mechanics train volunteers by working in tandem with them. Alternative Education. The Center through its focus on skills development and job training has also pushed people into learning to read and write and run a tandem with them. Alternative education. The Center through its focus on skills development and job training has also pushed people into learning to read and write and run a business operation as well as repair cars; the high schools now give credit for Center courses. A place to hang. The Center is just that; two hundred inner city kids a month drop in to talk about cars, be with people, exchange parts. Economic and community development. Meaning that jobs have opened up. That many young people make substantial amounts at the Center. That a cohesive enough group has developed to begin to be concerned with other neighborhood problems—rodent control, better housing, recreation. A tough, tight neighborhood happening that could be replicated in other communities.

THE PATCH, INC.
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ATLANTA, GEORGIA 30307
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CONTACT:
MS. ESTHER LEFEVER
DIRECTOR

Cities sometimes bypass and forget neighborhoods with names like Cabbagetown. A mill area, with jobs, housing, and services all coming from the company. An Appalachian community in the city whose residents came to downtown Atlanta at the turn of the century from Kentucky, Tennessee, and north Georgia to work in the mill.

By the seventies poor housing, low-paying jobs, and schools insensitive to the strengths and weaknesses of this community moved a number of parents to resentment, concern, and action.

The Patch, Inc., is the product of their concern, a community learning center for eight to sixteen year olds, with ping-pong, a library, clay, all the usual pleasures, as well as programs to strengthen the basic school skills. Nothing extraordinary. Nothing outside groups had not tried before. But more significant, somehow, because home-grown. And more able to encourage the sense of self-worth and pride that are particularly important when you live in a neighborhood called Cabbagetown.

The Patch in its fourth year has expanded into community planning with residents, helping them find ways to reach identified goals. Residents hope to buy several buildings and a business to bring capital into the area.

Ms. Lefever, the director, has written, "The difficulty of a project such as Patch, Inc., is that so much energy goes into constant fund-raising"; the history of The Patch could be told in its budget summaries: "$40.00, Mennonite House; $37.21, fund-raising activity; $22.35, fund raising activity; $10.00, Pat Chapman; $5.19, Patch Kids; $236.62, fund-raising festival. . ." Entries like these, as much as the growing list of business and foundation grants, outline the growth and importance of The Patch to its community, an importance recognized in the designation of the project by the Junior Chamber of Commerce as one of the 100 outstanding self-help projects in the country.

ANTI-CRIME CRUSADE
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CONTACT:
MRS. MARGARET MOORE POST
COORDINATOR

"It's so easy. I don't know why people say it's so difficult." The speaker is Mrs. Margaret Moore Post; the attitude represents the spirit that has made the record of the Indianapolis Anti-Crime Crusade a model for volunteer organizations across the country.

Sparked by indignation at the murder of a retired school teacher 14 years ago, the Crusade organized woman power to make a difference in their own community. Somehow the Crusade has always worked at the problem at hand—one reason it is still a viable volunteer organization. The school teacher was murdered by a young school drop-out; one of the first Crusade efforts focused on a program to return 2,000 drop-outs to school. One of the country's first court-watcher programs led to a dozen reforms in court procedures. Volunteers

sparked one of the nation's first street lighting improvement efforts; more than 12,000 new street lights have been installed across the city. Today police professionals emphasize the imperative for citizen involvement in crime prevention. Indianapolis was the first city in the nation to have 2,500 block clubs organized to encourage citizen responsibility for crime prevention. The process has a simple foundation: women focused on curbing one crime, putting one drop-out back in school getting one new light on a dark street, observing one day in court, getting one father a job. Over the years, some 60,000 women have been involved, and the program has developed a blue-print for volunteers that has guided similar efforts in dozens of cities across the country.

The most recent focus for the Crusade has been a concern with the problems of rape. A city-wide meeting kicked off a two-year program to reach hospitals, the police, prosecutors, the whole community. The Lilly Foundation provided funding for the first national conference to combat rape, where representatives from 22 states and 122 cities and towns took home guidelines for their own communities. Lilly has given a $95,000 grant to Indianapolis for a victim assistance program, and the state legislature has responded to the program with two pieces of rape legislation. Except for the conference grant, costs for Indianapolis Women United Against Rape have been $1,733.67.

The Anti-Crime Crusade is nationally recognized as a model of concerted citizen effort to make a difference. A low-cost, high commitment program, with a particularly successful approach to mobilizing the support of community leaders and the media.

ALLEGHENY WEST COMMUNITY DEVELOPMENT PROJECT
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PHILIP PRICE, JR.
DIRECTOR

Enlightened self-interest may sound like a term left over from another era, it represents, however, one effective impetus to community development.

A case in point is the experience of the Tasty Baking Company. The company and many of its employees had called North Philadelphia home for 45 years. The firm, in the sixties, had just completed an expensive plant modernization only to find its neighborhood becoming a slum. Not finding an answer in existing public programs, the company decided to embark on its own renewal program, creating the Allegheny West Community Development Project (AWCDP) in 1968. As a 1973 study of the program comments, "(Tasty) became one of the few private businesses to enter the social arena in this fashion. Although a number of firms around the country have become involved in neighborhood renewal. . .none of their efforts match AWCDP's in comprehensiveness and in corporate financial commitment." As a closely held corporation where all major decisions were made by the chairman subject to board approval, Tasty was able to move into such a program more quickly than most corporations. The company has involved residents and the city to a degree that any street-organizer would envy. The vehicle for involvement is a non-profit publicly supported foundation, insuring tax deductible contributions; all contributing companies also have benefited from state tax credits available under the Pennsylvania Neighborhood Assistance Act to corporations that spend money to improve "impoverished neighborhoods."

The program reaches 23,000 neighborhood residents. A sampling of programs assisted (aside from administrative expenses) would include education (support for a community preschool and two child care centers); jobs (hiring adults at local plants, summer youth program); land use (vest pocket parks, tot lots); housing improvement (occupied housing improvement programs, rehabilitation of "shells" for sale), and recreation (scouting, sports teams, and other community organization programs). At the start, Tasty Baking contributed funds for two full-time staff to work with the community. In 1970 a technical advisor was hired to supply the know-how about all physical improvements in the area. Today, two incorporated civic associations, six neighborhood improvement organizations and more than sixty block committees represent community involvement; the project for fiscal '76 has a $300,000 budget. Tasty Baking supplied all funding for the first 22 months; other companies, large and small, have added their support ever since.

Not every urban community will find a Tasty Baking Company. But as their board chairman has commented, "One way to show business in a positive posture is to have it working to improve the living environment with neighboring residents." An outstanding example of corporate commitment to the city.

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MS. CAROLYN JONES
ADMINISTRATIVE ASSISTANT

Baltimore has always been a neighborhood city; fifty years ago, when other cities were reaching for symbols of modernism and growth, Baltimore was known as the city of white stoops—the scrubbed white steps of row houses, block after orderly block of blue collar neighborhoods.

Southeast Baltimore has not changed that much. It is a neighborhood of 80,000, with a rich diversity of ethnic groups, first and second generation Poles, Germans, blacks, Irish, Lithuanians, Italians, Czechs, Ukrainians, Appalachian immigrants, Finns, Swedes, Greeks, Danes, Spanish Americans, and Lumbee Indians from North Carolina—American as can be.

Like many neighborhood coalitions, the South East Community Organization (SECO) came together over a single crisis issue; in 1970 a proposed interstate extension threatened to split the neighborhood physically. A mixed bag of groups successfully worked together on this and then a number of other specific issues. Since that time, SECO has attracted more than 100 neighborhood organizations to broaden its focus to the development and preservation of the area. A spin-off—Southeast Development Corporation—was one of the first efforts in the country to involve its constituency in complex development and planning programs that have strong land use, high density development and environmental implications.

Other groups under the SECO umbrella are particularly concerned with environmental issues that relate specifically to the neighborhood: parking management, placing streets off limits to over three-quarter ton vehicles, better air efforts, commercial trash that blights open spaces. SECO is concerned, too, with housing rehabilitation (almost a *sine qua non* for neighborhood groups) and the preservation of historic landmarks, especially in Fells Point, built by merchants and seamen close to 200 years ago, when the city was the nation's shipbuilding center. SECO directs one of the largest senior citizen programs in the country, and a well-thought-of youth services program that has a counselor/client ratio of one to three.

Growth and success cause difficulties. Some tension exists between the need to operate democratically (one of SECO's identifying features has been its annual congress) and the need to plan and develop priorities. But six years of growth have made SECO a viable community force. It has been able to initiate redevelopment without displacement of the ethnic groups that give its turf its special strength.

ROXBURY ACTION PROGRAM, INC.
10 LINWOOD STREET
ROXBURY, MASS. 02119
(617) 442-4400

CONTACT:
GEORGE J. MORRISON
EXECUTIVE DIRECTOR

Ten years ago the Roxbury Action Program (RAP) was one of a crowd of civil rights/community groups vying for a piece of the action in Boston. Today, the crowds have thinned considerably; RAP is still around, stronger than ever, and having no trouble finding new worlds to conquer within the turf they initially claimed: the Highland Park area of Boston.

Their target area had all the classic problems: blight, deterioration, unemployment and underemployment, poor schools, inadequate city services. Ten years later, it has not yet become the model black community RAP envisions—President George J. Morrison was once quoted as saying "We're just keeping up with the decay"—but RAP can point to significant achievements in housing development and management, a new RAP pharmacy teenage and senior programs, and a significant success in involving residents in planning for their own future.

If RAP has a special knack, it seems to be developing community control at the same time it takes full advantage of the high-level technical and professional services with which Boston abounds. With a staff of 25, RAP has close relationships with the Harvard Graduate School of Design, MIT, the Boston Architectural Center, as well as good open channels with the city. A decade ago the American Friends Service Committee guaranteed Morrison and co-founder Lloyd King $46,000 for each of two years to establish their own program, no strings attached. Today RAP pays close to $250,000 in real estate taxes to the city; a five million dollar apartment house complex and the revitalization of historic John Eliot Square as a hub for the community are underway. A superb example of a multi-dimensional approach to renewal in the possible and human scale of one neighborhood.

PROJECT:
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DAVID LIZARRAGA
EXECUTIVE DIRECTOR

East Los Angeles is a community unto itself, 250,000 Chicanos whose jobs, housing, lives, and culture often emphasize separateness. In 1968, the Office of Economic Opportunity designated The East Los Angeles Community Union (TELACU) as the first community development corporation in California. Since then the Union has been a coalescing force that has focused Chicano pride and energy, first around housing, then reaching out to the larger issues of community development and community control.

Until the establishment of TELACU, there had been no new construction in East Los Angeles in nearly 40 years, a period when the area's population mushroomed. TELACU began with a small six-unit building, moved into senior housing and by 1975 could point to a significant involvement in the long period of planning and tenant involvement in Nuevo Maravilla. Maravilla had been a barrack-like, 504-unit public housing project. Using modernization funds from the Department of Housing and Urban Development in the first use of such funds for construction and demolition, TELACU created a revitalized, total community. TELACU played an important role in the affirmative action program that provided training and jobs for residents. Today, a Nueva Maravilla provides not only housing but language classes, health and senior services, one-on-one social services to families with problems, and recreation and counseling for residents.

TELACU has provided more than shelter: an arts center has flourished in what was an abandoned meat market, a co-op gallery and workshop put together by Chicano artists. As one put it, "You walk in and your chest sticks out so far." An old boat house, a derelict park and lake have been rejuvenated to become a cultural center for the whole community. Dance, theater, arts and artisans thrive.

TELACU's programs have brought over $40 million in improvements into its community; its board represents ten community organizations; it has, above all, helped change the mood of isolation and apathy in the Chicano community to a mood of aggressive pride.

THE WOODLAWN ORGANIZATION
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DIRECTOR OF PUBLIC RELATIONS

The Woodlawn Organization (TWO) is one of the few community development organizations in the country to have made the transition from a radical protest group to an almost establishment-like stance as a community development organization.

In its beginnings Woodlawn was a square mile area of middle-class neighborhoods south of the University of Chicago, close to Lake Michigan and to one of Chicago's greatest parks. After World War II the neighborhood was inundated by thousands of rural Southern blacks; by the late fifties, it was a case study in urban morbidity. The neighborhood and the community group that formed during the early

sixties became synonymous for many Americans with confrontation and protest and social conflict. The Woodlawn Organization, a coalition of 100 community groups under the leadership of the Reverend Arthur M. Brazier, was a spiritual child of Saul Alinsky and his commitment to self-determination and community participation. During the sixties, then, TWO often fought with the city, the University, the Board of Education to rally community—read black—support. Some housing was built, some change effected. The area remained—and remains, in large part—a community on the brink. Today, however, some feel the decay may have stopped. Much credit for the change goes to TWO and its subsidiary, The Woodlawn Community Development Corporation. Today TWO's activities have moved from the streets into the offices where three types of activities are supervised: real estate development and management, economic development, and community action and social service. More often than not TWO in one or more of these areas works closely with old enemies; today, say its spokesmen, "before anyone does anything in Woodlawn, they touch base with us." Today there is new housing, Jackson Park Terrace, where TWO hopes to maintain a good mix of low and middle-income black and white residents. There are a number of community health clinics. There is a supermarket and a theater, both money-makers for the Corporation, although a small TWO shopping center did not make it, lacking the large low-price stores that poor consumers have to patronize. TWO and the Corporation run a job training program, a security service, a crime prevention program, and an adoption referral service. Throughout the area, new and rehabilitated housing is beginning to cut into what was once a pervasive atmosphere of decay and despair.

Like most community groups that have marked their sixteenth year, TWO funding sources run the range from contributions to profits from the sales of its neighborhood publication, *The Observer,* to the whole roster of available State and Federal funding possibilities. Each of the 110 neighborhood groups in TWO elects seven representatives to the Delegate Assembly that meets once a year to set general policy. A smaller Steering Committee and Board of Directors are responsible for carrying on activities.

Woodlawn does not look very different today, sixteen years after Alinsky organized six neighborhood groups to head off University expansion. The vastly more sophisticated group that now exists sees a new Woodlawn that could draw white business and white residents, "to create a total community . . .for Woodlawn."

BEDFORD-STUYVESANT RESTORATION CORPORATION
1368 FULTON STREET
BROOKLYN, NEW YORK 11216
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CONTACT:
BERNARD MCDONALD
DIVISIONAL VICE PRESIDENT

This huge, multi-dimensional community development corporation represents the major example of economic development and community control currently going. It is a many faceted approach to remaking a neighborhood from the inside out—with significant assistance from what may be called the American Establishment.

Bedford-Stuyvesant is a New York community whose population of over 400,000 would rank it as a major American city. With a black population of 82 percent, and all but 3 percent of the remainder Puerto Rican, it is the largest ghetto in the country. In terms of every significant urban indicator—morbidity and mortality rates, median school years completed, economic assets, condition of housing stock—Bedford-Stuyvesant was a community in trouble.

The Restoration Corporation started in 1967 as an experiment born of Senator Robert Kennedy's dreams of slum redevelopment; his death fueled the determination of the community and many outside interests with ties close to the Kennedy family to make Restoration go. The thrust is economic development, with the rationale "to forge the resources of government, business, and local residents into an effective mechanism for urban development." A dual corporate structure exists: the community development corporation is sponsored by the Restoration Corporation, representing the community, and the Development and Services Corporation, which brings to bear the resources and ideas of New York business and finance. This unique partnership has effected the passage of Special Impact Program legislation, a major funding source. (Senators Robert Kennedy and Jacob Javits, members of the original board, co-sponsored the legislation.) It has attracted huge sums in foundation and private support; has developed a mortgage pool program through which banks and insurance companies committed $65 million for home purchases and refinancing by area residents, and provided overall support for many community projects. (Members of both boards can be seen on the ice each year at the annual Bedford-Stuyvesant skating parties. For many years these parties were at Rockefeller Center; today they are held in the neighborhood, at a new rink developed by the Corporation as a major recreational facility.) One project of which the community is particularly proud is the Design Works, a sophisticated community enterprise whose designs, often reflecting African motifs, have been purchased and marketed internationally.

Like a national government in miniature, Restoration accepts responsibility for change in all the numerous areas that affect life for community residents. Health? Restoration is an "effective advocate of patients' rights, a health educator, a gadfly to existing institutions." Recreation? Restoration will "beg as well as borrow" to accommodate the thousands of children who enjoy its summer programs; these are increasingly important as city budget problems curtail other activities. Education? The Corporation's small-scale programs operate through five neighborhood centers, where training runs from English as a second language to preparation for the city police examination. Higher education has been particularly responsive to the Corporation; a number of innovative programs at existing institutions reflect Bedford-Stuyvesant needs. Progress has been more difficult at the primary level, where the problems approach the monumental.

Redevelopment—the process and the physical product—is a particular strength. The Corporation's offices are housed in what once was headquarters for a dairy company. Now it is almost a "little city hall" for Bedford—Stuyvesant. The recycled building houses commercial space, community meeting rooms, and the 218-seat Billie

Holiday Theater, a new cultural asset for a community that has always had to go elsewhere for live theater, children's productions, lectures. The building is also the hub of the Corporation's six million dollar downtown center that provides much needed facilities while acting as a focus for community cohesion. The entire project had to be undertaken speculatively because no anchor tenant was willing to take the initial gamble. As the Corporation describes it, "An extremely complex financial arrangement was achieved whereby short-term financing guaranteed by the Ford Foundation would carry the project until long-term mortgages could be secured." As an outside observer commented, "Restoration. . .put its life on the line in undertaking this extraordinary project."

Physical development? As with most community development corporations, housing has been a basic concern, and new and rehabilitated projects help to reclaim the neighborhood. Super Block transformed two streets into a park, plaza and play area; residents worked with I.M. Pei and M. Paul Friedberg, architect and landscape architect, to provide a fresh open space and street furniture in a space that cities often neglect—underutilized streets.

Every Restoration project has additional mileage for the community, since strenuous efforts are made to train residents to do the jobs—act as contractor, repair the iron work, landscape, open small businesses. Working a dozen approaches at the same time, the Corporation has become almost synonymous with Bedford-Stuyvesant.

Other communities may not be able to replicate the prestigious Development and Services Board; other communities already feel the funding pressures that affect Restoration on an even larger scale; but any community committed to redevelopment cannot ignore the achievements of Bedford-Stuyvesant. An ongoing commitment to change.

CENTER FOR COMMUNITY ORGANIZATION AND AREA DEVELOPMENT
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CONTACT:
VICTOR PAVLENKO
DIRECTOR

The Center for Community Organization and Area Development (CENCOAD) has an eighteen-county neighborhood; its citizen participation component potentially represents the residents of 213 towns in South Dakota, Iowa, and Minnesota. Founded in 1969 as a private, non-profit corporation affiliated with Augustana College in Sioux Falls, CENCOAD is a catalyst toward a new community; not a built "new town," but a horizontal community of small towns cooperating in problem-solving.

According to Vic Pavlenko, now director, "CENCOAD isn't interested in any more action groups; rural America is over-organized. It's a question of consensus building, of identifying the priorities. Once the priorities are there, the action groups can mobilize."

CENCOAD has pioneered the use of "enablers"—local people trained to identify what their neighbors want in order to invent their own future—a favorite CENCOAD phrase. Trained by the college, the enablers are "local consultants" paid through matching grant money from Augustana. As the scale of a desired project exceeds the capability of a single town, enablers try to develop linkages to neighboring communities. CENCOAD also uses opinion surveys and a computerized citizen feedback that provide data for citizen-oriented issues.

Often called in to provide a data base or other aspects of technical assistance, CENCOAD has provided technical and consultative services to 20 rural school districts, has participated in ongoing local efforts to improve transportation of local agricultural products, and has worked on the successful enactment of secondary air quality standards in South Dakota. The core staff of seven with its relatively sophisticated computer capability has itself been an "enabler" for many community projects. CENCOAD has been responsible for staffing a multi-county health planning organization and an areawide senior citizen project, and for organizing a Clinical Pastoral Education project at Augustana. Another area of responsiveness to specific community needs has been in program planning for urban American Indians in Sioux Falls, with the development of day-care centers and other facilities. Community development is a recurrent theme in CENCOAD's list of achievements. Funded in part by grants, in part by contract fees for services, CENCOAD plans to be wholly supported locally by 1978.

CENCOAD is focused on the scale with which one town issue resonates in another; its symbiotic community is 213 towns in a three-state area, in the river basin of the Big Sioux River. CENCOAD does not sentimentalize the image of small towns and rural values; it does recognize and try to maintain those strengths within a more contemporary concept: the regional neighborhood.

COUNTRYSIDE COUNCIL
SOUTHWEST STATE UNIVERSITY
MARSHALL, MINNESOTA 56258
(507) 537-6291

CONTACT:
JOHN KOSTISHACK
DIRECTOR

The Countryside Council represents a 19-county area in southwestern Minnesota with a population of around 335,000. The region's problems are those that plague much of rural America. Larger farms, increased mechanization, and improved management and production techniques have pushed people from the land. Small town businesses have suffered, opportunities diminished. What are the alternatives for the community (in the broadest sense) that remains? One, obviously, is continuing stagnation and deterioration. The other is to define and develop new strategies that enhance the quality of life in a changing social and economic environment.

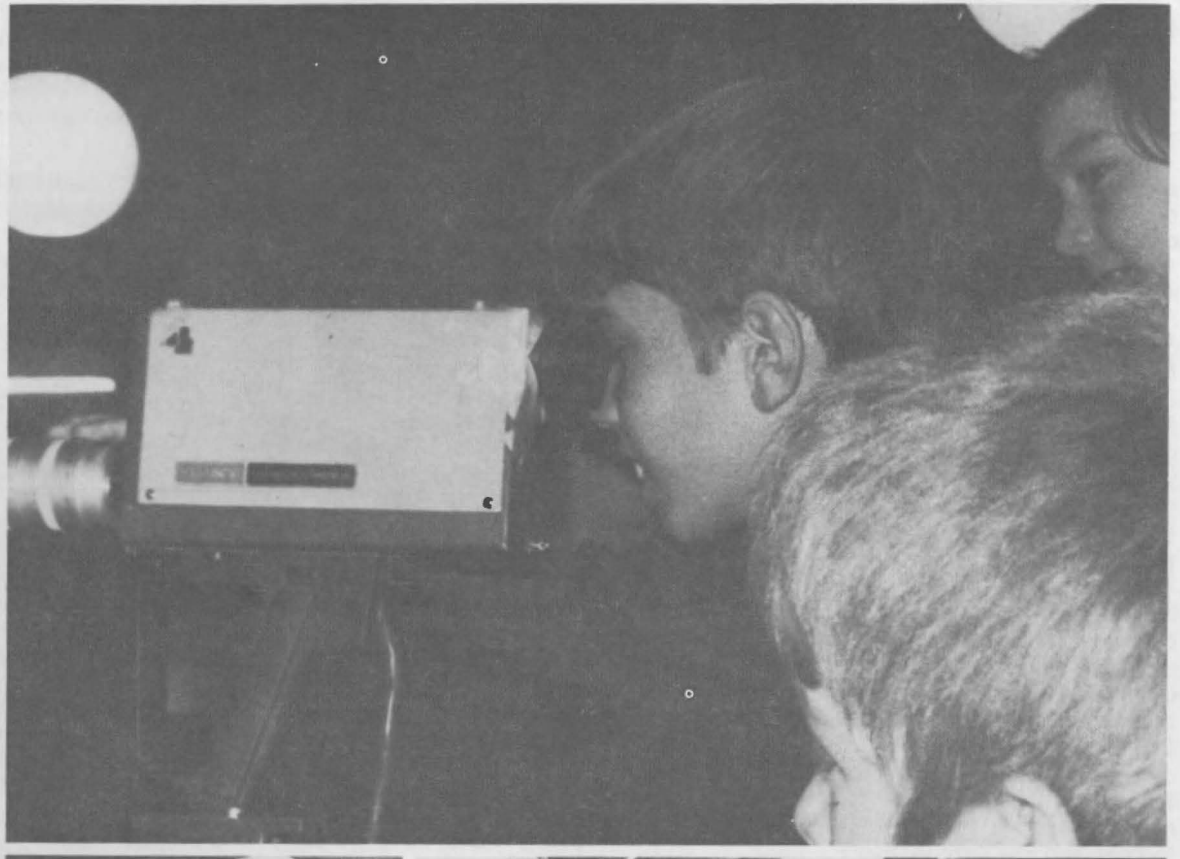
In response to a proposal from Southwest State University Foundation in Marshall, Minnesota, the W.K. Kellogg Foundation of Battle Creek late in 1972 granted $774,000 to fund "a far-reaching community development program in southwestern and west central Minnesota." The ongoing program is known as "Challenge in the Countryside."

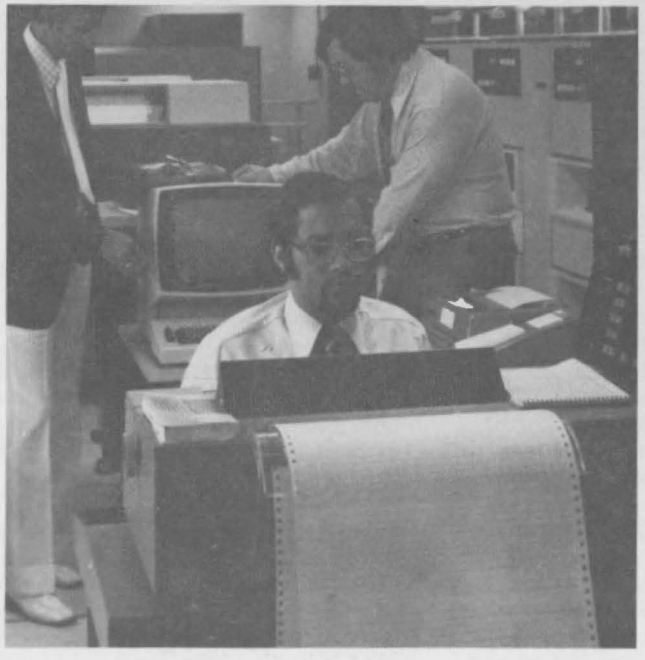
The first step was the organization of the Citizens' Countryside Council: 67 members represent the 19 counties and a consortium of post-secondary regional educational institutions. Although the process is not a unique one—task forces, problem definition, written reports, recommendations for action—the Council has been unusually successful in maintaining the involvement of the region's educational insti-

tutions in the process. And their recommendations are being implemented. For example, the work of the Arts Task Force has brought a Southwest Minnesota Arts and Humanities Council into action. This first nonprofit regional arts and humanities organization in the state has developed local arts programs, sponsored touring artists, and brought additional arts funding into the region. The efforts of the Council's subcommittee on "people transportation" successfully brought about a State appropriation of oyer four million dollars to make mini-bus service available in Minnesota's rural counties. The Council also has organized a much-praised Community Development Information Center, dealing exclusively with rural America and specifically the 19-county area, whose full-time librarian focuses on the use of current data rather than a strict reference role.

In its second year the Council received additional funding from several sources. Nine area banks provided $45,000 for training sessions for local officials; Minnesota channeled $50,000 to the Council for local community use in a study of natural resources, and the Otto Bremer Foundation gave a five-year grant of $50,000 to provide scholarships at member educational institutions for students 25 or older.

There is a serious commitment to excellence by all task force members; and *all* citizens can participate because there is a little money for mileage and related expenses. And the excellence of this rural community development effort comes through its reports and newsletters to exhibit a particularly vivid concern for the special quality of life in its region. Even the Council's logo is homegrown: in a contest that made many aware of the Council's existence, a 15-year old high school girl's design was chosen to identify all Council publications. All in all, a model of regional rural cooperation.






Still Living In Prison Home
Oil Profits
Set Record

LANE COUNTY REGIONAL INFORMATION SYSTEM
LANE COUNTY COURTHOUSE
EUGENE, OREGON 97401
(503) 687-4370

CONTACT:
PAUL WEBER
DIRECTOR

In 1965, on the basis of a history of intergovernmental cooperation that began in the 1940's,the city of Eugene joined surrounding Lane County in a program of cooperative use of a central computer facility. Today that somewhat heady step into technology has become a computer consortium that serves over 100 county and outside agency programmers. And the Lane County Regional Information System is a nationally recognized leader in the application of the computer to local and county government.

Just about any kind of information related to the efficient management of community services is processed by a computer system that is shared by Eugene, Lane County, and 16 additional government units. Virtually every department in the city and the county depend upon automated computer applications to accomplish basic departmental responsibilities. (And almost everyone in top management has taken the education class on the system — and can serve as tour guide in a pinch. An early description of the project commented that one of the then County Commissioners had shown visitors the computer center so often he could quote capacities of the disc packs.) The computer, for example, compiles figures for electricity and water billing for Eugene Water and Electric Board, as well as recording the assessed valuation of each piece of property in the county for tax purposes. The system supports a multi-agency police information network, the administration of major governmental agencies, records of the district and circuit courts; much of this data is interdependent and used by several agencies. Dog licenses, traffic violations, marriage and divorce records—all are instantly retrievable. The system handles a *daily* workload that averages 400 "batch jobs" and 100,000 "on-line" transactions. Although data is a central resource, some smaller agencies may use only a portion of the available service. Nearby Benton County, for instance, is a user only of assessment and tax data,

Paul Weber, director of the system, sees the computer as increasing the responsiveness of government to the people it serves, while providing more service for the tax dollar. Says Weber, "We asked every department to determine what its operating costs would be without the computer. The result showed a $2.10 return on every dollar invested in data processing." The cost benefit is accompanied by increased productivity. The computer represents an opportunity to generate a greater amount of product (service) from the same resources; Lane County has demonstrated a marked reduction and leveling off of the real unit cost of performing some government services. At a time when observers see the greatest productivity crisis in the country at the state and local government level, it comes as no surprise that a constant stream of national and local visitors pass through Eugene. Interest should accelerate as the Regional Information System continues the work that began in 1970 toward the development of an Inter-Regional Information System between local governments in Oregon.

LAND AND BUILDING INFORMATION SYSTEM
DEPARTMENT OF DEVELOPMENT
53 SOUTH BROADWAY
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For many years, the city of Yonkers depended on an antiquated property tax procedure that was both inefficient and often inequitable in assessing 38,000 city parcels. To some extent this weakness contributed to neighborhood decline by preventing the upgrading of poor quality housing. An assessor's office study found that owners of poor quality housing paid higher property taxes, in relation to the assessed value, than owners in higher income neighborhoods, and that property tax assessments bore little relation to actual market value. The assessed valuations were based on reproduction costs and depreciation without regard to neighborhood property values or income generating possibilities. Upward transitional neighborhoods were under-assessed while blighted neighborhoods were over-assessed. The need for upgrading the city's assessment procedures was long overdue.

The Assessment Department developed its Land and Building Information System as part of Yonker's overall efforts to improve its management capabilities with an information base supporting the decision-making process. As an added benefit, the system has provided a major support for the city's neighborhood preservation program.

By using statistical techniques and by compiling an accurate, complete file on real estate property characteristics, the system is providing a valuable analytic tool for evaluating neighborhood economic growth. Property characteristics include the types of zoning, topography, real estate sales indicators, and others. The system also permits the monitoring of land use changes throughout the entire city and provides reports on the nature, location and magnitude of change, using the block and lot as the basic data element. A rapid comparison is permitted as to how various types of land use perform in generating tax revenues.

Since the city initiated the computerized system four years ago, most of the 38,000 parcels have been re-evaluated, and all data are being automated. Currently the value of all parcels is being determined and linked to a building's characteristics and financial components. The system has been a major factor in preventing the decline and abandonment of many apartment buildings and in eliminating assessment inequities.

Today a number of metropolitan information systems are providing crucial data for efficient city management; Yonkers represents an excellent example within a specific functional area.

GEOGRAPHIC BASE FILE SYSTEM
DEPARTMENT OF METROPOLITAN DEVELOPMENT
2041 CITY-COUNTY BUILDING
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BERNARD W. WILCOX
PRINCIPAL PLANNER

Americans love answers. If you are willing to accept that fairly broad statement, then there is no arguing that our favorite toy is surely the computer, which has more answers than anything else. Sometimes more answers than we know what to do with.

To the urban planner or corporate marketing executive, the sea of computer data now available can make the difference between an informed or an uninformed decision, between a profit or loss statement at the end of the year. Yet these same users often are responsible for pulling out much more data than they can use, either because they have not specifically defined their questions or because they find the data is presented in a format unsuited to their decision making needs. The latter problem is one that continuously plagues urban planners.

Urban planners, perhaps more than other devourers of data, need information that can be related to some geographic area—be it the boundaries of a county or of a square city block. For years specific information in such a format was unavailable, primarily because the Bureau of the Census did not store its collected data in a manner that corresponded to city streets or neighborhoods. Instead, the Bureau recorded data for entire cities or in smaller areas called tracts or blocks. The tracts or blocks, however, did not correspond to geographical units such as fire districts, elementary schools, or traffic zones. In 1967, however, the Bureau developed the Address Coding Guide (ACG), a vehicle that would allow communities to retrieve data information from these more specific geographic areas.

Using the concepts represented by the Address Coding Guide, planners in the city of Indianapolis undertook the task of developing a computer program that would link census data to local geographic areas. The planners broke down the city's streets into 45,000 block face records. Each block face corresponds to one side of a city street running from one intersection to the next. Planners then coded the congressional districts, city council districts, traffic zones, environmental study areas, and school districts that correspond to each block face in the city. After a year and a half of developing, updating and correcting, the planners completed their geographic base file system in 1972. Development costs were $100,000 and yearly maintenance costs keeping records current run about $40,000.

The Indianapolis Geographic Base File (GBF to its friends) has been operational for four years. Today in Indianapolis when residents of a three block area feel that they are not receiving adequate police protection, city officials can determine the crime rate for that precise three block section and respond appropriately. Members of the city council have used the system to inventory the delivery of social services in their respective legislative districts. In the private sector, the Indiana National Bank uses the file to monitor its marketing efforts in select neighborhoods.

Indianapolis planners indicate their willingness to work with agencies interested in developing a similar system, warning the Geographic Base Files are more difficult to implement and use than is generally portrayed. For the many local public and private agencies that use the Geographic Base File, however, the system is providing the answers—no more, no less—the very model of a modern limited information system.

LOCAL GOVERNMENT CABLE TELEVISION
TULSA CITY-COUNTY LIBRARY
400 CIVIC CENTER
TULSA, OKLAHOMA 74103
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CONTACT:
TOM LEDBETTER
MANAGER

Most city officials across the United States are concerned with the problem of communicating effectively with citizens. Insufficient dialogue before long becomes no dialogue at all.

The city of Tulsa operates a cable channel under the auspices of the Tulsa Cable Television System. Operating out of the Tulsa City-County Library, the cable system's Government Access Channel (Channel 24) is used to make the public business just that. As an example, the channel announces meetings of the city commissioners, and videotapes them as well. Many citizens for the first time are tuned in to the activities of city government. Tom Ledbetter, the channel manager, feels the system exemplifies the intent of the Federal Communications Commission's directives that existing channels should be more accessible to local use. The staff of Channel 24 work with all city and county agencies, responding to agency requests for videotaping one or more of their program efforts.

Plans for Channel 24 were drawn up by the Library Commission and accepted by the city in 1973. Since the Library provided both an information source and neutral political ground, it became the logical studio site.

The Government Access Channel has been in operation since 1973. The first year's $200,000 budget was used for equipment, remodeling an area of the library for a studio-work space, and salaries. Within its limited budget —$60,000 for 1976 — the Government Access Channel is a first class operation. Funds come from the city budget and a portion of the city's revenue sharing money.

Tulsa may be the only city in the United States to operate a full-time channel for public communications. Channel 24 covers committee meetings, provides public service information and includes book reviews from the library and sports events from the Department of Recreation. The system also telecasts arts and crafts and music classes offered by different city departments. The greater the variety of programs produced, the larger the audience, and the cable staff find people are more inclined to watch when someone they know is featured in the programs. The system's usefulness, staff state, would be improved if some feedback system existed. As long as city agencies request videotaping, however, the service will continue. The Government Access Channel is literally a communications channel.

BROADSIDE TV
ELM AND MILLARD STREETS
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CONTACT:
BLAINE DUNLAP
EXECUTIVE DIRECTOR

Though television viewing is fast becoming our national pastime (recent studies indicate that the average American watches over three hours of television daily), most of us have little relationship to what we see. Since 1973, however, about forty thousand families in eastern Tennessee and

southwest Virginia have experienced a new latitude in program choice. Today residents of this area can watch programs that correspond to their special interests and needs; occasionally they may even see themselves or friends and neighbors as participants. The driving force behind this regional programming effort is Broadside TV, a nonprofit videotape production unit.

The development of cable TV and the portable videotape camera have made the production of such community-based programming possible. Cable TV has helped bring interference-free broadcasts to mountainous regions where reception previously was next to impossible. The battery-powered, portable videotape camera, microphone, and tape deck allow tape makers a mobility and informality that traditional TV camera crews could never hope to achieve in mountainous rural areas.

The main focus of Broadside programming is on community and problem oriented communication. Tapes dealing with strip mining, land use, zoning hearings, and food co-ops bring issues of local concern into area homes. Each of twelve local cable TV stations run four to six hours of these Broadside tapes each week. Other outlets for Broadside production are local schools, whose closed-circuit video systems have shown tapes on regional job opportunities and environmental problems. Broadside maintains a tape library whose contents may be paid for in cash or in kind (bartering continues as a means of exchange in much of Appalachia).

Since its inception in 1973, Broadside has relied heavily on funding from the Appalachian Regional Commission. The 1974 budget exceeded $140,000; the Commission provided over half that amount with the remainder coming from local cable TV companies and schools and colleges in the area. Staff members hope that Broadside will be financially self-sufficient by 1976.

Several factors point to a successful realization of that goal. In a region heavily serviced by cable TV, Broadside is certain to benefit from the increasing number of cable subscribers. Moreover, Broadside has developed a fine working relationship with the Johnson City and Elizabethton school system. Both have encouraged Broadside to use their studios and equipment. Such cooperation demonstrates an increasing demand for the kind of regional program Broadside produces.

EDUCATIONAL RADIO TALKING BOOK
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OKLAHOMA CITY, OKLA. 73125
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CONTACT:
TRAVIS HARRIS
VISUAL SERVICES DIRECTOR

It is easy to check through the grocery ads, glance over the front page, and keep up with the plans for Brenda Starr's wedding over breakfast coffee, unless you are blind or visually handicapped. Then keeping up with current news and the small things that are part of everyone's conversation becomes a matter of waiting till someone in the household has time to read the papers out loud. And newspapers and magazines do not provide a satisfactory communications channel for current information and educational items of particular relevance to the blind.

The State Office of Visual Services staff, working with other interested community people in Oklahoma City, developed a plan to provide a total broadcast service for the blind and physically handicapped.

With state funding, the Oklahoma Radio Talking Book Network went on the air in July, 1973. The broadcast facility is located in the Oklahoma Library for the Blind and Physically Handicapped and with extensive volunteer assistance is now on the air 15 hours a day, 7 days a week.

Volunteers read local newspapers daily, and record books, magazine articles, and other topical material for broadcast. A daily log might include a Wall Street Review, a chapter from a contemporary novel, excerpts from *Time, Playboy, Esquire,* and *Vogue,* religious programming, and Western Roundup, a dipping into the endless and endlessly addictive stacks of novels of the Old West. . ." saddlebags filled with gold—the prize in a desperate manhunt that led across Comanche infested prairies. . ."

The Oklahoma Network leases the subcarrier beam of two FM stations, KAFG in Oklahoma City and KKUL in Tulsa (a subcarrier beam is a small section of the total "wide" transmission beam used by a radio station). This "piggy back" system enables the Radio Talking Book Network to use the powerful broadcasting signal and wide range of a commercial station at relatively little expense. After two years of operation in Oklahoma City, the service added the Tulsa outlet in 1975.

The emphasis in Oklahoma's program has been on strong consumer participation, with an active advisory committee of blind and handicapped persons. The Network recently initiated a 24-hour, 7-day open line where listeners can call in free of charge from anywhere in the state to comment or to ask advice. The program is helping the handicapped community across the state while increasing the larger community's awareness of this special group.

Radio for the blind and physically handicapped is a relatively new concept. The first such station went on the air in Minnesota in 1969. The Oklahoma Station exemplifies the contribution of the 20-plus such stations that now operate around the country.

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More than one-fifth of the urban population in the District of Columbia lives in Anacostia, where the largest and oldest concentration of public housing is located. Tenants of these dwellings have traditionally had no clear-cut access to city officials who were responsible for the delivery of city services to their neighborhoods. Trash was not collected, faulty stoves and refrigerators were not repaired or replaced, housing codes were poorly enforced.

District officials managed to ignore or forget this community, as if its physical separation east of the Anacostia River somehow distanced its needs as well. In 1971, for example, a suit was filed in the Federal Court charging the city government with "flagrant discrimination" in all municipal services, zoning, and housing, against the 240,000 persons living east of the Anacostia. In 1972, the Federal

City College initiated Project Accountability under a Federal grant from the Office of Education.

Project Accountability is a videotape project to establish a means of communication between citizens with housing complaints and public housing officials. Initially members of the community were contacted through a clean-up effort organized in a local neighborhood. Follow-up interviews were conducted with tenants who had specific complaints. The interviews were videotaped and shown to the housing manager for a reaction from her perspective. The video process continued with a playback of the housing manager's response at a tenants' meeting and concluded with a videotaped interview with the Mayor's Assistant for Housing Programs, during which he saw all the previous interactions. A similar process of dialogue via videotape occurred around private housing and zoning problems in Anacostia.

Videotape offers a clear, direct means by which people can communicate. The process itself captures a raw reality and urgency that officials, often tied to memoranda, regulations, and procedures, cannot easily reject. The use of videotape to document a trash problem in one public housing project, for example, directly altered the schedule of pick-ups and improved sanitation services in that neighborhood.

The Project Accountability videotape segments became the basis for a 90-minute public television special in 1973, entitled: "Housing in Anacostia, Fact, Failure, and Future," telecast live from Anacostia on WETA (Channel 26). The program won two Emmy's from the Washington chapter of the National Academy of Arts and Sciences. The videotaping process has served to catalyze community interest and development in the housing issue through the direct involvement of more than 200 residents in the TV special. A core group of citizens has continued to monitor housing practices in Anacostia. As a result, District officials are paying increased attention to code enforcement, tenant complaints, and new housing starts. An interesting approach to improved accountability that could work in any community.

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Language remains a barrier to many Mexican-Americans. While they may feel more secure communicating in Spanish, or consciously choose Spanish as a first language to preserve and transmit their heritage, the result is an isolation from the larger American scene. Individual publications, specific social agencies may provide services to the Chicano community, but often the mass media ignore this audience. Or present a stereotyped image of the Chicano that offends rather than communicates. The media, then, may reinforce this isolation.

These generalizations are very real in rural areas like Santa Rosa, California, where a large, under-employed Mexican-American population had no media access until the formation of Station KBBF. A young Chicano, Jose Mireles, took the first step when he was successful in getting a Spanish language program on a local commercial radio station. Dissatisfied with the possibilities of one-hour a day broadcasting, Mireles and some young friends set about organizing a noncommercial station. California Rural Legal Assistance funded the Bilingual Broadcasting Foundation in 1971, with a board of volunteers, farm workers, community leaders, and Chicano educators. Many citizens and private organizations provided grants and assistance, including the Robert F. Kennedy Memorial Foundation and the Campaign for Human Development; equipment and technical assistance were given freely as the building went up on surplus Federal land.

Station KBBF went on the air in 1973. It programs both in Spanish and English "not only to educate Chicanos, but to educate the English-speaking community to Chicano culture." Health and nutrition information, sports and news, employment information, English lessons, music and entertainment today reach an audience of as many as 200,000 across nine counties. A voice that speaks for social change in a minority community.

REMOTE SENSING PROGRAM
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Ninety percent of Alaska's land today is owned by the Federal government; after the Statehood Enabling Act provisions are fully met the state will control twenty-eight percent, and when Alaska Native Claims Settlement Act provisions have been fulfilled, native corporations will control eleven percent of this vast state to the north. A major question, today, is which part of Alaska's acreage should be selected for native land management corporations, which for the best interests of the state, and which for "national interest" lands.

Alaska is big, sparsely settled, with an abundance of natural resources flung over hundreds of thousands of square miles. Alaska's limited economy cannot afford to produce comprehensive resource inventories by conventional methods. The launching of the Earth Resources Technology Satellite (ERTS) has opened the door for an economic, large scale inventory of Alaska's inaccessible regions. The ERTS approach has as much as a twenty to one cost advantage over conventional techniques.

With a 1975 deadline for land selection, Doyon, Ltd., one of the native land management corporations in central Alaska, used the ERTS technique to select some 13 million acres from an area three-quarters the size of Texas. Within a tight time limit, ERTS provided an answer to the question: "If we want to maximize timber and mineral potential, which acres should we select?"

At the request of Doyon, Ltd., the University of Alaska, with funds from the Bureau of Indian Affairs and NASA, undertook a pilot project to demonstrate the utility and economy of satellite data.

Both prospecting area maps and land use maps were prepared for seven scattered regions. Thematic maps, defining areas where further prospecting is warranted, include a mineralization analysis indicating the probability of metallic or non-metallic mineral prod-

ucts. Land use maps also were prepared because of their increasing importance in land disposition and resource exploitation. Broadly-defined, botanically-coarse vegetation types were depicted. Images acquired both in winter and summer seasons were registered to township maps and used in making interpretations of the areal extent of commercial timber potential.

The maps permit the native land corporation, for example, to negotiate for an entire forested area instead of an uneconomical portion of a potentially valuable commercial forest. The maps also support selective decisons without the requirement of extensive field surveys and enable the corporation to make rapid decisions about how to use funds that are available for preliminary surveys.

The most conservative assumption is that the application of LANDSAT data at least doubled the value of the land selected in comparison with the land not selected. In a state where reapportionment may produce revenues to deal with comparatively elemental and crucial needs, it is sophisticated space technology that is providing the appropriate tools to do the job.

PACIFIC NORTHWEST REGIONAL LAND RESOURCE DEMONSTRATION

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The Pacific Northwest depends heavily upon resource-based industries such as agriculture and wood products for its long-term economic strength. Proper management of the region's land and water resources and access to the best information available are priority concerns for the region's planners, public officials, and citizens. Consequently the states of Idaho, Oregon, and Washington have joined with the National Aeronautics and Space Administration and the Department of Interior in a project designed to test the usefulness of information retrieved through satellite remote sensing.

Working as the Pacific Northwest Regional Commission, the governors of the three participating states and a Federal co-chairman in 1974 sponsored a Land Resource Inventory Task Force. The Task Force will monitor the demonstration project, which will continue through 1978, and evaluate the effectiveness of satellite remote sensing. Funding and task force representation exemplify the broadest range of cooperation—Federal, regional, state, and local involvement as well as the region's universities.

The task force will monitor information in five specific areas: urban land use, agriculture, forestry, range land, and noxious weeds. A remote sensing satellite (LANDSAT) will offer planners, managers, and elected officials a regional perspective for land resource planning and management. LANDSAT should provide prospective users with information on a cost effective basis. In addition to that advantage, LANDSAT offers a photo that covers 13,000 square miles with precise details on features of 30 meters or more. Satellite remote sensing also allows monitoring of man-made or natural changes in the earth's surface on a regular basis; it is expected that LANDSAT will provide the information at a cost competitive with more conventional methods of data retrieval.

Advanced technology, of course, makes such an experiment possible. But one should not slight the level of cooperation required for such an effort. In pursuing the demonstration project, cooperating Federal, state, and local governments and agencies will be able to utilize the LANDSAT information in making planning and management decisions for the Pacific Northwest.

The advanced technology, of course, makes such an experiment possible, but one should not slight the cooperation manifested by the groups carrying out the program. Presently, the experiment marks the cooperation of Federal and State governments, and the region's universities. If the project meets its goals, local governments will be able to draw upon the information in making their own decisions. Access to such information will help open up a dialogue throughout the region ensuring communication on and understanding of tomorrow's difficult choices.

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In the complex universe of most American cities, the needs of an individual, one neighborhood, or a whole community may be considered by half a dozen or more community agencies and departments as well as a layer of private facilities. More often than not, each plans, programs, and delivers services independently. Because of the lack of clearly defined responsibilities, many recipient needs are unmet, lost in a morass of good intentions. Each agency can be held responsible only for the services that it provides and not for seeing that the service system as a whole performs acceptably. Without coordination and integration, the gap often widens between problems and resources.

To alleviate these problems, the human service agencies of Louisville, and Jefferson County, Kentucky, decided to form a consortium to develop, design, and implement a services integration system for the community. Representatives from local public and private agencies came together in March, 1972, to form the Human Services Coordination Alliance, Inc.,. The project received Federal funding a year later.

The consortium has major responsibility for the coordination of services that include education, manpower, health, housing, income maintenance, and social and rehabilitative services, including delinquency prevention and control, services to the elderly, day care, and family planning.

Within the city and county agencies, an additional process was developed – an intake, screening, and referral network – to improve a client's chances of receiving the right kind of help wherever he enters the system. (A Department of Health, Education, and Welfare report has indicated that 60 percent of all persons applying to any agency for the first time have more than one problem and must be referred elsewhere. Of this 60 percent, only 22 percent actually received the help they needed.) In Louisville and Jefferson County the materials and procedures provided by the referral network improve the odds in favor of the client. The computerized system also develops data that permits agencies to pinpoint the gaps in service and changes in client characteristics that are necessary information for planning.

Most of us are just learning to see the computer in terms of communications. To insure the most effective use of the referral network, the Alliance has trained 650 service workers from 14 city and county agencies. During the system's first year of operation, the Alliance handled 10,000 referral transactions. In each instance the HSCA process improved the likelihood that the system actually helped.

The establishment of the Human Service Coordination Alliance bridges the gaps between the services rendered by the social agencies of Louisville and Jefferson County. Today available services are listed by problem area for easy reference, and staff can follow a client through outcome or referral. A system to improve the odds on helping.

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The elderly are all around us, clutching their shopping bags at bus stops, cooking on hot plates in small hotel rooms, rocking on the porches of old farmhouses whose younger occupants have moved on. Despite the books and studies and congressional hearings that have documented their needs, the elderly in large numbers are often an invisible part of that "other America" Michael Harrington has described.

The problems, obviously, are compounded for the elderly poor. But even for those with economic security, shifting family patterns, divorces, fixed incomes, death and distances often make loneliness and apathy companions for the old. Out of the mainstream, the aging begin to ignore good eating habits, personal hygiene, basic health care, and caring for appearances. As these attitudes persist and multiply, a condition of "pseudo-senility" exists. The paramount need becomes a process to reach the elderly, to keep them in touch with everyday life.

The elderly watch more television than any other adult age group in America. The City University of New York's Mount Sinai School of Medicine, Department of Community Medicine, began to explore the use of telecommunication technology to disseminate health information to an inner city geriatric population in 1971. The Lister Hill National Center for Biomedical Communications provided funding; the Gaylord White public housing project in East Harlem provided the site. The median age of residents was 76, with an interesting mix of cultural and ethnic backgrounds.

Each tenant received a free outlet for a special bi-directional cable television system in his apartment. A basement became the studio. The Gaylord White Channel was activated especially for the program; subscribers could still use the regular cable channels. Some live telecasting is done, often featuring residents, to the delight of everyone. (And program staff has found that the message gets across more effectively when a resident is involved in the presentation.)

The program is cablecast nine times a week, following the same format daily, with a variety of health care and public service information, a slot where tenants may read an inspirational message or poem, and a final "Know your Neighbor" segment, again with resident appearances. The pleasure of performing and of being seen has improved social interaction significantly. In turn, appearance has become important, with an overall improvement in self-esteem and self-image. Some of the tenants have been so pleased that they request reruns of tapes in which they appeared. Tenants who seldom appeared outside of their building in the past now meet and visit with neighbors they met first on their screens.

Numerous agencies involved in providing health services have participated in the program; in producing the health segments they have themselves learned a great deal about more effective communication with their clientele. The program is geared toward breaching psychological isolation and providing ego-support while delivering health information as a consumer item. Many residents for the first time learned of health services available to them.

Where funding is available, a similar program could be set up in any apartment complex or large residential area with a sizeable elderly population. The uses of television to communicate have not begun to be exhausted; the Mt. Sinai School of Medicine has extended its range one step further in studying those Americans whose total health care bill represents 27.4 percent of the national total. A sensible and successful project with numerous side benefits; with its reasonably moderate price tag the process should be applicable to many other communities.

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EXECUTIVE DIRECTOR

At the height of the Federal Model Cities effort, Minneapolis could boast of participating in 23 separate programs designed to rejuvenate a 450-block area of the inner city. For many of the thirty-nine thousand residents of that area, the Model Cities package presented a welcome but confusing array of social service agencies whose functions ranged from day care to a closed circuit television network for senior citizens. Given the range of available programs the next step was to get the word out. That task fell to the Model Cities Communications Cen-

ter, Inc., a non-profit organization incorporated in 1970.

Model City planners saw the Center as the crucial communicating link between the citizens and the various governmental agencies created under the Model Cities legislation. For the past six years, the Center has provided residents with communication services in three areas: public information, training, and community contact. Notable achievements in all these areas have led to national recognition for the Center.

Perhaps the Center's finest achievement is *The Southside Newspaper*, a bi-weekly newspaper mailed to every resident in the community. Surveys indicate a whopping ninety percent rate of readership. The paper recently generated so much interest in a local election that voter turnout more than tripled over previous participation.

In terms of training, the Center has played a key role in providing management training for the Model City Planning Council, staff training for the Model City Administration Division and landlord-tenant dispute training for local police. Interested citizens can learn effective use of videotape, graphic arts, public relations, newswriting—those skills that enhance effective communication.

Communications Center staff recently developed a complete television system in Horn Towers, a residence for the elderly. On location video programs featuring residents encourage increased social contact among the elderly. Last year the TV system featured a talent show performed by the Horn Towers Drama Club.

Although Model Cities has been replaced by new Federal legislation, many Model City programs continue, with funding responsibility assumed by the city. With an annual budget of $170,000, the Communications Center will continue to provide Minneapolis inner city residents with vital information about their community.

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WLBT-TV Jackson, Mississippi, is a commercial television station whose primary mission since 1970 has been to develop as a model for commercial television in a biracial service area. Lest this seem impossibly idealistic, it should be added that the station makes money as well as controversy; more often than not, the television services have rated WLBT the most popular station in Mississippi.

It is the only television station in the country to have changed its licensee because of a civil rights suit. When you talk about television, you are talking about more than the principle of the thing; licenses in major cities are worth millions of dollars.

The station originally was operated by the Lamar Insurance Company of Jackson. A group of Jackson civil rights leaders and the United Church of Christ challenged Lamar's application for license renewal in 1964, charging discriminatory practices by the station and citing the low level of minority hiring and the absence from the air waves of news affecting the poor and blacks. The Federal Communications Commission ruled against the civil rights group; the ruling was overturned on appeal by then Federal District Court Judge Warren Burger, who ordered the license revoked.

A Jackson-based citizens group, Communications Improvement, Inc., received an interim license to run the channel, promising to donate its net profit to non-profit organizations active in broadcasting, primarily in Mississippi. And it pledged to fill each vacancy with a black until black employment reached 40 percent.

Today the station has a biracial board of directors. General Manager Bill Dilday is perhaps the only black running a network affiliate anywhere in the country. And running a station that covers all the news as it sees it, whatever the community flack. Executive employment is now half black, half white. Black newsmen anchor the station's number one news show, and a black woman hosts the daily half-hour children's program. Dilday has said, "The important thing is that this station is on top though we've been hiring young blacks off the street with no experience and training them on the job." Training programs now include females, as the station tries to beef up this other minority presence.

Kenneth Dean, chairman of the Communications Improvement Board and former director of the Mississippi Council on Human Relations, feels that the networks and the industry in general are ignoring the biracial progress in Jackson; "There is no reason," he has said, "why any station in the United States cannot do the same things we've done here without complications. We've achieved a kind of equality of programming and employment."

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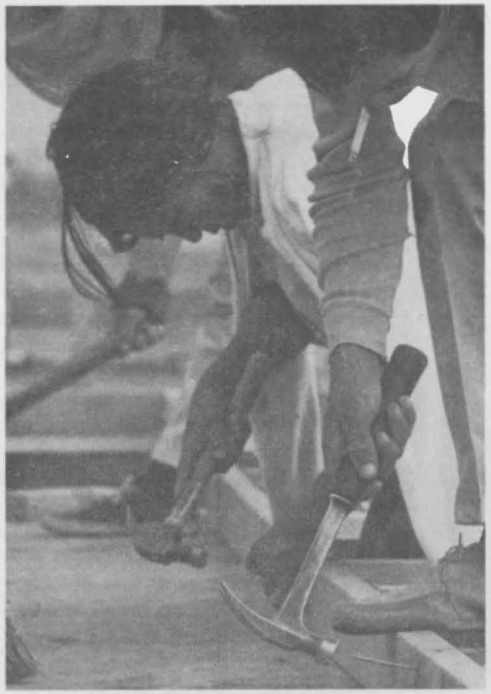
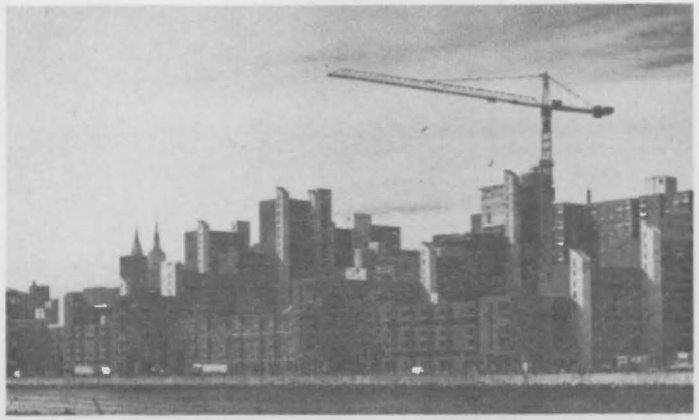
The Northwest Environmental Communication Network (Eco-Net) was created to inform citizens from Oregon to Montana of environmental/energy problems and possible alternatives. Eco-Net was created to cut across traditional communication linkages and to have, hopefully, greater impact on the general public and policy makers. It represents a joint effort of Portland State University and the Oregon Museum of Science and Industry.

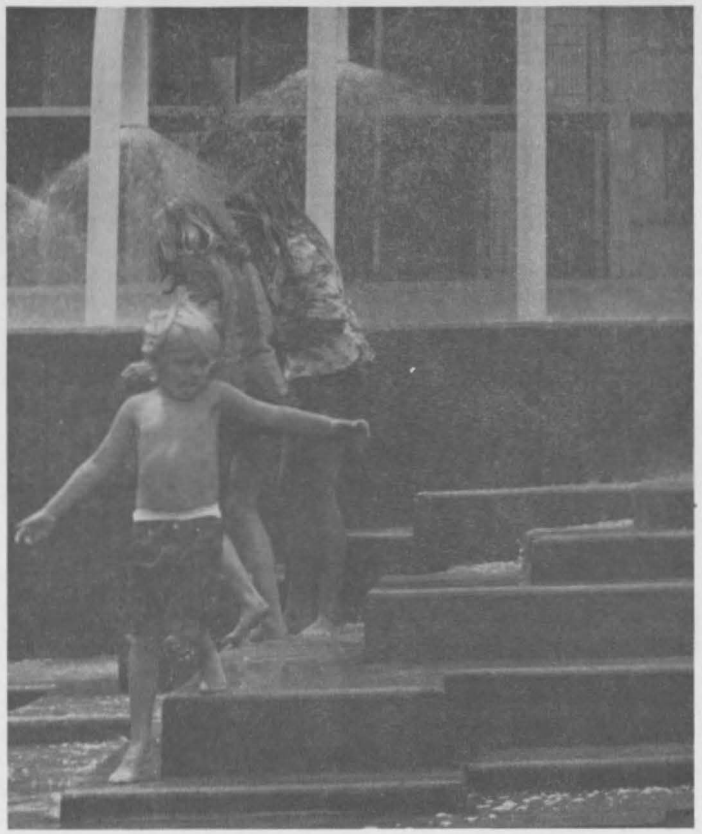
Eco-Net surfaced at a propitious time; environment had already been selected as a theme for Expo '74 at Spokane. Expo offered a unique opportunity to initiate an information exchange where the action and the audience was. Battelle Institute Northwest, using National Science Foundation funds, supported a series of well-received environmental symposia at Expo. These represented just one facet of the communications array involved in Eco-Net. Another is *RAIN*, an appropriately titled monthly newsletter filled with energy news for the Northwest. Another is the conference approach: two heavily attended energy conferences were held in Portland, an alternative agriculture conference at Central Washington College. Eco-Net is heavily into videotape, too, for its potential as an inexpensive means for

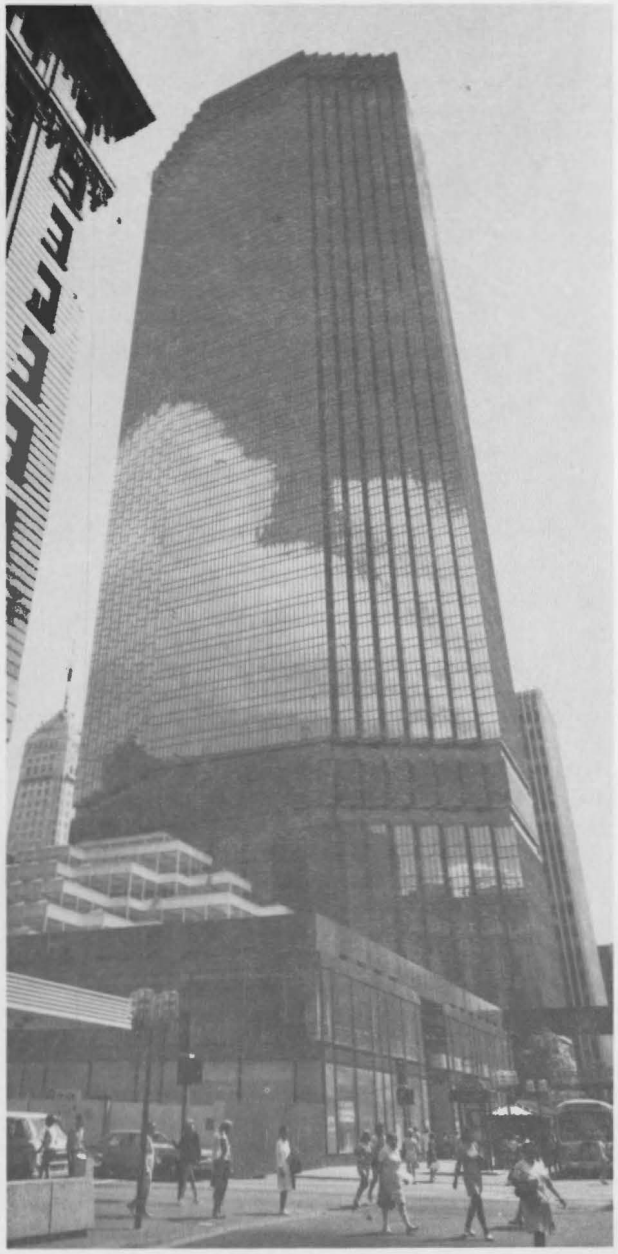
communications dialogue. A two-year project trained hundreds of Northwest citizens in the use of videotape to communicate and to document concerns; present focus is on developing examples of creative public access programming.

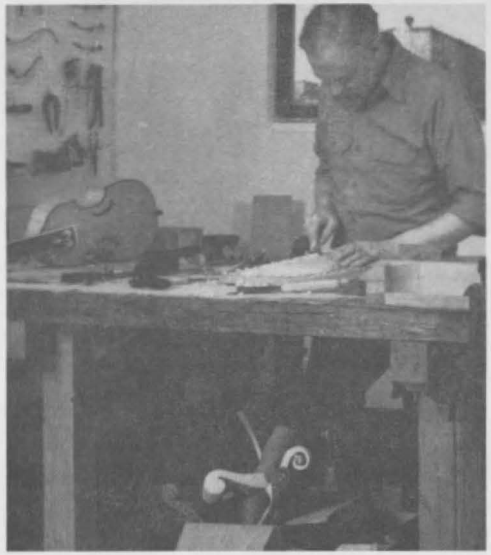
An Energy Center at the Oregon Museum of Science and Industry and the Environmental Education Center at Portland State provide funding as well as home bases for Eco-Net's barrage of communications efforts. There is an intensive effort to reach more and more people through involving them in network participation, through exposing them to environmental/energy issues. In an area of the country already highly conscious of environmental concerns, Eco-Net gets the good word out — and is developing an incremental model of citizen involvement.











Housing

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Urban homesteading. The term itself has a strong, American ring, resonant of those earlier, simpler days when 160 acres of public land were available to the settler strong and determined enough to live on them and cultivate them for five years.

The original homesteading program, in 1862, was a Federal response to the need to open up the West. The urban homesteading program today is an urban response to a very different set of problems: blight, abandoned housing, neighborhoods in decline. By the early seventies, many cities found themselves with growing backlogs of housing turned back to city proprietorship, primarily for tax delinquency.

It seemed logical that cities and residents (primarily renters) both could benefit from a program that would sell an abandoned home site for a minimal fee (usually $1.00) to a resident willing to pay for rehabilitation costs and live in the property.

The Baltimore program represents the most comprehensive and successful of the existing homesteading efforts. The city sees homesteading as one of a myriad of efforts to retain existing housing stock. The first property for rehabilitation was awarded in 1974; by the end of 1975 the city expected to have 225 active homesteading accounts.

No special legislation was required. The program benefited from the availability of an existing city-funded program that reduces the cost of money for rehabilitation.

The Department of Housing and Community Development, which administers the program, advertises the available sites, evaluates applicants (basic criteria are need for housing and financial ability to rehabilitate), and inspects for compliance to code standards after 24 months. Homesteaders must move in within six months of signing the lease and live in the house for at least a year and a half.

The program provides at least "ball park" estimates for rehabilitation costs; one of the program weaknesses in Baltimore and elsewhere has been that the high costs of rehabilitation preclude the program's meeting the housing needs of the poor. Median rehab costs in Baltimore are estimated at $17,400 at 7½ percent interest.

A unique aspect of this program is the city's efforts to focus homesteading activity in specific neighborhoods.

More successful in Baltimore than in other cities where homesteading was initiated with perhaps too much advance billing as "the urban answer," the Baltimore program is worth looking at as one element in an urban housing program.

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There are no miracles evident at Bromley-Heath. It looks very much what it is, Federally assisted public housing, 37 aging buildings comprising 1216 units, an urban microcosm set in a depressing and physically deteriorating neighborhood. For its 4,500 residents, 90 percent black, the landscape is bounded by rail beds, obsolete factory structures, shoddy retail stores, dangerous streets. An unlikely setting for a nice, neat demonstration project.

Yet visitors are struck by an infectious note of optimism. Bromley-Heath has been the site of one of the most persistant forays into tenant management, where residents have pressed for the right to run their own show since 1968. In 1973 tenants, organized into a tenant management corporation, became the first in the country to be awarded a five-year contract by a city housing authority to become, in effect, their own landlord.

The Tenant Management Corporation (TMC) grew from a whole era of tenant activism in the sixties that saw tenants organizing, demonstrating, holding rent strikes, occasionally winning places on housing authority boards. The initial "tenant control" experiment at Bromley-Heath was funded by a three-year, $546,000 grant from the Office of Economic Opportunity; the TMC took over five buildings in 1970, seven more in 1972, before taking over the whole project in '73. The Boston Housing Authority now passes through the project's $1.5 million budget directly to the tenant corporation.

TMC is a legally created, non-profit corporation governed by a Board elected by the residents who make up a majority of its membership. Under the contract with the housing authority it is responsible for all management functions except the certification of eligibility for new tenants.

TMC has focused on those problems that plague many such projects, maintenance, security, repairs. Residents now make up much of the project staff; they have carted away tons of rubbish, instituted tenant security patrols, started drug control and job training programs. Crime has decreased within the project. Tenants have become involved in beautification projects; for the first time ten garden plots are flourishing on lots that were empty and litter-strewn. Tenant involvement has grown steadily since skeptical residents saw the improvements TMC instituted in the first buildings they took over—clean hallways, secure mailboxes, painted apartments. And vacancy rates have dropped as TMC has, albeit slowly, made funding stretch to rehabilitate vacant apartments.

Tenant control is no panacea. It has failed in several other communities; critics see it as a last resort for projects in serious trouble, an abrogation of responsibility by housing authorities for their constituency.

But Bromley-Heath is unique. The tenants who run it seem to be one factor differentiating Bromley-Heath from tenant control programs that have failed. They are ardent and effective partisans of the tenant control concept, and they have seven years of progressive assumption of responsibility behind them. They are committed to an increased professionalism in project management. They are, as well, aware of the importance of the human scale and of responsiveness to the needs of their specific community.

The Tenant Management Corporation sees "genuine exercise of tenant control" as a model that can be adopted to other projects. Having demonstrated capability to manage ("there is common community recog-

nition of a complete turnaround in the quality of management performance"), TMC continues to work toward a more ambitious goal: turning around the quality of life for people who live at Bromley-Heath. An experiment worth watching.

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EXECUTIVE DIRECTOR

By the late sixties, the Greensboro Housing Authority was emerging from a period in the history of public housing when the only purpose of a housing authority was seen as getting the poor out of sight. For thirty years the housing program on the national level had prided itself on building the cheapest possible construction while providing the fewest number of benefits for residents: this attitude filtered down to the local level. A well-trimmed operating budget was the principal goal for local housing authority operation. The consequences of this attitude are painfully apparent throughout the country.

In Greensboro, for example, there was no community services program until 1966, and even then the program consisted of one professional social worker. There was no coordination of services between the Authority and the local social welfare agencies, and the overlap was wide and costly. There was no system for tracking families or for providing follow-up services, and there was no sounding board for residents. Not surprisingly, when the residents of all seven housing authority communities were evaluated in 1971, 50 percent were found to be multi-problem families in need of supportive services. Residents expressed their dissatisfactions through an extremely high rate of rental delinquency and a general disregard for the physical appearance of the area. Serious maintenance problems existed. A 1971 report from the City of Greensboro's Office of Housing Inspection cited 3,854 instances where public housing failed to meet the city's standards.

In 1971, the Department of Housing and Urban Development (HUD) initiated its nationwide Housing Management Improvement Program (HMIP). This three-year research and development program was designed to encourage local housing authorities to design, develop, test, and evaluate new approaches to public housing management. Some 200 Authorities responded; Greensboro was one of 13 selected to participate.

The Greensboro Housing Authority's specific goals included developing and implementing an overall maintenance planning and programming system, developing maintenance delivery to meet community needs, reduction in rent delinquencies, training for management, increased resident involvement and satisfaction, and improved delivery of social services to residents.

Such a list does not begin to describe the myriad efforts of community volunteers, residents, and management in effecting change. The community services program has helped 198 people find jobs, prevented 400 evictions, helped 188 families move out of public housing. New management techniques improved job satisfaction and sharply reduced rent delinquencies. The Management Improvement Program, in many respects, has created a new community in Greensboro.

An original program goal was that program innovations be easily transferrable to other local housing authorities. Greensboro is already sharing its procedures with the Virgin Islands Housing Authority, and a set of detailed documents make this management success story available to other local authorities as well as to other housing communities where problems may be responsive to new management procedures.

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Today, the Urban Development Corporation (UDC) may be like the blinded, shorn Samson: its days of greatest vigor may be behind it, but don't yet count it out. UDC has been beset by a series of racking financial problems in 1974-75 and a reorganization that necessarily has focused on holding on. There was considerable concern about the availability of money to complete many of the ambitious projects begun by UDC. And yet. Other communities may still look to UDC as an example; whatever its present problems, it has been "the most extraordinary governmental tool for getting housing in the ground ever seen in this country."

The Urban Development Corporation is a state housing agency of New York. It was established by the Legislature at the urging of then-Governor Nelson A. Rockefeller in 1968 because "traditional renewal. . .has failed to meet the challenge of blight." (A study found that 44 of 130 federally assisted renewal projects in New York State had been in process anywhere from nine to eighteen years.) UDC was one of a number of semi-autonomous public authorities Rockefeller set up to build while avoiding the need for large annual tax-financed state appropriations or public bond issues referenda. The state, in effect, became "morally responsible" for the UDC debt.

The enabling legislation for UDC was much more radical than that for most housing finance agencies. It gave UDC broad authority to acquire land, almost a free hand in developments in cities (without complying with local zoning ordinances, codes, or restrictions), the right to create and fund subsidiaries, and to issue bonds and notes up to two billion dollars.

In its first seven years, UDC played several roles: financier, project developer, and ongoing supervisor of completed work. In its heyday UDC was characterized by two traits: a willingness to take on the tough city needs that were generally skirted by even the best of other state housing finance agencies, and a love affair with good design that has produced "a superb record of architectural achievement." Its buildings—Twin Parks Northeast, Southwest, and Northwest (representing the work of different firms), Sea Park East in Coney Island, Schomburg Plaza in Manhattan—have received numerous design citations. UDC received the AIA 1974 Citation of an Organization for its "concern for the livable environment, support for imagi-

native site planning, attractive design and responsible management." (Always sensitive to user needs, UDC developed a set of qualitative housing criteria based on user needs that are given to project architects, and has demonstrated that concern by having staff and contracting architects live in projects for a short time after they are built.)

UDC has completed or under construction more than 32,000 housing units, often in the most depressed areas of the state; it has built where "needs and risks are greatest." While housing has been its primary concern, UDC has managed to work with communities across the state in renewal efforts (Rochester's Southeast Loop, Rainbow Center in Niagara Falls, Albany, Ogdensburg, Ithaca); has planned and contracted three new towns (Roosevelt Island, Radisson and Audubon), and has been involved in the development of dozens of other civic, business, and recreational facilities. Again, whatever the project, UDC evinced a concern for good design and a sense of social responsibility far exceeding that shown by most public agencies.

The default crisis passed. A short-term credit solution was reached; all current construction will be completed by early 1977. Many of UDC's problems may relate to the traditional and conservative nature of the municipal bond market in which she had to operate and the drying up of capital and Federal subsidies that supported her free-wheeling, fast-moving response to New York's needs. Whatever the Corporation's future role, UDC still is correctly characterized as "one of the country's most ambitious experiments in harnessing private capital to serve public needs."

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The last six years have seen the state housing finance agency appear as a vigorous force on the housing horizon, with 28 now active and six more in the process of formation. Creatures of state legislatures, they represent an innovative statewide approach to the provision of that oft-yearned for goal of "decent housing for all." Generally these agencies share a number of characteristics: chartered by the state, they were empowered to act as direct lender or mortgage banker, to raise mortgage money through the sale of notes and bonds at tax-exempt interest rates, and to lend funds at below market interest rates to developers who agree to limit the profits they derive from the housing they build. Through a combination of timing, talent, and luck, the Massachusetts Housing Finance Agency (MHFA) has come to be regarded as the most successful of these agencies. MHFA makes loans, like most such agencies, to non-profit and limited dividend developers for the construction and permanent financing of multi-unit housing, new or rehabilitated. The agency differs from its counterparts in two significant ways. Its statute requires that a minimum of 25 percent of its residences be available to low-income persons, and its thrust has been to create mixed-income housing where low, moderate, and middle income households are integrated. One way it has been able to do this is by recognizing the attraction good design has for the market it seeks to attract. A design review board, working with private developers and architects, has combined a real feeling for excellence with an impressive respect for the natural environment.

That same eye for coordinating delight with the possible characterizes another significant agency program: the MHFA conversion program that has financed the recycling of a number of unusual sites—the old Chickering piano factory in Boston and a tannery in Peabody, Massachusetts—into successful spaces for living. The Piano Craft Guild in Boston provides beautiful space designed to meet the special needs of less than wealthy artists and craftspeople. The conversion gave a new economic life to a building that had become a safety hazard and an economic liability to the city. The same problem existed in Peabody, Massachusetts, where the closing of a tannery left an abandoned industrial building in a pleasant area with a shortage of housing for the elderly. The building now comprises 284 apartments, and the two-acre pond, where animal hides had been cleaned, was itself cleaned to become a pleasant pond. Both projects have received architectural awards. The conversion staff currently is tackling the challenge of upgrading deteriorated public housing, working with residents and developers, and within normal MHFA restraints.

The MHFA seven-member board is appointed by the Governor. The agency itself is self-supporting; notes and bonds do not add to the state debt, but are secured by a pledge of the mortgages on the properties and mortgage-derived revenues. Developers who do business with MHFA pay fees and charges. MHFA is particularly satisfied with the results of a recent social audit demonstrating that mixed-income housing financed by MHFA produced greater satisfaction among tenants at all levels that did homogeneous housing, whether subsidized or conventionally financed.

Slowed but not stopped by recent shifts in housing policy and soaring interest rates in the money market, MHFA still represents the best we have going in a statewide approach to mixed-income housing. Good people doing good work.

NEW HORIZONS MANOR
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Physically disabled persons make up a growing percentage of our population. The five percent (approximately 11 million of our citizens) who in 1970 were severly handicapped because of a mobility or dexterity limitation will become perhaps nine percent of our population by 1980. Americans become increasingly aware that only 17 percent of the physically handicapped population was born impaired; more often disability relates to the onset of disease, traumatic injury, war, or old age. A greater concern for the designed environment and the special needs of the handicapped is growing. Over the last decade, Federal and State funding programs have assisted the development of residences designed for partial or total occupancy by the handicapped.

The ten-story New Horizons Manor stands out on the flat North Dakota horizon; in an area with few tall buildings, it answers a need beyond the visual; few apartments or homes in the area are accessible to those who live with crutches or wheelchairs. Once the need had been determined and the city agreed to proceed, the architects for New Horizons Manor visited existing projects for the handicapped, analyzed the design problems encountered, and proceeded to design what has been termed "a profound success. . .probably the best physical structure for the handicapped in the United States." The 100-unit project opened in 1972. Excellent community facilities and a joint meal service enhance the special features of each apartment: spacious rooms, well planned bathrooms, and kitchens designed for easy working for the wheelchair-bound.

A new addition is a nine-passenger van with an automatic wheelchair lift. Since public transportation often is unmanageable for the handicapped, the van has opened up job and educational opportunities as well as increased opportunities for shopping and socializing. Everyone associated with the project communicates a deserved sense of satisfaction. Except for today's difficult funding climate, most communities could build from this project sponsor's sense of satisfaction: "We feel that the advantages far outweigh any disadvantages—and we cannot think of any disadvantages!"

CREATIVE LIVING
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EXECUTIVE SECRETARY

Creative Living is a unique housing venture, the only privately-owned residence in the United States designed for quadriplegics. It is a one-story, 18-unit building designed for the chair-bound person with restricted arm movements. This means pressure-activated doors, specially-placed cabinets and electric outlets, doors at least 32 inches wide.

It illuminates the human meanings of a phrase like "adapted accessible living environment." Opened in 1974, Creative Living has a close relationship with the fine department of Physical Medicine at Ohio State University where the most advanced rehabilitation techniques bring para-and quadriplegic patients to a degree of normal activity that reaffirms the human potential. Many Ohio State students work as attendants at Creative Living.

As a staff member wrote, "It has been shown. . .that an architecturally accessible apartment near educational and employment centers. . .means that a viable future can exist even for the severely handicapped." While Creative Living residents suffer severe physical handicaps, they are mentally independent, often interested in further education and a career. They do not need medical supervision so much as the proximity of a paid staff assistant around the clock. Creative Living provides a supportive living environment for individuals who want to further their education and/or vocational goals, preparing many residents for independent living. In cases where financial independence is unlikely, the facility can serve as a more permanent living arrangement.

Creative Living is a private, non-profit organization; many residents are sponsored by Ohio's Bureau of Vocational Rehabilitation.

HIGHLAND HEIGHTS
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MANAGER

Recent years have seen an increasing concern in the country for adequate care for the chronically ill, for the elderly, and for handicapped adults. A specific thrust has been toward providing alternative living arrangements that avoid institutionalization.

Highland Heights is a fourteen-story, low-income, barrier-free residence for the handicapped and elderly. It demonstrates that local housing authorities can provide living space as well as services that meet the physical, social, and psychological needs of this special group. The combination of physical facility and services assures independent living for 236 residents who otherwise could not live on their own; indeed, analysis has shown that a group of long-term care patients who left institutions to live at Highland Heights are "considerably more satisfied" than in their former setting.

Highland Heights is in a residential section of Fall River; built at a cost of close to three million dollars in 1970, apartment rents average about $52 a month. In each apartment emergency switches, special kitchen and bathroom equipment, grab-bars, and doors and corridors wide enough for wheelchairs accommodate resident's special needs.

The building is adjacent to and has an effective relationship with the Hussey Rehabilitation Hospital, which provides medical staffing for the facility's clinic and a wide range of convenient medical services for residents. In addition to a full schedule of social events and services, Highland Heights has a strong nutrition program and a supportive schedule of medical and allied services—24-hour staff nursing services, visiting nurses, physical therapy—that the community provides.

Highland Heights has been particularly successful in making the facility the focal point of community attention to the needs of the elderly and handicapped. The Fall River Council for the Aging has its offices in Highland Heights; at least a dozen volunteer or outside agency services are part of the social interaction that is a major strength of this facility.

THE DAVENPORT RESIDENCE
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PROGRAM DIRECTOR

The "Davenport News" for May 19 contains the weekly calendar, reminding us that the Sleeping Giant Junior High School Orchestra, fifty strong, will be with us on Tuesday; that Thursday brings gentle yoga in the big room; that volunteers—just two or three—are needed for a Learning Exchange project; and that the cookbook recipe for Ruth Kelly's Sloppy Joes should be changed (quickly) from "2 pounds" brown sugar to "1 scant tablespoon." The Davenport Residence is a non-profit sponsored apartment for healthy 62-and over residents. Its ten acre site is close to shopping and services in Hamden, Connecticut, and only a bus ride from New Haven and the Yale Bowl, if one is so inclined. Sponsored by the New

Haven Association and the New Haven East Consociation of the Connecticut Conference of the United Church of Christ, the Residence is cited because of the quality of community that exists—by whatever combination of architecture, magic, hard work and devotion.

Financed and built in 1970 under a low-interest Federal loan program, the pleasant facility needed a program to encourage the mental and physical health of 280 elderly, low-moderate income residents. What developed among residents and a small program-coordinating staff (church-paid) was and is a constant and real balance between the need for community and the need for privacy, the need for encouraging independence and yet respecting the requirement for assistance, that is so essential to the elderly. A modest project that projects an aura of profound success.

LaCLEDE TOWN
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DIR. OF COMMUNITY RELATIONS

What makes a community a good place to live? We have become increasingly pessimistic about answers in recent years as we have watched the best laid plans go "aft agley." Generally it is less hard to do at the upper-income level. The tougher job is to hitch the know-how and capabilities of private industry to the need for slum clearance and low-to-moderate cost housing. Some say the best way to do it is to be a little crazy—or as Jerome Berger, of St. Louis's LaClede Town Company has said, "You have to want it awful bad."

LaClede Town, which now includes the St. Louis Breakthrough sites that were built on either side of it, is a 1,240 unit townhouse, garden apartment and high-rise community. It replaced one of the worst central city slums in St. Louis and was built under a now-defunct Federal program that offered low-cost financing to groups willing to build low-cost housing. While Federal programs and site write-downs helped build LaClede, and the use of varied materials, detail, and attention to community places by the project's first architect-designer, Clothiel Smith, gave a particularly nice look to LaClede, none of these explain the quality of life that 11 years later still sets LaClede apart.

It is an integrated community; it also gained some early fame as the only low-income project in the country with a pub and a swimming pool. Management actually set out to recruit on a person-to-person basis to build the kind of tenant mix it wanted. Because the demand for housing obviated the need for conventional advertising, promotion money was spent in a different way: to establish a neighborhood newspaper, to support a community athletic league, to encourage the games that have become a part of LaClede's special ambience. The laundry rooms are equipped with lending libraries. Maintenance men use a two-way radio to respond to calls within 15 minutes. Events occurred because people met, talked, had a beer together after a softball game; the result was an art gallery in one of the apartments, the neighborhood's annual Urban Fair. But always because these things grew from the community's interests and needs.

At LaClede management and staff, by choice, live in the community. There have even been rumors of residents who chose to earn less money to stay within the strict income limits at LaClede. LaClede is in the city, connected to the city, concerned about city programs. Pressure from the community reclaimed a nearby school as a neighborhood school and helped turn it into one of the best elementary schools in the city.

At LaClede the needs of the people who live there and the needs of management have meshed into a kind of urban management par excellence that still makes LaClede Town a model of what a moderate-income community—or any community at all—should be.

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MURRAY FRUENDLICH
MANAGER

Public housing projects almost universally face critical maintenance costs, soaring losses from vandalism, severe crime problems. However this has come about, whatever our past mistakes, today public housing still provides shelter for more than 1.3 million families. And while the image of undesirable housing persists, in large cities with crucial housing shortages, thousands are still on waiting lists for public housing vacancies. The question becomes: can public housing be made viable by involving residents in both the maintenance and control of their projects? Can residents become the principal actors in securing and maintaining their own environments?

The architect Oscar Newman, in his work for the New York City Housing Authority and others, has developed a brilliant pragmatic demonstration of the relationship between environment and behavior. Working with buildings closely paired in most variables except design, he has demonstrated the existence of higher fear and crime rates in certain building types and, further, has extended his work into reworking existing environments to improve the quality of life for residents.

At Clason Point Houses in Brooklyn, 85 percent of the ground area that once was totally public and had to be maintained by the Housing Authority has been assigned to the residents for their own maintenance and control. Through the use of fencing and curbing, lighting and seating, and through the resurfacing of the facing of the building, the entire image of the project has been changed and the ground areas have been subdivided and assigned to specific families. The lighting and seating has brought people out of their own apartments and has resulted in the adoption of the project grounds as their own.

Emphasizing architectural changes that create "defensible space" and feelings of territoriality, Newman and his Institute for Community Design Analysis are effecting changes in the built environment that have a relevance for cities beyond the public housing universe where the Institute has done most of its work.

Since the physical modifications have been made at Clason Point, each year over the past four years has brought increased involvement and assumption of responsibility on the part of the residents. Grounds maintenance

costs have become less than one quarter of what they were. The crime rate has dropped substantially, and the vacancy rate has been replaced by a long waiting list of people anxious to move in. Clason Point has become one of the New York City Housing Authority's model projects, where four years ago it looked like the munitions workers' barracks it once was.

SHORELINE APARTMENTS
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Small, separate apartment buildings clustered like a hillside village along the Buffalo waterfront represent a partnership between this industrial city and the state's Urban Development Corporation (UDC). Shoreline was planned to fill the pressing need for large-scale, integrated low-cost housing common to most urban areas, as well as to spark new community development on a bypassed, run down sprawl of waterfront land along Lake Erie. In Buffalo, as in many other American communities, these city edges—often waterfront—had become sites for dilapidated warehouses and deteriorated housing. New development had moved in other directions. More recently, cities have begun to rediscover the potential in these edges of the community fabric, often, as in Buffalo, close to the center of the city.

Working on a difficult flat site with the tight budget common to low-cost housing, architect Paul Rudolph has created contours using the buildings themselves, creating a stepped effect where the same forms and materials are repeated in a variety of configurations. The ribbed concrete block structures are almost identical pitched-roof buildings, two or three-stories punctuated by an occasional six story unit, but within each building the design reflects an unusual sensitivity to individual needs for privacy and a sense of space; every apartment has either a balcony or a walled courtyard garden; glass walls in the living rooms and cathedral ceilings in top floor apartments provide a sense of delight not often provided in low-cost housing. Shoreline was used as one of the initial sites for a study of resident satisfaction in UDC housing undertaken for UDC by Cornell University, and residents urged the continued selection of unique design because the non-institutional appearance does not convey the sense of a "project." The desire "not to live in a project" has been a fundamental consideration in UDC design since the corporation was established in 1968.

Some 822 of the 2,000 planned units are now completed and occupied at Shoreline. Most residents eventually will be able to walk to other elements planned for Shoreline: a community center, shops, and a mall that in turn will connect the community to the activities of downtown Buffalo. The Shoreline Town Center, scheduled for completion in 1976, is seen as a focus for the community. The first facility of its kind in the area, it combines a kindergarten through eighth grade school with a community facilities building for recreation, the arts, and a multitude of other uses. The Shoreline community is a joint Federal and state funding venture; the community center is being funded by UDC and the Buffalo Board of Education. Shoreline is an unusual occurrence on the American scene: a creative design and planning collaboration applied to moderate and low-income housing. The measure of Shoreline's success will be not so much as new housing per se as in its effect on redevelopment and center city growth in Buffalo.

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MANAGER, COMMUNITY RELATIONS

For many Americans, whatever their socio-economic level, the house still represents the American dream. Despite those surveys that tell us that the future no longer can hold a detached split level for every new-formed family, the private single-family home continues to represent a potent image of the way we live.

The thousands upon thousands of new homes that stretch from one end of America to the other remain one of the wonders of the American landscape. A full range of housing and design concepts and the processes involved in market rate housing development can be seen in the multitudinous building endeavors of the Irvine Company of California.

The land is always first. In this case, its history a little more romantic than most, the 83,000 acre Spanish land grant property has been owned by one family since the post-civil war days when it was acquired by a colorful Scotish immigrant and sheep rancher, James Irvine. By the 1950's the land was the base for a major agricultural company, smack in the path of sprawling growth that reached north from Los Angeles into Orange County. Rather than selling parcels of the land to developers the Irvine Company created a master plan for a "new town" urban environment. The plan is based on a series of residential villages, each with a variety of housing types and one or more village shopping centers, an industrial complex, and two regional shopping centers.

Today, ten villages are completed or underway; the first regional center is well developed, and the industrial complex is on its way to being one of the largest in the nation. Some 45,000 people currently live in these communities; almost a complete alphabet of neighborhoods and private housing types exist.

The developer has been particularly foresighted in a number of areas. The company donated land to the University of California for its branch at Irvine, a philanthropic gesture that also benefited the community's development. A staunch advocate of planning since after World War II, the company has a planning staff of 50 and demands the best of them. The operation has been characterized by good husbandry of the land, especially that section of coastal zone around Newport Beach. Rather than open up that incredibly valuable resource to public use in piecemeal fashion, the company has assembled a wide-ranging group to develop an oceanfront plan to meet the needs of all. Other innovations resulted in the incorporation of Irvine as a self-governing city in 1971 to protect comprehensive new-town goals.

The company was an early supporter of homeowners' associations to provide internal governance within the

residential properties. Since the first association, Cameo Shores, was founded in 1958, some 70 resident groups have formed that now receive assistance from a parent management association.

The City of Irvine, the largest new town in the country, would admit it has not yet cracked the problem of providing moderate cost single-family housing in an area with high development costs. But given that this is the upper range of private market housing in the United States, the visitor can see town houses, luxury homes, greenbelts, apartments, recreational facilities, "villages" designed with a unique character. More than 15,000 dwelling units represent the image we hold in our collective consciousness when we set out on what is still a great American adventure: to buy a home.

SELF-HELP ENTERPRISES
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SECRETARY

Self-Help Enterprises (S.H.E.) has been the outstanding national model for rural self-help homebuilding. Starting in the mid-sixties, as an outgrowth of the American Friends Service Committee's long-held interest in assisting the rural poor, S.H.E. has been counselor, planner, legislative advocate—and carpenter, electrician, land planner and budget advisor as well. From the early days — the 1960's in Tulare County, California — S.H.E. has focused on a specific target group — the migrant farm worker — a population of minimum income, limited available credit, and a critical lack of decent shelter. The seasonal unemployment encountered in field work meant that these families would have some time to work on construction. (Often families invest 1,500 hours of "sweat equity" in their homes.) In 1962, a licensed contractor named Howard Washburn was hired to begin a three-year effort to construct 20 homes in Goshen, California. Twelve willing families signed up; three secured loans from the Farmers Home Administration (FmHA) of the Department of Agriculture.

S.H.E. services relate to three areas: home ownership training before construction, assistance during construction, and family assistance after occupancy.

In many respects the war on poverty and shifts in housing legislation paralleled S.H.E.'s successes, battles, frustrations during its almost 15 years of service. In addition to FmHA, S.H.E. has seen its program shaped by the Economic Opportunities Act, the Department of Housing and Urban Development — Federal Housing Administration, the Department of Labor; in almost every instance a legislative shift has meant a new direction to qualify families, finance land, obtain credit.

Operating in California's San Joaquin Valley, S.H.E. has assisted nearly 1,700 families in completing their own homes. In recent years VISTA (Volunteers in Service to America) volunteers have worked with S.H.E. Primary funding now comes from FmHA.

Self-help is a complex, difficult process. It is not a remedy for housing needs on a mass scale. It can mean decent housing and often a changed life for those families involved; after completing their homes, some 43 percent of self-help families have moved out of the migrant stream into improved occupations. A successful and experienced group.

Redevelopment

RENEWAL DISTRICT
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San Francisco is everybody's favorite American city. It is particularly fitting that even Federally funded urban renewal, with its up and down record of achievements, turned out to be terrific in San Francisco.

Guided for many years by a redevelopment agency particularly sensitive to the special ambience of the city, the renewal effort in San Francisco can point to a number of renewal projects meriting national and international attention during our Third Century celebration.

Diamond Heights was that rarest of sites, undeveloped land within minutes of downtown. It had escaped development because of a gridiron street pattern laid out over ravines and contours too hilly to accept such a pattern. In acquiring and replatting the land, the Redevelopment Agency made history in a court test of the California Community Development Act when it won the right to "redevelop" undeveloped land. The land was then promoted like a real estate development with the Agency getting lot prices high enough in many instances so the project needed no Federal subsidy. And by pricing prime lots high, the city could sell sites for middle-income units at artificially low prices — a nice Robin Hood touch to city policy. Today Diamond Heights is a striking and vital new area, with 1,785 new homes in an unusually wide range of prices. A model of racial and economic integration, the whole area exhibits "the imaginative architecture that has come to be expected in San Francisco."

Like many cities, San Francisco could exhibit valuable in-town land saddled with left-over uses; in this case, 51 acres near the city's financial section that were occupied by the congested marketplace for wholesale produce.

The Redevelopment Agency was instrumental in relocating most firms in a modern produce terminal, making way for a sophisiticated development of residential and commercial areas, with platforms constructed above street level to separate pedestrians from vehicular traffic.

The project, known as **Golden Gateway**, adds 2,553 housing units, a flamboyant new hotel, new commercial space, and the five-block complex known as Embarcadero Center, which provides three-level shopping in a four-block complex that has already been called the "The Broadway of the West." The Center embodies a place for play and work with a particularly

sophisticated circulation system, and, as part of Golden Gateway Center, particular attention to the amenities that bring light and space to the center city—parks, fountains, visual variety.

The city required of both commercial and residential developers at Golden Gateway that at least one percent of construction costs be devoted to exterior art, and the inclusion of significant pieces of sculpture and of fountains has brought Golden Gateway a design award from the Department of Housing and Urban Development and a citation from the American Institute of Architects.

Hunter's Point was a community that did not fit the urbane San Francisco image; it was a slum community in a deteriorating ghetto. People lived in run-down shacks and in the old Navy Barracks that had been condemned in 1948. Riots in 1966 nearly destroyed the community. It was at this point that residents' determination to make a community happen pushed the city into a partnership effort. The citizens of Hunter's Point and the Redevelopment Agency chose Aaron Green as prime consultant/architect/planner; by 1969 they had developed a master plan for the new Hunter's Point. The master plan, recipient of a 1974 design award from the Department of Housing and Urban Development, represents no less a goal than turning the ghetto-slum into a functioning community. The award cites "phased residential upgrading. . .a thorough and aggressive approach. . .local citizen involvement. . .central to the decision making of the many agencies involved." Today a view of Hunter's Point shows a community in transition; one hilly panorama presents a cluster of still-inhabited shacks, some aging housing stock, and some first-stage redevelopment. Several hundred homes have been built, along with new child care centers, a school, a park, and a water system. Federal and city revenue sharing funds support the continuing development of Hunter's Point, where residents are determined to see the planning through despite the tougher financial climate of recent years.

Another uniquely San Franciscan community also has had a renewal role in concert with the city. A Japanese-American community had been part of the area known as **Western Addition** since the turn of the century. Moved into security camps during World War II, the Japanese-Americans returned to a deteriorating physical neighborhood and a fragmented community. There was an obvious need for economic and symbolic revitalization, and by 1960 the reinvigorated community was able to work with the city to build a **Japanese Cultural and Trade Center.** The, Japanese Government was a financial partner in this first ethnic cultural and trade center to be built under redevelopment in this country. The $15 million center, completed in 1968, is the city's newest tourist attraction. Styled in the Japanese idiom, restaurants, tea houses, baths, stores, galleries, and shops are a busy focus for visitors and for the Japanese community. A Peace Pagoda, designed by Yoshiro Taniguchi, is a proud new landmark for the city and a signal to all Japanese-Americans that "Japantown" is alive and well in San Francisco.

Old things matter, too, in San Francisco. Indeed the marvelous Victorian houses that the city and passionate residents have saved form the mental image of San Francisco for many day-dreaming city lovers. As does the clock tower of **Ghirardelli Square,** whose preservation and redevelopment have become a hallmark of the good things preservation can do for a city. **Ghirardelli Square,** on the North Waterfront, was the location of handsome, solid industrial buildings, one of which was a chocolate factory constructed in the 1860's. A hundred years later the factory and its adjacent buildings had been passed by, and plans were afoot for high-rise development. A group led by William M. Roth purchased the site, convinced the buildings themselves had potential for a new economic life. They worked with the architectural firm of Wurst, Bernardi and Emmons to create a special city place for people, shopping, looking. The site solution involved rehabilitation of the buildings, provision of parking under a central garden, and extensive landscaping. Buildings face inward to a central plaza and have to the north those views which are San Francisco—the Bay and the Golden Gate Bridge. The Square has been much honored, much photographed, much visited. It has managed to be a smashing success economically as well as aesthetically, with a melange of elegant and unusual shops, restaurants, and theaters without the large department store that so often is the anchor for American shopping centers. A very San Francisco place; one of the first major commercial conversion/restoration projects in the country.

Community renewal is alive and well in San Francisco. Art, architecture, the blessing of the city's physical setting, people who care about the quality of the cityscape both in and out of government; a fortuitous combination of good luck, good people, and a good place have made San Francisco, simply, the best example of renewal in the country.

NICOLLET MALL
WASHINGTON AVENUE AT 10TH
MINNEAPOLIS, MINNESOTA

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Nicollet Mall has been described as "elegant and urbane," and simply as "one of the nicest places to be downtown." Built primarily as a "people project" it is shared by transit, special purpose vehicles, and taxis—but the typical dominance of the automobile over the central business district is absent from the curved streets of the eight block Mall.

In 1958 Minneapolis looked around and realized the city was losing that special quality that brings people and business to downtown. The Planning Commission did what its name implies, recommending that the Minneapolis Downtown Council hire Barton-Aschman Associates for urban planning-engineering and Lawrence Halprin and Associates for urban design. The city built the Mall according to those plans to bring about the eventual transformation of the area. The carefully articulated transportation plan is enhanced by street furniture and plantings that give each block of the Mall its own character. The complexity and interest that are aspects of cities are further developed by skyways, an expanding system of enclosed pedestrian passageways that provide glassed-in protection from Minneapolis weather, between buildings above street level. The Mall and its skyways

interlock to form a pedestrian precinct. Ten of the privately financed skyways are now in place, with a network of 64 envisioned. The skyways have added to the value of second floor retail space and even have their own newsletter, **Skyway News.**

Started in the sixties, the Mall, as architectural critic Wolf Von Eckardt has written, "restored to the city a sense of being a city." It has since been enhanced by excellent new architecture, a covered concourse that connects two hotels, and a glittering new skyscraper. The towers of IDS Center, designed by Philip Johnson and John Burgee and Edward F. Baker Associates, Inc., are the newest addition to this urbane setting; the building received an American Institute of Architects honor award in 1975 for providing a dramatic new landmark for downtown.

Mall construction began in 1965 and was completed in its original plan in 1968; total cost was $3,845,598. Bond issues, new state legislation that provided for a benefit assessment, Federal mass transportation demonstration funds, and beautification grants provided project financing. The City Planning Department and a vital Downtown Council provided much of the impetus for development.

The wandering curve of Nicollet Avenue, visually reminiscent of medieval cityscapes, has created a measureable economic boost for downtown. And downtown has regained much of the glitter that in part defines a city.

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DIRECTOR

There is a special delight about the Riverwalk in San Antonio. One aspect certainly relates to the unusual topography, with the river and its surrounding pleasures one level down from the heart of the business district. A visitor can move easily from city streets to the lush two and one half miles of river lined with tropical gardens, shops, cafes.

As the river is the heart of the city, it is also the symbol of the city. Somehow the Paseo and its ambience reflect the strains of Mexico and America that combine in this border city. And all the history of San Antonio can be tied to the relics, the stones, even to the bend of the river that sheltered the original settlement.

But, as a study once commented, "The one totally dependable characteristic of most Texas streams is the continual, wide, and unpredictable deviation from the average flow." Years of flooding from 1819 up until 1965 gave the river a somewhat tarnished reputation; around 1920 there was even talk of covering the river over, converting it to a sewer, and making it into a thoroughfare. That controversy inspired a group of local ladies to form the Conservation Society in 1924, a sort of friends of the river group who emphasized preservation and the natural beauty of the area. As in many American cities the focus on historic preservation provided the avenue to retaining and developing the riverfront.

Important development came shortly before World War II, when the broad walks, arched bridges, and various entrances to the Paseo were built. No significant business ventures were established until much later; the river remained "a somewhat deserted Promenade" until HemisFair 1968, which sparked, mostly for better, accelerated development along the river for tourists.

The city itself, of course, has had a major role in the riverfront story. The story of the flood control projects along the San Antonio River is itself a significant venture in community development, and it is this complex coordinated planning—city, Bexar county, state and Federal—that has really made the river accessible as a special urban place. Current planning, under the direction of the city's Department of Planning and Community Development, includes a major River Corridor Study and the Apache Creek Project, which is providing flood control and a large lake and recreation area on a river offshoot that runs through the poorest section of the city.

It has been a season of renewed interest in city waterfronts. In Louisville, in Boston, in New York City as well as in San Antonio, cities are coming to a renewed appreciation of the potential of these city edges. The Paseo and the meandering river provide a special and successful ambience in the heart of the city.

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Charles Center-Inner Harbor is recognized as one of the most outstanding urban renewal projects on the east coast. The renewal of some 33 acres in the central Baltimore district and of 275 acres surrounding the historic inner harbor nearby were a response to a "sense of impending disaster in the community." Decay and a decline in every economic measure of a community almost forced the renewal of the first 33 acres.

The primary goal of the redevelopment program was to strengthen the central business district and to transform the environment around the adjacent harbor basin into a regional attraction for public recreation and enjoyment. The redevelopment program would add vigor and vitality to the entire city and create a new image for the center city. The Committee for Downtown and the Greater Baltimore Committee in March, 1958, presented the city of Baltimore with a proposal for the development of Charles Center. Upon the approval of the state legislature and the City Planning Commission, the City Council approved an urban renewal plan in March, 1959.

The developers were making a long-term commitment to the city; the Charles Center-Inner Harbor project is seen as a 30-year effort. Most of the estimated $180,000,000 cost of Charles Center represents private investment. Public expenditures of about $35,000,000 created a setting that has attracted large scale development by private enterprise. The once blighted area is now a unified complex of office buildings, apartments, hotels, theaters, retail shops, and underground parking garages connected by a system of urban plazas and ground-level and elevated pedestrian walkways. Charles Center is virtually complete, with 15 major buildings in use. **Architectural Forum** cited two of these buildings,

John Johansen's Mechanic Theater and the late Mies Van der Rohe's One Charles Center, as "among the outstanding U.S. architectural works of the 1960's."

Inner Harbor represents the second phase of development. The Harbor renewal provides for the expansion of the business-financial district and the still thriving port with the modern district surrounding Charles Center. The Harbor offers space for office buildings, a major hotel, and residential and institutional users. (As an added bonus, harbor redevelopment has improved the water quality.)

A non-profit management corporation was established to bring top-level talent to bear on this massive renewal program. While the city continues to control all public policy questions under its Department of Housing and Community Development, the corporation brings management skills to the planning and the implementation of programs, land acquisition, relocation and site preparation, recruiting and negotiating with private developers, and act as client on behalf of the city in the design of public improvements.

The management corporation provides a specialized service to the city on a contractual basis and has continued through the administration of six different mayors. The cost to the city of managing the downtown projects is less than three percent of the public funds involved.

Because of the unique planning concepts, the partnership between the city government and the downtown business community, and its excellence of design and planning, Charles Center-Inner Harbor has received eleven design awards. The management corporation concept has attracted interest as an operating tool from cities and businesses all over the United States.

LOWER GARDEN DISTRICT
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BOARD MEMBER
COLISEUM SQUARE ASSOCIATION

Sometimes a little decay pays off in the long run. As when the rundown condition of a city neighborhood makes it unattractive for new investment, so that demolition and subsequent rebuilding pass it by, leaving it shabby and deteriorated but with many architecturally significant structures still standing.

This was the case in New Orleans's Lower Garden District, where a new wave of young residents was attracted by the area's low property values, proximity to the central business district, and faded architectural charm. They initiated a multifaceted community renewal program after a serious threat galvanized the community to action. (As with many redevelopment sagas, the villain was a new bridge and connecting highway that would have split the community in half and destroyed the neighborhood park.) Two elements common to other renewal efforts emerged from this fight: a citizen's group — the Coliseum Square Association — that had won its spurs involving residents in petitions and meetings to defeat the bridge; and the designation of the neighborhood as a historic district by local authorities, with special zoning prohibition of building demolition and placement of the neighborhood on the National Register of Historic Places.

These two events provided the impetus for further private and public change. Citizens have identified government programs with the potential to help the neighborhood, and acted as liaison from the neighborhood to the appropriate agency. In turn, the City has shown new interest in the area and has provided improved city services. New Orleans has commited itself to a half-million dollar renovation of the neighborhood's park (with Federal assistance resulting from grant application by the Coliseum Square Association). Benefits returned to the larger community; the Association sponsors house tours, concerts, puppet shows and Easter egg hunts in the park, and a Christmas party for the policemen and other public officials who serve the area. Association meetings and social events create a new sense of neighborhood.

The Lower Garden District represents the effect of a strong neighborhood group that has learned to make the most of existing Federal, state, and local resources. At the same time that public expenditures have increased, over six million dollars in private capital has come into the neighborhood. This once fine residential area on the edge of New Orleans's central business district is a successful model of a number of modern urban ideas.

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Hoboken in the early 1970's was like most older urban areas: a declining housing stock, declining median income, declining numbers of middle-class families, declining owner-occupancy of housing. The question was where to begin. In 1971 the city chose its target: housing improvement. The Hoboken Municipal Home Improvement Program was started with approval of citizens' groups and the support of the city's Model Cities Agency, which had defined a specific and pressing need for adequate bank financing for renovation and repairs. An Urban League report had revealed that there were "no conventional mortgage funds available anyplace in Hoboken." A second objective was to turn around the declining rate of owner-occupied housing; absentee-ownership is not good for neighborhoods and other living things.

A Model Cities consultant worked out the original, two-tier plan to involve the public and the private sector in the financing program. The approach was to provide a conventional bank loan or mortgage to building owners with the Home Improvement Program providing a grant reducing the conventional interest rate to three percent. Owner-occupancy was encouraged by loan criteria that stressed occupancy of the purchased or rehabilitated buildings.

Model Cities funds, bank loans, demonstration grants from the State Department of Community Assistance, and now a share of the city's revenue sharing funds have supported the Hoboken effort. Over 250 urban homeowners have been able to fix up their properties, almost 85 percent of them long-time city residents. The remainder of the loans have gone to new owners attracted by the lower

prices of brick and brownstone homes across the river from New York.

Hoboken's flexible program, shaped to local needs, expands the usefulness of program funds since a small grant can guarantee a bank loan. The program focus on purchase and rehabilitation is a realistic goal for homeowners. Not a panacea for urban problems, but a direct and successful small-scale housing program. It exemplifies a number of efforts in cities across the country to use whatever private or public monies are available (especially with limited available Federal assistance) to encourage locally-sponsored housing improvements.

Historic Preservation

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BICENTENNIAL COORDINATOR**

Savannah today is perhaps the outstanding historic district in the United States. Founded in 1733 by James Oglethorpe as "America's first planned city," Savannah flourished and became a leading seaport. By the turn of this century, however, decline and blight had eroded the integrity of those elegant squares that were the heart of Oglethorpe's plan. The process of decline and disinvestment threatened a special sense of space and order that turned out to be of passionate concern to Savannah's citizens.

In the twenties and thirties a handful of families had renovated individual residences within the decaying downtown area. But the significant preservation effort began when Anna Hunter and a small group of determined women organized to put a stop to the threatened demolition of architecturally and historically important structures. One expression of the impact of the Historic Savannah Foundation on our national consciousness of the preservation process is the surprise one feels at realizing the organization only formed in 1961. It was Leopold Adler II, Foundation president after Mrs. Hunter, who had the vision to see the entire downtown area as a renovation project. A Savannah banker, Mills B. Lane, provided business leadership as well as a lending policy through his bank that encouraged new home owners. (Mr. Lane launched a renovation project of his own when he bought and renovated 27 houses, which he restored and rented. In addition, he has put down a traditional tabby (oyster-shell) street in front of his house and paid for the re-landscaping of 5 of the city's 24 squares). The Foundation raised $200,000 in private funds as a revolving fund to hold historic houses until purchasers could be found. To determine priorities for purchasing buildings, the Foundation under Adler's leadership commissioned a catalogue of 1,100 buildings in the district, rating each in relation to its historic worth.

Preservation received a substantial boost through a unique use of Federal funds. Financed by funds from the Department of Housing and Urban Development, Savannah's 1966 General Neighborhood Renewal Plan was the first such plan in the country to include historic considerations. Eric Hill and Associates drew up the plan, with Atlanta architects Muldawer and Patterson defining 16 characteristics of Savannah's architecture. These 16 design criteria (e.g., height, proportion of front facades, proportion of openings within facades, materials, textures, colors, etc.) are the basis for review of projects and renewals; 6 must be met by every restored or new building within the area. The criteria have provided a unique resource tool for preservation everywhere.

Savannah's Troup Ward has been the site of a pilot urban renewal program using a combination of city and Federal funds. The selection of one ward to use Federal funds for townhouse rehabilitation in an historical, densely populated downtown area was an innovative effort that spread to other areas of the city. And use of government funds generated an almost equal amount of private investment, preserving 127 dwellings within the ward.

Historic preservation is not a process that benefits low-income families. Even middle-income families would be hard pressed to purchase a renovated structure. Numbers of families have had to relocate from the downtown area. And only the coming decades will show whether historic preservation can reverse deterioration and reclaim older sections of our cities. (Indeed much of the Savannah effort could not apply directly to other American cities, which lack the concentrated and homogeneous historical area of that city.) But the joint public and private efforts in Savannah have set the standard for every American city concerned with preserving its peculiar treasures. It represents a complex awareness of identity and place that is a valuable community resource.

**OLD SAN JUAN
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The United States embraces a wide variety of cultural influences that are reflected in every facet of our daily lives. The design of our cities, our language, our laws and forms of government, the names of our cities (that resonate with echoes of the waves of European settlement as well as those of native Americans that received them), all reflect the cultures that are interwoven in our society.

Nowhere is the Spanish heritage so much a part of the present as in Puerto Rico; nowhere is the physical embodiment of that culture so carefully retained as in the historic district of Old San Juan.

Determined not to permit contemporary growth to blur or erase the architectural personality of the city, in 1955 the Commonwealth Legislature established the Institute of Puerto Rican Culture as a public corporation responsible for preserving and enriching Puerto Rican culture.

One of the primary goals of the Institute has been to supervise the restoration of monuments of historical or architectural interest. Interest is not limited to isolated buildings; the Institute has established two official historical zones, one in San Juan and one in Ponce. Within these zones, buildings may not be demolished or altered without Institute approval. An Advisory Commission of architects, historians, and other qualified persons studies each proposal and advises the Institute. The Institute itself has re-

stored two buildings in the San Juan historical district to serve as models for private efforts. An 18th century mansion houses the Museum of Colonial Architecture, with its second floor devoted to a Museum of the Puerto Rican Family, showing the life style of a 19th century Puerto Rican family. Another 18th century building serves as a Museum of Fine Arts.

The Institute provides a number of valuable services to private property owners in the district, which is a thriving commercial and residential area. The Office of Monuments and its architects without cost give advice on facade designs, doors, balconies and other structural elements, as well as selling at cost ausobo beams, floor and decorative tile, locks, hinges and studs necessary for restoration but not easily available.

The Institute has promoted legislation that provides tax benefits and loan assistance to private owners who undertake restoration. To insure that the district is more than a monument, the Institute works with the Urban Renewal and Housing Corporation to plan housing for the district. Close to 300 buildings have been restored in Old San Juan, preserving its past while enhancing its future as a commercial and cultural center for the city and its thousands of visitors. Across the Island, wherever restoration efforts are in progress, particular attention is paid to the use of historical sites as museums, libraries and parks to make the Island's heritage accessible to the present. An outstanding, on-going example of comprehensive historic preservation.

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One hundred and forty years ago a small group of St. Louis citizens sought to create a posh residential district that would equal the elegance of a classical European square. For a brief period Lafayette Square flourished, stately townhouses surrounding a luxuriant park. A devastating tornado in 1896 ravaged the area; from that point decay and neglect and the outward movement of the city left the area a dangerous, rundown slum, the great houses more often empty or packed with makeshift living units for as many as 60 or 70 tenants.

In 1969 a group of young people, attracted by the remnants of 19th century charm and low real estate prices, formed the Lafayette Square Restoration Committee, Inc. Its goal and achievements represent the personal involvement and process that have characterized much of the resurgence of the preservation of our past across the nation.

The Committee's first success came in 1972 when the Missouri Advisory Council for Historic Preservation nominated Lafayette Square to the National Register of Historic Places, which helped reduce the threat of highway construction. The same year the St. Louis Board of Advisors passed a Historic District Bill that forbad building demolition without the consent of the Landmarks and Urban Design Commission. In 1973, the National Trust made its first loan for purchase and restoration, and the city passed an enabling act to permit city repossession of tax-delinquent properties. The properties are administered and sold by the St. Louis Land Revitalization Authority.

These achievements are corollaries to the tremendous personal commitment families have made to the neighborhood; the backbreaking labor of creative restoration, the active campaign to encourage bank investment in the area, the historical research that has brought more than 90 percent of the area's 360 residences back to their original elegance. The annual June house tour has become the most successful event of its kind in the midwest.

Problems remain, common to most serious preservation efforts. Demolition and lack of code enforcement are constant threats. The Historic District Bill is weak. All work is still on a volunteer basis; funding is a constant problem. There is concern that the area is being saved, but only for the middle class professional who can afford an interest in mantels and ceiling medallions.

The historic preservation process is not immune to criticism nor problem-free. It remains a catalyst for redeveloping a neighborhood on a personal and physical level. In St. Louis, the Lafayette Square restoration is reclaiming what Ada Louis Huxtable has called the "recognizable richness of a specific urban inheritance."

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Folly (fŏ.lē) archit. A whimsical or extravagant structure, either useless or having an appearance completely unrelated to its purpose, built to serve as a conversation piece, lend interest to a view, commemorate a person or event, . . .etc.; built especially in England in the 18th century.

Move the time frame up a hundred years, switch the setting to Margate, New Jersey, and voila! you have Lucy. Lucy is an elephant, and true to the grand tradition of architectural follies, there's not much real reason for her size or unusual shape (unusual not for an elephant but for a building). Lucy is the sole surviving architectural folly in the United States today, a monument to the whimsical spirit of James V. Lafferty, who built the amazingly designed structure as a real estate promotion during the 1880's, plunked it on the flat shores of Margate by the sea, and proceeded to use it as his office. Later a tavern, a summer house, and a restaurant, Lucy graciously received the awed visit of thousands (she stands 65 feet high) and even after her heyday managed to survive storms and floods. Old age and deterioration almost did her in.

Her significance today, close to restoration, is as a representation of the process and the determination involved in historic preservation, whether we speak of Savannah, or a Lucy, or of the hundreds of community efforts across the country today.

Deteriorated, literally a white elephant, Lucy was scheduled for demolition when she was turned over to the city of Margate as a gift in 1970. The story of her preservation is a cliff-hanger of citizens coming up with solutions and hard cash just before it was too late.

The first efforts of the Save Lucy Committee included Lucy in the 1966 Historic American Buildings Survey, and resulted, in 1971, in having the edifice placed on the National Register of Historic Landmarks. During that period the committee's efforts were threatened when the very land on which Lucy stood was sold out from under her. Working under a tight deadline, the group, led by Josephine Harron and Sylvia Carpenter, raised $28,000 to move the elephant to a new site. (Easy, in the telling. A bingo night, a flea market, a Lucy Day at the track, sales of Save Lucy stickers represented a frantic effort to raise the cash). It finally took a court ruling before Lucy was accepted at her new location on land donated by the city.

The Save Lucy Committee continues its efforts to raise money for renovation. Although Margate loves Lucy, no city money is available, so the tax exempt, non-profit organization has sought Federal assistance. Under a preservation of historical sites application, the committee received a Federal grant of $61,750 in 1971, with matching funds required. Again the committee launched a fundraising drive to raise the estimated $120,000 needed to restore Lucy. Assisted by a loan through the Mainland Bank made available by 62 civic minded residents throughout the county, the committee raised $123,000; renovation began in July, 1973.

The renovation is nearing completion. Lucy the elephant will be used as a museum and multi-purpose activity center, surrounded by a park and playground. She already receives visitors daily. The Save Lucy Committee has preserved a unique American attraction of significant architectural value, not for weighty or cosmic reasons—just for the fun of it.

New Communities

THE WOODLANDS
MITCHELL DEVELOPMENT CORPORATION OF THE SOUTHWEST
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There is a new address in Texas that the U.S. Department of Housing and Urban Development knows as a "new community." Environmentalists know it as a winner in the Second Annual Community Quality of Life Awards Program sponsored by the *Environment Monthly,* and the U.S. Postal Service knows it simply as The Woodlands, TX 77373.

The Woodlands is a new town 25 miles northwest of Houston. It has been in the making since 1962 when its developers, the Mitchell Development Corporation of the Southwest, began a series of real estate transactions that by 1972 resulted in a 20,000 acre town site. Today this new town provides a wide variety of housing and the standard recreational amenities. Shopping, offices, a concert site, and an elaborate information center mark one of the most recent entries in America's new town sweepstakes.

During land acquisition, the development corporation invested $3.5 million dollars in planning to insure the compatibility of The Woodlands with its natural environment. Ecological planning by Wallace, McHarg, Roberts and Todd exemplifies a textbook of environmental design. As *Environment Monthly* stated in its award citation: "The key to The Woodlands land use is this: the land allocation plan was not derived first and then changed to respond to the natural environment. Instead, the natural environment was first studied and comprehended, a process which then made land use allocation a response to both man and nature." Before a single spade of dirt was turned, a complete ecological study of the site was undertaken that included a detailed inventory of drainage, soil types, vegetation, wildlife, and even endangered bird species.

Construction of The Woodlands began in the early 1970's, and the project was granted the largest permissible Federal guarantee—$50 million against the sale of debentures. When The Woodlands is completed sometime in the early 1990's it will be the largest of this country's 15 official new communities, with a projected population of 150,000.

The first residential area, the Village of Grogan's Mill, opened in the fall of 1974. Schools and sports facilities are in place. In Grogan's Mill there are 10 miles of pathways through wooded areas, and when the whole new town is complete, there will be more than 3,900 acres devoted to natural vegetation and wildlife corridors and pathways. In all over one-third of The Woodlands will be open space, including some 30 lakes ranging in size up to 275 acres. An elaborate pure oxygen waste treatment system will recycle waste water for replenishing streams and lakes, for irrigation, and for fire protection. Eventually, there will be a 400-acre campus of the University of Houston and in keeping with The Woodlands' status as a self-contained community, an even broader range of commercial, cultural, and recreational facilities. There are plans for public transportation.

Like many new developments, The Woodlands is very energy-intensive, which may prove expensive in the coming years. But as a model of ecological planning, The Woodlands sets a new standard in community development.

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It is difficult to envision why a well-to-do Minneapolis housewife, joined by an academic friend who taught business and accounting, should think they could create a new town in town that could rival Europe's successful new communities.

Despite the unlikely scenario, the first stage of Cedar-Riverside in Minneapolis today is in place, handsome, lived in, much-lauded. Further development is bogged down by an environmental suit and the current soft economy affecting most American new towns. But more than 2,500 people now live in the new community, and Gloria Segal's story is already a mini-legend in community development circles.

Cedar-Riverside once was a busy working class community, respectable though poor, settled by Scandinavians and Eastern Europeans. As people moved up and out, the district declined into seediness; the population dropped from 20,000 to 4,000. There were several advantages going for it, however, when Mrs. Segal, Professor Keith Heller, and later Henry T.

McKnight, who became Cedar-Riverside Associates, first considered investment in the area. New highways border Cedar-Riverside. The area had received urban renewal designation from the city, and the huge University of Minnesota is nearby. It seemed possible that renovated housing close to campus might offer an investment potential. A few purchases eventually became ownership of 500 parcels, or about 85 percent of the privately held property in Cedar-Riverside.

In 1968 the plans for the area had fermented into sophisticated planning and design proposals for a new town in-town; under the New Communities Act, Cedar-Riverside became the first such Federally-designated community in the United States.

Cedar-Riverside has an impressive record of working with the city. The story goes that the city council once passed 12 new ordinances in a single day to ease zoning and building code restrictions. In return, the city got a community planned to avoid many of the mistakes associated with urban renewal. Of community residents who have had to move, all but two were resettled within the community. The development is unusually exciting, and the city ambience has attracted a vital and interesting mix of residents. The project has maintained a human scale despite its density and the highrise buildings (the density is counter balanced, perhaps, by "the psychological effect of planting ten thousand tulip bulbs"). The eleven buildings of the first stage, Cedar Square West, make room for day care, a health clinic, a grocery, an elementary education center, and recreation and commercial spaces. Two-way television will eventually be the core of a multi-level communications system that could serve as a security system and also let a housewife order her groceries from home.

Many of Cedar-Riverside's visionary plans remain in the future. The first neighborhood, however, stands as a step toward the kind of new town not yet fully realized in this country—but off and running. Exemplary planning and a gamble on a vision. As we say in America, tune in tomorrow!

ROOSEVELT ISLAND
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Roosevelt Island has gone by a number of names in the last three hundred years. Until 1828, it was known as Blackwell's Island, after the family that had lived there since the seventeenth century. Sold by the Blackwells to the City of New York, the two-mile long, rocky sliver of land in the East River was renamed Welfare Island. Thousands of New York's outcasts were confined there in a complex of asylums, workhouses, and penitentaries until most facilities were closed in the 1950's. When it was renamed after Franklin Delano Roosevelt in 1969, the island harbored only two city hospitals.

Today the island is being called simply "Manhattan's Other Island," in a promotional campaign for the new community under development there by the New York State Urban Development Corporation. The construction of an in-town new town was the recommendation of a citizen committee appointed by Mayor John Lindsay in 1968 to consider how the city could best put its small piece of neglected but highly valuable real estate to use.

The New York State Urban Development Corporation took over site development in 1969 and a master plan for the island was drawn up by architects Philip Johnson and John Burgee. A third of the island will be open space; the rest is being developed as two mini-towns, Northtown and Southtown. The two towns will contain a total of about 5,000 rental and cooperative apartment units providing for a total island population of about 20,000. Occupancy will be divided almost equally among low, middle, and upper income families served by a full range of schools, recreational facilities, and commercial establishments.

One of the last 18th century wooden farm houses in New York City, the original Blackwell farmhouse, is preserved in a park setting on the island. Those banes of New York City existence, cars and dogs, both will be prohibited. The first stages of a unique transportation plan are in place; transportation will be provided by an electric minibus circling the island once the auto-free zone is instituted early in 1976. An aerial tramway runs to Manhattan along the north side of Queensboro Bridge. Access to Manhattan will be improved with the completion of a subway hookup sometime in the 1980's.

Problems have beset the development along the way, including a financial crisis in February, 1975, when it appeared as if the Urban Development Corporation would be unable to pay off interest on its bond issues. UDC also has had difficulty contracting out to private builders, who are limited to a six percent profit. And UDC itself has undergone marked changes in its function and leadership since a change in administration in Albany. Nevertheless, public interest in this newest of American new towns is still strong; the first pioneering families have already moved in. They are participants in a unique and incredibly complex experiment in development through intergovernmental cooperation; eight Federal agencies, eight state agencies and the thirty-one city offices cooperated in planning Roosevelt Island. A contemporary reminder that the pioneer spirit is alive and well in America.

Planning and Management

EXECUTIVE REORGANIZATION PLAN
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Despite the incredible increase in the complexity of government, states have been slow to adopt the systems approach, the technology transfer, the computerized operations that are the hallmark of modern business. The house of government just grew, expanding into crowded warrens of committees, boards, agencies, and *ad hoc* subcommittees that often left the average citizen—and sometimes even the experienced legislator—unsure of who was minding the store.

By 1974, haphazard growth and repeated response to immediate needs with no concern for structure had made an unintelligible patchwork of the executive branch of Idaho's state government. Over 260 departments, boards, and commissions existed without any regard to functional relationships, effectively throttling any

efficient response to contemporary needs. Citizens and even legislators were finding it difficult to wend their way through the executive branch. The proliferation of state agencies hampered Governor Cecil D. Andrus and the legislature in their work, especially in dealing with appropriations, performance review, and policy direction. The end result was "state governmental drift."

To address this problem, the Governor initiated a reorganization effort with five central goals. First, protection of the public interest. The reorganization process actively sought out the participation and input of those "outside the political arena." Second, establishment of a workable executive control: the creation of clear lines of authority and accountability through statutory provisions or administrative directives. At the same time independent offices were reduced to a number possible to supervise and hold accountable. Third, improvement of state services to the citizens. The haphazard and unplanned growth of government often left the citizen lost in a bureaucratic maze—or, conversely, provided the same service twice by competing agencies. Fourth, improvement in administration efficiency. In order to stem the rising costs of government, the duplication of staff functions had to be eliminated. Fifth, the development of competent administrators, with sufficient authority to run their own agencies and accept program responsibilities.

Once these goals were defined, things started to move. Executive staff initiated a comprehensive inventory of the existing state government structure. Since reorganization would require an amendment to the state constitution, they drew up such an amendment for the voters, limiting the number of state agencies to not more than 20. Then the public process began: statewide announcements, bipartisan support, media endorsement. Public hearings were held in each town of over 2,000. Citizens groups supported the effort. The legislative nitty-gritty and months of public hearings were handled by a committee of two citizens and twelve state legislators.

Today, Idaho has completed a successful reorganization of the executive branch from 260 agencies to 19 that deal with specific functional areas. Through the cooperation of citizens, the legislature, and the executive branch of state government, Idaho has completed two successful years under a modernized state government.

Reorganization is not a sexy subject. But as governments paradoxically become more involved in individual lives and more remote from any individual's sense of control, the existence of a rational structure where the citizen can determine accountability may be one of the hallmarks of good government.

COG TECHNICAL ASSISTANCE
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REGIONAL PLANNER

Planning, in the most comprehensive meaning of the word, is completely beyond the economic reach of small towns like many of those that dot the East Texas landscape. Yet these communities, often less than 5,000 in population, face problems that comparatively may be more overwhelming than those in large communities.

The East Texas Council of Governments (ETCOG) comprises 76 such communities within its 14-county region. Its comprehensive planning program for small communities is a response to a special need. It has provided planning at a low-cost ($2,000) to 15 communities since its inception in January 1975. Planning is always formulated primarily by local officials and private citizens and geared to local capabilities.

The plans consist of two volumes: a master plan of recommendations, and a compilation of zoning ordinances, subdivision regulations, and building codes for implementation. All recommended ordinances, regulations, and the majority of codes were adopted and are being implemented by each community with extensive ETCOG involvement. The built-in citizen involvement also ensures implementation as citizens are interested in seeing "their" plans carried out. The ten year goals and objectives are formulated by community-wide involvement and a five-member citizens' planning committee. Plans are prepared under the direction of a professional ETCOG planner. Citizen involvement, including local banks, utility companies, and state agencies, is encouraged through news media coverage, survey questionnaires and the Citizens' Planning Committee. Planning education is provided for the committee and the ex-officio councilman. As a result of the process, the community has a well-educated and informed group of at least six citizens who are prime candidates for appointment to a planning and zoning commission upon completion of the plan. Because the plans turn out to be community plans, with realistic recommendations, they sell themselves. ETCOG has not had to solicit participants; the communities continuously have requested assistance on their own initiative.

Over 100 Federal, state, regional and local agencies have asked about the ETCOG process. The effort to spread the benefits of planning has been recognized by the Texas State Department of Community Affairs, the American Institute of Planners, the American Society of Planning Officials, and the American Society of Civil Engineers.

YAVAPAI-PRESCOTT TRIBE
COMPREHENSIVE PLAN
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PRESIDENT

The Yavapai-Prescott Indian Reservation is a small community, 109 tribal members living on 1,402 acres that are surrounded by Prescott, Arizona, a growing urban area. With no real plan for the community, the tribe saw two alternatives for its future: a complete absorption of the community by Prescott, or an acceptance of a role as tourist attraction for the growing number of visitors to the state. Neither role seemed particularly palatable to the tribe, and it moved instead, in a third and somewhat unique, direction. Patricia McGee, President of the Tribal Council, asked the Governor's office for assistance in developing what became the Yavapai-Prescott Comprehensive Plan. It is not planning per se but the planning approach at the scale of this community that is unique. Small reservations usually are

unable to hire professional planners with their own resources, and more often than not they cannot meet the non-Federal share of Federal planning costs. Thus they have found it especially difficult to carry out planning projects.

The Governor of Arizona did provide professional planning assistance from his Office of Economic Planning and Development. The planners' efforts were as comprehensive as the final plan; they made a particular effort to educate themselves about the Yavapai heritage and before the process was complete they had met almost every resident at an interview or dinner meeting. These meetings identified the goals of tribal residents, and details of the planning responded accordingly.

Interestingly, most of the residents, including the young people, expressed a preference for remaining on the reservation; the plan identified sites for housing to meet needs through 1990. Tribal members were eager to stay if jobs were available; the plan outlined possibilities for commercial development away from residential areas. In addition to other expressed concerns (open space, recreation), a significant tribal necessity was identified as a way to preserve and renew the reservation's specific heritage. Today a new community center houses a library, a display of tribal artifacts, and a resource center identifying available job and educational opportunities. Federal grants support classes for the young people in the language and heritage of the Yavapai. The design of the center building itself reflects this heritage.

The development of the comprehensive plan was instrumental in the community's obtaining a grant for a new sewer and water system, and a second Federal grant to develop a commercial park. The Yavapai-Prescott plan embodies elements of all good planning: a recognition of the needs, an involvement and utilization of all resources, a sensitivity to the environmental impact of the plan, and a particularly strong emphasis on citizen participation. This high degree of citizen involvement was the specific basis for the 1974 Department of Housing and Urban Development Design Award given to the Yavapai-Prescott Comprehensive Plan.

PLANNED LAND USE SYSTEM
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The Planned Land Use System (PLUS) of Fairfax County is a major innovation by local government in the integration of new and old planning tools to manage growth. Its successes and failures also represent the sometime uneven capacity of growth controls to respond to different pressures within a community.

Fairfax County, outside of Washington, D.C., was throughout the sixties one of the fastest growing counties in the nation. Growth outpaced planning capacity to the extent that a study committee in 1967 reported that while it would be a gross exaggeration to see the county as a ship without a rudder, it would be no exaggeration to say the rudder was often difficult to find.

The political climate swung toward support for controlled growth by the early seventies, however, and a newly elected Board of Supervisors directed the formation of PLUS, a program to involve all appropriate government agencies in a comprehensive approach to land planning and management. A number of no-growth actions took place at the same time: sewer moratoria, a tripling of denials of zoning requests, and eventually a six-month suspension of all rezonings to afford a "pause for planning." This initial "pause for planning" was overturned by the Virginia courts.

In 1973, the County Board appropriated $1,494,000 from revenue-sharing funds for the land use control program. In January, 1974, the Board passed an interim development control ordinance to be in effect for an 18-month period to allow the PLUS planning effort to proceed. The Planning Office moved in a number of directions. They have attempted to assess facility adequacy prior to new development, an approach similar to the timed development plan in Ramapo, New York. They set aside $2 million in revenue sharing in 1973 in a land banking program. A number of analytical tools are used in an Impact Evaluation System under which new projects or program changes are evaluated in terms of their impact on housing and social needs as well as on energy and the environment. These program efforts are all supported by a unique information system that monitors and records the physical growth and condition of specific areas of the county.

PLUS also represents a commitment to citizen involvement in planning that often is cumbrous and time-consuming but that is an important aspect of most recent planning and growth control efforts in this country. In Fairfax, the county is divided into 14 planning districts. During the period that the first PLUS plans were in preparation for the Board of Supervisors, planners met with task forces in each of these districts; well over 500 such meetings were held during the 18-month PLUS effort, allowing citizens to take part in all steps in the planning process. The planning office also has used market research surveys to measure public needs and attitudes. The planning office hopes to sustain citizen participation for future issues—rezoning, transportation—that will come before the Board in the future.

A significant citizen input into planning, however, came from one group not originally represented among the district task forces: the builders. Fairfax, like most Washington, D.C., suburbs, has been one of the hottest developer's markets in the country, and builders and developers were quick to challenge many of the county planning controls in the courts. The courts, in turn, have overturned several sewer moratoria, the rezoning requirement for low and moderate-income housing, and certain subdivision and site ordinances; some issues remain unsettled. Today a special builders' task force is included in the planning process.

Generally the State legislature and State court actions have tempered PLUS's full potential to manage growth. But the effort remains an excellent example of comprehensive planning in a large suburban community as well as a classic case study of the growth-no-growth forces in American community development.

MANAGEMENT APPROACH TO
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Although such American architects-theorists as Robert Venturi and Denise Brown and the art historian Vincent Scully have at times argued that urban design is what happens, most design professionals today argue for a more planned approach to urban design; they are increasingly concerned with design in an environmental context rather than the specific building or project.

Dallas is a city where an institutionalized urban design approach is perhaps furthest along. The idea of urban design management has broad community acceptance; the Urban Design Division under Weiming Lu is an effective arm of the city government. The city's inter-disciplinary team approach has provided a number of case studies in successful design management.

An early effort related to the visual clutter of commercial and private signing, that littering of the environment common to most American cities. The Dallas City Council appointed a 15-member Citizen Advisory Committee to study the problem, using the best consultants available. Lighting engineers, environmental psychologists, economists, and legal experts developed recommendations; polls and surveys recorded public opinion. The Department gave briefings on the proposed regulations to every major business and community organization. In final form, the regulations simplified administration and divided the city into commercial and residential areas for enforcement. They emphasized a "sign envelope" that reduced the need for visual competition by permitting the use of smaller signs close to the street. For signs on buildings, words rather than size were the controlling factor, thereby encouraging graphics in visual communications. Old, non-conforming signs are retired through an equitable amortization procedure.

The city's growth patterns provide another staging ground for urban design. Dallas has experienced a 40 percent population increase in the last decade; a large part of the design team's work deals with enhancing the city's remaining environmental assets. The Department of Planning and Urban Development, again in conjunction with consultants and a volunteer environmental committee, produced 184 recommendations in a Dallas Ecology Study. The study is being used to guide zoning decisions, to define flood plain areas most suitable for development and transportation, to educate the public, and to review environmental impact statements.

A third example of the design management process concerns neighborhood revitalization. The passage of the city's first historic district ordinance has halted the actual physical destruction of homes in the Swiss Avenue District, and over one million dollars in private investment has gone into the district.

Dallas has made the most aggressive commitment to the urban design approach of any city in the country. Other cities should be aware that the groundwork for community acceptance has been building ever since Dallas's original goals program articulated the concept over 10 years ago. Such a program requires financial support and a realization that integrated design management is a long-term process. An annual investment of $200,000 plus grants and special projects has returned to Dallas many times over in increased revenues alone.

MANAGED GROWTH PROGRAM
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The growth of the Town of Ramapo, New York, has been closely linked to the development of major transportation routes. With the development of the Tappan Zee Bridge across the Hudson River, and the construction of the New York Thruway tie-in and the Palisades Interstate Parkway, the town experienced a 120 percent increase in growth—some 32,000 new residents during the decade 1960-70. Suddenly there was suburban sprawl, a housing shortage and a fantastic rise in school and town taxes. An obvious need existed for phasing residential development with public improvements, controlling the character of development, preserving a balance among land uses, and maintaining the quality of public services and facilities.

The town took certain steps to control the timing and location of new development by tying it to staged capital improvements. Ramapo first completed a master plan, adopted a zoning ordinance, and then adopted long-range capital budgets. The new ordinance based a developer's right to build upon the availability of municipal services. According to budget projections, some of these services would not be available for as long as 18 years. Ramapo devised a point system that required a developer to attain at least 15 points before he could be granted a permit by the town board. Points depend upon the availability and proximity of services: sewers, roads, drainage facilities, fire houses, parks or recreation facilities. The controls were contested in court, but the approach was upheld in a 1972 landmark zoning decision by the New York State Court of Appeals.

Developers may advance the date of development by installing and furnishing improvements to bring the site to the required point level. Developers also are encouraged to retain open space by dedicating development easements and obtaining reduced assessed valuations. All land restricted by the ordinance is entitled to a reduced assessed valuation to reflect a restricted market value. Variances are available for public and low-income housing and other special uses that conform to the comprehensive plan.

Ramapo's managed growth program has been in operation since October, 1969, and has successfully achieved the town's major objectives. The rate and magnitude of residential development have slowed down to permit Ramapo to expand its industrial and commercial base and to improve the quality of existing residential development. Furthermore, new development has occurred in close-in areas adjacent to existing development and in the more densely populated villages of the town where most services are already in place.

One of the first managed growth programs in the country, Ramapo remains one of the most comprehensive in its rationale and in its implementation.

PARTICIPATORY MANAGEMENT PROCESS
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DIRECTOR

Since we are smart enough to send men to the moon, certainly we can improve fire fighting, eradicate slums, build industrial housing—whatever your particular city problem might be. The great leap in space technology held out the promise of a new technological mastery that could meet our more mundane problems. By and large, these expectations remain just that; the promise generally unmet. There has been "little natural diffusion of already developed technology between industry and local governments."

One attempt to change this has taken place in Tacoma, Washington, where a Technology Transfer Center and the use of participatory management processes is creating an environment "where local government can achieve effective technology transfer" and a process that can be replicated in other cities.

The program in Tacoma is built on the original concepts of Totem One, a 1972 program funded by the National Science Foundation. Totem One focused on overcoming the barriers to transferring technology to cities (barriers such as the fragmented urban market, the paucity of technical people in local government, lack of local funds for experimentation, etc.); the approach generally was to develop a process to integrate city and technical personnel. Tacoma became in effect an urban laboratory with the Boeing Company. Specific projects involved transit, fire, and city planning departments.

Today the concept developed under Totem One is continued at the City's Technology Transfer Center, where city needs are identified (the police department has become an additional client) and then appropriate outside technology resources are sought. The center, an arm of city government, encourages "participatory management" through interdepartmental workshops and presentations of successful technological projects. In a sense the Center serves a brokerage role for the city, providing technical assistance, using outside research centers, securing funding.

The Center has worked with Boeing, Battelle, various Federal agencies and universities. Since profit limitation obviously would preclude a private company from building exclusively for Tacoma, the Center is involved with other Washington cities to determine possible joint efforts.

Examples of projects completed in Tacoma include the introduction of a more efficient five-inch diameter firehose by the city fire department and the design of a prototype of an all-purpose harbor service craft to replace the city's aging and nearly useless fire boat.

Technology transfer in Tacoma has since spread to other city departments that are not hardware-oriented. A municipal court scheduling project, for example, has nearly halved the overtime paid policemen appearing as traffic court witnesses. Tacoma today probably can exhibit more examples of applying research and technical capacities to the day-to-day operations of a local government than any other city.

DEVELOPMENT RIGHTS TRANSFER PROGRAM
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St. George, Vermont, is a small town whose corporate limits embrace 2,304 acres of rural land but include no school, no post office, no gas station or store. The people who live there would like to see it develop as a community complete with services, jobs, and a wide range of housing rather than continue to develop as a "bedroom" community.

Lying ten miles from Burlington, the state's largest city, the town experienced a fourfold population explosion in the 1960's; (growth, it should be noted, is relative; population soared from 108 in 1960 to 477 in 1970). Determined not to become another suburban satellite, St. George purchased a 54-acre parcel of land in 1970 as a village center, where the town determined to concentrate the growth of residential, commercial, and public facilities. The town hired Robert Burley Associates, an architectural firm that had submitted a winning plan for the village center in a statewide competition. With its model in hand, the town needed only a method of requiring developers to build within center limits. The solution is the concept of development rights transfer, a land control practice worked out by Armand Beliveau, a St. George resident.

The genius of the development rights transfer concept is that it addresses what had been the main obstacle to land use control in Vermont—the opposition of landowners who fear that zoning regulations will limit, if not eliminate, fair profits from the sale or development of their land. By establishing two distinct measures of the value of land, Mr. Beliveau was able to nullify landowners' traditional arguments. The concept separates the intrinsic value of undeveloped land from its potential development value. The potential development value is measured in units called development credits or rights, and these rights are transferable. For example, a developer can build within the village center if he first purchases development rights to land outside the village. These credits can be exchanged for center rights, with the town then holding the rights to the rural site. This fairly simple process has something for everyone. Development occurs in accordance with the town's plan. The rural landowner receives a fair incremental profit for his land's development credits and may keep his land for other uses. (He may, however, sell both rights and land.) The rural property is taxed only on its intrinsic value, but the town maintains its tax revenue level by its power to tax the land's development credits which have been transferred to the village center.

In its first major application, the town has been able to negotiate with a developer to build a commercial building and an industrial building within the limits of the planned town center. The developer has deeded the land he had originally planned to use to the town. (That is, he has transferred the ownership of his purchased development rights.)

Thus the economic and environmental advantages of concentrated development and open space preserva-

tion are being achieved within the framework of the town's growth objectives, and landowners are protected from losses they would have experienced through downzoning. The project is being financed through grants from the State, the New England Regional Commission, and Farmers Home Administration of the U.S. Department of Agriculture.

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The Twin Cities Metropolitan Council is one of the nation's most innovative experiments in urban government. It was established in 1967 by the Minnesota State Legislature to fill the need for regional coordination of planning and development in the seven-county Minneapolis-St. Paul area, a region encompassing half the state's population.

In essence, the Council's job is to take the physical and social problems that have regional impact and to plan or coordinate programs designed to solve the problem. The Council also establishes guidelines for orderly economic growth of the seven county metropolitan area and synchronizes public and private development. What makes the Metropolitan Council so special is that, unlike most regional government councils, it has statutory authority to review the plans of local governments and to approve or veto the long-range plans and capital budgets of other regional agencies. And it has used this authority more vigorously than most legislators had expected.

The Council's major tool in coordinating development is the Metropolitan Development Guide, which outlines the policies, plans, and programs for orderly growth. The guide contains the physical, social, and economic criteria for Council review of community plans and grant applications. In a less formalistic interpretation, the Guide reflects the optimism and hopes of the region's citizens about the future of the Twin Cities.

In addition to reviewing plans and development projects, the Council has the authority to review the applications of other units of government in the region for Federal money, and an unfavorable Council comment may cause a Federal agency not to approve an application.

At times the Metropolitan Council's wide responsibility has worked against it, and the Council has almost inevitably earned itself a few enemies. One of the hottest disputes of recent years was a fight between the Council and the Metropolitan Transit Commission over which body had the authority to set transportation policy. The matter eventually went to the legislature, which passed legislation strengthening the Council's voice in determining regional transportation policy. Other issues have included the vetoing of a new major airport proposed by the Metropolitan Airports Commission, resolving a sewer crisis, and providing opportunities for low and moderate income housing throughout the area.

The Council has had some difficulty developing grassroots support despite the existence of a number of advisory committees and boards that facilitate active citizen participation in their decision-making process. The efficiency of an areawide sewer system, for example, doesn't always strike the collective public imagination. As a result, in the past several years the Council has made a significant effort to win the support of a wide variety of community groups and over 300 local government units in its jurisdiction.

The Council concept grew in large part out of the sophisticated efforts of a number of organizations including the Citizens League, the Association of Metropolitan Municipalities, the local Chambers of Commerce, the League of Women Voters, and other community groups. They have seen their efforts rewarded with a regional invention that is not only an instrument of good government, but as *Fortune* magazine commented, "a potent means of enhancing the quality of life." The Metro Council is a model for the burgeoning interest in regional government.

MOBILE CITY HALL
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COORDINATOR

In 1968 Flint initiated a decentralized city hall program that extended government services into all neighborhoods throughout the city. This program has grown to become a "mobile city hall" service available to all of Flint's 190,000 residents. The mobile city hall program is coordinated and co-sponsored by the Community Relations Section of the Flint Police Division and the Community Programs of the Flint Board of Education; the Mott Foundation and the Neighborhood Youth Corps program provide funding.

Each summer a 25-foot mobile home, which is staffed by police officers and aides from the city high schools, makes stops on a 400-mile tour through the city's neighborhoods. Both officers and students receive special training for cutting the red tape between citizens and the public agency or program that has the answers. The mobile unit rotates its neighborhood visits according to a schedule appearing in the newspaper each week. In each area, staff members walk the streets to meet residents and use the mobile office as both headquarters and drop-in center. There, youngsters can register their bicycles, and neighborhood residents can file complaints against noisy neighbors or bothersome stray animals. The staff members also counsel the elderly and unemployed, referring both groups to the social service agencies best suited to their needs. Upon request, the police officers will provide free home security checks and offer tips to foil burglars.

Positive community response brought about the opening of four strategically located, more permanent service centers. Reaction to the increased availability of government services offered by the mobile unit and the four centers was impressive: citizen participation in the program increased ten times during the 1968-74 period.

Since 1969 funding for the program has limited the mobile unit and service center operation to the summer months, but expansion of the successful outreach program is a possibility for the future.

BOONE COUNTY COMMUNITY SERVICES COUNCIL
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PAUL KEYS
DIRECTOR

The Boone County Community Services Council is an outgrowth of the rapid increase in locally controlled tax funds brought about by Federal programs (e.g., general revenue sharing, community development revenue sharing, Social Security Administration Title 20 funds). In Boone County, a whole array of organizations and agencies stampeded for shares of the new money. In an effort to rationalize the allocation process and to comply with Federal guidelines requiring a citizen voice in how the money is spent, the Boone County Court and the City Council of Columbia formed the Boone County Community Services Council. Today the Council provides technical assistance to 75 agencies and represents an innovative approach to intergovernmental social planning.

Initially, the Council was composed of eleven volunteer members, but a small full-time staff was taken on as the Community Services Council developed into a screening group for city and county revenue sharing requests. The salaried staff was funded with money from the city and county. At the present time, the City Council and County Court first determine what amount of "unencumbered funds" may be directed to the Council for disbursement recommendations. In 1974, for example, Columbia directed half of its $1.3 million shared revenue to the Council for allocation advice.

The Community Services Council then solicits funding requests from outside organizations and agencies. Requests for 1975 came from 22 different agencies, including the housing authority, a barn theater, and the symphony society. At public hearings, the Council's subcommittees made up of local volunteer consultants in such areas as health care, criminal justice, and recreation, hear supporting arguments. The subcommittees make recommendations to the Council, which then submits recommendations to the City Council and County Court. Final authority rests with the City Council and County Court, which have on occasion gone against the advice of the Community Services Council.

The Boone County Community Services Council is the only citizen participatory group of its kind in Missouri. The allocation of revenue sharing funds illustrates the impact of its approach. Whereas in Missouri as a whole some 70 to 80 percent of local revenue sharing monies going for bridges, roads, and public safety, in the city of Columbia only 37 percent was spent for such services, the rest going to various health, social, and recreational programs.

The Council's success recently has come to the attention of the State government, and the State's Division of State Planning and Analysis has granted them a $10,600 subcontract to conduct a countywide survey of the community's social needs. The results of the study will be used in improving social service integration throughout Missouri.

REQUEST FOR SERVICE PROGRAM
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MS. HELEN POORE
COORDINATOR

Although their city council is elected by the people and the city administration is responsible to the city council, for years there was little opportunity for Charlottesville citizens to express their concerns, complaints and requests to their government, or for citizens to become involved in local projects undertaken by the city.

To increase governmental responsiveness and more directly involve citizens in city government, the Request for Service Program and the Citizens' Assistance Office were established in Charlottesville. The primary objective of the program was to insure the prompt, equitable, and courteous disposition of all citizen requests involving city departments. The Citizens' Assistance Office administers the program and advises citizens of other resource possibilities if they cannot provide direct assistance.

A 24-hour service was set up with fire department volunteers answering phone calls after regular business hours. Emergency numbers for gas, water, sewer, and street problems are already available, so the 24-hour line handles other emergencies, including social services. The Welfare Services Department has developed a schedule of supervisors on call for emergency social problems. These supervisors are also available for advice and referrals outside business hours. The city provides a postage-paid post card in its utility bills for citizens complaints, suggestions, or requests for service.

Volunteer projects in the community are also organized and supervised by the Citizens' Assistance Office to resolve problems for which the city is not responsible. Examples include a volunteer stream clean-up project twice a year and volunteer assistance in correcting city ordinance violations when property owners are incapable of doing so.

The success of the Request for Service program is evident in its increasing clientele: from 100 users in 1971 to 3,000 in 1974.

A possible disadvantage of the program is the phenomenon of rising expectations: that government can and should resolve any and all problems. To avoid this, all program actions should be consistent with existing policy. Communities implementing a Request for Service Program need a total commitment of administration and staff. As a city begins to demonstrate that it can work effectively on small problems, the public is likely to request assistance in broader areas, in physical as well as social terms, as has been the case in Charlottesville. The advantages of the program already have persuaded several other Virginia communities to ask for assistance in setting up a Request for Service Program.

**STANDING ROCK ENTERPRISES,
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JOSEPH F. CONDON, PRESIDENT**

The Standing Rock Housing Division has an annual "minority workers" payroll of one-half million dollars. In 1975, the organization broke ground for a $300,000 expansion of its pre-fabricated housing construction plant. The company recently acquired a computerized framing system for use in the pre-fab operation and a business computer for office use. The organization constructs approximately 350-400 housing units per year that range in cost from $23,000-$65,000, employing as many as 85 employees in the office, in the plant, and at field sites. Since 1971, Standing Rock has expanded its market from producing units for its own community to contracting and supplying units for the Cheyenne River and Pine Ridge Reservations in South Dakota, the cities of Pierre, Mobridge, and Rapid City, South Dakota, and Bismarck, North Dakota.

This business venture by the Standing Rock Sioux was undertaken initially to generate work for their own people in a community where 40 percent of the Sioux labor force was unemployed. Another long-term goal was to provide adequate and satisfactory housing for the Standing Rock community. In 1971 tribal leaders acquired funds for development of their pre-fab operation from the Office of Economic Opportunity, Office of Industrial and Business Development. They also hired a housing consultant in order to optimize the use of over $400,000 in start-up funds. In less than five years, Standing Rock has paid off its debts, and, as of 1975, is operating in the black. They are expanding their sales market, decreasing reservation unemployment, and supplying sound housing for their own people and other communities. This Sioux project shows fellow Indian Americans that they can be competitive in the economic arena; their success in housing development provides a replicable model for other Indian communities.

**PAIUTE INDIAN RESERVATION
AQUACULTURE
PYRAMID LAKE TRIBAL COUNCIL
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PYRAMID LAKE INDIAN
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Pyramid Lake is a 110,000 acre lake in the Nevada desert with recreational potential and archaeological significance. Its sole source of water is the Truckee River. In 1859 the Federal government delineated boundaries around the lake for the Paiute Indian Reservation intending that the lake and its fishery be reserved for the tribe.

But within half a century, the Federal Bureau of Reclamation built the Newlands Reclamation Project, which diverted large amounts of water from the Truckee River watershed for agricultural irrigation and power production elsewhere. Between 1905 and 1967, the level of Pyramid Lake fell 80 feet, one-third of its original size. As a result, the delta at the Truckee river mouth was exposed, preventing lake fish from swimming up the sand-choked river to spawn. Two local fish, the cutthroat trout and the cui-ui sucker, were threatened with extinction.

In 1967 the Department of Interior adopted regulations and operating criteria to prevent the waste of water in the reclamation project but the issue of whether the lake water was to be maintained for fishing and spawning was never settled. The Paiute Tribe sued the Department in order to reduce the amount of water delivered to the Newlands project. After the hearing the court held that the Department had violated its own regulations and the court itself established operating criteria that it ordered the Department to implement.

As a result of the court hearings, the Marble Bluff Dam was recently completed, which permits fish to swim upstream to spawn. The dam not only assures an adequate water level but also contains a unique egg-stripping operation, one of the newest technological advances in removing eggs from fish.

In 1974 the Paiute constructed their first fish hatchery on Pyramid Lake; one and a half million fish were produced in 1975. The hatchery is a closed system that permits reuse of the water supply, a new technique as yet used by very few hatcheries. Fish are planted in a pen arrangement within the lake so they can feed on the lake nutrients, and are reared there until ready for commercial sale. (The initial expertise and the first set of eggs for the new hatchery were provided by the Lumi Indians, who operate a successful acquaculture project in Bellingham, Washington.)

The project will mean escalating economic benefits. Originally the hatchery provided jobs for 12 tribal members. Completion of a commercial fish processing plant in 1976 will add 20 additional jobs. Legislation currently before Congress would authorize $2.5 million for a second hatchery. If this materializes, and development of the lake's recreational potential moves ahead, some 50-60 additional jobs should result, as well as benefits to the area economy.

The Tribe is now working with the National Park Service to develop zoning plans to prevent future development incongruent with Tribal objectives. The Paiute will establish new wildlife sanctuaries around the lake, and further, the Tribe has passed a resolution to dedicate the lake to the public if the Interior Department assists in its development. An unusual farming system with potentially broad economic usefulness to the tribe and its large community.

**PORT OF OAKLAND
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PUBLIC RELATIONS**

Faced with consistently high levels of unemployment or underemployment, the city of Oakland, in 1962, embarked on a program of developing new facilities for container ship services and the rehabilitation of existing areas at the Port of Oakland. The effort has

transformed obsolete properties into facilities capable of handling containerized cargoes and the most modern ships operating. The port, in its operations, is capable of financing and developing many different kinds of projects to alleviate high unemployment. At the same time, the maritime jobs available offer employment opportunities to the unskilled residents of the city.

One of such projects in the port area was the Seventh Street Terminal, financed in part through Economic Development Administration support and opened in 1969. There was no activity in the area prior to the development of the terminal, since it was constructed on filled ground. All the employment generated was new employment. The 140-acre, $30 million dollar complex of container facilities now provides a total of 1,000 direct jobs for Oakland residents, and an additional 2,000 jobs in indirect employment. Of this total amount, over 1,000 jobs are filled by minorities.

The main section of the terminal consists of container terminals serving more than 15 different containerized steamship operations. In addition, there was a direct Federal investment of over $10 million in a Public Container Terminal, about $4 million of which was expended in terminal improvements and the balance used for access roads and improvements serving the Seventh Street Terminal.

The entire Seventh Street Complex is now fully occupied. An innovative feature is the incorporation of a Peoples' Park within the facility, with fishing piers, an observation tower, walking paths, and lawn areas for picnicking. Planning for the Seventh Street Terminal, as well as other facilities at the Port of Oakland, is consistent with a shoreline plan that has been filed and approved by the Bay Conservation and Development Commission, which has the responsibility of protecting the San Francisco Bay shoreline. The plan was adopted after extensive citizen participation.

The Seventh Street Terminal is an example of a facility created literally from the ground up, with a significant impact on the economic base of the City of Oakland.

THE COMMONS
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DIRECTOR

Columbus, Indiana, is an uncommon place. Not many American towns, population 27,141, have a reputation as an architectural showcase. But Columbus has not been exempt from common problems, and the early sixties saw the steady overall deterioration of the downtown area.

In 1956, the city had established the Columbus Redevelopment Commission to revitalize the central business district. Not particularly unique. But again, in Columbus it is the resolution that persistently has an out of the ordinary quality.

Large parcels of land were assembled for specific activites—parking, stores, community events. A development concept was prepared that recognized shopping as the basic magnet drawing people downtown but included other appealing elements, such as libraries, churches, entertainment.

A recent addition to downtown has been a new, enclosed, 160,000 square foot shopping mall, Courthouse Center. Again, not a unique solution. But the Victor Gruen and Associates design ties the Center to downtown with an unusual community activity space named "The Commons." As a link between the mall and downtown, the enclosed Commons has encouraged passage between the two areas so that each takes advantage of the traffic created by its neighbor. But the Commons is a presence and not just a passageway.

The Commons building has been carefully scaled to match the heights of existing older buildings in the area. Its size and shape have been determined by the activities that take place within it. It is planned to be used not only for special occasions, large and small, but as an everyday part of life in Columbus. An air-conditioned children's playground is provided with elaborate equipment and toys. There are places for people to meet, rest, and watch other people, to eat, and to promenade. The Commons is acoustically suitable for various events and presentations, and seats, movie screens, and exhibit panels are available. The 1974 election returns were covered by local radio, television, and newspapers at the Commons; rock groups, the Boston Ballet and the Harvard Glee Club all have performed there. It has been the setting for both junior and senior proms as well as an exhibit of antique glass from the Victoria and Albert Museum in London.

The Commons' operating budget comes from several sources: space leases to a cafeteria and two small shops, rentals for meetings and commercial displays, and special fund-raising events held at the Commons for its own benefit. Although the Commons has been operating for less than 18 months, there is strong sentiment for extending its environment beyond its front doors and into the street by creating a mini-mall of several blocks. The Commons adds to the shopping mall a new kind of space to enhance downtown pleasures.

Although the Commons is publicly owned, the architectural and construction fees were donated to the city by Mr. and Mrs. J. Irwin Miller and Mr. Miller's sister, Mrs. Robert Tangeman. The Commons is yet another example of the Miller family's special concern for the architectural excellence of Columbus. The Millers' Cummins Engine Foundation pays architectural fees for new schools and public building projects in Columbus, provided that distinguished, nationally known architects are used. The Foundation received the 1975 Citation to an Organization of the American Institute of Architects for its programs that "have made Columbus an architectural showcase and perhaps the best example of how architecture can improve the physical environment and the quality of life."

WATTS INDUSTRIAL PARK
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The Watts area of Los Angeles is a prime example of how social and economic forces have gutted the cores of American cities of industrial jobs and isolated the disadvantaged from employment opportunities. The aggregate communities of Watts-Green Meadows, Lynwood, Compton and

Willowbrook constitute the impoverished "ghetto" sector of the larger black community of Los Angeles and have been designated a "special impact area" by the Economic Development Administration and the former Office of Minority Business Enterprise.

The few industrial jobs located in the area tend to be filled by commuters from other parts of Los Angeles. The lack of geographic mobility and skills, as well as discrimination, severely limit "outside" opportunities for ghetto residents. Those few who are successful move out to be closer to their jobs or to gain a better environment for their children, leaving "failure and diminished social capacity behind."

Then came the 1965 riots. New investment in job-producing capital came to a standstill. Businesses closed by the riots either never reopened or moved out of the community. The remaining "mom-and-pop" businesses faced decreasing opportunities. Watts was a community characterized by poverty and welfare dependency, chronically high unemployment and under-employment, high rates of crime and juvenile delinquency, physical dilapidation, and a pervasive climate of despair.

In 1968 public-spirited members of the Los Angeles business community founded the Economic Resources Corporation (ERC) to provide productive employment for Watts residents and to create a climate of hopeful initiative. ERC is a non-profit corporatiom with Federal funding support. The initial project of the Corporation was the development of the 54-acre Watts Industrial Park and auxiliary business services to attract community-based enterprises. ERC is providing an attractive business location environment, low interest facilities financing from Federal public works and business loans, lower than market lease rates, and various other forms of business development assistance; working capital financing, tenant improvement, management and marketing services. Even with these strong incentives, the process has been agonizingly slow, requiring the dedication of considerable human energies and financial resources over an extended period of time.

The Watts Industrial Park project was intended to be a relatively small scale park rather than a panacea. Despite the ravages of the present economic recession, the park is 70 percent developed and occupied, providing 900 new job opportunities for community residents. The Mini-Industrial Complex within the park has contributed to the development of a significant number of new, growth-prone community enterprises. Completion of the park is expected within the next three years. Forecasts indicate that by 1980 park enterprises will be contributing over 2,300 jobs and $25 million in payrolls to a community still in need of all the help it can get.

FORT ADAMS STATE PARK
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Fort Adams is one of the largest seacoast fortifications built in the United States. Originally intended to protect the entrance to Narragansett Bay in the 1820's and later a command center for the most strategic complex of coastal batteries in the Northeast, the Fort is an American interpretation of the French military architecture which dominated the early 19th century. The original granite, brick and earthworks remain today alongside 20th century gun emplacements.

In the fall of 1973, the U.S. Navy deactivated five Rhode Island naval facilities, three in the Newport area. The Newport closings directly eliminated 5,000 civilian jobs. The area's unemployment rate soared to 15.8%.

Responding to the dire economic outlook, the State legislature created an Industrial Development Corporation which has generated 2,000 jobs for the Newport area with more expected. In addition a proposed ship building yard and steel fabrication plant related to offshore oil and gas exploration would create an additonal 6,000 jobs. As part of these economic development efforts in the Newport area, Fort Adams is emphasizing job training and skills development in restoration and tourism, in addition to its normal role of State Park.

The goal of the restoration project is to make Fort Adams into an educational and recreational site of national importance. Since acquiring Fort Adams, the State of Rhode Island has spent $1.2 million on restoration and development. Fort Adams also has received funding from the National Park Service and the Bureau of Outdoor Recreation for restoration and access road construction. To date a picnic area, public rest rooms, four fishing piers and a boat launching facility have been constructed on the Fort property, and the renovation of additional Fort buildings is under consideration. The magnitude of the project will require contractual services for at least the next 10 years, assuming the availability of funds. George Howarth, Project Manager, has contacted local vocational schools and trade unions in an effort to find people to train in restoration crafts such as plastering, brick masonry and iron work. The schools and trade unions enthusiastically support the concept of having the restoration contractors employ apprentices from the area.

The second part of the project—the development of a small tourist industry—will take advantage of the Fort's status as a State Park and its wealth of military history. From the 1820's to the end of World War II, the Fort successfully adapted to the changing technology of warfare. Researchers are presently studying documents for information relating to the architecture and military significance of the Fort. Guides will incorporate the researchers' findings into a "live history" pageant of the Fort's past.

The restoration of Fort Adams alone will not revive Newport's economy, but represents use of a neglected local attraction as part of a larger plan for recovery.

INNER CITY INDUSTRIAL PARK
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CONTACT:
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MANAGER

When three major meat packing firms, Armour, Cudahy, and Swift, closed their plants in the '60's, followed by ancillary business failures, nearly 5,000 Omaha citizens were left jobless

and dependent on welfare. The abandoned packing plants, 75 and 80 years old, threatened to drag the area into physical blight and decay. The community responded to the need. In 1970 the neighborhood churches, stores, labor unions, small business and the major financial institutions of the community raised $2.6 million through the sale of bonds and formed a non-profit development corporation. The city also contributed $1.1 million through a bond sale and the Economic Development Administration provided another $4.9 million. Additonal development services were contributed by the Metropolitan Utilities District, the Omaha Public Power District, and the Omaha Industrial Foundation. The monies were used to acquire and make improvements to a 136-acre site encompassing the abandoned packing houses in order to create the new South Omaha Industrial Park.

Development potentials were outlined for the blighted packing house area with labor intensive industries seen as the prime need. A development plan was formulated and protective covenants established to protect property values and encourage attractive development. Construction was completed in 1974. The South Omaha Industrial Park was one of the first community-wide redevelopment programs in the city. Support of the venture was unusual since voters previously had rejected both the Urban Renewal and Model Cities programs. The State legislature had to pass special legislation to implement the redevelopment.

In 1973, during site preparation, the Omaha Industrial Foundation was successful in selling approximately 10 percent of the total 110 saleable acres. Two industrial buildings are now under construction. In addition, businesses planning to move from the area stayed—thus retaining jobs. Plant expansions took place and new industry moved in: a cold storage facility and the Regional United Parcel Service Headquarters. More important, the Metropolitan Technical Community College will build its first major campus serving the community and area industry on a 30-acre site in the industrial park. The technical college will mean new employment and educational opportunities for nearby public housing residents. And with a new community center nearly completed adjacent to the site, the cooperative efforts behind the Industrial Park are paying off in a community stronger for having responded to an economic crunch.

INDUSTRIAL LAND BANK
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DON SELESKE
ECONOMIC DEVELOPMENT OFFICER

As industry and jobs began relocating after World War II from urban areas to cheaper and more available land in neighboring suburban and rural areas, the city of Milwaukee, like its counterparts elsewhere in the nation, found its economy seriously weakened. Not only was the city's tax base diminished; the outward flight of industry was accompanied by higher land costs on the remaining and available, but undeveloped, parcels held by the private sector. It was difficult to bring the land owner and potential industrial user together on an acceptable basis. As a result, the city had very few tools to use to convince industry to remain and expand within its corporate limits.

Beginning in 1963, Milwaukee began purchasing raw land, through negotiations, in an area recently annexed to the city. This land was placed into a "land bank" and scheduled for future installation of sewers, water, streets, and rail service. A "break even" pricing policy was established with flexibility on individual parcels. Land sales originally were restricted to manufacturing processes requiring a relatively heavy investment in capital, plant and equipment, but this restriction has been modified in recent years to permit regional or supportive warehousing.

The city recently has implemented the land bank concept with the opening of a city-owned industrial park. The park resulted from the realization that many owners of small and medium-sized businesses lack time and expertise to visualize the development of unserviced land. The new park is fully serviced, platted, and graded, and contains restrictive covenants protecting each buyer's investment. The price policy here, too, is on a break even basis, keeping the city competitive with the suburbs.

Milwaukee has accommodated 23 companies, 1,500 employees, and added $25 million to its tax base through the land bank program. There are approximately 500 acres in the bank and the program is now self-supporting through a revolving fund arrangement. The loss of revenue (as raw land is temporarily removed from the tax roll when it is acquired) has been more than offset by new revenues from the industrial park.

PHILADELPHIA GARMENT INDUSTRY BOARD
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JAMES MARTIN
SECRETARY

The garment industry traditionally is one of the largest employment trades in Philadelphia. Beset by high costs, obsolete city locations, security problems, and diminishing appeal to young workers, the industry faced a steady decline as a viable employment base. The loss of blue collar jobs occurred when the city's need for these jobs had increased.

Countering the tradition of disorganized leadership that has always characterized small, fragmented industries like the "rag trade," the industry has developed a vehicle for change that could be a model for other city trades. The non-profit Philadelphia Garment Industry Board, sparked by the Greater Philadelphia Movement, was launched by the Mayor in 1973 as a joint effort involving labor, industry, the city government, and other civic leaders. Working through three committees that focus on economic crises, research and planning, and physical rehabilitation, the Board has been a catalyst for three years of solid achievement.

Today a model garment industry plant is under construction with an air conditioned shop, day care center, training center, health care center, and office space that should erase the "sweat shop" image that still hangs over the industry. Since the garment industry is highly mobile and includes many small companies in rented quarters scattered about the city, with little capital investment, a firm can easily move to "greener pastures," leaving its employees behind. With the new gar-

ment center, the city is attempting not only to stabilize the industry and retain existing firms but to welcome new firms and assist them with suitable quarters and a trained labor supply.

Second, in sections of the city with heavy worker concentration, the Board initiated a series of worker oriented improvements such as added police security, subway lighting, street lighting, area beautification, and other neighborhood improvements.

Third, the Board has intervened for employers caught in highway condemnations, arbitrary fuel cutbacks during the energy crisis, urban renewal relocation, and other problems. When the Philadelphia Chamber of Commerce was about to declare one of its projects dead—an industrial plant with over a thousand jobs in knitting and printing—the Board stepped in and is now saving the jobs and revitalizing the 30-acre industrial complex. The Board also has uncovered new sources of business from dual state and local procurement sources. The Board's aggressive efforts have had a number of "spin-off" effects. A group of five garment industry tenants recently purchased their building, and the city's largest men's clothing firm recently closed its southern plant to consolidate in Philadelphia. The Economic Development Administration has awarded the Board a $250,000 study grant to advance its work.

With the confidence born of success, the Board is expanding program activities into other beleaguered manufacturing industries. A working partnership where government, industry, and labor are outfitting an old industry to meet new challenges.

THE BLUE RIDGE HEARTHSIDE CRAFTS ASSOCIATION

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CONTACT:
PAUL SMITH
GENERAL MANAGER

The Blue Ridge Hearthside Crafts Association is a nationwide marketing cooperative with 850 members. Its growth from small beginnings in 1968 has paralleled the resurgence of interest in this country in those arts and homely objects that show the touch of someone's hand. The initial organizers, who shared a concern for disappearing skills, were a small group of interested craftsmen, the head of the arts and crafts unit at Appalachian State University, and the local community action agency.

A strong craft culture had been the heritage of the Scotch-Irish who settled these mountains. The cooperative has fostered the transmission of those skills to a new generation. And by creating a market for the traditional Appalachian crafts, the cooperative has helped revive the area economy. Many of the members can support their families decently for the first time. A proud and frugal people, they seized at the opportunity to work in this new industry. Although the Co-op now operates a national wholesale catalog order business, two retail stores in Boone, North Carolina, and participates in major gift shows in Los Angeles, Chicago, and New York, the members have not forgotten their struggle to develop into a viable economic enterprise.

Initially the craftsmen produced soft goods such as dolls, blankets, quilts and bedspreads. Now they produce numerous wood products, leather goods and ceramics—altogether more than 300 items. Gross sales increased from $6,000 in 1969 to $141,712 in 1971. Rapid expansion caused some problems and a need to reorganize. To balance the operation between wholesale and retail sales, the Association purchased two retail stores with help from the local bank and the Small Business Administration totalling $93,000. Blue Ridge now has national outlets through its wholesale and retail business; the gift show business is thriving; sales exceeded $500,000 in 1973. While the average craftsman earns about $400 additional net income each year through the cooperative, some earn as much as $10,000. A number have developed their own business enterprises, marketing through Blue Ridge. The cooperative approach to the revival of a local tradition has strengthened the economy and the traditional culture of this Appalachian region.

THE GALVESTON COUNTY CULTURAL ARTS COUNCIL
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EXECUTIVE DIRECTOR

Many cities look around and realize they are falling apart at the seams. Like middle-aged women determined to "get hold of themselves" with diet or exercise or courses in self-improvement, American cities have grabbed at urban renewal, historic preservation, new industry, revival of the central business district—with varying degrees of success—as vehicles for restoration. Not as many cities have chosen Galveston's way: a determination to use the arts to light the city's fire.

Galveston is a historic port city with beautiful beaches despite the litter, an architecturally important but deteriorated wharf district, and the same central city problems that beset most major cities. The stirring and shaking in Galveston today can be related to the impetus of the Galveston County Cultural Arts Council, Inc., a volunteer civic group whose efforts since 1971 have made a lot happen in Galveston and the 15 other small towns that dot Galveston County. The Council was reorganized by concerned and committed citizens in 1971; its membership now numbers over 700.

The Council first set itself the task of upgrading the quality of the arts and humanities by providing sources of new funds, more professional artists-in-residence and more free public programs. Working with educational administrators, the Council developed arts programs for every level from pre-school to continuing adult education. Poets, photographers, artists helped Galveston take a fresh look at the things that were uniquely the city.

In the school system, additional faculty was hired to teach ceramics, printmaking, and weaving in the schools and the Arts Center on the Strand. Music, dance and opera are provided to encourage and retain creativity in children and increase their knowledge of the arts. Several social agencies are using the arts to reach their clients in a different way.

The Arts Council has been instrumental in restoring the 1894 Grand Opera House on the Strand; financial assistance came from the Houston Endowment and the Kempner Fund.

The Strand, originally Galveston's financial district, contains one of the finest concentrations of 19th century commercial buildings in the United States. The Council was awarded a study grant from the Architecture and Environmental Arts division of the National Endowment to assess the potential for the Strand.

The Arts Council has supported renovation of the Strand by setting up its own shop in one of the handsome iron-front buildings, where it conducts master classes and workshops, exhibits, professional performances, and other programs. Class enrollment has increased tremendously, requiring additional classrooms to accommodate it, and new programs in print-making and metalsmithing have been added.

The Council is constantly seeking ways to bring the arts and people together. They are working with groups, providing leadership when necessary, creating successful projects in education, historic preservation, economic development, minority awareness. The Moody Foundation, the Kempner Fund and a matching grant from the Texas Arts and Humanities Commission have assisted the Council. The Arts Council also received a City Spirit grant from the National Endowment for the Arts—and is directing the city and county Bicentennial efforts. The entire city is working with the Arts Council to revitalize the cultural and economic fabric of Galveston.

PARKE COUNTY LONG-TIME PLANNING COMMITTEE
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EXECUTIVE SECRETARY

Histories can and have been written about the difference the extension services of the Department of Agriculture have made to rural life in America. Less has been recorded about the impact of covered bridges. But the somewhat unusual juxtaposition of these two elements in Parke County, Indiana, has had a great deal to do with the economic resurgence of a declining rural area.

County extension agents and the editor of the Rockville paper were the prime movers, in 1954, behind the Parke County Long-Time Planning Committee. They chose the original members from among friends and neighbors; some of those original members are still active today.

The obvious focus for the committee was agricultural; its first project was a pasture fertilization and renovation program for the county. At one meeting, however, when the manager of the county rural electric company reported that his organization showed a loss of 86 meter customers during the year, the committee changed directions to concentrate on bringing in new industry. New directions don't bring immediate solutions; the county was at its lowest ebb when the committee began to think about attracting outside income through tourism.

Enter the covered bridges. From a half-serious suggestion to a new look at the historical interest of the county's 39 covered bridges was a short step. The first festival most resembled a homespun weekend bake sale. Today, after 19 consecutive annual Covered Bridge Festivals, approximately 350,000 visitors attend over a 10-day period in mid-October. The Festival ranks among the top ten tourist attractions nationally. It still remains a local event, heavy on volunteers and community support. Local people act as tour guides, cook pancakes, demonstrate crafts. Senior citizens mail over 50,000 flyers annually. The whole county helps to stage the annual Covered Bridge Festival. Today there is also the Parke County Maple Fair in February; and tourists can visit Billie Creek Village, an exact replica of a typical turn-of-the century Indiana village.

The Long-Time Planning Committee extended its concerns to other county problems, working informally through a series of meetings to get a reading on issues. "All the brains in this county aren't on this Committee," says one member. Projects are discussed over a matter of months or years; projects may be moved from the front burner to the back burner, but they are still on the stove.

Planning and working together has contributed more to the county than just the money it brings in, in the view of Committee members. Relationships among people have improved. Festival workers explain that they learn to like "even those folks from the country or the county seat."

RURAL DEVELOPMENT COMMITTEE
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SECRETARY

The Sumter County Rural Development Committee has regular meetings on the third Monday of each month. There have been hundreds of those meetings since the committee organized itself in 1961 to deal with the basic question of whether the county and its towns and its people could survive. Whether there would be water. Or jobs. Or young people who would choose to stay. Questions that were all too typical for hundreds of small rural counties across the South.

Such rural development committees, under the aegis of the Department of Agriculture's extension services, touch the lives of every person in a rural county a hundred times each day. Dialing the telephone, turning on the water, disposing of refuse, turning on his TV, the rural resident of the county is benefitting from committee projects that not only improved the quality of life in Sumter County but improved the equitable distribution of improvements county-wide. The committee's work, both in long-range planning and in the year-by-year implementation of those plans, has served to provide a definition of extension services.

The committee's membership reflects the community and the needs of the county: members represent the Water Authority, the Board of Education, the 4-H, the newspaper, the Soil and Conservation District; when the Council meets, farmers, cattlemen, housewives, bankers, health officers, and ministers plan together to bring jobs and needed services to the county. It has successfully opened its membership to represent the black community in the county, although black leadership is not proportionate to the number of blacks in the county population.

Since 1961, the committee has served as a catalyst for county growth, utilizing the resource programs of over 70 Federal, State, and local agencies to carry out development plans. A long-range development plan has provided goals since 1965, and each year these are revised and added to.

The committee has active subcommittees for industrial development, agriculture, recreation, facility improvements, education, health, and youth. A look at community facility improvements in 1974 can exemplify the level of activity.

The committee worked on Bicentennial programs and the Sumter County charity fund drive. They established a mini-bus service for the elderly and supported the nutrition program for the elderly in York. Two additional adult education centers brought the county-wide total to 12. The committee publicized the summer job program, which gave 150 kids employment. The committee adopted the environmental criteria of the Regional Planning Commission, and an initial junk-cleanup of the county took place.

Grants and funding for the Water Authority totaled $1.2 million; a $20,000 water pollution treatment project in Livingston was completed, and other water projects were funded. The committee initiated soil studies in York and worked with the Corps of Engineers and the Department of Agriculture on an industrial sites survey.

This level of activity is ongoing, whether the issue is agriculture or industrial development. Today there are jobs in the county, and the population has stabilized at 17,000. The committee has been able to convince county residents that the resources and the potential for growth and change exist. In 1973, the Alabama-U.S. Department of Agriculture Award for the most effective effort in the nation in stimulating rural development was given to the Sumter County Rural Development Committee.

RURAL CONSERVATION AND DEVELOPMENT
POST OFFICE BOX 1957
TAOS, NEW MEXICO 87571
(505) 758-3770

CONTACT:
JOSEPH L. SALAZAR
COORDINATOR

The new highway goes from Taos to Santa Fe, bypassing the old hogback road that followed the ridge of the mountains. It also bypasses the handful of small villages that grew along the old road, villages of 500 to 1000 people, perhaps 90 percent of whom are Spanish-Americans. They are people of close family ties and a rich cultural heritage. They also are underemployed, isolated, with many family incomes less than $1,500 annually. Despite these problems, it is an area that holds on to its people; even those young men who left the community for college often come back to live.

One of these towns, Chimayo, is the site of a Rural Conservation and Development Project (RC&D) under the auspices of the Department of Agriculture that has developed a market for locally produced products while preserving and enhancing the local culture. When two local entrepreneurs, David Ortega and Arturo Jaramillo, were looking for funding for their businesses, the local coordinator for RC&D was instrumental in bringing their proposals to the attention of the Northern Rio Grande RC&D Council. The Council approved the coordinator's assuming responsibility for finding funding sources for Chimayo. The coordinator was successful in bringing additonal Federal monies into the area.

A number of locally owned and managed enterprises today are flourishing—a small wood products concern, a drum manufacturing operation, several farmers' markets. The Pete Casados Farm produces and distributes Spanish food products for the markets (ropes of red chillies grown at the farm decorate the doorways of many Chimayo homes); he also supplies Spanish food products to the thriving restaurant Arturo Jaramillo opened in an early Spanish colonial home. During the busy summer months the restaurant provides jobs for over 100 local people, and employs 20 to 30 year-round. Who comes to Chimayo for dinner? Taos comes, and Santa Fe, and Alburquerque; distances don't matter as much in New Mexico. David Ortega runs the small mill in Chimayo, where talented local weavers produce beautiful rugs and ponchos. All these enterprises are oriented to the local culture but have great appeal to tourists and visitors. They provide employment and a higher standard of living while preserving the cultural diversity of our democracy. While the Department of Agriculture has provided cost-sharing and technical and coordination assistance to the area, this rural conservation project is a people's project—locally initiated and directed. Almost any town or city could apply this development model to preserve those traditions that are part of its particularity.

SER (SERVICE, EMPLOYMENT, REDEVELOPMENT)

335 SOUTH FIRST STREET
SAN JOSE, CALIFORNIA 95113
(408) 287-7750

CONTACT:
JOSE MARTINEZ
DIRECTOR

For many years people of Spanish origin, especially Mexican-Americans and Puerto Ricans, have experienced closed-door employment practices. Collectively, this group still remains at the bottom of the economic curve where the detrimental effects of poverty recur generation after generation. With the advent of civil rights and affirmative action programs, however, the participation of minorities is now being sought to some degree by business, government and educational institutions. The demand for Spanish-surnamed professional talent is genuine and active. Many companies have sent professionals to appeal to youth in barrio and ghetto schools with the message, "Stay in school — If you get the proper training we have an attractive career waiting for you."

Too few still are prepared to take advantage of the employment opportunities that have recently appeared, and bringing together jobs and the right individual remains a problem. Realizing that a centralized clearinghouse of Spanish-surnamed professionals could be a great asset to many employers, SER-Jobs for Progress was established to fill this gap.

SER, an acronym for Service, Employment and Redevelopment, is the Spanish word for "to be"—an invitation to become part of the American economic mainstream. SER started in 1965 as a volunteer job placement service in the Houston and Corpus Christi barrios. It is now operational in about 40 communities supported by

funds from the Departments of Labor and Health, Education and Welfare, the National Institute of Health, the former Office of Economic Opportunity, organized labor, and the "Amigos de Ser," a business industry advisory council. The Department of Labor reported that "overall, SER's performance is the best manpower program in the nation." One example of SER at work is in San Jose, California, where the employment effort is enhanced by programs for ex-offenders and a residential youth center. A job corps and an educational talent search strengthen the San Jose program's emphasis on youth.

Because SER operates primarily in the Southwest and California, 80 percent of its participants are still Mexican-Americans, although they now serve many others in the disadvantaged community. The majority of the enrollees are men between 22 and 44 years old; less than half have completed high school.

SER's success is due, in large part, to a highly skilled staff of professionals working throughout the entire SER network of 64 projects in 14 states. Composed of computer specialists, management experts, and program and planning specialists, the staff decided to tackle the feasibility of a national centralized job matching system. Representatives from agencies such as the Equal Employment Opportunities Commission and the Fair Employment Practices Commission stated their interest in the system as a tremendous tool for helping employees meet their Affirmative Action requirements. A Professional Search System was designed as a non-profit service for the Spanish-speaking community and the employer. No fee is charged. Applicant resumes are actively being gathered through TV and the news media as well as other sources. To date, SER has helped approximately 200,000 persons of limited English speaking ability find jobs at one-third the cost of services per client expended by most other manpower agencies.

For every dollar spent for SER enrollees, they return almost three dollars to the economy and, most important, SER enrollees earned $3,544 more annually than they did before training. An outstanding example of a community's taking care of its own, with a high degree of professionalism.

PROJECT:
YAZOO-LITTLE TALLAHATCHIE FLOOD PREVENTION PROJECT
U.S. FOREST SERVICE
POST OFFICE BOX 69
OXFORD, MISSISSIPPI 38655
(601) 234-6981

CONTACT:
JAMES R. CROUCH
MANAGER

In the beginning we spent the land like counterfeit money, using it and moving on. Later, when the whole country was settled, it still seemed that there could be no end to the richness, and we cleared and worked and worked the land again. In many parts of the country before World War II, the land had come perilously close to exhaustion before the physical and economic depression of many areas made change imperative.

One such area was a depressed region of north central Mississippi where some five million acres of the Yazoo-Little Tallahatchie watershed were close to wasteland. Erosion and floods had almost destroyed the area's economy.

The Flood Control Act of 1944 authorized the Department of Agriculture to install upstream flood prevention measures on 11 large river basins; Yazoo and Little Tallahatchie are two of these. Working under this program, but keeping the land in private ownership, Federal and State agencies worked with the Soil Conservation District, Conservation Service, and the Forest Service in initiating a wide ranging program to stabilize the environment and the economy.

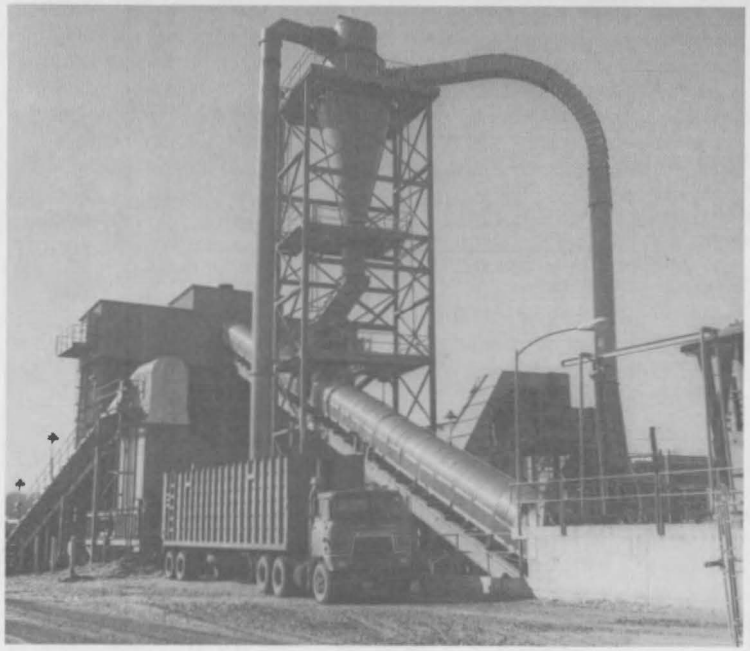
Four major flood control reservoirs were constructed by the Engineer Corps, reforestation efforts were initiated, and land use treatment measures and stream channel stabilization projects all were established to save the Yazoo-Little Tallahatchie watersheds. Over 650,000 acres of eroded land were replanted with trees.

The government agencies encouraged the area's 10,000 private land owners to replant trees and participate in the long-term reclamation program. Today this region has revitalized its pastures, waterways, and woodlands; and the waterbeds' erosion and flooding problems have abated. The replanted forests have become a primary factor in the region's revitalized economy.

Today the region's timber harvest contributes close to $2 million to Mississippi's economy; agriculture and recreation have felt the land's renewal. The combined efforts of Federal and local officials, starting with the laborious hand-planting of millions of pine seedlings to halt erosion, have created a model of good land use.


BUCYRUS
ERIE


FREE



ARMAND BAYOU PARK AND NATURE CENTER
THE ARBOR BUILDING
UNIVERSITY OF HOUSTON
BAY AREA BOULEVARD
CLEAR LAKE, TEXAS 77586
(713) 488-7811

CONTACT:
FREDERICK J. PRATT
DIRECTOR

Armand Bayou Park and Nature Center is a 2,000 acre living laboratory in which children and adults can enjoy serenity and the experience of studying nature. If you walk along one of the many wilderness or nature trails, or canoe on the waterways that wind through the Park, an abundant environment of plant and animal life is everywhere. For this is an area of estuarine tributaries, marshes, prairies and woodlands. Here live Attwater's prairie chickens, bobcats, the great blue heron, and the red wolf. Indian grass or salt grass, American elms, Texas sugarberry and palmettos grow in abundance. The water creatures, blue crab, spotted trout, a pelican, shrimp, share the landscape with an osprey or a great horned owl. The Bayou is home for hundreds of creatures and other living things, its estuarine environment the meeting place for organisms common to both salt and fresh water ecosystems.

This environmental sanctuary also happens to be an integral part of the Houston-Galveston megalopolis. It represents the dream of Armand Yrametegui, a local conservationist whose untimely death motivated a full-scale effort to "save the Bayou" from urban encroachment. Within a matter of months housewives, public servants, businessmen, volunteers, children, and professors joined in a sustained effort to acquire 2,000 acres of Bayou land, naming it in honor of Mr. Yrametegui. Both the City of Pasadena and Harris County have used local funds and matching Federal monies for further land acquisition.

Armand Bayou is located in Pasadena, in Harris County, between Houston and Galveston. Responsible planners know the city is coming and have developed a comprehensive plan that focuses on preserving and enlarging this natural refuge. There are to be elevated wet area walkways, a "bug house" for close observations of insects, areas for photographing and observing and geologic and archaeologic exhibits.

Citizens continue to work toward financing a Nature Center building and the acquisition of an additional thousand acres for further enhancement of this natural retreat within a fast-growing metropolitan area.

INSTITUTE FOR ENVIRONMENTAL EDUCATION
CUYAHOGA HERITAGE
8911 EUCLID AVENUE
CLEVELAND, OHIO 44106
(216) 791-1775

CONTACT:
THOMAS W. OFFUTT
PROJECT DIRECTOR

The 813 square-mile Cuyahoga River watershed is an outdoor classroom and laboratory for thousands of teachers and students who are learning and living an ecological education. All those who participate are encouraged to focus, to look seriously, to be aware of "their local environs," the ongoing ecological systems and processes represented by their homes, their schools, their natural surroundings. Any place can be the laboratory; one group of high school students monitored their school bell system to discover its noise level was in violation of U.S. noise level standards.

The Cuyahoga Heritage program is sponsored and coordinated by a nonprofit public foundation, the Institute for Environmental Education. Teacher-student teams are trained by the Institute's environmental education specialists.

The Institute, which receives operational funding from local and Federal sources, through a mobile extension service coordinates field trips, training sessions, laboratory use, and student-community organization dialogues and workshops. The extension service also offers a lending library service and publishes newsletters and informative materials that focus on environmental education. Most of the Institute's programs naturally focus on the outdoors. Teacher-student teams take water samples from different points on the Cuyahoga River system and test the samples for pollution content. Groups compile soil inventories, and kids make maple syrup. Teams observe and identify the wild variety of flora and fauna that flourish within the Cuyahoga watershed. The focus always returns to man and his environmental relationships and responsibilities.

For its continuing community service achievements and for the outstanding success of its Cuyahoga River Watershed Project, the Institute for Environmental Education received a U.S. Presidential Merit Award of Excellence and has been designated a National Bicentennial Model by the American Revolution Bicentennial Administration.

The Institute looks toward educating a national cadre of teachers, students, and citizens who understand and accept mankind's critical relationship with his home and his environment.

NEW MEXICO ENVIRONMENTAL INSTITUTE
BOX 3AF
LAS CRUCES, NEW MEXICO 88003
(505) 646-3609

CONTACT:
WILLIAM A. DICK-PEDDIE
ACTING DIRECTOR

The sky may be acres of blue, as far as the eye can see, and the air clear and sweet—but even in New Mexico, citizens are increasingly alert to the sullying of their natural environment. New Mexico has responded to this concern with a state-level organization to deal with environmental problems, and, hopefully, to serve as a model for meeting similar objectives in other states.

The New Mexico Environmental Institute was organized in 1973, with headquarters at New Mexico State University. A Federal grant under the Higher Education Act provided initial, three-year funding. The Institute's long-range mission is to establish an interdisciplinary, multi-university Environmental Institute for the state. Its immediate objectives are to identify research needs, inventory New Mexico's environmental problems and resources, coordinate the efforts of governmental agencies and state universities in environmental management through an information exchange system, and to train community decision-makers. Since state agencies, which are charged with implementing environmental legislation, are traditionally underfunded, the state universities were viewed as the organizations best qualified to alleviate environ-

mental problems. The Institute serves as a pilot program.

In the research area, the Institute has completed studies for proposed power lines, an aquifer refinery, uranium mines, and for the transfer of a land grant from one foundation to another. A feasibility study was conducted for the city of Las Cruces on the potential recycling of solid waste. To improve the quality of its environmental impact studies, the Institute has initiated an academic peer review mechanism that has gained national recognition. Peer review teams, composed of members with expertise comparable to that of the study teams, review and comment on the first drafts of the impact studies. The final drafts present a compromise view or the conflicting views of both teams.

The Institute has provided seminars, lectures, workshops, newsletters, and publications on environmental management and assessment. A series of 22 seminars was conducted in each of the state's planning districts. This brought the seminars closer to the grass roots level and attracted community leaders who typically might not attend state level events. Audiences have consisted predominantly of public officials, although advertisements have been aimed at the general public. A bi-monthly newsletter on environmental quality is distributed throughout New Mexico and adjacent states, although generally the Institute has judged that its information retrieval efforts have been the least successful phase of its operation.

Although such Federally-funded pilot programs eventually posit the problem of how the state should assume and finance their programs, the Institute is well on its way toward shaping New Mexico's environment through a framework that is available for replication.

THE ECOLOGY CENTER OF ANN ARBOR
417 DETROIT STREET
ANN ARBOR, MICHIGAN 48104
(313) 761-3186

CONTACT:
PAUL SCHRODT
DIRECTOR

In March of 1970, a group of concerned citizens participated in a week-long "Environmental Teach-in" held at the University of Michigan. More than 35,000 people attended these workshops. Riding the crest of interest in Earth Day the community established the Ecology Center of Ann Arbor and its community organic garden. Professionals and students from the University of Michigan and community residents support this awareness and action center and its programs in environmental education, conservation, management, and citizen involvement.

One popular Center project is the community organic garden, 3.5 acres divided into individual plots for any gardener willing to work without chemicals or non-organic pesticides. On any given day kids may be mulching with grass clippings; a teacher may be showing her class the range of plant life that grows in the climate zone; a retired farmer may deliver organic fertilizer for the use of all the gardeners.

The city farmers are almanacs of new-found natural knowledge: if you plant beans next to potatoes, the beans repel the potato bug, and the potatoes will repel the Mexican bean beetle. Sprinkle the leaves of zinnia plants with flour before the dew wears off; when the sunlight evaporates the dew, the bugs on the plant are trapped and killed, baked in the flour. This is ecology and organic gardening, and thousands of interested adults and children have visited here.

The Center's program continues to grow. With the Center's guidance, volunteers have built a downtown park that is being maintained by volunteer participants. The Ecology Center also coordinates an on-going recycling collection program. Their recycling station has processed over 11 million pounds of cans, glass, newsprint, and magazines. Two recent additions to the program are the wind powered electricity generator and an experimental solar greenhouse.

TALLAHASSEE JUNIOR MUSEUM
3945 MUSEUM DRIVE
TALLAHASSEE, FLORIDA 32304
(904) 576-1636

CONTACT:
SAM W. KATES
DIRECTOR

Black bear can be seen swimming at the lake's edge. Fox and racoons stalk through the trees, white deer browse, and waterfowl glide over a small pond. These animals live in their natural habitat at the Junior Museum in Tallahassee.

In 1957, school teachers who were members of the local Association for Childhood Education wanted to give Tallahassee's young people a better understanding and appreciation of natural science, the social sciences, history, and the world in which they live. They received financial support toward a director's salary for a nature-centered museum from the Natural Science for Youth Foundation and Junior League of Tallahassee. The Florida State Cabinet provided tem- porary quarters; later the museum moved to its present site on a ten acre tract at Lake Bradford, Leon County.

The Junior Museum began pri- marily as a children's museum, but over the years it has grown into a center of natural science and history with interests for all ages. Nine ex- hibits each year display the arts, crafts, natural science, and history of Florida. There is a weekly program featuring a craftsman, musician, natural scientist or a film. Community groups often meet at the museum. Additional edu- cational displays include a one-room schoolhouse; the plantation home of Princess Murat, the 1880's commissary and the 1926 caboose.

Winding trails over 40 acres of fields and woodlands give visitors an over- view of typical North Florida flora and fauna. A guide booklet is available to help identify a number of marked trees and plants. Sinkholes, cypress swamps, and fields of wild flowers provide an interesting walk. Indi- genous wildlife live along the trails.

Big Bend Pioneer Farm is an authentic restoration of rural life 90 years ago in North Florida. Special events and activities such as black- smithing, sheep shearing, syrup mak- ing, and weaving are featured at this living exhibit. Primary financial sup- port for the Junior museum comes from the Leon County Commission and Leon County School Board. Other funding is provided by memberships, admissions commissary sales, grants from private foundations, and the Junior League of Tallahassee.

Services to schools include loans of boxed exhibits on geography, natural science, different cultures, and history. Small caged animals visit classrooms; "borrowed" teachers from the

museum share their expertise with school children. Field classes such as "Farm Family Life" and "Ecology of the Swamp" are offered to every grade.

Sam Kates, the Museum's Director, sees its role as preserving the "...awareness of Florida's natural environment and the importance of preserving the habitat of wildlife." The Tallahassee Junior Museum exemplifies a growing national concern to understand the natural environment and the delicate web of relationships upon which our lives depend.

MOUNT TRASHMORE PARK
300 EDWIN DRIVE
VIRGINIA BEACH, VA. 23462
(804) 497-2157

CONTACT:
MS. PEGGY CRAIG
INFORMATION DIRECTOR

An above-ground "mountain of solid waste" today is the center of a 162-acre recreation area serving Virginia Beach. Soap box derbies, Fourth of July celebrations, a stocked, man-made lake, and a 1,000 seat amphitheatre used for plays and concerts attest to the success of the city's gamble on a new concept of solid waste management.

The high economic and environmental costs of conventional land fill, especially in a city with a high water table, made the Virginia Beach Council open to new ideas. In 1966 the concept of creating a man-made hill out of solid waste was approved after a feasibility study and funded as a demonstration project under the Solid Waste Disposal Act of the U.S. Department of Health, Education, and Welfare.

The hill design, with its quarter-mile ramp, rests on a uniform network of 18-inch cells of trash interspersed with 6-inch shells of clean soil. The layered cells were compacted to a density of 100 lbs. per cubic foot; the final cover is six feet of clean soil. Mount Trashmore has been continuously monitored for gas formation and settling. Only minor settling has been recorded and there has been no degradation of the atmosphere. Constructed over a four and a half year period from 640,000 tons of municipal refuse, Mount Trashmore has posed no hazard to area health or to area groundwater. It has proven, rather, an economically feasible approach to solid waste management and provided a new recreational resource in a resort city.

CHILTON COUNTY CLEAN AND GREEN PROGRAM
POST OFFICE BOX 87
CLANTON, ALABAMA 35045
(205) 755-0530

CONTACT:
MILTON DIEFENDERFER
SUPERVISOR

In 1968 the 26,000 residents of Chilton County were using at least 90 different solid waste dumps scattered throughout their primarily rural area. Although the sanitation departments in the four incorporated municipalities within the county did collect refuse, some 17,000 residents of outlying areas were using a number of illegal and poorly maintained open dumps.

The county government and the municipalities of Clanton, Thorsby, Maplesville, and Jemison responded with a coordinated research and planning effort. Through the efforts of the county government and use of Federal funding the Chilton County "Clean and Green" program was initiated in 1969 as a solid waste management demonstration project.

Over 60 four-cubic yard, metal waste containers have been placed along the county's road network. Twice a week, a county operated truck empties the strategically placed containers, and transports the solid waste to a landfill site that was selected for optimum environmental reasons, central location, and with future alternative use of the site in mind. The central landfill site has a use potential of 10 years.

This simple county solid waste management system has proven to be both cost effective and responsive to the needs of county residents and businesses. The 60 containers have been increased to more than 90, with the additional containers at high volume deposit points. At the central landfill site, "night deposit" metal containers are available at the entrance of the site so that people can deposit refuse during hours when the landfill is closed.

Project Clean and Green is a viable prototype program that has been studied and visited by over 1,000 state and local officials. A low-cost county clean-up program that provides an interim disposal system for areas not yet in need of high-cost, high-technology solutions.

STATEWIDE SOLID WASTE MANAGEMENT SYSTEM
CONNECTICUT RESOURCE RECOVERY AUTHORITY
60 WASHINGTON STREET
HARTFORD, CONNECTICUT 06106
(213) 549-6390

CONTACT:
MS. RITA L. HOGEN
DIRECTOR OF GOVERNMENTAL AND INTERNAL RELATIONS

There are really no unique problems. To some degree every state will have to deal with the problem the Connecticut legislature faced early in the seventies: the state's conventional land fill/incinerator approach to solid waste management by regional and local governments was unsatisfactory for the present and possibly disastrous for the future. Land fill sites were becoming increasingly scarce and many existing incinerators already were in violation of air quality standards.

Through a cooperative planning effort with the Environmental Protection Agency and the General Electric Company, the state legislature, in 1973, proposed a statewide solid waste management system and established the Connecticut Resource Recovery Authority to carry out the program. The Authority is a quasi-public agency with responsibilities in four broad areas. It is developing and administering the statewide solid waste management system over a ten year planning and implementation period. The Authority generates funds through bond issues and the sale of recycled resources. During the ten year implementation period, the Authority is serving as a consultant to those municipalities who are in need of interim solid waste treatment systems. One such interim facility developed to meet the immediate needs of the New Milford area is a land fill that has a three million ton capacity and serves several communities. The fourth area that the Authority administers is the supervising of special solid waste management projects that fall outside conventional municipal responsibility.

The Authority has divided the state into ten regional resource recovery districts, with a central recovery center planned for each district. Eventually

45 recovery stations and 18 new residue disposal sites will be built across the state.

A typical resource recovery plant will process all types of municipal solid wastes and will separate major components such as magnetic metals, aluminum, and glass. Three of the central recovery plants will use dry fuel material separation processes and seven will be pyrolysis plants. In December, 1974, the site preparation for the first central resource recovery plant was started in Bridgeport to serve a metropolitan population of 400,000. A second central recovery plant is being constructed in the New Britain-Hartford area, population 240,000. Both plants will be operational in mid-1976. By 1985, the entire statewide system will be operational.

When the system is fully operational, resource recovery each year will be equivalent in energy to 5 million barrels of fuel oil, 400,000 tons of iron and steel, 200,000 tons of glass, and 20,000 tons of aluminum. Cost per ton for processing solid waste by the system is projected at $10-12/ton. Eventually, the system will recycle 60 percent of the state's municipal solid wastes. Incineration and land fill sites presently in use will continue to be phased out of operation and 169 towns and cities will have cleaner environments.

SOIL ENRICHMENT PROGRAM
POST OFFICE BOX 4398
411 WEST EIGHTH AVENUE
ODESSA, TEXAS 79760
(915) 337-7381

CONTACT:
ROBERT F. SCHNATTERLY
DIRECTOR OF UTILITIES

Odessa, Texas, is a community of slightly more than a hundred thousand people midway between El Paso and Fort Worth. Set in the semi-arid plains of West Texas, it is centered within the Permian Basin, one of the nation's largest oil fields; its economy is based on the surrounding oil deposits and a huge petrochemical complex.

Yet not just the oil and natural gas commodities draw attention to this somewhat obscure community. Odessa has become an international leader in garbage technology—what is known is our age of euphemism as solid waste management.

In 1969 the city decided to convert its antiquated handload trash collection system. A $1.2 million investment provided a three cubic yard container for every four homes, and twice a week collection by a fleet of Pak-Mor trucks and trailers. It also meant a taxpayer's savings of $1 million per year, since the city was able to replace 116 hard-to-find garbagemen with 21 truck drivers. Odessa then joined with the Newell Manufacturing Company of San Antonio in the development and testing of a prototype solid waste shredder. The intent was to reduce wastes to manageable size so as to provide for magnetic recovery of ferrous metals. The resultant process exceeded all expectations; the mill reduces not only common trash to four inch bits, but also more intractable items like refrigerators, stoves, and washing machines.

Another successful waste management saga might seem fairly ho-hum; the most recent development actually holds the most promise for this community and others. Since 1974 Odessa has been involved in recycling the basic element of trash—cellulose. Eighty percent of the wastes collected within the city is cellulose fiber in the form of paper, cardboard, grass clippings, tree trimmings, and earthen bacteria. And being biodegradable they provide rich nutrients to plant life.

At almost no cost to the city, cellulose rich garbage is plowed into the surrounding pastureland, watered and fertilized with purified sewage endproducts, and left to start a natural sequence of soil-enrichment. The desert may bloom again, at the rate of one square mile a year, if the garbage holds up. While this soil enrichment experiment is as yet too new to provide valid production statistics, early evidence indicates that this city is in the process of converting the liabilities of trash into assets for the community.

ENERGY RECOVERY FROM CITY WASTE
HORNER AND SHIFRIN, INC.
5200 OAKLAND AVENUE
ST. LOUIS, MISSOURI 63113
(314) 531-4321;

CONTACT:
F.E. WISELY
VICE PRESIDENT

In 1972, through a cooperative effort by the City of St. Louis, Horner and Shifrin, Inc., a consultant firm, the Union Electric Company, and the Environmental Protection Agency, a prototype, electrical power generating facility began using "city trash for fuel."

The municipal solid waste used for the primarily coal-burning Union Electric facility is conventional household refuse, excluding large bulky materials such as furniture and appliances. The collected refuse is processed and prepared for the power generating boiler facility by a milling machine that reduces the trash into 1.5 inch particles. During the preparation phase of processing, an electromagnetic separator removes magnetic materials from the trash that will be used for combustion. The usuable, combustible materials are trucked from the processing plant to the power plant; the city trash is fired in two boilers that are designed to burn 10 to 20 percent refuse derived materials and 80 percent bituminous coal.

This prototype process has demonstrated various advantages: solid wastes are recycled and converted to usable energy; recyclable materials such as magnetic metals are recovered; fossil fuel demand is decreased, and conventional solid waste disposal demand on land fill space and incineration requirements are diminished.

The St. Louis "Fuel from City Trash" program has been visited and studied by numerous other municipal representatives who are seeking alternative means to manage and dispose of solid waste generated in their communities. This St. Louis-Union Electric program is under serious consideration in over 75 municipalities across the country.

THE COURIER-JOURNAL
AND LOUISVILLE TIMES
PAPER RECYCLING PROGRAM
525 WEST BROADWAY
LOUISVILLE, KENTUCKY 40202
(502) 582-4011

CONTACT:
LLOYD MITCHELL
DIRECTOR OF PURCHASES

In one day more trees are cut down and prepared for use by man and his communities than nature is able to replenish in one year. With continuing and increasing demands on our natural resources, a turnabout in our con-

sumption demands is necessary to give nature a fighting chance.

A newspaper company, the *Courier-Journal* and *Louisville Times*, and the citizens of Louisville are participating in a newsprint recycling program. The *Courier-Journal* publishes two daily newspapers and has a Sunday circulation of 380,000; a significant proportion of these newspapers are printed on recycled newsprint.

In coordination with the publishing and distribution of its newspapers, the *Courier-Journal* promotes a used newsprint pick-up, re-pulping, and paper recycling program by which its own used newsprint is used for new printing. The citizens in the metropolitan area are encouraged to bundle and leave their used newspapers on the curb for pick-up during the week by Lousiville's Sanitation Department. The newspapers are delivered to the Acme Paper Stock Company in Louisville. Acme processes and prepares the paper for shipment to a de-inking plant in Chicago, the FSC Corporation, which purchases the paper and prepares it for re-use. This operation is an on-going recycling process. An FSC truck delivers re-cycled paper prepared for printing to the newspaper, and returns to FSC with the newsprint already processed by Acme.

As the system is operating now, the *Courier-Journal* pays $3.50 more for each ton of recycled print supplied from FSC than it pays for print paper made from virgin timber. Though program costs lower the profit margin slightly, the company absorbs this loss as a valuable trade-off in ecological benefits.

The overall success of the program depends a great deal upon the degree of citizen participation. The response varies in different sections of the metropolitan area: the percent of recovery has fluctuated from 77 percent in one area to 15 percent in another neighborhood. To improve the recovery rate of the recycling program, the papers continually remind their readers of the need for their continued participation.

Through this privately initiated program, the city of Louisville is saving thousands of trees for the future. In 1971 approximately 5,000 tons of newsprint were recycled through the program, a volume that is equivalent to saving 85,000 trees. Each year the program continues will preserve some 190 acres of prime timber: good news for Louisville.

BEVERAGE INDUSTRY RECYCLING PROGRAM
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A.J. PETRIE
GENERAL MANAGER

In 1971 the Arizona Wholesale Beer and Liquor Association and the Arizona Softdrink Bottlers Association formed the Beverage Industry Recycling Program (BIRP). The city of Phoenix made a parcel of land available for a can and bottle recycling center. After a few months of operation, citizens had deposited 400,000 pounds of cans and bottles, representing refunds of 20,000 in pocket. The success of this centrally located center encouraged BIRP to open a second collection center in the suburb of Mesa; a second success prompted the opening of a comprehensive processing center in Tucson and another in Glendale. These four recycling centers are now supplemented by twelve subsidiary collection centers throughout the State. Within one year, the BIRP program distributed $2 million in payments to participating citizens.

The program has visible economic and environmental payoffs. Arizona's network of roads and highways are appreciably free of litter, and the cleanup costs to the State are decreasing. A new BIRP office, built cooperatively with the City of Tucson and the University of Arizona, will use solar heating and cooling. This joint effort of private manufacturers and distributors with consumers has long-term benefits for Arizona's citizens and her environment. An excellent example of an industry's acceptance of responsibility for an industry-related problem; a model for replication everywhere.

NORTHERN PLAINS
RESOURCE COUNCIL
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DIRECTOR

Below the surface of the agricultural and grazing lands of Montana, North Dakota, and Wyoming lies the Fort Union coal formation — one of the largest low sulphur deposits in the nation. Our energy needs have turned the country's attention once again to coal and its promise of energy self-sufficiency. For the ranchers and farmers of these three states, however, the mining of coal and its conversion by gasification, liquefaction, or thermal generation pose a very real threat to a way of life rich in American history and folklore. Ranchers fear that strip mining will denude the plains of the native grasses upon which their cattle depend for sustenance. Farmers and ranchers alike see the massive amounts of water required to convert coal into other energy forms as seriously threatening the water supply they use to irrigate this region's agricultural lands.

Determined to make their voice heard amidst the growing tumult over energy, ranchers from eastern Montana formed the Northern Plains Resource Council in April of 1972. Composed primarily of ranchers and farmers from Montana, Wyoming, and North Dakota, the Council's credo succintly sums up its support of agriculture as opposed to coal development:

> "The Council is committed to maintaining a viable agricultural economy, and protecting land upon which agriculture depends, and on our way of life, recognizing that all of us draw our livelihood from the land and that we have an obligation to insure a viable and self-sustaining homeland for future generations."

The primary function of the Council is to shape coal, energy, and water policies that affect the Northern Plains region. To that end, Council representatives lobby in Helena and Washington for laws that protect agriculture and for those that impose stringent guidelines upon coal-related industrial development. To strengthen this effort, the Council works closely at local levels with 11 affiliate member organizations. Local problems are approached at the local level, and when appropriate, through state and Federal officials. These efforts have paid off. In 1975, the Montana State legislature enacted a law that requires mining companies to obtain written consent from a landowner before applying for a permit to mine. Other laws passed in

the past three years include a strong reclamation act, a state industrial facilities siting act, and measures to protect irrigation and groundwater.

The Council keeps its membership and other citizens informed of changing laws and energy issues through *The Plains Truth,* its newsletter. Believing that laws protecting the region are only as good as their enforcement, the Council has initiated and joined a number of suits and administrative proceedings designed to force examination of the full impact of energy resource development.

Financed by membership dues and private donations, the Council plans to continue providing services as long as residents of the Northern Plains region remain interested. Since many residents have lived there for generations, the Northern Plains Resource Council should be around for years to come. A small but effective voice rallying a region to preserve its way of life.

ATASCADERO SOLAR HOUSE
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SKYTHERM PROCESSES
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Skytherm-Southwest represents one man's commitment to solar energy research. Skytherm-Southwest is a three bedroom, two bath, single story house with a "natural air conditioning system"; the house and its air conditioning system were designed and built by Harold R. Hay, a retired chemist.

The house is in Atascadero, California, where the hot summers and moderate winters cause seasonal temperature variations that fluctuate from 10 to 110 degrees. These climatic factors operate as primary design-control parameters.

The natural air conditioning system is energy efficient; it is a "passive solar design" that uses both sunlight and cooler night temperatures to function. A structural scheme of movable insulator panels, a thermopond, and a heat-permeable, supportive metal base form the roof of the house and the Skytherm air conditioning system. The thermopond is constructed of a series of four 40 ft. long, 8 ft. wide, 8-1/2 inch deep, water-filled "plastic films" which resemble the design of a waterbed. The insulator panels and the thermopond unit automatically react to equilibrium changes both outside and inside the house. The panels open or close in coordination with temperature variations in order to maintain a "comfort range of temperature" within the house.

In the summer, when the panels are closed during the day, the thermopond is shielded from the thermal radiation of the sun. This sheilding effect allows the water in the plastic films to absorb heat from the interior of the home below. At night, when the panels are in the open position, the thermopond is allowed to release its stored heat into the cooler outside atmosphere.

In the winter, the process is reversed. The panels open during the day to let the plastic films absorb solar heat. In the evening, the panels remain closed, and the thermopond radiates heat into the living quarters below.

A family of five lived in Skytherm-Southwest for a year. They rated the natural cooling and heating system as "superior" to the conventional homes in which they had lived. While the family was occupying the house, a team of eight professors from California Polytechnic State University evaluated the house in a number of functional areas: architectural design, thermal system design and efficiency, economic feasibility of construction and ownership, overall ecological soundness. During the evaluation period, the Atascadero area experienced extreme temperature variations. The study team's conclusion: Skytherm's natural air conditioning system and thermal control design successfully demonstrated a viable alternative to conventional fossil fueled heating and cooling systems.

The Skytherm-Southwest solar home represents an early experiment in solar energy research. More technologically advanced examples are beginning to proliferate as this country takes an increasingly serious look at the potential of solar energy.

OUROBOROS EXPERIMENTAL
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In 1972 Dennis Holloway, a professor of architecture at the University of Minnesota, encouraged over 150 students to create alternative designs for an experimental house that would optimize the recycling and conservation of energy and resources. The students, with the help of faculty advisors, accomplished their task with an enthusiasm that has carried over to an ongoing University program.

Their first accomplishment is Ouroboros South, a two story, 2,000 square ft. experimental house. This house features a host of uncommon design features that use available technology to minimize energy consumption and recycle energy and resources.

Starting at the top, a windmill's twin blade, high speed propeller reaches above tree-top level to harness wind power for electricity. Direct current is converted to alternating current for appliances; excess electricity is stored in a series of 58 two-volt wet cell batteries. On the south, the roof slopes at a 60 degree angle so that an Isle solar collection and absorption system, built into the roof, can convert solar energy for interior space heating and hot water needs. The sod roof and specially constructed exterior walls act to insulate the interior of the house.

Inside, a Japanese hot mist shower and a water conserving bathtub require over 75 percent less water than conventional models. The Clivus composting toilet is a self-contained system that works independently of a public water source. The water used is human wastewater; solid wastes are treated by an aerobic bacterial digestion process, and the wastewater is evaporated. After a six-month period for composting, the treated solid waste can be used as an efficient fertilizer. Except for the bathroom, interior walls are movable so that occupants are able to modify their living space. The sense of

dependence on nature is enhanced by the greenhouse, where some part of a family's food supply can be grown at home.

The University is using a second experimental house, Ouroboros East in St. Paul, as a laboratory and an educational workshop for the Twin Cities area. The house was built in 1910. The University has rehabilitated this structure using Ouroboros South design techniques to test the feasibility of modifying an existing house to make it more energy and resource efficient. The cooperative workshop program coordinated by the University and the Science Museum of Minnesota makes Ouroboros information available to visitors to the house. Information is available on those energy conserving techniques particularly applicable to older houses; e.g., reinsulation and landscaping.

A third University program is a joint planning effort with the city of Winona, Minnesota, population 27,000. Working with University consultants the city is planning to be a totally energy and resource efficient community by the year 2000.

Ouroboros was a mythical dragon which consumed its own tail to survive. Through its research and community design projects, the University is pointing up a modern moral for an energy hungry nation.

COASTAL ZONE MANAGEMENT PROGRAM
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In 1971, Delaware became the first state to pass legislation restricting heavy industrial development of its coastal regions. Prior to that time Delaware and most coastal states had exercised a laissez faire policy toward industrial expansion throughout the coastal zone. When oil companies released plans for a refinery and dock for supertankers in Delaware Bay, it prompted then Governor Russell Peterson to issue a temporary moratorium on industrial expansion pending further study of the issues. To that end, the Governor appointed a Task Force on Marine and Coastal Affairs. That group's recommendations resulted in the passage of Delaware's Coastal Zone Act, which bans new oil refineries, superports, petrochemical plants, steel and paper mills along a 115-mile coastal strip, although there is no prohibition of expansion of existing industry.

The Coastal Zone Act requires the Delaware State Planning Office to prepare a comprehensive plan for the state's coast. A preliminary plan was presented to the public through a series of public hearings. As a result of that citizen review process, state planners went back to the drawing boards. With financial assistance from the recently created Federal Office of Coastal Zone Mangement in the Department of Commerce, Delaware planning officials began a three-year study of the state's coastal resources in the middle of 1974. They hope to have an interim report ready by July of 1976.

Since passage of the Coastal Zone Act, new industrial development in Delaware has concentrated in the already heavily industrialized area around Wilmington, north of the protected strip. Some business interests fear that the state's recent flurry of pro-environment legislation has given the state an anti-business image. Such criticism ignores the increased light industrial activity in the southern part of the state and the continued expansion of existing heavy industry in the protected area. Indeed, since passage of the Coastal Act, the state has approved most of the 50 applications for expansion of existing industrial facilities along the strip.

Although Delaware's law has loopholes, it does represent a growing citizen concern for controlled growth and respect for environmental quality. Following Delaware's lead, California, Oregon, Washington, North Carolina, Minnesota, and Michigan have developed laws to restrain coastal development. The prime targets of this controlled growth ethic are the energy-related industries. As small communities from Maine to Piney Point, Maryland, choose not to be sites for deepwater ports and refineries, industry is learning to respect people power and a renewed community concern for the quality of their environment.

HAWAII WATER RESOURCES REGIONAL STUDY AND PLAN
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The state of Hawaii is 132 islands astride the Pacific; seven of the major islands are inhabited. Distance in many ways has not made it less American. The boom years came to Hawaii, too; since 1960, the state's population has increased 33 percent. The combination of sustained population growth and limited land area are generating increasing demands upon Hawaii's water and land resources.

In 1973 the state of Hawaii initiated a thorough water resources and planning program that identifies island needs through the turn of the century. State and county agencies, industry, citizen advisory groups and 25 participating Federal agencies conducted the study. This regional study focused on water quality, surface and ground water systems, coastal zones, floods, water supply, erosion and sedimentation, fish and wildlife, climatology, and recreation needs. The study group made significant contributions to the discussion of the legislative and institutional responses dictated by finite resources. Other study areas included the relationship of projected needs to existing social and economic conditions, definition of the physical characteristics of water and related land resources, and the development of management and growth alternatives for the state, each island, and the community level. The study group then formulated guidelines for a statewide Water Resources Regional Plan. This complex series of studies is being reviewed, with publication of the final report scheduled this year.

Over the next 25 years Hawaii's plan will provide a tool for managing the state's water resources for all levels of government as well as burgeoning industry and other private development. It will also provide a guide for required changes in laws, ordinances, and regulations. Hawaii was early to recognize the significant relationship of planning to careful resource husbandry. The water resources effort

is a model of the intricate intergovernmental cooperation essential to such efforts.

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GENERAL MANAGER

Boats sail lazily across the surface of Indian Creek Reservoir. Rainbow trout entice campers and anglers to its shores. Alpine County ranchers use 90 million gallons of "new water"a year to irrigate hay and pasture. Ranchers, sailors, sportsmen, all use reclaimed wastewater that represents a major success story for American technology.

Twenty years ago Indian Creek Reservoir, a 160-acre lake in the eastern foot hills of the Sierra Nevada, did not exist. It is a spin-off from the sucessful resolution of a battle to keep Lake Tahoe pollution-free.

Lake Tahoe is such a beautiful place that everyone wants to live there. The growth of resort and recreational developments around the lake in the fifties and sixties posed a program of protecting the crystalline waters from accelerated aging caused by allowing nutrient-rich sewage effluents to drain into the lake.

The citizens and the Public Utility District determined not to permit any sewage into the lake. But a secondary treatment plant created another problem; since all Tahoe Basin streams led to the lake, stream disposal for secondary treatment effluent was out. As an alternative, the district leased land to spray, hoping to use the earth to filter the effluent. Instead, Lake Tahoe had an environmental disaster, a rejection of the overflow back into the lake. The only alternative was some form of tertiary treatment—cleaning the effluent so thoroughly it could be dumped anywhere.

Despite the pessimism that tertiary treatment could be developed at a price municipalities could afford, the Board hired research and design specialists in sanitary engineering to design a pilot plant. After studying a successful trial run, the Board authorized a new tertiary system in 1964. The system was based on filtering technology, lime treatment processes, and decolorization methods already developed in other fields. Today the tertiary plant at Lake Tahoe is still recognized as setting an international standard for advanced wastewater treatment.

A need still existed, in 1965, for a better way to dispose of the tertiary effluent. The solution was to build a pipeline to a 28-acre lake site in a farm area where the water would be useful for irrigation and recreation. By 1969, the lake's first water was pumped into the new Indian Creek Reservoir; by 1970 the tertiary process was so successful that California approved the reservoir for swimming.

The Utility District funded the $30 million project with Federal grants, District general obligation bonds, revenue bonds, special assessment bonds for local improvement districts, a state loan, and Forest Service appropriations. The long-range program that seemed visionary in 1961 has become a model of water reutilization and of environmental enhancement through technology for communities throughout the world.

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The production of paper requires water and when the mill effluent is not properly treated, environmentalists and scientists rank the paper making process among the leading industrial polluters. Financed in part by the Economic Development Administration in 1966, Interstate Paper Corporation obtained a construction permit from Georgia state environmental protection authorities for a 500 ton-per-day pulp and paper mill at Riceboro, Georgia, an area of high unemployment. Since the mill site was located on a tributary of a sports fishing stream and was 16 miles above an important recreation, sports, and commercial fishing area, St. Catherine's Sound, the problem was to protect the stream and waters below the mill and at the same time preserve the crucial boost to the economy.

At the time of construction, the mill was required to meet the most stringent water quality standards ever imposed on a U. S. paper mill. As a result, Interstate scientists and engineers designed the first process in the industry for removing color from waste water, a significant technological advance. Some scientists believe that when color in paper mill effluent is allowed to enter a stream, it hinders the natural process of photosynthesis —a process essential to plant and animal life. There is also a suggestion that the color bodies themselves can cause direct harm to aquatic life.

An integral part of the system [illegible] Waste Treatment Lake project is a 650-acre pond which retains the waste from the mill for a minimum of 90 days to allow for biological stabilization and reoxidation before discharge into the receiving stream. Waste is an oxygen-demanding substance and when it is uncontrolled, it takes from the water the oxygen needed to sustain fish and other forms of aquatic life. But if the proper amount of oxygen is returned to the water, two things happen: the waste is literally consumed by certain types of bacteria and a natural life-supporting cycle is restored to the water.

The entire lake area is now utilized to insure that the effluent is sufficiently high in dissolved oxygen content to protect the waters of Riceboro Creek.

Today sportsmen, commercial fishermen, pleasure boaters all flourish within sight of the mill's discharge point, and water quality has been attested to by a four-year monitoring study done by the Georgia Marine Institute. The treatment process has won national and international recognition.

NOVI/WALLED LAKE
WASTEWATER TREATMENT
SYSTEM
OAKLAND COUNTY DEPARTMENT
OF PUBLIC WORKS
ONE PUBLIC WORKS DRIVE
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CONTACT:
RON RINGLER
DIRECTOR

The proper treatment of domestic sewage in small communities that use individual septic systems is most successful where the soils and overall geologic conditions are favorable to long term septic system use. In the small Michigan communities of Novi and Walled Lake, which boast a combined population of less than 15,000, the use of septic systems created an ecological problem. Throughout the 1960's, many of the septic fields in the area were overtaxing the cleansing and tolerance capacities of the local environment. The problematic results were contamination of soils and ground water, the fouling of water systems, and general physical degradation of the area.

The Oakland County Department of Public Works told the communities that the regional waste water collection system would not be completed in time to meet their immediate needs, and that the existing interceptor line already was handling a capacity flow. The two communities decided to go it on their own.

An interim wastewater collection and treatment system was designed and constructed to meet the immediate needs of both the population and the environment. The treatment plant was constructed with local funds and a Federal grant from the Water Quality Administration, Environmental Protection Agency. Designed to provide treatment for a projected 1980 population, the plant provides primary, secondary, tertiary, and chlorination treatment that are coordinated by extensive automation and mechanical equipment. The final effluent is discharged into a small, low flow stream at a treated level that is well above the called-for standards: 97-98 percent of the organic pollutants are removed, more than 90 percent of the phosphates are extracted, and the effluent is definitely of better quality than the wastewater previously discharged by the inefficient septic systems.

The *Detroit News* termed the Walled Lake/Novi wastewater treatment plant "an ecological success story." Professionals cite the two small communities as models in innovative wastewater technology.

NEW CASTLE COUNTY
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New Castle County's wastewater collection and treatment system consists of over six million linear feet of sanitary sewers, and six public and seventy-eight commercial-industrial treatment plants.

The long-term effects of using combined sewers (sewage and storm water collected in the same sewer pipe), the physical aging of the sewer system, increasing service demands, unplanned residential development, and the repeated operational failure of the system caused overflow and flooding problems, potential health hazards, and unacceptable degradation of water quality throughout the county's natural watershed.

During the sixties, the county studied alternatives. The recommended solution was a county-level water and sewer management office. In 1973, the Office of Water and Sewer Management, a division of the county Department of Public Works, was established to serve as liaison between the Department of Public Works and Department of Planning. Since 1973, this office has pursued a comprehensive long-range water quality management and planning program. A bi-county plan was developed for cooperative use by New Castle County and adjacent Chester County, Pennsylvania (the two counties share common water resources.). The office also encouraged the state's Public Service Commission and private water companies to establish a realistic method of awarding water franchise areas. Then a comprehensive rehabilitation program was implemented to abate inflow at manhole sites and to stop infiltration into service pipes. Techniques included the use of specially designed manhole cover plates that prevent inflow but permit the passage of gases, and the use of a chemical jell to seal pipe joints. A computerized metering system was developed to monitor discharge rates so that future development in the county can be coordinated with sewer system flow capacities.

In 1972 New Castle County became the first area to take advantage of Federal planning funds available for water quality studies. The Office of Water and Sewer Management organized an extensive advisory structure. Citizens and technical committees advise a policy board of county and city representatives from Wilmington and Newark; their recommendations are coordinated by the professional planning staff.

Through the cooperative efforts of this interdisciplinary and community representative task force, the county is realizing its water quality management and planning goals. New Castle has initiated a comprehensive assessment study of environmental conditions and existing land use management and planning policies.

These efforts are only part of New Castle County's overall water program. Another effort is the development of a comprehensive water supply plan for the County in cooperation with the Delaware River Basin Commission and the Delaware Department of Natural Resources and Environmental Control.

These county and regional efforts exemplify a movement toward more comprehensive planning in every area of environmental concern. The New Castle program has been a forerunner in water quality planning. Since New Castle County implemented its planning effort in 1972 over 150 other regions have initiated similar programs.

GROUP AGAINST SMOG AND POLLUTION
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PUBLICITY CHAIRMAN

On October 20, 1969, a group of concerned citizens who live and work in the Pittsburgh—Allegheny County region organized around a common concern: "to get improved air quality in their area, using known technology." Since Pittsburgh had been designated in a nationwide survey as one of the ten American cities most adversely affected by air pollution, they realized that cleaning up Allegheny County's air would not be an easy task. At that first meeting the group set guidelines to establish a responsible and effective approach with "no picketing of polluters, and

no screaming or emotionalism." The name they chose is a medium for their message: GASP, the Group Against Smog and Pollution. The original group of 43 has gained active support and leadership from scientists, engineers, doctors, lawyers, teachers, economists, union workers, public relations specialists, and "just plain concerned citizens." This interdisciplinary citizen team has campaigned to have the state's air quality standards upgraded, has established the right to cross-examine industry representatives seeking air quality variances before the County Variance Board, and monitors Board proceedings to protect the interests of the general public.

When the County originally was considering candidates for the proposed air pollution Variance Board of Appeals, GASP screened each candidate; four out of five appointees were recommended by GASP. The group has not hesitated to take a polluter to court to get compliance with the 1967 Federal Air Quality Act. GASP's efforts have pushed Allegheny County to mandate one of the strongest air quality codes in the country. Today, GASP's role has expanded to include energy needs and resources.

One element in GASP's success has been organized community leadership and enthusiastic citizen involvement. Lots of citizens get into fund-raising; when GASP is low on funds the community joins in baking thousands of "Dirty Gerty" cookies that are distributed throughout the county to get donations. In coordination with the cookie campaign, "Dirty Gerty Awards" are presented in certificate form each year to "salute the major air polluting industry in Allegheny County." The industry that most effectively works to reduce their pollution output is presented with a "Good Neighbor Award."

GASP is a group with a keen sense of public relations and an effective record in dealing with a major American environmental issue.

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SYRACUSE-ONONDAGA COUNTY PLANNING COMMISSION

The Syracuse-Hancock International Airport was once a military base and is now under the operational control of the city of Syracuse. This airport services military and civilian aircraft within a five-county region. Surrounding the airport are a mixture of residential areas, open space that is subject to speculation and development, and a hierarchy of communities and governments which exercise independent and overlapping jurisdiction over the airport environs.

In many communities, airports have become the focus of jurisdictional wrangling and divisive citizen disputes as growth and anti-growth factions, citizens against noise and other civic groups grappled with the relationship of the airport to new concerns with the environment and the quality of life. Syracuse, smaller communities around the city, and Onondaga County very early recognized a commonality of concern.

All interested parties in the Syracuse metropolitan area have met repeatedly to achieve cooperative goals. The issues they have addressed included aircraft safety and noise control, the relationship between the airport and surrounding land use activities, and the need to coordinate a comprehensive airport environment planning program. County level planning officials have been instrumental in bringing smaller communities into both the educational and planning dialogues through a workshop structure. Each community has been encouraged to develop its own airport environs plan, with consultation provided by county officials. This joint effort is evolving a viable and effective management and planning program for environmental compatability between the airport and its environs.

OREGON BOTTLE BILL
OREGON ENVIRONMENTAL COUNCIL
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EXECUTIVE DIRECTOR

The Oregon Bottle Bill, quite simply, represents the acceptance of a state legislature of the responsibility to say "no more." No more litter, no more waste, no more studies. Action to improve the environment of one of our most environment-conscious states.

The citizens of Oregon, earlier than most, looked at their landscape and added up the cost of discarded bottles and flip-top-cans--the cost of clean-up, of solid waste disposal, of energy to produce containers for one-time use, of resources drained to produce more and more of these same containers.

Environmental groups pressed for mandated use of returnable cans and bottles. In 1971, the legislature analyzed the alternatives: stronger anti-littering laws or an emphasis on container recycling programs. (Both approaches are being tried in other jurisdictions.) The conclusion was that fines and a strict anti-litter law historically have been difficult to enforce and failed to stem the tide of litter across roads and beaches, and that almost no recycling program can be comprehensive. In 1972 the Oregon Bottle Bill went into effect, covering all beer and carbonated soft-drink containers sold at retail outlets in the state. It prohibited pull-top cans; it established guidelines for returnable cans and bottles, which required refunds to be paid on the return of empty containers to the retailer. The refund incentive was to "discourage the manufacture and sale of throw-aways and to encourage the use of re-usable containers."

This innovative legislation has been in effect for over three years, with increasing cooperation from the state's beverage industries, retail businesses, local governments, and citizens. Since passage of the Bill, beer and soft drink container litter has decreased by over 80 percent; the use of returnables instead of single use containers has led to an annual natural resource conservation estimated as equivalent to over 1.4 trillion BTUs. Through passage of this ecological legislation, the Oregon Bottle Bill, the people of the state of Oregon have a cleaner environment while other states remain enmeshed in studies, competing proposals, and jurisdictional conflicts.

BIKE LEGISLATION/MEDFORD BIKEWAY

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In the short legislative history of environmental protection, Oregon already has distinguished itself as a pacesetting maverick. In recent years, the state legislature has banned the sale of beer and soft drinks in nonreturnable bottles and cans, acted against aerosols containing fluorocarbon propellants, and passed a bill that paves the way for a statewide network of bicycle paths.

The bike bill was passed in 1971 and provides that the state highway department must spend a minimum of one percent of all gasoline tax money —one percent of all highway revenue generally—on the construction of bicycle and pedestrian paths. The bill represents the first diversion of highway money to support bicycle transportation anywhere in the country.

One percent of Oregon highway revenue is currently about $2 million a year, but the general lack of experience in building trails and the difficulty in coordinating their construction through different local jurisdictions have made progress slow despite ample funding. By 1975, only 155 miles of trail were finished or under construction.

One place where a community prevailed over local difficulties was the city of Medford. Long before the bike bill became law, Medford had begun developing a parkway system along Bear Creek paralleling an interstate highway. The corridor of parkland between the creek and the freeway was an ideal spot for a bikeway, and local initiative completed a 3.4-mile trail in August 1973.

The route provides recreation for bikers, walkers, and joggers in an unpolluted, parklike setting. Since the route also serves as an artery between residential areas and commercial developments, it has become a commuter route as well. Several short branches have been added as feeders, and by June, 1974, the average daily bike traffic count was 422. In that same month the Bear Creek Bikeway received national recognition as an "outstanding example of multiple use of highway rights-of-way" from the U.S. Department of Transportation and the Federal Highway Administration.

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CONTACT:
MRS. JAMES ROGER
CHAIRMAN OF CIVIC CONCERNS

There's been a "beautiful coverup" in Torrington and 25 ladies of the Grassroots Gals' Garden Club are responsible. Covered up is an irrigation ditch that ran through a 13-block residential area of Torrington, a small town in eastern Wyoming.

The irrigation ditch dated back to 1883 when the site of the present town was farmland, and the ditch still provided water to existing farms when the ladies came along and took charge of things. The farmers still get their water, but now homeowners along the ditch's path no longer see a weed-filled and litter-strewn waterway but a mini-park complete with concrete walk and cycling path, automatic sprinklers, and a playground for children. The water flows under the park in its own concrete pipe.

In 1971 the Garden Club ladies had decided that if nobody else was going to do anything about the dangerous ditch—the cause of three known drownings and numerous close escapes—they would take things into their own hands. Accordingly, they drew up a plan to transform the ditch into a park. They estimated the cost at $200,000 and promptly began pushing for support from city officials, local farmers, the Federal government, and interested citizens. The owner of the irrigation ditch agreed to donate the property to the town, and a $99,000 park bond issue was passed with an 80 percent margin. Additional funds were granted by the Federal government, and the project was on its way. Today the site is a popular recreation spot, and there's been some money saved to boot. The simple concrete irrigation pipe is so much more efficient a water channel than the ditch ever was that Torrington estimates 1,200 gallons of water are saved each minute of the day. A small town project with sizable benefits that could be matched in hundreds of locations where minor community eyesores can become the catalyst for community improvements.

BEAUFORT-JASPER COMPREHENSIVE HEALTH SERVICES, INC.
HIGHWAY 170
RIDGELAND, SOUTH CAROLINA
29936
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CONTACT:
THOMAS C. BARNWELL, JR.
DIRECTOR

Beaufort and Jasper Counties cover 1,300 square miles of South Carolina's marshy coastal regions. During the last decade the area was described as resembling an underdeveloped nation within a nation. Much of the area can be reached only by boat or air transportation. The people are poor. Much of the housing is substandard; hundreds of homes lacked any kind of sanitary facilities. Infant mortality rates are high. Black and white lived in equality with ignorance and poverty and disease.

In February, 1969, Senator Ernest Hollings testified before the Senate Select Committee on Nutrition and Human Needs. His statements on these conditions focused national attention on Beaufort and Jasper. As a result of the hearings, the Department of Agriculture began an experimental Food Stamp Program in the counties; the Office of Economic Opportunity agreed, in January, 1970, to fund a comprehensive health program.

The Beaufort-Jasper Comprehensive Health Services represents a multi-faceted approach to the health and developmental problems of a depressed area. Its short range objectives are to provide the 25,000 low-income residents with improved health services. The system includes medical, dental and nursing care; in addition, staff provide physical therapy, social services. and transportation. Classes in nutrition, environmental health, and hygiene serve to build basic health habits. In the long-run, the health facility hopes to contribute to improving the area's general level of prosperity through training and economic development programs. The short-term results are encouraging; improved health care has reduced the number of in-patient days since the program started.

Beaufort-Jasper health officials agree that the long-term solution to the area's health problems must come through preventive health measures. The availability of pure drinking water is crucial. At one time many families had to carry potable water long distances or drink surface water from shallow wells. Staff from the health facility introduced the cluster well concept, which provides access to deep well water for neighboring families; they continue to help operate and maintain the 70 systems that have been installed. Residents have begun to realize the intricate relationship of health problems to bad water, inadequate sewage systems, and poor housing.

The struggle to attain a livable environment continues today. Every step toward improved environmental living conditions has required a tedious community-wide effort to move government agencies toward change. The Beaufort-Jasper Comprehensive Health Center represents an acceptance of the broadest definition of comprehensive health services.

RURAL HEALTH PROGRAM
UTAH VALLEY HOSPITAL
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PROVO, UTAH 84601
(801) 373-7850

CONTACT:
MARK HOWARD
ASSISTANT ADMINISTRATOR

One of the principal problems challenging American medical practice today is providing quality health care to residents of rural areas. Historically, rural communities have had difficulty in attracting young physicians and other skilled health professionals away from the research facilities and economic potential of urban areas. As a result, rural Americans have found even the most basic health services unavailable or inaccessible.

In the mountainous valley region around Provo, Utah, one hospital has initiated a program designed to meet the need of rural communities for physicians. The Utah Valley Hospital is one of fourteen hospitals operated by the Intermountain Health Care, Inc., a non-profit corporation. The Rural Health Program of the Utah Valley Hospital has operated for over two years. During that time, its three rural clinics have provided care for over 26,000 patients and generated over $200,000 in revenue.

Strong community support has contributed significantly to the success of the program. Only those communities which lack accessibility to a physician can participate—usually towns of 1,500 to 3,000. Intermountain Health Care, Inc. contacts residents of potential sites to determine whether enough local support exists. If the corporation finds evidence of sufficient support, its personnel will hold a public meeting to explain their program to area residents. After the dicsussion, residents vote on whether to enter the program. Enrollment requires that the community provide a clinic facility and lease it to Intermountain for a token one dollar.

For its part, Intermountain staffs the clinic with a full-time nurse practitioner who provides preliminary diagnosis and treatment. Traveling physicians, based at the emergency room of Utah Valley Hospital, visit each clinic on a scheduled weekly basis to provide follow-up care and treatment in support of the nurse practitioner.

Attempting to provide quality medical care over an extensive geographic area raises two problems: transportation and communications. Physicians travel to the clinics by automobile or airplane. Nurse practitioners maintain daily telephone contact with the physicians to insure their monitoring of serious cases. Intermountain is studying the use of microwave television and diagnostic computers as a means to improve communications in the future.

The Rural Health Program did not happen overnight. A grant from the Robert, Wood Johnson Foundation made possible the initial planning and implementation.

In addition, Intermountain carefully studied each clinic's potential for being self-supporting. The ground work has paid off, with each of the three clinics close to financial stability after one year of operation.

RURAL HEALTH ASSOCIATES
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PAUL JUDKINS
DIRECTOR OF PLANNING, EDUCATION, AND DEVELOPMENT

Rural Health Associates represents an attempt to re-design the traditional

rural health delivery system. For years inhabitants of west central Maine had witnessed a steady decline in the quality of available health care. Many physicians had retired, and attempts to recruit replacements had proved futile. To make matters worse, the area's major hospital was in danger of closing. The ominous situation prompted community leaders (doctors, hospital trustees, municipal officials) to search for possible solutions.

Out of their meetings emerged the concept of a non-profit group of physicians organized for providing comprehensive health care to *all* residents of the region. An Office of Economic Opportunity planning grant enabled Rural Health Associates to take shape. The plan called for the utilization of an idle building on the hospital grounds as a base of operations. There physicians would serve in outlying areas. The clinics would maintain contact with the center through interactive television. In this way, physicians would be able to supervise medical assistants up to 40 miles away. In addition the Associates would conduct health education programs for its patients and for the general public in conjunction with area schools and the regional branch of the State University. The plan also called for an intensive recruitment campaign. Rural Health Associates would offer prospective physicians continuing medical education and off-time coverage—amenities previously available only in urban areas.

Today the plan has evolved into an outstanding program. The original core of four physicians has expanded to ten doctors, a dentist, an optometrist, and five physician assistants. Four of the physician assistants maintain the outlying clincis on a full-time basis. A new 85-bed hospital is in operation, and an additional professional building is in the planning stages.

In 1974 Rural Health Associates served 15,000 individuals, more than 50 percent of the area's population. Although three-quarters of its practice remains on a fee-for-service basis, the group has lobbied for state legislation to permit the sale of prepaid plans to the general populace. (Over 90 percent of the area poor already receive care on a prepaid basis.)

Rural Health Associates represents an abrupt change of course in the delivery of rural health care. The days of the sole practitioner are numbered, and Associates' staff attribute the success of their experiment to the commitment of professionals and lay people willing to accept change.

EAST KENTUCKY HEALTH SERVICES CENTER
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CONTACT:
BENNY RAY BAILEY
EXECUTIVE DIRECTOR

Before 1972 two physicians represented the sum total of the medical resources available to the 15,000 residents of Knott County, Kentucky. There were no hospitals, no x-ray or laboratory facilities, no clinical facilities and no provision for 24-hour emergency medical services. In order to see a dentist, residents had to travel to another county.

The efforts of two county residents, W. Grady Stumbo, M.D., and Benny Ray Bailey, Ph.D., have brought about a tremendous shift in the quality of health care available in eastern Kentucky. They are the founders of East Kentucky Health Services Center, a non-profit, ambulatory care center. For Knott County residents, the Center represents a definitive break with the non-system that previously passed for health care. Today, patients receive team treatment—the combined efforts of a physician, a registered nurse practitioner, a pharmacist, and administrative personnel. Health technicians and nurse practitioners (nurses who have received additional training) deliver routine health care, freeing the physicians for more demanding cases. A medical chart auditor monitors each patient's care chart to ensure that all aspects of the "team" approach have been implemented. Patients pay for care on a fee-for-service basis with a modified, sliding scale for poorer patients. The clinic pays all staff members a fixed salary and since its inception, has served over 40,000 patients. The center has a full-time, young staff of 28 and sees about 135 patients a day.

Generous contributions from private foundations and industrial and commercial corporations helped to establish the Health Center. The Center is now self-sufficient, after experiencing a one hundred percent growth rate in 1974. The success of the East Kentucky Health Services Center has encouraged others to emulate its structure. Young professionals in South Carolina, Ohio, and West Virginia are attempting to establish ambulatory care centers similar to the East Kentucky operation. In addition, the Robert Wood Johnson Foundation, noted for its generous support of health projects, has earmarked $13 million for the development of "rural practice models" based on this program. These models will be developed throughout the nation over a three-year period. If these projects can match the dedication of the Kentucky staff, then improved health care will be within reach for many more rural communities.

MEDPRO
301ST FIELD HOSPITAL
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CONTACT:
SGT. MAJOR
GEORGE L. CAMPBELL
DIRECTOR—MEDPRO

Ask the man in the street to name a weekend activity of the local U.S. Army Reserve, and the answer probably will be maneuvering or bivouacking. But put the same question to people around Gainesville, Florida, and they will answer, "MEDPRO!"

MEDPRO is a program that provides free health screens to poor youths and adults in Gainesville and its surrounding rural areas. The idea of MEDPRO originated with members of the U.S. Army Reserve's 301st Field Hospital. Active in youth and other community programs in and around Gainesville, several professional staff members came into daily contact with youngsters obviously needing medical attention. Seeing a chance to make a real contribution to the community, the 301st set up a screening session in 1972.

Word of the Reserve's screening program spread quickly into communities beyond Gainesville. Within a matter of weeks, requests from nearby public health agencies flooded into the 301st Field Hospital. MEDPRO staff responded to the calls for assistance by holding additional screenings in other north-central Florida communities. When buildings were not available as screening sites, the MEDPRO staff

pitched tents in which to examine patients.

By late 1975 the MEDPRO staff had conducted over 3,000 physical examinations, referring 1,000 of those screened to various public health and social agencies for additional treatment and counselling. The overwhelming public response to MEDPRO indicates to some degree the enormity of the health problems of the poor. Many poor who are eligible for Medicaid, a state-administered medical program for the poor, do not have coverage. Procedures for obtaining Medicaid are confusing, and regulations regarding benefits, coverage, and eligibility change frequently. In addition, there is a mandatory three month delay between registration and receipt of Medicaid benefits. As a result, many indigent receive no health care at all. For those battered by the system, MEDPRO represents an initial, friendly contact with a health resource. When a patient requiring additional medical treatment lacks Medicaid coverage, MEDPRO staff members refer the patients to social workers who will help the patient through the registration maze.

With units in over one thousand localities around the nation, the Army Reserve could multiply MEDPRO's effectiveness. A particularly effective example of the "New Army"—a new image with extra community benefits.

MEDICAID SCREENING PROGRAM
MONTANA STATE DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES
COGSWELL LABORATORY
HELENA, MONTANA 59601
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CONTACT:
DR. JOHN ANDERSON
DIRECTOR

In Montana, state health and social workers have come up with a comprehensive approach to the medical needs of the poor. Other programs deal with rural health problems (for example, comprehensive health centers and rural clinics staffed by nurse practitioners), but few attempt the scale of the Montana screening program.

Conducted by the State Department of Health in conjunction with the Montana State Social and Rehabilitation Services, the program seeks to provide health screening for all Medicaid recipients up to 21 years old. (Medicaid is a program jointly financed by the states and the Federal government under which an individual or family can receive free medical care. To qualify, one must have an income substantially below the welfare cut-off level established by the state.)

The Medicaid screening unit consists of two teams of nurse practitioners. A nurse practitioner is a health professional trained specifically to fill the gap in function between the traditional nurse and doctor. The team based in Helena covers the western half of the state while the team operating from Billings screens the eastern section. Local communities request visits by the screening team.

It is the responsibility of county welfare personnel to prepare each screening site. County social workers offer the program to welfare clients at no charge. The social worker obtains a brief medical history of each participating client, schedules transportation to the screening site, and gathers up lay and professional volunteers in addition to securing a suitable screening facility.

The screenings check vision, hearing, blood pressure, speech capability, height and weight. Nurse practitioners test for anemia and diabetes and check each client's general dental condition.

If a patient needs treatment, the nurses give the patient a stamped and addressed referral slip listing the conditions requiring attention. The client takes the referral slip to the physician or dentist for diagnosis, treatment, and a signature. After screening a county, the nurse practitioners forward composite lists to the county welfare office and other involved professionals (local public health and Headstart nurses, speech pathologists, audiologists, and others). If a signed referral slip is not returned to the welfare office within three weeks, county social workers and public health nurses follow up. In the first statewide screening, over 70% of those tested completed follow-up diagnosis and treatment. Over a third of those screened were Indians. The Montana State Department of Health has completed two statewide screenings in an important step toward guaranteed health care.

ON LOK SENIOR HEALTH SERVICES
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CONTACT:
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EXECUTIVE DIRECTOR

The infirmities of old age spare no one, but for some they are especially acute. In the Chinatown-North Beach area of San Francisco, almost half of those over 65 have incomes below the poverty level. Several years ago members of this diverse community became concerned with the health care needs of the area's elderly poor. A study revealed that many old people entered nursing homes after hospitalization only because no alternatives existed.

The Chinatown-North Beach area is home for three sizable and close-knit ethnic communities—Chinese, Filipino, and Italian. Many community residents speak only their native language. Entering a nursing home far from the neighborhood (some of the facilities are 50 miles away) ruptures those personal and cultural ties that sustain the elderly.

On Lok Senior Health Services opened in March of 1973 to provide the elderly of Chinatown-North Beach with an alternative to premature institutionalization. Funded in part by the Federal Administration on Aging, On Lok attempts to coordinate existing social services with new health resources for the aged.

On Lok serves an average of 40-50 people daily. Local medical and social agencies act as referral services. Many of the clients require continuing care or restorative therapy after hospitalization; some are housebound, unable to travel (On Lok provides round trip transportation for three-quarters of its total client load). On Lok staff also assess the ability of each client to perform simple domestic chores, often providing assistance or reaching out to the appropriate agency within the community.

The primary concern remains the clients' mental and physical health. A part-time physician and nurse monitor patients on a continuing basis; staff members conduct daily physical therapy sessions; local institutions provide dental care, optometric services and podiatric consultations (foot problems are widespread among the elderly).

Operating on an annual budget of $340,000, On Lok provides services at

a rate comparable to that of nursing homes. In December of 1974 On Lok was certified as a Medicaid recipient, which should provide a financial buffer when its Office of Aging grant expires. Help from the San Francisco Foundation, Bothin Helping Fund, and the Cowell Foundation allow On Lok to provide seven-day care for its one hundred clients.

A gentle service somewhat raffishly housed in a former night club, this day health center represents one link in the chain of services necessary to sustain the aged in inner city communities. On Lok staff agree that only the development of a comprehensive approach (day health center, in-house care, transportation, specialized housing, social center and respite care) can provide the aged with adequate alternatives to institutional care.

STEPHEN SMITH
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HOBART C. JACKSON
EXECUTIVE VICE PRESIDENT
DIRECTOR

Mr. Smith's quarry started a big thing going. Philadelphians today remember him through the Stephen Smith Home for the Aged, Stephen Smith Towers, and the Smith-Shepard Nutrition Center. Together the three facilities make up the Stephen Smith Geriatric Center, the oldest institution in the United States providing health and community services to elderly blacks.

The Center had its beginnings in 1864 as the Home for Aged and Infirm Colored Persons. In 1870, Stephen Smith, a wealthy black mine and quarry owner, provided the funds and land for the Home's expansion and relocation at its present site. Over the years, Mr. Smith contributed more than $100,000 to the Home, and his generosity and that of other benefactors have helped the Center's residents overcome the discrimination and neglect that have kept half of America's elderly blacks below the poverty level.

The Stephen Smith Home for the Aged is the largest unit of the Geriatric Center and provides nursing care for 190 infirm elderly. Stephen Smith Towers, built in 1967, offers 160 apartment units to those independent elderly who do not need continual medical supervision. The Smith-Shepard Nutrition Center oversees a nutrition program that provides a daily hot meal and other appropriate services to 150 aged non-residents. In all, more than 500 older black citizens benefit from the Center's services.

Despite its complete health facilities, the Center looks on itself as a living arrangement first and a care facility second. Every effort is made to develop a community atmosphere at the Center; religious services, recreational clubs, psychiatric services, and occupational therapy supplement basic medical care. Contact with outside relatives and friends is encouraged, and those residents who are able are free to come and go as they please. Future plans call for the renovation of existing buildings and the construction of a 150-bed nursing home.

Stephen Smith is non-profit and self-supporting with operating revenue coming primarily from residents and private donors. The apartment building was constructed through a loan from the Department of Housing and Urban Development; the nutrition program receives Federal assistance under the Older Americans Act.

SIX TOWNS SENIOR CLINIC
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MOUNT RAINIER, MARYLAND
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MS. LINDA BOCK
REGISTERED NURSE

For old people who live within a limited income, the rising cost of medical care becomes one more threat to a precarious economic and physical balance. Often these elderly citizens are unable to afford private health insurance and must rely on Federal plans that offer limited coverage. For example, the supplemental medical insurance plan (Part B of Medicare) is available to the disabled or anyone over 65 on social security. However, the coverage costs $6.30 a month and does *not* include drugs, check-ups, hearing aids, glasses and dental care—an itemized list of significant medical expenses for older people. The combination of inflation and inadequate coverage under Federal plans led senior citizens in Prince George's County, Maryland, to demand increased health services from the county. It was not the first round of political struggles with the Prince George's County government. In 1972, senior citizens from six communities formed Buses for United Seniors (BUS), an organization that demanded improvements in transportation service for the elderly. The six town area had no major shopping center and inadequate public transportation. After a long struggle, the county yielded and provided two minibuses for the six town area.

In 1973, BUS and Neighborhood Uniting Project, an organization representing over seventy smaller citizen groups, joined forces to seek improved health services for older residents in the towns of Mount Rainier, Brentwood, North Brentwood, Colmar Manor, Cottage City and Chillum. The senior groups mobilized to fight for a free clinic. They applied political pressure with a well-publicized march on the County Court House. After months of meetings, the seniors' groups won again. In July of 1974, the Six Towns Senior Clinic opened in a wing of the St. James Catholic Church School in Mount Rainier.

Currently providing free care to private, Medicaid, and Medicare patients, the clinic exists to fill a gap in the delivery of primary health care to those over 55. The County provides physicians, nurses, and supplies, as well as public health nurses who offer follow-up home care. The Prince George's County General Hospital pays the clinic's monthly rent of $150 and provides equipment, drugs, and pharmaceutical supplies. The hospital also donated $15,000 for the renovation of the school wing that houses the clinic. A board composed of two senior citizens from each of the six towns and an advisory committee (representing the hospital and county health and social agencies) operate the clinic.

The clinic provides many services not covered by medical insurance plans. Complete medical histories, physical examinations, medical and nursing consultation, screenings and nutrition counseling are available. Clinic physicians, whose salaries are paid by the county health department,

do not have admitting privileges in the area hospitals. The clinic doctors refer patients requiring hospitalization or intensive follow-up care to private doctors.

The Six Town Seniors Clinic exists today because concerned older citizens made the effort to take on City Hall. One elderly citizen summed up seniors' appreciation of the clinic when she said, "It's a real salvation, it's just too expensive to go to private doctors."

SUMMER WORK PROGRAM FOR SEVERELY PHYSICALLY DISABLED STUDENTS
VOCATIONAL SERVICES DEPARTMENT
INSTITUTE OF REHABILITATION MEDICINE
400 EAST 34TH STREET
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CONTACT:
MS. ADELL C. CARR
DIRECTOR OF VOLUNTEERS

The Institute of Rehabilitation Medicine is the largest university affiliated center in the world for the rehabilitation of severely disabled adults and children. Founded in 1948 as part of the New York University Medical Center, the Institute provides comprehensive rehabilitative serivces to almost 800 inpatients and 20,000 outpatients each year.

Upon admission, each patient receives a physical, psychological, social, and vocational evaluation. Professional staff members then determine the medical and therapeutic routine suited to his specific needs. One of the Institute's programs deals specifically with the job needs of disabled students.

Although many students have difficulty in finding summer employment, the severely physically disabled student has an even harder time. The lack of job opportunities deprives the disabled student of experiences that lead to the development of vocational maturity, self-esteem, and a realistic conception of the world of work.

The Summer Work Program for Severely Physically Disabled Students has been operating every summer since 1968. The program provides over one hundred disabled high school and college students with meaningful, paid employment. State and city funds pay the student salaries. Institute staff place students in jobs reflecting their interests, talents, skills and goals. Special vehicles provide transportation for those students unable to use buses or the subway.

The beneficial aspects of the program defy description in tangible terms. Families, teachers, and friends of the disabled students perceive subtle changes in their own attitudes towards the handicapped. Employers, supervisors and co-workers learn that the disabled have the ability to work and relate "like everyone else." For the students themselves, summer jobs provide a significant opportunity for work and social activity with people in an unsheltered environment.

The success of the Institute's program has prompted New York City to undertake a similar project. For the past two summers, the Mayor's Office for the Handicapped has conducted a similar program that has provided jobs for 1,500 disabled students.

The Summer Work Program is just one example of the numerous activities that the Institute of Rehabilitation Medicine undertakes to insure disabled people the opportunity for a meaningful life. While most medical and therapeutic rehabilitative services at the Institute could be duplicated only by large, urban institutions, communities of any size can fashion programs similar to "Summer Work" on a scale appropriate to the needs of their area.

ARKANSAS ENTERPRISES FOR THE BLIND
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CONTACT:
JAMES DAVIS
INFORMATION SPECIALIST

Every 24 hours 80 Americans are afflicted with blindness. The more fortunate of them will be able to learn to adjust to their loss of sight at a rehabilitation center such as Arkansas Enterprises for the Blind.

Arkansas Enterprises for the Blind is a private complex of buildings in Little Rock, Arkansas, providing a full range of services for the blind and visually handicapped. The campus can serve approximately 100 blind trainees at any given time, including on-site housing accommodations for most. Since its establishment by the Lions Club of Arkansas in 1946, Arkansas Enterprises has helped some 4,000 blind persons achieve maximum independence in the sighted world. (Before its 1946 reorganization, the group functioned as a volunteer organization providing for the employment of the blind as operators of concession stands and snack bars.)

Arkansas Enterprises for the Blind currently employs more than 90 specialists in disciplines including health care, social work, and psychology, to provide for rehabilitation of blind trainees. During their 6-months average stay, trainees receive instruction in personal management, orientation, and mobility; counseling in psycho-social adjustment to blindness; and vocational guidance and training. Social and recreational activities help develop poise and self-confidence, and a health service provides for the physical well-being of trainees.

Arkansas Enterprises for the Blind has been a pioneer in a number of special programs for the blind, including college preparatory training and vocational training for employment with the Federal government. College preparatory training was introduced in 1962 and has helped more than 500 young people prepare for the special problems college study presents to the blind. Since 1967, Arkansas Enterprises has trained the blind to be taxpayer service representatives with the Internal Revenue Service, and in 1973 a similar program was initiated to train civil service information specialists.

The facility has a special rehabilitation program for the elderly blind; the project also provides professional training for rehabilitation personnel. Tuition paid by state rehabilitation agencies for their clients provides most of the center's funding; the Lions Club in Arkansas and nearby states assume responsibility for the remaining costs, assisted by individual contributors.

TEENS WHO CARE
412 EXECUTIVE PARK
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CONTACT:
MS. PATRICIA BROOKS
DIRECTOR

Teens Who Care care about mental health and mental retardation. Organized in over 50 clubs throughout Kentucky, these young people are active in increasing public awareness of and support for the mentally handicapped. The clubs have a membership of over 2,500, all affiliated with the Kentucky Mental Health-Mental Retardation Teens Who Care Association, which is sponsored by Kentucky Manpower Development, Inc. (formerly the Kentucky Mental Health Manpower Commission). This private, non-profit corporation works to improve public and private human service programs in the Bluegrass State.

In 1965, concerned about the shortage of mental health workers, the Manpower Commission undertook a five-year pilot study to determine how best to interest high school students in mental health careers. As a result of the study, a number of mental health clubs were formed in Kentucky high schools, and in 1968, at the request of a number of student club officers, the Manpower Commission established the Teens Who Care Association to provide overall direction of club activities and to coordinate a statewide scholarship and awards program for club members.

Teens Who Care focus on three areas: conducting educational and promotional activities to bring about a better understanding of mental health, providing volunteer services, and exploring career opportunities. Clubs work through a local sponsor such as a mental health center or a civic group, which arranges for club activities in the community.

Educational and promotional activities include mental health displays at county fairs, presenting programs to civic and church groups, writing articles about mental health topics for local newspapers, and appearing on radio and television.

Club members have given thousands of volunteers hours in service to hospitals, mental health centers, nursing homes, summer camps for the retarded, and other similar facilities. One club refurbished an old railroad caboose for use as a playroom for the special education class of a local mental health center.

Clubs organize activities to stimulate teen interest in mental health careers; many former members are now in college and majoring in fields related to mental health. Nationally recognized, Teens Who Care has received a number of awards in its short history, including the Gold Achievement Award of the American Psychiatric Association.

OPERATION BRIDGE
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CONTACT:
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EXECUTIVE DIRECTOR

Las Vegas is unlike most other American cities. The glittering beacon of the desert at night, the city attracts a throng of transients dreaming of instant riches. Las Vegas does have some problems in common with other cities; one of these is its drug problem. Nevada's Bureau of Narcotics estimates that there are three thousand hard-core heroin addicts in the Las Vegas area. The Las Vegas Metropolitan Police Department statistics for 1974 indicate that over 40 percent of the area's robberies and burglaries were drug related. The thousands who pass through the city can ignore the problem, the residents cannot.

Concerned citizens, representing community organizations such as the Junior League, Kiwanis Club, the Y.M.C.A., the Campfire Girls, and many others held a two-day conference on drug abuse in October 1970. Proposals at the conference took form months later as the Southern Nevada Drug Abuse Council. With one hundred fifty citizens serving on its Board of Directors, the Council is a private, non-profit organization that coordinates the community's multiple efforts in the fight against drug abuse. One of the drug programs sponsored by the Council is Operation Bridge.

Operation Bridge combines treatment, rehabilitation, and counseling in an effort to curb drug abuse by young people aged thirteen to twenty-one. Some children begin experimenting even earlier than thirteen; one ten-year old child died of an overdose. The counselors offer services to about seventy young people each month on a one-to-one basis. Many times the counselors encourage the participation of the parents in the rehabilitative process. Some come voluntarily for counseling; others are referred to Operation Bridge by the courts or the schools.

Another part of the program is its Crisis Hotline. Staffed by volunteers, primarily from the University of Nevada at Las Vegas, Hotline is a 24-hour crisis intervention telephone service. Before handling any of the some seven hundred calls per month, volunteers receive 35 hours of preparation and training. The training prepares the volunteers for those crisis phone calls where the caller is threatening suicide. Such calls make up five percent of Hotline's total. After averting a crisis, volunteers refer callers to various social agencies for follow-up treatment.

Operation Bridge operates on an annual budget of $80,000 which the Council channels from the National Institute on Drug Abuse. Hoping to expand Bridge and nine other drug programs in the future, the Council currently is attempting to raise $250,000 from local sources in the hope that the state and Federal governments will match that amount. With only two percent of their clients returning for additional treatment, Operation Bridge exemplifies the kind of local response to a community problem that is occurring in dozens of small and large American communities determined to save their children.

COMMUNITY ALCOHOLISM
ALCOHOLISM STUDIES
COLLEGE OF MEDICINE
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CONTACT:
HAROLD A. MULFORD, M.D.
DIRECTOR

Alcohol ranks first on America's list of problem drugs. It is as much a killer disease as heart ailments or cancer. It is related to half of the murders committed between relatives. Alcohol and its attendant problems cost the nation an estimated $15 billion annually. No one can measure the web of personal tragedy that can reach any

person, any community—even Washington County, Iowa.

People with drinking problems in Washington County, however, benefit from the availability of a community alcoholism center with a program characterized as "simple, direct, and efficient." The Washington Center is one unit in a statewide network of 43 Problem Drinking Centers. The network evolved from a community-oriented alcoholism treatment and training program sponsored by the University of Iowa in 1966. Funded in part by Federal funds under the U.S. Higher Education Act and in part with state funds, the program was designed to train community alcoholism counselors. For want of adequate facilities and trained personnel to help problem drinkers, many alcoholics ended up in mental institutions or prisons. Today the community centers offer an alternative. The one in Washington County is one of the best.

Robert Gray is the resident counselor at Washington's Problem Drinking Center. He knows something about alcohol; until 1965 he had a serious drinking problem. That year marked his last drinking binge; now, after graduating from the university's Counselor Training Program, he helps others overcome their problems.

Gray's active case load averages 74 clients. They come on their own for help, or at the insistence of friends, relatives, doctors, ministers or the court system. At the Washington Center, alcoholics find someone who can empathize with their problem and who offers them a relationship built on trust. Gray visits his clients at least once a week, often during evenings and weekends. He helps them to identify their problems and to find appropriate help within the community. Assistance may include medical treatment, pastoral or marital counseling, referral to Alcoholics Anonymous, financial aid, and, if necessary, detoxification at the University treatment center. Mr. Gray never gives up on a client because "no one ever gave up on him." He views each client visit as a step toward sobriety.

Serving the county's 19,000 residents, the Washington Center operates on an annual budget of $18,500, with a cost of $50-60 for each individual served.

The director of Iowa's training and research program, Dr. Harold A. Mulford, believes the Washington Center is an ideal model of a small center based on the only element that has really been successful in treating alcoholism: a strong personal relationship between counselor and alcoholic. Counselors use this approach in larger centers such as the one in Cedar Rapids, which serves a county of 160,000. From local centers to the Oakdale Treatment Center to the research office on the campus of the University of Iowa, the emphasis is on the needs of the individual. Not all of the 43 treatment centers or the 20 recovery houses have a Bob Gray, but Iowa's community alcoholism program can serve as a starting point for other states willing to tackle a problem that will not go away.

GROUP HEALTH COOPERATIVE OF PUGET SOUND
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CONTACT:
KEN FLEMING
ASSISTANT, PUBLIC AFFAIRS

The Group Health Cooperative of Puget Sound doesn't aim to make the fee as debilitating as the disease. When a Group Health patient suffers a serious accident or illness, medical costs are a fraction of what they would be to a regular patient, and yet the quality of care is equal in both cases.

The secret is Group Health's system of charging its enrolled members a fixed monthly fee rather than billing patients for care each time they are sick. Several health cooperatives around the country operate on the same principle, but Group Health of Puget Sound is the largest of these consumer-run health cooperatives. Founded in 1947 by local laymen, it has grown from an initial group of 600 members to a present enrollment of more than 200,000, serviced by a staff of 2,000, including 200 physicians.

Group Health operates its own 301-bed hospital and nine neighborhood medical centers throughout the Puget Sound area.

About 36 percent of Group Health's enrollees are individual co-op members and their families. Monthly dues for a co-op family of four run about $68 a month; additionally, an initial capital investment of $200 is required from new members. The remainder of Group Health's membership are industrial and government workers served under group contracts negotiated with their employers.

Control over the entire operation is vested in an 11-member Board of Trustees elected by the co-op membership. Trustees, none of whom are physicians, are elected for staggered three-year terms and run either at large or in one of the co-op's eight geographical districts. The medical staff, which is paid a flat yearly salary, contributes to the decision-making process through membership on numerous working committees. There is also an ombudsman system for handling member complaints about medical care.

Besides standard medical services and surgical, preventive and mental health care—Group Health of Puget Sound offers a number of unique features in its coverage, including a 24-hour telephone diagnostic and treatment service and classes in natural childbirth, weight watching and breaking the smoking habit.

The Puget Sound Cooperative has actively pursued innovations in the improved delivery of medical care, particularly in developing those positions that permit the physician to concentrate on the most serious medical problems without slighting excellent medical care. To that end, the cooperative employs some 14 specifically trained ex-medical corpsmen who work under physicians' supervision, and has developed new, more responsible roles for registered nurses.

Despite the success of Group Health Cooperative of Puget Sound, its duplication in other parts of the country has been hampered by a number of factors including opposition from the private medical establishment and a low level of Federal funding support. Sixteen states have laws prohibiting the practice of medicine, health cooperative-style. More importantly, the essential missing element is that which has assured the continued success of Group Health of Puget Sound—an organized, effective, and concerned consumer population.

MEDEX NORTHWEST
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CONTACT:
DAVID LAWRENCE, M.D.
DIRECTOR

Throughout our history, a whole songbook of American ballads has celebrated the wide open spaces and the simple country life. What they never mentioned was how hard it was to get a doctor. Such areas often could not support a physician; or the rural general practitioner has had to be a medical jack of all trades, occupied with tasks that less highly trained staff could manage. Of necessity the country doctor has responded to needs rather than dealing in preventive medicine.

In the late sixties, the need for preventive medical care in the rural Pacific Northwest came to the attention of public health administrators at the University of Washington. The solution to the shortage of health personnel was not, it seemed to them, additional doctors; physicians' training is expensive and lengthy, and doctors seldom choose the austerities of rural life for long. The job description called for a health professional capable of augmenting existing physician services. Since the shortage of health professionals was critical, the training of a rural health professional had to be short but intensive. The answer to the problem was MEDEX.

In the effort to identify people capable of developing sufficient medical skills in a brief period of time, the Medex program identified as potential participants those who already had some exposure to medical training—nurses, ex-military corpsmen, and other experienced health technicians. The program would upgrade previously acquired skills in a three to four month university program. Then program participants would receive on-the-job training under rural family physicians. Upon graduation, the Medex physician assistants would return to the community to work under the rural physician on a full-time basis.

The Medex concept represented new thinking in the delivery of health services. Since the program defined a new professional position, Medex sponsors had to obtain support from organized medicine. In the effort to legitimize the position, the Washington State Medical Association lobbied intensively for the necessary legislation. As a result the states of Washington, Idaho, Alaska, Montana and Oregon have passed laws permitting the training and deployment of Medex —physician's assistants.

During the period 1969-1974, the Washington MEDEX program graduated and placed 125 practitioners throughout the five-state region. Over ninety percent practice primary care assisting a family physician. Over sixty percent live in towns with fewer than 20,000 inhabitants. The program model has been so successful that six foreign countries are examining the possibility of developing Medex training.

WAYNE MINER NEIGHBORHOOD HEALTH CENTER
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CONTACT:
SAMUEL U. RODGERS, M.D.
EXECUTIVE DIRECTOR

The Wayne Miner Neighborhood Center represents the health team approach to family medical care. It also is an example of a movement (often related to community action programs of the sixties) to provide comprehensive health services on the neighborhood level, particularly in economically deprived communities.

The Wayne Miner Center serves the north sector of Kansas City, with a predominantly white population of about 113,000. The impetus for the health center related both to the need for accessible health services and for increased job opportunities.

Initial $2.3 million funding came from the Office of Economic Opportunity to the Kansas City Community Action Agency, and the facility opened in 1967 in an office in City Hall. Housed for several years within the Wayne Miner public housing project, the facility now has its own building across the street from the project. Its $2.5 million annual budget comes mainly through the Department of Health, Education and Welfare. Also, support given through Kansas City Health Department and funds from Missouri Regional Medical Programs are contributed in support of prevention of hypertension.

What does comprehensive mean in a ghetto neighborhood? It means responsiveness to specific needs. Because blacks suffer disproportionately from hypertension, Wayne Miner has developed both Project Hi-Blood which includes a "shoe-leather" approach (visiting homes, doing pressure readings after Sunday church services, setting up screening at supermarkets, banks and schools) and a model outreach program designed to screen, treat and educate residents about high blood pressure.

Comprehensive means being sure people know about your program—and have transportation to get there. It means being aware that a patient prescribed a special diet may not be able to afford or know how to prepare it, so that a nutritionist becomes a vital team member. It means that a social worker, psychiatrists, home nursing, all may be vital elements of a complete health service.

As the health program grew and developed in response to neighborhood needs, so has Wayne Miner's impact on the area's economy. Much of its $1.6 million dollar annual payroll goes to community residents. And of the 77 community residents originally employed in its training program, many have passed the high school equivalency test, six have received two-year college degrees, and 42 have received some formal certification as health professionals.

Despite some difficulty in keeping doctors in the area, Wayne Miner is providing "one-stop shopping"—doctors, dentists, lab services, mental health services—to its own community.

JACKSON-HINDS COMPREHENSIVE HEALTH CENTER
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PROJECT DIRECTOR

To be poor is to suffer the double jeopardy of poverty and poor health. In one out of every three families with annual incomes under $2,000, at least one person suffers from some form of chronic disability. Sixty percent of all poor children never see a dentist. One-half of all mothers who give birth in public hospitals receive no prenatal care. Lack of money, lack of educa-

tion, even lack of transportation lock the poor into a vicious circle of poverty and disease.

During the sixties, the Federal government began to take action on the health problems of the poor. The Congress passed legislation in 1966 authorizing the Office of Economic Opportunity and the Department of Health, Education and Welfare to initiate, fund and administer health programs at the community level. The legislation helped create 130 comprehensive health centers around the nation. Today those centers are addressing not only the immediate medical needs of the poor, but often the social and environmental problems that underlie them.

One of the most successful comprehensive health centers is the Jackson–Hinds Comprehensive Health Center of Mississippi. The center serves both rural and urban populations and has two facilities, one in Jackson, the state capital, and the other in surrounding Hinds County. A staff of 130 provides more than 13,000 patients with a broad range of services, including vocational rehabilitation, child development, medical care, counseling in mental, environmental, and nutritional health, and free transportation to and from the facilities. When a family enrolls in Jackson-Hinds it is assigned a medical team consisting of an internist, pediatrician, dentist, hygienist, nurse practitioner and social worker. The team members provide physical examinations, if needed, and diagnose and treat any illnesses. In some cases, family health teams may help patients obtain food, as well as housing, clothing, even legal assistance. This personal concern for the broadest definition of health has made the center an increasingly important focus for the community since it opened in 1970 under the auspices of a group of local physicians and concerned citizens.

Jackson-Hinds, like all comprehensive health centers, is consumer-oriented. A governing board of twenty-four is responsible for administration, as well as general policy direction. Eighteen of the twenty-four board members are consumers of the center's services.

U.S. Department of Health, Education and Welfare guidelines permit comprehensive health centers to serve fee-paying patients, those unable to pay anything, as well as Medicare and Medicaid patients. Medicare, administered by the Federal government, is available to the disabled or anyone over 65 receiving social security. Medicaid, administered by state governments, limits eligibility to state public assistance recipients in all but two southern states—North Carolina and Virginia. Consequently, many people classified as poor according to Federal poverty guidelines are not eligible for Medicaid in southern states. A 1970 Census study indicated that only one-quarter of Mississippi families below Federal poverty guidelines were eligible for Medicaid. Such figures show why Jackson-Hinds continues to win acceptance among the local poor. Great needs continue to exist; the Jackson-Hinds Comprehensive Health Center is there, exemplifying a responsible, even valiant, approach to "people care."

CITY OF HOPE
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CONTACT:
SYDNEY J. KEITH
DIRECTOR, PUBLIC RELATIONS

Early in this century many tuberculosis victims moved to California and Arizona to take advantage of the beneficial climate. Because of residency requirements they were often ineligible for tax-supported medical care. In 1913, when a young tuberculosis sufferer collapsed and died on a street in Los Angeles, a neighborhood group organized to offer care to such patients. The City of Hope started in two tents outside the city; since that time no patient has had to pay for care. The focus has expanded to cover the catastrophic diseases—cancer, heart, blood and respiratory diseases—and the simple shelter has grown to a 92-acre national medical center in Duarte, California, engaged in patient care, research and medical education. Admissions policy provides for patients for whom some definite plan of assistance is possible, or whose conditions are of particular research or teaching interest. Funds to operate the City of Hope come from donations, foundations and major health agencies. Approximately 450 chartered auxiliaries in 30 states assist in fund-raising and through their representatives help set hospital policy.

City of Hope has developed pioneering approaches in a number of areas crucial to medical care: family-centered medicine; learning interchanges with other hospitals; new careers training for health care professionals to relieve personnel shortages; research, particularly in neuroscience, genetics, and the treatment of cancer; personalization of medical care. It has been a leader in the involvement of the family in the treatment and care of young patients. Its consultation services are available at no cost to doctors and hospitals across the country. In the role it has set for itself as a "think tank" for other hospitals, City of Hope is effecting improvements in the "quality, quantity, economy, and efficiency" of the delivery of health care service in America.

SECOND CENTURY PROGRAM
LUTHERAN MEDICAL CENTER
FOUNDATION FOR HUMAN ECOLOGY
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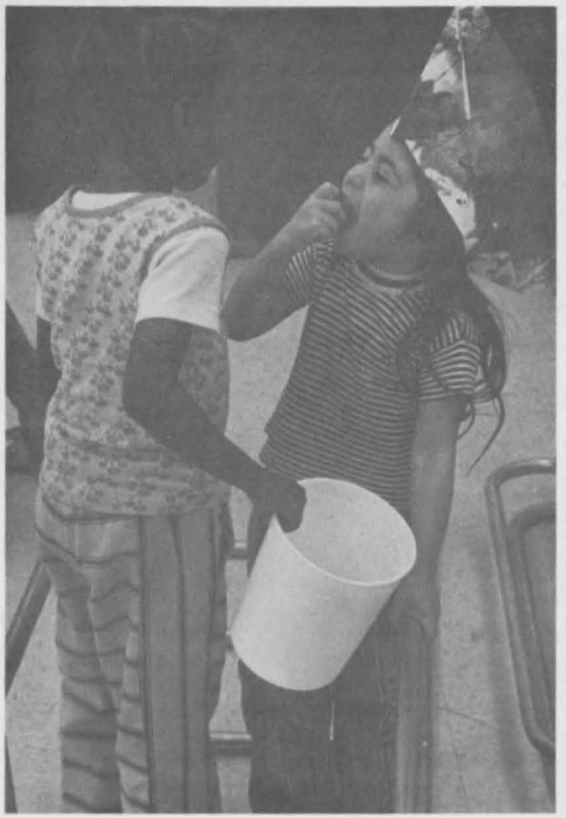
GEORGE H. BAUGHMAN, JR.
PRESIDENT

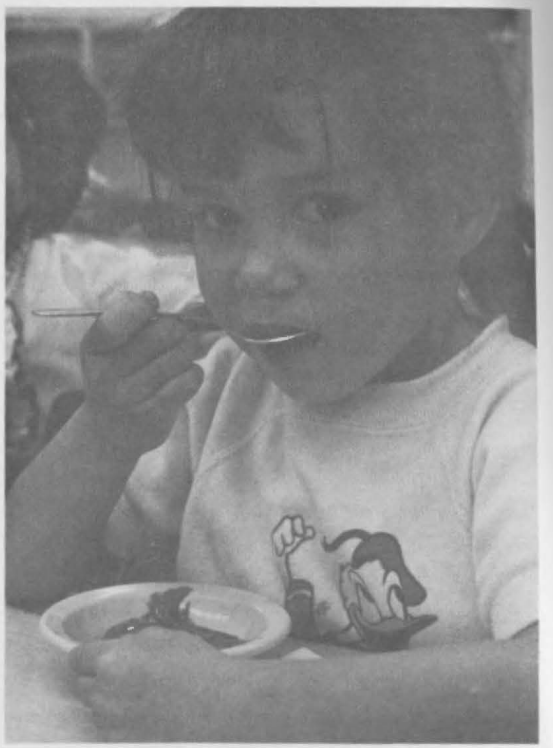
The Lutheran Medical Center has had a long tradition of outstanding service to the southwestern Brooklyn neighborhood in which it is situated. It began as a 30-room hospital for Norwegian immigrants in the 1880's; by the mid-sixties the Center operated a 300-bed hospital and provided a variety of other services for over 100,000 people annually. In addition to the inpatient care provided at the hospital, the Center offers ambulatory and emergency services, care for the aged, a mental health program, home care and an industrial health plan (Brooklyn is home for many of New York's longshoremen). Despite the breadth of these services, a 1966 study of the general health requirements of southwestern Brooklyn assessed the level of services as inadequate. The Lutheran Medical Center was challenged to expand its physical facilities and health services.

In 1969 the American Machine and Foundry Company abandoned its Brooklyn plant a few blocks away from the Center. Since the foundry building was structurally sound, the Center approached the city with the idea of converting the site into a comprehensive medical center. City officials greeted the proposal with enthusiasm and advised the Center to study the feasibility of locating in the decaying area. For its part, the Center wanted to ascertain the degree of community enthusiasm for such an ambitious undertaking. In response to the Center's call for commitment, neighborhood residents joined with Lutheran Medical Center in forming the Sunset Park Redevelopment Committee, Inc. (SPRC, Inc.), a planning agency for the community. Members of this committee assisted city officials in drawing up plans for the area's complete redevelopment. An urban planning study of the thirty block area followed and recommended the construction of 3,500 low and middle income housing units, senior citizens housing, day care and family care centers, a youth center, a public plaza, and a complete educational complex; the plan also called for the development of commercial and light industrial activity. The new medical facility was seen as the focal point of a comprehensive plan to rejuvenate a deteriorating area. Complementing the plan would be the SPRC acting as the citizens' voice in rezoning hearings, traffic control studies, job opportunity programs and housing issues. In 1971, SPRC formed a non-profit housing corporation to purchase and rehabilitate abandoned housing. By June of 1975, the corporation had rehabilitated 12 houses in the Sunset Park area.

In January of 1975, construction began on projects within the comprehensive redevelopment plan. Totalling $88 million, the projects represented the projected costs for converting the foundry into the new medical center ($65 million) and constructing 559 apartment units for the elderly ($23 million). The Center has plans for an additional twenty million dollar construction phase.

State legislation played a key role in making redevelopment possible. In 1969, the State Legislature and voters approved a long-term mortgage loan bill. The legislation, designated as the Hospital Mortgage Construction Law, permits the Medical Care Facility Finance Agency to make long-term loans available, through the sale of bonds, for financing the construction and modernization of voluntary hospitals. Lutheran Medical Center is the first new voluntary hospital to be built in New York City in more than a decade. Although the availability of long-term state financing played the major role in creating the Center, it was the gifts, grants and bequests provided by corporations, foundations, individuals, churches and other supporting groups that produced the contributing equity essential to the financing of the project. Lutheran Medical Center is entering its second century. Such strong community confidence reflects justifiable support for an institution accepting a pivotal role in neighborhood redevelopment.





NORTH CAROLINA SCHOOL OF THE ARTS
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SAMUEL M. STONE
DIRECTOR OF DEVELOPMENT

". . .a school for the professional training of students having exceptional talent in the performing arts which shall be defined as an educational institution of the State. . ." (excerpt from State law 80-18).

In 1965 North Carolina became the first state in the country to provide funding for a school for the performing arts—the North Carolina School of the Arts.

The southeast generally lacked any concentrated program in arts education. Even within the region, North Carolina had one of the lowest levels of expenditures in training for the performing arts. Although there was not total agreement, the state's General Assembly moved to remedy the situation.

Following the legislature's action, committees across the state offered sites for the school. Winston-Salem, with its established tradition in the arts (having the first civic arts council in the country, a symphony, museums, and Old Salem historic community) was chosen.

The Ford Foundation responded to the state commitment with a $1.5 million challenge grant for the school's first five years. By the sixth year, the state was to assume responsibility for all of the school's basic operating costs.

Dr. Vittorio Giannini, an outstanding musician in his own right, founded the North Carolina School of the Arts, which provides secondary and college level courses in four major areas: dance, design and production, drama, and music. All direct students toward careers in the performing arts.

There are programs and institutions across the country that are similar to the North Carolina School of the Arts, and there are schools with a greater reputation in a particular area. But the school sees itself as unique in several respects: it is the first and only institution to unite a concentration in the professional performing arts with a fully professional arts faculty; it admits students through audition, and offers an integrated arts and academic curriculum.

The School is completely residential and enrolls about 580 students, with more than half coming from out of state; recently students represented 42 states and 10 foreign countries.

Samuel Stone, Director of Development, has said, "In a very real and absolute sense, the success of the School to date is an achievement of the community, the people and supporters in Winston-Salem and throughout the state. The School is an expression of the will and confidence of the people to up-grade their cultural resources and to provide a leading place in the community for the arts for the sake of the health and sanity of our society." The enthusiasm of the residents of Winston-Salem for the school was demonstrated in 1964 when 200 volunteers solicited $1,000,000 in gifts and pledges from local foundations, corporations, and individuals. The real strength of the school—whose School of Dance was rated recently as one of the top ten such programs in the country—is in its students. Its student orchestra has toured in Europe to ten summers of rave reviews; its first generation of dancers are in major companies around the world; its actors, designers, and technicians are in great demand, and many of its musicians have gone on to graduate study or professional careers.

CULTURAL HERITAGE AND ARTS CENTER
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CONTACT:
MS. JANE ROBISON

State and local history often are displayed in two dusty cases in a back room at the library, or make up a gray, less than memorable pause in secondary and elementary school curricula. Materials other than books are too costly for schools and library budgets. To bring local history alive, the Cultural Heritage and Arts Center was created to provide materials focused on Kansas and the Old West to schools in southwest Kansas. Now it serves secondary and elementary schools across the state—and the general public as well. It even happens that people outside of Kansas sometimes need queries answered—and the Center is pleased to respond: Kansas, they said, is the name of the star . . .

The Cultural Heritage and Arts Center has a variety of services. One of its busiest sections is the film collection. Here are materials relating to the arts and history of the Old West and Kansas in particular.

Tapes and records bring Indian dances and chants, folksongs, cowboy conversations, even the recorded sounds of Western wildlife, to teachers and students. They are finding (like thousands of students and researchers across the country) that oral history adds a new dimension to the study of time and place.

Over 8,000 books also are available for interested browser and serious researcher alike. The collection provides reading on Spanish explorations, the movement westward, Kansas statehood, and contemporary subjects.

Kansas University offers workshops on local history with the Center. One workshop on Kansas materials has been presented to each of the state library systems. Federal funding for the center, available under the Secondary and Elementary Education Act, ended in 1971. Professional interest and the Dodge City community provided other funding sources to take up the responsibility, and today state funds, the Dodge City School District (#443), and service fees maintain the Center. The Western heritage that is collectively part of all of us who ever went to a movie is being maintained and shared through the Center's efforts. The Center represents one example of the increased interest Americans have in roots and a sense of place.

The Center produces its own materials, too—its most popular creations are kits that provide a vivid and accurate picture of a particular subject; the Cowboy Kits, for instance, includes spurs, chaps, a lariat, books, tapes, records, games, pictures, maps and transparencies.

MUSEUM OF AFRICAN ART
316 A STREET, N.E.
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MS. NANCY CROMWELL
PUBLIC INFORMATION OFFICER

Prior to 1964, museums in the nation's capital represented all the principal cultures of man except for the African. Today, one of the world's finest collections of African art lies within walking distance of the U.S. Capitol. Beginning modestly in a house where the famous black abolitionist Frederick Douglass had lived, the Museum of African Art has expanded to include seven of the townhouses in the 300 block of A Street, Northeast.

While many contributed to the success of the venture, one man made the Museum happen. Warren Robbins had served as a foreign service officer in Europe. There he became aware of the significance that Africa's rich culture and art had exerted upon such established Western artists as Picasso, Modigliani, Klee and Braque. Anxious to establish a vehicle for cross-cultural communications, Robbins opened the Museum of African Art with nothing more than his own savings, some borrowed money, loaned works of art and a little help from his friends. The initial enthusiastic reception by the Washington community has grown over the years, and now the museum has generous financial support from the National Endownment for the Humanities, the Ford Foundation and many individual benefactors.

The increased financial support helped make possible the expansion of the museum's physical plan and enabled the staff to initiate educational programs for local and national audiences. One unusual educational program encourages audience participation in music, dance and story-telling to vividly portray the history and culture of Africa. Visitors watch as a staff member nimbly works a loom to produce a brightly-colored scarf; others begin impromptu jam sessions with drums, a marimba and a shaker. Last year, over 45,000 people participated in these lecture tours and classes that make up the heart of the museum's activity.

Although museum policy limits the number of special exhibits in order to emphasize educational and extension programs, the collection of sculpture, masks, fetishes, photographs and slides provides the visitor with an exhilarating experience. Of special significance is Eliot Elisofon's bequest of some 600 pieces of African sculpture and his vast photographic archives. Elisofon was a noted photo-journalist for *Life* and spent many of his thirty professional years on the African continent. The audio-visual presentation of a selection of his slides gives one a panoramic, breath-taking sweep across the land—from the rain forests and the deserts to the dazzling new cities.

The Museum of African Art has a staff of 24 and operates on an annual budget of $400,000. The facilities are open to the public seven days a week, with the exception of the major holidays.

ESTRADA COURTS
3232 ESTRADA STREET
LOS ANGELES, CALIFORNIA 90017

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Graffiti is generally regarded as graphic, colorful, explosive and defacing—an expensive nuisance.

That was pretty much the attitude at Estrada Courts, a 414-unit Los Angeles Housing Authority development in East Los Angeles, the heart of the city's Mexican-American community. The high, wide walls at the end of each building almost ask for defacement—and once defaced further depressed any pride of place. At the same time Los Veteranos, a group of ex-residents of Estrada, had been less than successful in attempts at positive programming for Estrada teenagers.

It was the teenagers who proposed painting murals on three walls to an artist-member of Los Veteranos. The Authority supplied paint and approval; the Fire Department provided scaffolding; the first three murals grew to eighteen and then twenty-two, finished and sealed with a protective coating; in progress: 51 more murals, many with patrotic or ethnic cultural themes. And a significant amount of local and national attention; the murals appear in opening and closing footage of NBC's "Chico and the Man." By the summer of '75, 151 young people and 10 supervisors were receiving full or partial salaries for their work through the Summer Program for Economically Disadvantaged Youth and the Department of Labor's Comprehensive Employment and Training Act grants. And other communities were expressing an interest in reviving the art of mural-making.

A simple, inexpensive project with impressive pay-offs in community pride, cultural identity, expanded youth activities, and almost no problem with graffiti.

FREE STREET THEATER
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PATRICK HENRY
ARTISTIC DIRECTOR

In 1969 a group of people at Chicago's Goodman School of Drama decided that theater and the other arts could make a greater contribution to the city by literally taking to the streets. The troupe felt that the communicative powers of drama, music, and song could help the city's diverse communities understand one another better. The Illinois Arts Council liked that idea and provided the Free Street Theater with money for an experimental summer program. That first summer the troupe drew 25,000 people in thirty-four performances throughout the city. This enthusiastic response convinced the Arts Council that it had a winner. In 1970, the Council designated Free Street Theater as the primary vehicle for its Arts-to-People Program. Free Street Theater had arrived.

Today, Free Street Theater has a half-million dollar budget and conducts programs in eleven Midwestern states. In evolving from a summer to year-round program, Free Street Theater commitment to community problems has increased perceptibly. Initially, the troupe of actors, dancers, musicians and puppeteers performed in shopping plazas, public parks or at street intersections. By meeting people in the midst of their daily lives, Free Street Theater attempted to demonstrate the value of the arts in community life. Although the public performances were delightful and stimulated interest in the arts, their impact was transitory. In its third year, Free Street Theater began to develop the educational and social programs that moved its involvement in community life beyond entertainment. In 1971, the puppeteers developed Interesting News for Kids (INK), a puppet show aired weekly by Chicago ABC-TV.

This innovative show has run for four years. In 1972, Free Street Theater developed its community residency program, perhaps the program with the greatest potential for affecting community life. In the residency programs, the troupe enters communities at the request and the expense of those communities. Troupe members engage the community in a variety of programs: workshops in writing and acting for inmates of local prison facilities; acting workshops for senior citizens; in-school residencies for the development of alternative approaches to learning; and, of course, public performances of original productions. Residencies come in a variety of sizes —three day, a week or a month or more.

Recently actors participated in a three-month, in-school residency. The U.S. Department of Health, Education and Welfare funded the project, which was designed to foster racial and ethnic understanding in an Illinois school district under a desegregation order. Theater members used their acting, singing, puppeteering and dancing skills to enliven and augment the paper and pencil activities of the classrooms. For example, in a special reading class, children saw puppets that were having difficulty communicating to one another. The problem was that the puppets were not pronouncing the initial consonant of their words. The children helped the puppets learn by pronouncing the consonants for them.

In its seven year existence, Free Street Theater has demonstrated that the arts can benefit a community in many ways. Following Free Street Theater's example, communities have implemented their own theater programs. Future plans call for going national; its major goal remains demonstrating that communities have artistic resources to develop right in their own backyards.

WISCONSIN MUTUAL AGREEMENT PROGRAM
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DONALD E. CLARK
CHIEF OF CLASSIFICATIONS

Prisons are ambivalent institutions, aiming at individual rehabilitation in a restrictive environment that minimizes an individual's ability to have any control over his own life. The Wisconsin Mutual Agreement Program, a pilot program operating in the state correctional institutions, is attempting to strengthen the individual's chance of success on the outside by offering him a participating role in designing his future. The project allows inmates to enter into contracts with the state for early release.

Mutual Agreement Programming (MAP) is designed to prepare a parole release for an inmate after he has negotiated with officials on the date and agrees to abide by certain provisions in the contract, such as obtaining a job, going to school, or receiving psychological and vocational counseling. Each prisoner is responsible for developing the original written plan on which the negotiations are based and for meeting the specific and measureable objectives outlined in his contract. Thus the inmate works to effect his own release, and the legally binding contract encourages all parties —institutional and parole personnel as well as the inmate—to be responsible and accountable for the program's success.

The Mutual Agreement Program gives inmates greater opportunities to assess and plan for their needs and assume responsibility for their behavior, improves communications and coordination throughout the corrections system and establishes linkages with relevant community resources, and expedites the parole process by making the conditions for parole explicit and setting firm parole dates wherever possible.

MAP was developed by the Parole-Corrections project of the American Correctional Association, under U.S. Department of Labor funding. It has been used on an experimental demonstration basis over the past few years in Wisconsin, Arizona and California (and Michigan without Federal funds), and is being considered for adoption in a number of other states. From the perspective of Sanger Powers, Administrator of the Wisconsin Division of Corrections, the Mutual Agreement Program has helped not only the prisioners, but the correctional system as well:

> "If I sound enthusiastic about Mutual Agreement Programming, it is because I am. I can recommend the program unqualifiedly based on our experience. Mutual Agreement Programming takes time and costs money but pays big dividends, not only in terms of insuring offender participation and motivation, but collaterally in bringing about a substantially closer working relationship among staff concerned with offender rehabilitation."

COMMUNITY CORRECTIONS PROJECT
FIFTH JUDICIAL DISTRICT DEPARTMENT OF COURT SERVICES
1000 COLLEGE AVENUE
DES MOINES, IOWA 50314
(515) 244-3202, ext. 47

CONTACT:
JAMES YONGQUIST
ASSISTANT DIVISION DIRECTOR

There is very little good to be said about jails. A surprisingly fairly recent achievement has been the first accurate jail census, done some years ago in connection with the President's Commission on Law Enforcement and the Administration of Justice. Since then more attention, perhaps, has been paid to physical conditions, degree of overcrowding, and other issues that frequently make a stay in jail punishment before sentencing.

In 1970 the State of Iowa, in what was a fairly radical move, ordered the Polk County (Des Moines) jail closed because of overcrowding. Reluctant to budget for a new facility, the county decided instead to deal with the overcrowding. The philosophy behind their decision to develop community alternatives to incarceration respected public safety needs while realizing that jail is not always the most productive response to every criminal offense. To implement this posture, the county established an innovative Department of Court Services in 1971.

The Court Services Program developed by the department is fourfold. It involves pre-trial release screening, a pre-trial community supervision effort, a county administered probation unit, and a community-centered corrections facility.

Pre-trial release screening is a program antedating the Court Services Program by 7 years through which apprehended persons with stable roles in the community are released prior to trial without having to foot bail. About 2,000 people are released a year at a cost of about $52.00 per person.

Pre-trial community supervision is for those defendants who fail to meet the criteria for unsupervised release but who may still be released without money bond. They are placed under daily supervision and must agree to work full-time or take part in a full-time educational or vocational program during the pre-trial period. Only 20% of program participants are eventually sentenced to prison while 50% of those who remain in jail before trial end up staying there, evidence of the program's standing among local judges. It has been estimated that about 2.4% of those pre-released under supervision fail to appear for trial, a percentage identical to that of those released under money bond. About 220 defendants are released each year under supervision at a cost of about $667 per person.

In 1971, the Department of Court Services took over the administration of the local probation program from the State Bureau. A staff of seven supervise about 918 probationers at any given time at a cost of about $350 per parolee per year. In 1972, over twice as many persons were placed on probation in Polk County as in any previous year, in large part due to the closer relationship between the courts and the probationary authorities facilitated by the transfer of probation administration from the state to the local level.

The fourth major component of the Court Services Program was established in 1971 as an alternative to the county jail. Known as Fort Des Moines, the facility admits per year about 150 felons and a handful of heroin addicts who are placed under work or education release programs. Physical security is minimal, but control efforts are carried out with the help of local police. In 1972, there were only 10 escapes out of a total of 148 admissions.

The program has succeeded in its original goal of changing conditions in the county jail; the prison population has dropped from a daily average of 135 in 1970 to 75 in 1972. Additional benefits have been better coordination of operations of the local criminal justice system and substantial financial savings; the cost of the program, about $850,000 in 1972, is substantially less than the price tag to build and operate larger prison facilities. There has been no noticable deterioration of community safety because of this new approach. The Court Services Program is considered so successful, in fact, that it is now being adopted in other parts of Iowa. It has been designated as an exemplary project by the Law Enforcement Assistance Administration of the U.S. Department of Justice.

NIGHT PROSECUTOR PROGRAM
CENTRAL POLICE STATION
GAY & MARCONI STREETS
COLUMBUS, OHIO 43215
(614) 461-7483

CONTACT:
LAWRENCE STUMME
DIRECTOR

The Sixth Amendment to the U.S. Constitution guarantees the accused the right to a speedy and public trial. While we continue to pursue that goal, a host of studies, newspaper articles, and television reports have documented the injustices of a staggeringly overburdened judiciary system. In Columbus, Ohio, city officials feel they have one program that has kept minor disputes among citizens from ending up on the court calendar. Administered by the Office of the City Attorney, the Night Prosecutor Program offers citizens a chance to solve their disputes outside the traditional recourse of the courts. The situations in which the Night Prosecutor most frequently intervenes are disputes that involve an assault, menacing threats, telephone harassment or larceny. Disputants in these cases are often family members, neighbors or friends. Yet these quarrels make up a sizable portion of the courts' enormous backlog.

Staffed with thirty to forty law students from nearby Capital University Law School, the Night Prosecutor Program conducts evening and Saturday morning hearings to accommodate working people. Staff members attempt to schedule hearings about one week after the initial complaint. Presiding over the meeting between the disputing parties is a law student acting as hearing officer, and an attorney. The hearing procedure is informal: each party relates his version of the incident, with the hearing officer focusing on the underlying reasons for the misunderstanding. Many times the disputants reach their own decision on how best to resolve the problem. If the parties cannot agree, the attorney supervising the hearing officer may authorize the filing of a criminal complaint. Most situations are resolved short of this alternative.

The Night Prosecutor program has been extraordinarily successful in resolving interpersonal disputes outside of the court. From September 1972 to September 1973, the program scheduled 3,626 hearings. In more than a third of these cases, the complainant failed to appear and presumably took no further action. Of the 2,200 cases in which disputing parties met, only 100 cases required additional hearings. The Night Prosecutor authorized filing criminal complaints in only 84 cases (about two percent).

In attempting to provide a lasting solution to interpersonal problems rather than a situational judgment, the Night Prosecutor program represents an innovative direction in community court programs. Public response has been favorable, and the program now holds hearings in landlord-tenant disputes, health code violations, consumer-merchant disputes over bad checks, and citizen environmental complaints against industry.

The Law Enforcement Assistance Administration provided more than $80,000 in funding for the Night Prosecutor program during each of its first two years. For the past year and a half, the City of Columbus has provided the necessary financial assistance, with a somewhat reduced program budgeted at around $33,000 a year. A cost effective program for a pervasive community problem.

PEOPLE, LET'S UNITE FOR SCHOOLS (PLUS)
2552 WILLIAMS STREET
DENVER, COLORADO 80205
(303) 534-2609

CONTACT:
REVEREND RICHARD KERR
CHAIRMAN

One half million people live in the city of Denver. Of the city's total school enrollment 54.4 percent are Anglo,

25.8 percent are Chicano, 0.9 percent are Asian, 18.3 percent are black, and 0.6 percent are American Indians. In early 1974, a Federal District court concluded that Denver schools were segregated. The court issued a desegregation order that established satellite attendance areas and stipulated that public transportation be provided for students to attend their satellite school. Attendance boundaries were redrawn, and a number of elementary schools were identified as "pairs." Students would attend each of the paired schools for a half day as part of the overall desegregation program.

An anti-busing group immediately formed to block the court's desegregation order. The Citizens' Association For Neighborhood Schools (CANS) called for a student boycott of the schools in February. At the same time, community leaders and citizens were engrossed in discussing and clarifying the parameters of the court order. Every spectrum of public opinion expressed itself. The climate was progressing toward disruption of the school system and the community. That same fall saw more than one American city splintered and in the streets over the busing issue.

The University of Colorado offered its Urban Center as a forum for the community to air and share its feelings about what the city represented and what a rational community response might be. From this conference, a non-profit organization was formed: People, Let's United For Schools (PLUS). Fifty groups are active members of PLUS. They are an ecumenical group in the broadest sense; representative groups include the Denver Bar Association, the Denver Medical Society, the American Jewish Committee, the Rocky Mountain Conference – United Methodist Church, the Colorado Education Association, the Denver Commission on Community Relations, the Episcopal Diocese of Colorado and the Spiritual Church of the Baha'i. PLUS takes no position on the merit of the court decisions but stands for obeying the law. PLUS established objective goals and guidelines to create a social climate in Denver that would promote humane school communities. They encourage the growth of the schools as service agencies for children, where all children can receive a quality education. PLUS is also mobilizing public opinion in support of the Denver school system as a viable example of community pride and economic strength.

PLUS communicated with the people of Denver through press releases, conferences, and forums. Their message was that children should not be used or abused, and that the court issue should be debated in public forums, not the streets.

In October, 1974, CANS called for a boycott of the city's schools; the attempt failed completely. PLUS successfully got their message across to the people: the children were not to be thrust into the middle of the urban arena.

While the busing issue has resulted in violent disruptions in other cities, Denver has continued to desegregate its schools according to court order. PLUS has helped maintain the calm by defusing rumors and by promoting understanding of the legal issues. PLUS specialists counsel both children and parents when students have problems in their schools. An additional program encourages Chicano students, who were once high school drop-outs and have returned to school, to counsel potential Chicano junior high drop-outs. Throughout 1975, while Federal courts reviewed the Denver desegregation decision with thoughts of changing half day pairing to full day pairing, PLUS remained responsive to the still volatile community situation. No one would claim that this community group alone was responsible for a city's moderate response to one of the most emotional community issues of recent years. Nor could there be any single reason that Denver has responded peacefully to court order while other cities flared. PLUS, however, does represent a significant private effort at mobilizing a community behind its schools.

DAYTON HOUSING OPPORTUNITIES PLAN
MIAMI VALLEY REGIONAL PLANNING COMMISSION
333 WEST FIRST STREET
DAYTON, OHIO 45402
(513) 223-6323

CONTACT:
MS. ANN M. SHAFOR
DEPUTY DIRECTOR

Dayton, Ohio, was the first city in the country to attempt to locate low-income housing in its middle class suburbs.

The Dayton Plan, as the housing allocation project is commonly known, is administered by the Miami Valley Regional Planning Commission, a regional council designated by the Federal Government as the clearing house for coordinating Federal expenditures in the Dayton metropolitan area. The plan was unanimously endorsed in September, 1970, by the Commission's members, elected officials representing the 5 counties and 32 municipalities in the region. The Dayton Plan called for the construction of 14,000 units of low and moderate income housing, including considerable public housing, dispersed throughout the region's 53 planning units according to a formula which took into account each unit's population, income level, assessed valuation per pupil and degree of school overcrowding. The concept was "fair share."

Fourteen thousand units were recommended for completion by 1975, and 8,000 were completed by that time. The delay was due for the most part to the vocal opposition that the dispersal plan unleashed in many Dayton suburbs. Much of the this opposition can be attributed to fear and resistance to change – the Miami Valley region as a whole is 11 percent black – while Dayton is almost one-third black. Some opponents, including many middle income blacks, opposed the public and FHA assisted housing because they claimed it would overcrowd schools, overload existing community services, threaten the neighborhood's security. In other communities, such opposition has effectively killed public and assisted housing dispersal, but Dayton was unusual because the plan was supported by elected officials. The Regional Planning Commission had the capability of encouraging recalcitrant communities by virtue of its power to make recommendations to the Federal Government on the suitability of Federal funding requests from the communities and counties in the Valley region.

In spite of the controversy generated, some progress has been made. Before 1970, 95 percent of all public and assisted housing in the Valley region was built in Dayton. Since then,

only 40 percent of new public and assisted housing has been constructed in Dayton, with 60 percent in the outlying suburbs, small towns and rural areas. The plan in 1970 was a model of progress in fair housing and expanding housing choice; the clash over turning plans into housing developments was in its way a model; the achievement may also be a model of the possible—not everything hoped for, but change in the right direction.

FIFTH CITY COMMUNITY REFORMULATION PROJECT
THE INSTITUTE OF CULTURAL AFFAIRS
3444 WEST CONGRESS PARKWAY
CHICAGO, ILLINOIS 60624
(312) 638-5852

CONTACT:
MRS. LELA MOSLEY
COORDINATOR

By 1962, the deterioration of Chicago's West Side mirrored that of other cities' central areas. White families had left in droves (in the period 1952-62, white population decreased fifty percent); small businesses shuttered their storefronts. A few families, however, refused to abandon their community. Determined to do something about the steady physical and social disintegration, a group of citizens began meeting every Tuesday night to discuss community problems. With leadership and guidance from the Institute of Cultural Affairs (ICA), a non-profit, international organization concerned with human development on a global scale, West Side citizens identified over 6,000 problems affecting their own community. By analyzing the array of problems, citizens and ICA staff developed a comprehensive model for rebuilding the community's social, economic and political structures.

The key element in the Fifth City Community Reformulation Project is the emphasis on the importance of the human contribution. As the community fragmented in the late Fifties, most neighborhood residents experienced a sense of helplessness. The Fifth City Model responds to that feeling of powerlessness by involving all neighborhood residents in the reshaping process. It is the credo of the Fifth City Model that only through recreating the individual and community self-image can residents hope to shape a lasting solution to their problems.

The initial Fifth City Model addressed the problems of 5,000 people living in a sixteen square block area. By limiting the geographic boundaries of the experiment, Fifth City citizens were able to redefine the human scale of their problems. The Model divided the sixteen blocks into five stakes. Volunteers conducted door-to-door interviews to hear what people were saying, learn something about their fears and needs. The volunteers, in turn, identified for stake residents the agency that could address those needs.

Today, Fifth City operates fifteen programs within the community. The original sixteen square block area has expanded to forty square blocks comprising 20,000 inhabitants. Some 200 volunteers work weekly in a variety of community programs. The Fifth City Health Outpost provides outpatient and preventive care programs, family planning, and referral services. (The clinic has helped reduce patient load at Cook County Hospital. As a result, the hospital plans to start up other community clinics on the Fifth City Model.) The Fifth City Redevelopment Corporation has rehabilitated 500 housing units with private financing accounting for over two-thirds of the work. Five community businessmen have opened the Fifth City Shopping Center. Fifth City residents staff a pre-school for 150 children. Other educational programs are available for all ages, including a Black Heritage class taught by community elders. These classes stress the importance of identifying with and contributing to the community.

The Fifth City organization has demonstrated that a comprehensive approach to revitalizing devasted urban areas can work. The Fifth City model is a prototype for similar projects in 101 other communities throughout America and the world. A multi-funded project with strong Chicago business support.

ELDERLY CONTACT AND HELP ORGANIZATION (ECHO)
223 BASALT STREET
IDAHO FALLS, IDAHO 83401
(208) 522-4357

CONTACT:
MS. DORI WAKEMAN
DIRECTOR

For the senior citizens of Idaho Falls, reassurance is as close as a phone call to 522-HELP. The number keeps more than 200 elderly residents in touch with the Elderly Contact and Help Organization (ECHO), assuring staff and volunteers each day that they are alive and well.

If there is a problem, then the staff can respond. If an expected call does not come by 11 a.m., the staff immediately will locate a neighbor or relative to check. More often than not, the missed call was caused by forgetfulness—but if not, then an ECHO staff member or a policeman with a locksmith in reserve go immediately to the home of the ECHO member. Where illness or injury prevented the old person from calling, ECHO's emergency assistance has averted disaster. In our increasingly mobile and anonymous society, old or handicapped persons have died because no one was near when they really needed help.

ECHO is a pilot program of the Eastern Idaho Special Services agency, which was started in October 1968 as a result of the death of several senior citizens who lived alone. ECHO service is available free to any senior citizen or handicapped resident of Bonneville County. To join, one simply dials 522-HELP and gives name, phone number, and numbers for pastor, doctor, and nearby relative. ECHO records this information immediately, stressing the importance of the daily check-in call.

An ECHO extra is a transportation service, a minibus driven by volunteers. Emergency calls have first priority, followed by trips for medical care. Then the bus is available to take senior citizens shopping, to church, or to visit a friend.

The ECHO office is open from 8 a.m. to 5 p.m. daily, with an answering service available to call staff in an emergency. There are community volunteers for the "Night Watch" program, as well, and they spell the staff in responding to emergencies. Local and state private organizations provide most of ECHO's funding, with perhaps a fifth of its budget from Federal agencies. ECHO is one of a number of simple and inexpensive outreach programs around the country that keep the elderly and handicapped in touch

with their communities. Its members have discovered that the daily phone calls say more than "hello" . . . they lift the spirit and may save lives.

NORTH WARD EDUCATIONAL AND CULTURAL CENTER
346 MOUNT PROSPECT AVENUE
NEWARK, NEW JERSEY 07104
(201) 481-0415

CONTACT:
STEPHEN N. ADUBATO
DIRECTOR

One of this nation's oldest and most pervasive myths is that the United States has been a melting pot for the many peoples who came to this country from a variety of cultures and countries. The residents of Newark, New Jersey's North Ward are challenging this myth by reaffirming the strength of the "ethnic dimension" in community development. The structure involved is a neighborhood social services delivery organization, the North Ward Educational and Cultural Center (NWECC), which provides fifteen social programs ranging from early childhood development to senior citizen support services. The Center and the citizens of North Ward are demonstrating that bonds of ethnicity can hold urban neighborhoods together under the strains of rapid urban change.

The North Ward neighborhood is 70 percent white ethnic, 15 percent black, and 15 percent Hispanic. It is a minority neighborhood, traditionally Italian, in a city with a black majority and black political leadership.

The North Ward Educational and Cultural Center is dedicated to insuring Newark's viability as a residential community for all peoples—white, black and brown. The Center's programs express the belief that a multi-racial, multi-ethnic city can meet the legitimate needs of both its ethnic and its racial communities.

NWECC's objective is the stabilization of the white ethnic community of North Ward. Their method is to deliver social services to 75,000 residents. Their efforts to develop social programs in Newark's North Ward demonstrate that the white ethnic community can work in close cooperation with black leadership at every level. One of the greatest supporters of NWECC's efforts is Newark's black Mayor, Kenneth Gibson.

The North Ward Educational and Cultural Center was formed in 1970 with the assistance of Monsignor Geno Baroni and the National Center for Urban Ethnic Affairs in Washington, D.C. Director Stephen N. Adubato officially opened the doors in August, 1971, in a North Ward storefront. The Center's first program was a college counseling project designed to get white ethnic students into college through admission and financial aid assistance.

NWECC succeeded and grew. In July 1973, the organization moved to its present site — a stately 100-year-old mansion situated on 2-½ acres in the center of the North Ward. The program focus expanded to meet diverse community needs. It now includes early childhood development, youth recreation, senior citizen outreach, neighborhood stabilization, and various referral services. Center services and programs are funded by private foundations and Federal, state and local government resources.

CROSS-LINES COOPERATIVE COUNCIL
1620 SO. THIRTY-SEVENTH ST.
KANSAS CITY, KANSAS 66106
(913) 432-5497

CONTACT:
DONALD C. BAKELY
EXECUTIVE DIRECTOR

Argentine, Greystone Heights, Armourdale, Rosedale. If you lived in Kansas City, Kansas, you would recognize the names of the neighborhoods—kin to the pockets of poverty that persist in all American cities. About ten years ago, a group of five churches began working together to relieve some of the harshness of neighborhood life. Their efforts cross denominational and racial lines and have evolved into a volunteer agency whose work represents a truly ecumenical approach to the problems of the urban poor. Cross-Lines, as the agency came to be called, has avoided the factionalism that vitiated many other agencies in the war on poverty. Donald Bakely, Executive Director of Cross-Lines, feels that anti-poverty agencies should not be concerned with getting credit for their work, but should put all their energies in bringing the resources to the poor. To that end, he sees no difference between the poor and the agency which serves them. Referring to the poor as "we," Bakely attributes Cross Line's success to the involvement of the total community; twenty of the agency's thirty board members live in the community they serve.

One program epitomizes the empathy and respect for the poor that Cross-Lines staff members insist is the unique, human factor in their program. In 1974, the agency opened the Christmas store. There, a two dollar entrance fee to cover the costs of providing fresh meats for the food baskets enabled over 200 families to make their own selections from clothing, toiletries, toys, food coupons and food lined shelves. Everything was donated, but the sense of shopping and choosing certainly increased those families' enjoyment of the Christmas season.

Other programs cater to more basic needs. Through Clinicare, nurse practitioners, who are specially trained to fill the gap in function between the doctor and the traditional nurse, provide homecare and preventive medical services with patients paying what they can afford. In 1974 Cross-Lines volunteers (who, incidentally, number over 200) repaired 38 homes in the city's depressed area. Owners paid for building material, but Cross-Lines labor was free. The Emergency Assistance Program, the largest component of the agency, provides emergency rations of food to families who run short at the end of the month. In 1974, over $7,000 worth of food donations helped 700 families who literally faced days without food.

The measure of Cross-Lines' assistance to Kansas City's poor neighborhoods far exceeds their $50,000 annual budget. A demonstration of what can happen when people forget their differences in the pursuit of a common goal.

FRIENDS
1325 SO. 11TH STREET
FARGO, NORTH DAKOTA 58102
(701) 235-7341

CONTACT:
MARVIN L. ABRAHAMSON
DIRECTOR

No charge. Confidential. Non denominational. These few words explain in

part what FRIENDS are all about. Friends are people sharing and caring. Founded in June of 1972 as a pilot program of the Lutheran Social Services of North Dakota, FRIENDS is a statewide volunteer program dedicated to bringing people who have experienced difficult life situations together with those who are experiencing similar crises. These FRIENDS are able to offer companionship and understanding because they have been there. The program provides a network of companionship across the state for those moments of personal crisis that come to most of us. As stated by the executive director of Lutheran Social Services, James K. Merrill, "If all the people who hurt on the inside wore bandages on the outside, we'd be surprised at how many there were and who they'd be." Nearly 2000 volunteers have joined the program; to assist them, there are 55 volunteer coordinators located in numerous communities throughout the state.

Files are kept on all FRIENDS in the state offices. Local offices keep a record of area volunteers. Individuals find a FRIEND in three ways. Individuals already familiar with the program will call in and explain their problem to a coordinator. The coordinator finds a match-up FRIEND who is called to see if he can handle the problem. If he agrees, he is given the name and address of the individual to be called. There are also referrals from private agencies, lawyers, and hospitals. Finally, neighbors often refer friends and relatives for help. In every instance the only requirement is that the hurting person be willing to request the new relationship.

Since FRIENDS was founded in 1972, there have been over 1,750 situation match-ups across the state. The majority of the requests relate to death, marital difficulties, medical problems, and loneliness.

Funds for the FRIENDS program are provided by Lutheran Social Services; the program recently received a $6,000 grant from the Lutheran Brotherhood Insurance Company to train the FRIENDS coordinators across the state. For the future, FRIENDS has proposed the development of a rape crisis center and child abuse and neglect life line program. All are expected to become operational within the next 12 to 24 months.

FRIENDS is responsible for the development of similar programs in Sioux Falls, South Dakota, Cottage Grove and Fergus Falls, Minnesota, Green Bay, Wisconsin, and state efforts in Kansas and Oklahoma. Consideration is being given to extending the personal caring of the FRIENDS program at the national level.

JARDINES DE NINOS
EL PASO BICENTENNIAL OFFICE
ONE CIVIC CENTER PLAZA
EL PASO, TEXAS 79081
(915) 544-1700

CONTACT:
GEORGE JANZEN
HUGH FREDERICK
CHAIRMEN OF THE HORIZONS COMMITTEE

Soon after the El Paso Housing Authority began building low-income housing complexes around the city, the agency recognized that the provision of inexpensive shelter was a bare-bones approach to tenant services. Many of the families moving into the projects would come from predominantly Mexican-American neighborhoods. In most cases, both parents would be working, leaving no one to care for the children. Therefore, the Housing Authority established its first priority as that of providing day care centers for the tenants' children. In early 1972, the El Paso YWCA contracted with the Housing Authority to provide community services and child care in nine housing projects.

Today, the YWCA operates day care centers at twelve sites. At each location, a staff of 20 accommodates about 50 pre-schoolers. One center cares only for infants, two others handle only children from 2 to 6. The remaining centers care for all ages up to six, but limit the number of infants. Each center provides meals, supervised recreation and periodic medical and dental examinations. Staff place heavy emphasis on developing all children's bi-lingual abilities. Since Mexican-Americans constitute 94% of those using the day care programs, staff members stress the importance of developing facility with the English language. Familiarity at an early age will insure Chicano children an equal chance once they enter school. Although the centers stress English, they do not neglect the cultural traditions of the Mexican-American people. Bilinqual staff members encourage improvement of Spanish-speaking skills and organize recreation around traditional Mexican themes. Kitchens often serve Mexican food.

Eligibility is determined by meeting certain Federal income guidelines. In addition, only children whose mother is working, is in a training program or is handicapped, can qualify. Families living outside the complexes and meeting the requirements are eligible if vacancies occur in the day care centers.

Funding for the day care centers comes primarily from the Department of Health, Education and Welfare (HEW) on a matching basis. HEW provides seventy percent of the program's budget; the remaining thirty percent comes from public and private sources. With a 1975 budget of one and a quarter million dollars, the day care program must raise over $320,000 on its own. In the past, the Department of Housing and Urban Development and the Texas Department of Community Affairs have made substantial contributions, but the uncertainty of such year to year sources is a concern common to many social service agencies. The YWCA may need to look to other funding sources; for the present, however, the twelve "children's gardens" provide care for about 600 children, whose parents can work knowing that their children are receiving good care. A traditional day care approach offered close to home; an example of the movement — albeit erratic — of providing necessary social services within the public housing framework.

INFANT STIMULATION PROGRAM
STEPPING STONES CENTER FOR THE HANDICAPPED
5650 GIVEN ROAD
CINCINNATI, OHIO 45243
(513) 831-4660

CONTACT:
LARRY ZINN
EXECUTIVE DIRECTOR

Stepping Stones is a United Appeal agency that provides year-round educational and recreational activities for mentally, emotionally and physically handicapped people in southwestern Ohio. A professional staff of four directs over a thousand volunteers in

providing therapeutic recreation for 1,400 clients of all ages.

One of the agency's efforts, the Infant Stimulation Program for Tiny Tots has helped improve the speed with which handicapped children develop motor skills. Physically or mentally limited children often grow up in an overly protective environment. Secluded from others, handicapped children fail to absorb the physical, mental and emotional stimulation that comes with social activity. In 1971, Susan Radabaugh, a staff member of Stepping Stones, developed the Infant Stimulation Program as one approach to this problem.

A concept central to the program is the emphasis on group training as opposed to individual instruction. Structured group activities allow each child to identify as part of a peer group. Group exercises also promote leadership, the ability to follow instructions, and social interaction. Special exercises stimulate development of spatial awareness, protective reflexes, and motor management skills.

Infant Stimulation Program meets five days a week for two and a half hours throughout the year. Children are grouped according to their particular stage of development, and when not involved in group activity, work with a volunteer on an individual basis. The volunteers also act as instructors for parents who continue the therapy at home.

Several achievements attest to the success of this program. In 1975, the Cincinnati Special Olympics accepted Tiny Tots in the two to six year old class for the first time. "Before and after" filming of Tiny Tots has revealed improved motor skills, and demand for expansion of the Infant Stimulation Program has prompted plans for a new building to double the present enrollment of eighty-three.

The citizens of the five county area served by Stepping Stones are justifiably proud of the agency's work. Strong community support has helped make the program a success with contributions from local sources accounting for three-quarters of the Center's annual operating expenses. Moreover, over a thousand area residents volunteer their time and efforts each year to insure the continued success of the program.

THE NEIGHBORHOOD SETTLEMENT HOUSE, INC.
1000 ATCHESON STREET
COLUMBUS, OHIO 43202
(612) 252-3545

CONTACT:
MRS. BILLIE M. BROWN
EXECUTIVE DIRECTOR

The settlement house is an important American institution. Established in 1909, Neighborhood House, Inc., in Columbus, Ohio, has been a stabilizing force in an area under transition from immigrant "old country" families to southern blacks and Appalachian whites. Neighborhood House has been a consistent advocate for the ppsitive in its community.

Over the years its services have increased in quantity and quality to meet the needs of the changing community. Program areas include the consistent concerns of settlement houses: health, education, family assistance, community organizing, cultural awareness. Neighborhood House has doubled in size in the last two years, and responded to newer, less traditional needs. Its infant/toddler day care program is the first of its kind for the inner city, providing care for children 4 weeks to 5 years of age, afternoon pre-school and extended day care for children 9-13. Neighborhood House was selected as project operator for a new comprehensive day care center consolidating the Columbus Model Cities Day Care Programs and serving 300 children from 4 weeks to 14 years.

Neighborhood House has two health clinics, a comprehensive clinic and a child and adolescent clinic, providing services close to home. Transportation is provided for both day care and health services.

Housed in the multi-social service complex are other activities, international cultural exchanges, tutoring, job referrals, arts, crafts, political workshops, and community education.

Neighborhood House is also involved in community organization, helping citizens to form groups to deal with the political process that controls their lives. Citizen participation is encouraged through councils and committees.

House programs are evaluated by the State of Ohio Public Welfare Department, the Model Cities Evaluation and Review Board, United Way of Columbus and neighborhood parents. It is a multi-funded agency. A waiting list is maintained in the child care programs, clinics are always filled and meeting rooms always scheduled. New times have not done away with valid roles for old institutions; Neighborhood House represents the commitment of the settlement movement to improve the quality of life in an area of urban poverty.

KINGSLEY HOUSE
914 RICHARD STREET
NEW ORLEANS, LOUISIANA 70130
(504) 523-6221

CONTACT:
JOHN WALL, JR.
EXECUTIVE DIRECTOR

Kingsley House serves a section of New Orleans visitors seldom see — the Irish Channel. Located far from the historic district or the charms of Bourbon Street, the Irish Channel is a community of low-income white, black and Spanish-speaking Americans who have little recourse to the city's pleasures; they go, instead, to Kingsley House, a multi-service social agency that has been a part of this community since 1896.

Operating on an annual budget of approximately $600,000, Kingsley House does not attempt to provide every service needed in its neighborhood. Rather than attempt the impossible, staff members, several of whom live in the neighborhood, maintain close contact with residents. When problems arise that Kingsley House cannot handle itself, staff members contact the agency that can deliver.

Volunteers complement the full-time staff of forty in providing services in nine program areas. In 1973, three hundred volunteers worked over 15,000 hours at Kingsley House in programs helping pre-schoolers, adolescents and senior citizens. Although day care makes up a major segment of staff work, Kingsley House reaches all age groups. It operates a mental health clinic (open to all residents of the Irish Channel neighborhood with payment based on ability to pay); provides welfare recipients counseling on food stamps, medicine cards and nursing home placement, and operates a senior citizens' center where the area's elderly can meet, chat, receive medical and legal help and get a hot noon meal five days a week. In addition, the

agency offers younger neighborhood residents a taste of rural recreation each summer with its Camp Onward.

Wisely defining its capabilities, Kingsley House is a small agency making a big difference in the Irish Channel.


A B C D E
F G H I J
K L M N O
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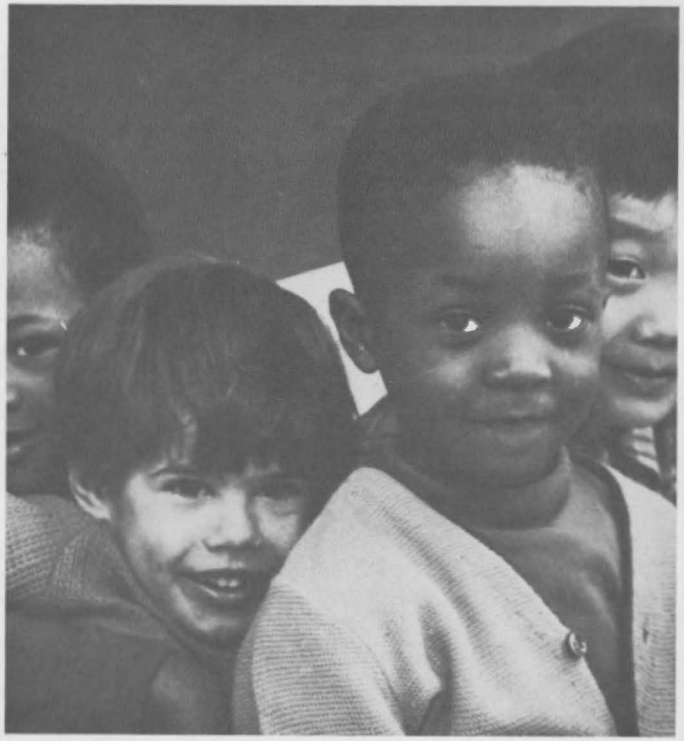

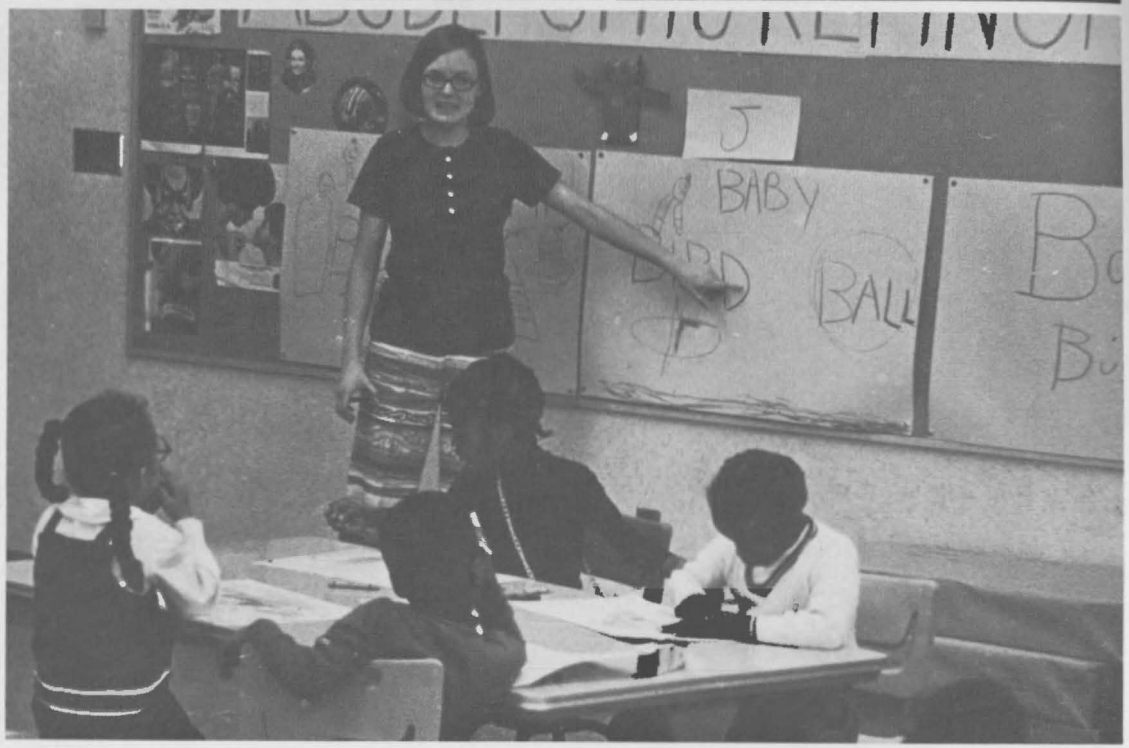
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IMPROVING SCHOOL BOARD EFFICIENCY
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LARAMIE, WYOMING 82071
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COORDINATOR OF SCHOOL SERVICES

In Wyoming, as in many other states, there is a rapid turnover of school-board members. The demands of the job are increasingly time consuming. Even the best intentioned member is hard-pressed to keep up with shifting social and legal issues that affect education. And many board members are surprised at the political pressures that today are part of the job description. Frequent changes in board composition, however, thrust inexperienced members into action with little time for on-the-job training.

To meet the need for training new board members in Wyoming's 40 school districts, the Wyoming School Boards Association secured funding in 1974 under the Higher Education Act to initiate a two-fold training program.

First, to provide new board members with an introduction into school operation, the Association sets up a two-day retreat program, which is held as soon after election day as possible. The retreat program features experienced school board members, school administrators, and staff from college education departments. The program emphasizes heavy participation by newly elected members in a variety of activities, including viewing and reacting to filmed vignettes of school board activities, case studies, simulated situations, and individual conferences. The Wyoming Association Board of School Administrators is involved in all activities with board members, strengthening those future working relationships.

The second part of the training is a refresher program consisting of short workshops held in eight locations throughout the state. Topics include "Due Process for Students," "Writing School Board Policies," and "Board-Administrator Relationships." The workshops are conducted by a roving team of experts, and they are successful in providing school board members with a convenient opportunity to update their training. The "circuit-rider" approach means that no one has to be away from home or work for a long period, and the smaller, intensive sessions provide a relaxed atmosphere where everyone participates. An indication of the program's acceptance has been the number of requests for additional sessions and the number of board members who come back for more. The setting in Wyoming differs from most – some of its school districts are larger than some states, though the school population may range from a few hundred to 14,000 – but the program could be useful for school districts across the country.

CONNECTICUT STATE PRISON PROGRAM
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PROGRAM COORDINATOR

Two-thirds of the inmates in the nation's correctional institutions are repeaters. Can prisons be a reforming influence as long as they are also assigned the task of inflicting punishment? The apparent contradiction between these two goals was questioned by a project to provide a college program within prison walls. The objective of the project was to improve the inmates' chances on the outside by providing a framework to consider, "How can I start over again?"

In 1970, Manchester Community College offered three semesters of college courses and educational counseling to 200 inmates at Somers, the State's maximum security prison. The original program was Federally funded. The project opened to the prisoners the option of continuing their education either at Manchester Community College or at other colleges after release. The extension courses also affected self-image. Newly freed men who return to society with college credits obtained in prison obviously are strengthened in their potential acceptance by employers and the community, and should have a greater sense of self-worth.

In 1972 Asnuntuck Community College opened near the prison and the program was transferred there. There are now more than 30 courses offered to 350 inmates. Each semester there are twenty to thirty advanced students enrolled with five students applying for each available space.

Educational release, whereby an inmate becomes, in effect, a day student at a local college on his own recognizance while returning to prison at night, has been another successful element in the Asnuntuck program. It provides a bridge for that period of adjustment that is inevitable for the released inmate.

As a result of the extension project, about 10 percent of the released inmates who participated in the courses have continued their education, some at Asnuntuck, some at other area colleges.

The staff for the program has been particularly enthusiastic. There is actual competition among the teaching staff at Asnuntuck College for the positions at Somers. And there is a greater demand for participation among the inmates at Somers. Recidivism has dropped substantially over a five-year period according to a study that is now in progress. In a similar group in the Texas educational system, after a five-year period, recidivism dropped from 50 percent to 15 percent.

Asnuntuck decided to continue the program with its own funds after the Federal grant expired; the State Department of Corrections also chose to continue the program, which has spread throughout the community college system. The project has been reported as a national model at national meetings of State Directors of College and University Community Service Programs.

URBAN EDUCATIONAL CENTER
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DIRECTOR

The speaker's voice was both rueful and proud: "Not many things that started then – in '68 or '69 – not many, you know, are still around." The reference was to the host of

community projects that grew up as a response to the death of Martin Luther King, Jr. — a wave of concern for the neglected that often receded under the pressures of day to day operation. The note of pride was for the Urban Educational Center of Providence, which eight years later is playing an even more effective role as an alternative school.

After King's death eight years ago community leaders and several professors at Rhode Island College made an emotional appeal to the State Board of Trustees of Higher Education to establish "an educational presence" within the minority community to meet specific needs and to serve additionally as a port of entry to more traditional higher education. At that time only a fraction of one percent of students in the state's higher educational system were minority students. And even at the secondary level, many minority students got lost in the shuffle, often never graduating at all. Somehow it all came together, with state funding support that still continues, as the Urban Educational Center. In the beginning community organizers went from door to door describing the proposed program. Today students come from all over Rhode Island, from other schools, and from city and state agency recommendations. They are young kids from the streets, housewives, bartenders, white and black, young and old, an "incredible clientele" who want to learn but for many reasons are unready to set foot on a college campus.

The building is in the inner city. The present director is a black educator who was in on the beginnings, left for graduate school, and has returned to an institution now administratively a division of Rhode Island College, but still a community place where a thousand people register for courses. These respond to people's needs; some are personal interest courses, some are college credit courses. The Center has become the largest high school equivalency service in the State. Some staff are college teachers, some are volunteers who bring skills and life experience, some come from the floating academic community that is very much a part of the New England educational scene.

The Center sees its mission as educational responsiveness to people — particularly disadvantaged minorities. The Urban Educational Center is not a community college, but a resource for the community. Many of the thousands of students come back for different courses; hundreds have gone on to formal education. Each year at its own graduation, the Center also honors those who have "gone beyond" to a successful higher education experience.

The Center is a place, commented Dr. Raymond Houghton, one of the original founders, "where a lot of people have had their lives changed." Which is what education is all about. An insitution that hopes to have a continuing role as a change agent in education.

EXPERIENCE-BASED CAREER EDUCATION
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DR. HAROLD HENDERSON
DIRECTOR

One of the most pressing problems facing education today is the widening gap between school and life. The Experience-Based Career Education (EBCE) project is an alternative program for junior and senior high school students to provide a more meaningful education for those students "turned off" by traditional classroom instruction and to develop the potential for making career decisions based on real world experience.

In the spring of 1972 the U.S. Office of Education selected four sites as educational laboratories to develop and test the concept in a variety of social and economic settings. The sites were Oakland, California; Philadelphia, Pennsylvania; Charleston, West Virginia, and Portland, Oregon. The projects were transferred to the National Institute of Education in 1972.

The concept is based on the idea of apprenticeship, where the entire community shares in the responsibility of opening an early door to adulthood. Students studying politics test their new knowledge against the practical insights of legislators, judges, city managers, and policemen. Students interested in ecology work alongside scientists and technicians. They may discover that "ecology" is many jobs rather than one, that each has its boredom and excitement and that the specific ecology careers that turn them on may require far more or far less education and experience than they expected. They may find that careers in medicine or law are not as glamorous as TV portrays or that a leather craft shop requires some knowledge about bookkeeping and changes in supply and demand. In addition to the apprenticeship approach, EBCE incorporates many educational innovations already in use into a systematic approach to comprehensive learning (work-study and co-op programs, action learning, [illegible]ools without walls, competency-b[illegible]rti-fication). Using the entire commun[illegible]ty as a school, an EBCE student, for example, may conduct biological research for science credit, while exploring a particular ecology career for career development credit, and write reports on both of these activities for English credit. The student's cho[illegible] and sequence of learning activit[illegible]s are geared to his own interests and abilities but carefully structured to yield specified learning outcomes. Participating employers and other community resources provide facilities, equipment, supplies, and personnel to help implement the program, with students spending about 3-4 weeks at an experience site for 3-4 days each week. At the end of the year, students return to their home high schools for graduation.

In the Charleston, West Virginia program, business, civic, social, and government agencies provided over 100 different experience sites with several hundred resource people. The drop-out rate has been less than ten percent. Each student is assigned to a Learning Coordinator who orients him to the program, helps in the initial site and course selections, monitors his performance, and provides evaluation and counseling. A professionally-trained counselor supplements the work of the Learning Coordinator.

As a result of the program, Charleston EBCE students indicated that they felt more at ease and better prepared to cope with the real world than had they chosen to spend the year within the traditional classroom. When compared with a random sample of high school graduates, EBCE students were more likely to go on to higher education, and a larger portion felt their

experiences helped in career decision-making. Parents and the community were also enthusiastic. The National Institute of Education will replicate the experience-based career educational program nationally.

WILLIAMSBURG TECHNICAL, VOCATIONAL AND ADULT EDUCATION CENTER
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DIRECTOR

Williamsburg County, South Carolina, is the poorest county in the State and one of the poorest in the nation, with over 40 percent of its families with incomes below the poverty level. Almost two-thirds of its citizens are black; the area is predominantly rural. It is typical of those heavily agricultural areas where the mechanization of farming cut off the major source of jobs for hundreds of families. Shrinking agricultural employment together with the lack of industrial opportunities resulted in heavy out-migration. County population decreased from 43,000 to 34,000 within the last two decades. In contrast to the .9 percent outmigration in Williamsburg County, the State as a whole experienced a 7.5 percent population growth between 1970 and 1974. As recently as January 1975, the Governor noted that "unemployment was high in Jasper, Williamsburg, parts of Colleton and Allendale Counties, even when the economy was booming."

Inadequate education has been an additional barrier. A 1973 study of residents over 14 showed that 41 percent of the population have fewer than eight years of education, only 25.9 percent are high school graduates, and only 2.6 percent are college graduates. Fifty post-secondary students tested in November, 1974, indicated achievement levels between the fourth and fifth grade in both English and math.

To combat these crushing handicaps, the Williamsburg Technical, Vocational and Adult Education Center was established in 1969, built predominantly by a grant from the Economic Development Administration of the U.S. Department of Commerce. The Center provides a multi-resource facility "to develop and conduct comprehensive programs of education and training, recruiting, counseling and job placement that will have a significant impact on the socio-economic development of the surrounding region." Housed in one center were all of the resources that would, hopefully, offer solutions to the county's problems: secondary vocational education, adult education, and post-secondary education; the Vocational Rehabilitation Agency, the County Development Board, and the Employment Security Commission. Administratively, the Center is under the State Board for Technical and Comprehensive Education, South Carolina's two year college system. The Center is responsible for the adult education program in the county and the vocational education of the county's high school students, plus the functions normally associated with a comprehensive community college. The Center emphasizes a well-staffed counseling program, an instructional program paced to the students' rate of progress, and a strong remedial program. The result of consolidating all relevant functions and resouce agencies was a concentrated and cooperative approach to solving the county's socio-economic problems. It has saved the county needless duplication of costly facilities and equipment.

The Center has not solved all the county's problems. The comprehensive concept behind the Center is just taking root. Industry has not moved into the county as rapidly as was envisioned. But residents are better prepared to meet new opportunities. During the 1974/75 academic year, the Center served 2,928 persons in its post-secondary curriculum, high school vocational education, industrial upgrading, community interest, and adult education programs.

ATLANTA MODEL CITIES EDUCATION COMPLEX
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DIRECTOR, COMMUNITY AFFAIRS OFFICE
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ATLANTA, GEORGIA 30314

Atlanta was the first of the nation's 150 communities to qualify for participation in the Model Cities Program established by Congress in 1966. Over 36,000 people live in the Atlanta Model Neighborhood, which ranks far below the rest of Atlanta in income, employment, education, and health. In order to stabilize and improve the area's conditions, the Model Cities Education Complex was developed to tie learning and living together for Model Cities residents.

The Complex is a multi-purpose center, a cluster network of buildings situated on a 60-acre setting. The cost of construction was $30 million. As an academic nucleus for the entire city, the Complex includes a day care center for pre-school children, the Martin Luther King, Jr., Middle School, two other primary schools and a high school. As a neighborhood facility for the area, the complex houses a senior citizens center, a number of city offices, a branch of the Atlanta Public Library, and other community-oriented facilities. The Complex has extensive facilities for indoor and outdoor recreation.

The physical design of the Martin Luther King, Jr., Middle School enhances its innovative educational programs. The School has a large open commons area surrounded by building clusters. Each cluster serves as the day-long setting for approximately 100 students who are taught by teams of 5 to 6 teachers. Within the cluster setting, teachers coordinate periods of course instruction for each group of students. During the regular school term students have the option to elect regular course work or special mini-sessions. And each week on "Wonderful Wednesday," Atlanta Jaycees share arts and crafts instruction with the students.

In keeping pace with the Middle School, the McGill Elementary School offers an extended day program after regular school hours; children of working parents participate in arts and craft activities until parents return from work. Special activities include the "Learning Festival," for which, throughout the school year, student teams plan and prepare projects for presentation.

Future plans for the Complex include the construction of 60 housing

units and the expansion of social services available at the multi-purpose center. An example of physical plant and innovative programming reinforcing neighborhood stability. Wonderful Wednesday and Learning Festivals may be exactly what a great many American cities need.

HELP ONE STUDENT TO SUCCEED
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CONTACT:
BILL GIBBONS
DIRECTOR

A 1969 survey conducted in Vancouver schools by the Washington State Department of Public Instruction identified weaknesses in the reading program and recommended teacher training, acquisition of more relevant reading materials and changes in methodology. A 1970 report by the Citizens Committee to Study the Reading Program in the Vancouver schools supported that assessment and added a strong recommendation for community involvement. As a result, Help One Student To Succeed (HOSTS) was developed both to involve and to serve the community.

HOSTS is a model kindergarten through twelfth grade and adult reading program designed to improve student self-image and reading ability through proper diagnosis and individualized instruction. Over 700 tutors, including adults and secondary students, are currently teaching reading.

The HOSTS program has two major goals: to establish a model community-based attack on illiteracy in Clark County, and to improve the reading ability of students in grades two through twelve in the areas of vocabulary, comprehension, and reading rate. Each student in the project is given a number of criterion-referenced tests that pinpoint individual reading deficiencies and permit direct interpretation of individual progress in terms of specified behavioral objectives. From these tests a reading profile is developed by a reading specialist, who records the student's skill needs and the materials available to teach those needs. Tutors are trained by the reading specialist to follow his prescription and record progress on a daily basis. Weekly seminars are conducted by the reading specialist to review profiles and discuss student performance with tutors.

Parental and community involvement is the heart of the HOSTS program. Volunteers give over 4,000 hours each month to tutoring students on a one-to-one basis. More than 400 community volunteers work under the supervision of the reading specialists. Volunteers also work in homes and hospitals tutoring both students and adults. Pre-service and in-service training are provided to develop staff skills and evaluate individual performance.

During the 1974-75 school year, the HOSTS program improved the reading ability of over 1,000 students in grades K-twelve in 19 Vancouver schools including the parochial schools. In addition, the project has helped over 200 illiterate adults. HOSTS was operating in one school five years ago, four schools four years ago, twelve schools two years ago, nineteen schools one year ago, twenty-seven schools this year — a record of its effectiveness. It is currently serving as a national model under the Elementary and Secondary Education Act of the U.S. Office of Education.

DALE AVENUE EARLY CHILDHOOD PROJECT
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PROJECT DIRECTOR

Over a decade ago the Paterson Board of Education identified the need for an experimental pre-kindergarten through third grade center to determine as early as possible whether children were educationally handicapped, to offer remedial education to academically disadvantaged children, and to establish in-service education.

The Dale Avenue School opened in a renovated factory with staff salaries and supplies paid by the Board and Federal education funds. The mean I.Q. for the 120 pre-kindergarten children who enrolled at the Dale Avenue School in 1970 was 80, lower than the 86 I.Q. that is the average for the culturally disadvantaged. Behavior, test scores, parental involvement were all below the norm.

The program was designed with several essential components: an assessment of student needs; development of a performance objective curriculum based on the needs indicated by testing data; and the use of these performance objectives as the framework for individualizing and grouping for instruction. Performance objectives served an an evaluation tool, as a minimal curriculum, as a device for record keeping and reporting to parents and the next grade level teacher, and as a list of sequential skills from pre-kindergarten through grade three. Objectives were established for listening, naming, speaking, decoding/encoding, mathematics classification, observing, perceptual motor skills, writing and motor skills, and seriation. An essential part of each day was the forty-five minute small group reading program. Whenever possible, special area teachers in music, art, physical education, home economics, and speech, as well as supplemental teachers and a psychologist, were involved. The curriculum is predicated on constant checking to determine whether the children actually learned the material. And through the use of summary sheets each year, the project teacher can pick up each child where he left off rather than teaching grade level material to all children.

Using a performance objective curriculum based on their needs, children who were scoring well below national norms on entering pre-kindergarten reached national norm by the end of two years and maintained this norm through fourth grade. The mean of the group was at the national norm by first grade and this, too, was maintained through fourth grade.

As a corollary to its curriculum innovations, the Dale Avenue project initiated a volunteer parent program involving parents as teacher aides, library assistants, tour guides—any role that could get parents to relate to the school. The project could chart improved behavior on the part of parents and children alike.

A 1975 follow-up study based on random sampling showed that children who had participated in the program for five years reached a mean I.Q. at the national norm, and their reading and math I.Q. also reached national norm.

During the past two years six other communities have adopted the Dale Avenue School program. Two out-of-state districts, Arizona and Georgia, have initiated the model as well as sixteen parochial schools in Paterson. In 1975-76 seven other New Jersey districts, ten out-of-state school districts, three non-public schools and 50 additional parochial schools in New Jersey will adopt the model. The Dale Avenue school project has been nationally validated as innovative, successful, cost effective, and exportable by four Columbia University evaluators under an Office of Education contract. The kids from Dale Avenue may bring as much renown to Paterson as William Carlos Williams.

COMMUNITY SERVICE CENTER FOR THE HEARING IMPAIRED
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ADMINISTRATOR

Deafness handicaps its victims with more than just loss of hearing. Deafness brings on speech deficiencies and impaired reading and writing skills as well. In addition, the handicap is made all the more debilitating because it often goes unrecognized, leaving the deaf person to fend for himself without the ready offers of assistance given to the blind and crippled.

The Community Service Center for the Hearing-Impaired, in Washington, D.C., aims to help the deaf person overcome his handicap by offering him a wide range of assistance. Operated by Gallaudet College, the world's only college for the deaf, the Center coordinates services available from other agencies; provides centralized referral services for the deaf; educates the general public about deafness; provides interpreting services for deaf people needing specific services from other agencies; sponsors instruction in communications skills and consumer education, and provides counseling regarding delinquency, alcoholism, and drug addiction. The Center also assists its deaf clients in making medical appointments and business contacts with the telephone, a modern convenience that is a major hurdle for the hearing impaired.

To carry out its programs, the Center works with various Federal and city organizations and agencies, including the public schools, the D.C. Department of Human Resources, the Vocational Rehabilitation Administration, and the police department. It has sponsored a number of special symposia on deafness, including a very successful day-long program on the law and the deaf that brought together legal professionals, deaf persons and those who work with them, to clarify and redefine legal rights for the deaf.

ENGINEERED CLASSROOM
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PROJECTS

On a small scale, the Papillion-La Vista schools experienced a problem common to many systems: a period of rapid growth that failed to meet the needs of the handicapped student. In Papillion, the problem was particularly evident at the elementary level, where some handicapped youngsters had left school and several of those in school were experiencing day after day of frustration. The situation was becoming critical, not only in the Papillion-La Vista district, but throughout Nebraska.

The Papillion-La Vista school district undertook a project to identify the unmet needs of its handicapped students. The initial target group of handicapped children had been subjected to continual failure in the regular classroom and some were even excluded from school. The group included the behaviorally maladjusted, the educable handicapped, and the learning disabled child.

A program was established that attempted to enable the handicapped child to grow academically, socially, and behaviorally as well as in attitudes and self-esteem. The goal was to so change the student's educational and behavioral adjustment that he could function in either a regular classroom or a special education classroom. Program design was based on a mainstreaming concept combined with learning centers.

The Project requires administrative personnel who believe in the mainstreaming of handicapped children and who are empathetic to their needs. A teacher with special education training heads the learning center. Teaching staff must be able to diagnose student needs and prescribe individual instruction. Individualized instruction can take place in the learning center or the regular classroom. The diagnostic center teacher designs daily curricula and materials for each student.

The learning center and the concept of mainstreaming grew out of the project's early years. Whereas the initial project was limited to a specific group of handicapping conditions, the school district discovered the project design could be adjusted to a learning center concept and serve the needs of any handicapped child.

In statistical terms, the project students showed significant gains in reading, spelling, and arithmetic, and on behavior variables. Overall, the project students showed a positive gain across all student measured objectives. While the achievement results reflect a small but positive gain, the attitude of teachers, students, and parents were extremely positive. Of special importance is the fact that most people no longer could identify project youngsters because of the degree of their integration into the regular classrooms. While admittedly easier to deal with a numerically smaller handicapped population, this is a well-designed small project responsive to special needs.

COMMUNITY SCHOOL PROGRAM
FOUNTAIN VALLEY SCHOOL DISTRICT
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DR. PATRICIA CLARK
PROGRAM SUPERVISOR

The impressive educational facilities supported by public taxes are among America's most under-utilized resources. Most public school facilities are closed 50 percent of the time. The waste is compounded when young people at loose ends are involved in

destructive behavior or when adults have no opportunity for continuing education.

Continuing education for all age groups was the impetus for a series of meetings in 1972 in Fountain Valley, California, that produced the Fountain Valley Community School Program. Concern over the rising incidence of vandalism and juvenile arrests, and a reaching for some means of adult-youth interaction led to the idea of community education, of learning as a process taking place in the family and the community as well as at school. Representatives of community groups ranging from the City Council to the Campfire Girls presented program ideas to the Board of the Fountain Valley School District. Federal funds available through the Youth Development and Delinquency Prevention Act helped get the program started. Today a local, three cent community services tax finances all of the $40,000 annual operating costs. Instructors and materials for classes are paid for by participants or are provided by volunteers. In 1974, 198 volunteers and instructors conducted over three hundred, fifty seven sources for young and old. Stressing the family as a learning unit, the curriculum offers an array of courses including backyard farming, retirement planning, consumer education, and nutrition and educational activities for pre-school and school age children, with classes given in the afternoon and evenings so families can participate. Over 40 percent of the courses are free. The small registration fee (one to nine dollars for adults) has not hurt interest; in the 1974-75 school year, 3,400 of the district's 8,000 families took part in program activities.

The community is actively involved in charting the course of the community school program. With the assistance of an advisory council of adults, students and senior citizens, the program's goals are set, and the results are evaluated and improved. During the program's two-and-a-half years of operation, it has almost doubled the use of the District's school buildings and vandalism has dropped; more importantly, it has expanded the role of the school into a community human development center.

PROJECT LEARN
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DIRECTOR

Ka'u is a remote rural district one and one-half hour's drive from Hilo, the seat of Hawaii County and the location of a branch of the University of Hawaii. These three elements—the small communities on the other side of the mountain, the larger community, and the University's Center for Continuing Education and Community Service are mutually interdependent actors in Project Learn.

In a sense the problems at Ka'u were symbolized by The Mill, a sugar cane facility that had been a major employer in the district. When the sounds of the mill stopped in late 1974 the empty building and the silence were constant reminders of change to a multi-ethnic population that had been closely tied to the sugar cane plantation and its constant if limited opportunities. There was real fear for real concerns. Would there be other jobs? Were the schools educating the young people for wider opportunities? How would families change as more women in the community went to work? How would the community change if a new resort opened up in the district? No vehicle was available to voice these concerns where most of the decisions seemed to be made. There was little reason for residents to think they would be heard.

Using Federal funds available for continuing education and community service, University of Hawaii staff have become facilitators for organizational development in Ka'u on the theory that organizational development involves the community and that involvement in turn strengthens the ability of people to affect their own lives.

Saying that does not begin to describe the endless hours of driving, or meetings, or filling out forms, running surveys, dittoing reports. Nor does it describe the achievements, one step at a time, that have occurred over Project Learn's three years. The Filipino community has begun an active program to revitalize ethnic pride and awareness. High school students raised money for a four-day trip to Oahu to visit universities and colleges. Members of the whole district are working on educational problems, transportation plans, health needs, youth and senior activities. The increased confidence of the community is attested to by Mayor Herbert T. Matayoshi of Hilo, who has written "We. . .have seen an increased pride and sense of identity. . .(despite distances) members of the community have more than once, and quite effectively. . .represented themselves in a united fashion before the County Council and other government agencies."

Today the old mill is again thriving and noisy—this time as a community center for arts and crafts and the hub of numerous district activities. And the participants in Project Learn made it happen. A cooperative model for other communities from the southernmost community in the United States.

WEST SIDE ACTION PLAN
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ROYAL NATZKE
CHAIRMAN

The near west side of Milwaukee is an inner city neighborhood in the process of deterioration. The cycle of physical decline affects people, too; problems grow and seem insurmountable, young people move away, it seems too hard to make anything happen. And yet here as in dozens of similar neighborhoods, people are finding the energy to add to their individual responsibilities the arduous, time-consuming effort of working for change.

Concerned about physical deterioration, declining public services, and the withdrawal of financial investment in their area, over 70 community groups joined together to form the Westside Action Coalition. The Coalition requested Concordia College to develop a community education program to focus on the area's problems, to train community leaders, and to develop a community wide organization to make some immediate impact on these problems.

The educational program was de-

signed to mesh into the patterns of community life. Rather than set up programs to deal directly with the neighborhood's problems in health, housing, and education, the problem solutions were based on the initiative of the individual residents who were motivated to work on the specific community problems. The project sought to develop their leadership capabilities so they, in turn, could move their neighbors' energies towards effecting solutions.

Through informal half-hour interviews with leaders of every church, block club, social club, and labor union in the community, the college identified 750 grassroots participants to serve on both the advisory and planning committees. The steering committee, composed of the leadership of the non-profit Westside Action Coalition, selected the community issues to be used as the basis for recruiting and training the community leaders. These neighborhood leaders first were trained in action committees to gain experience in working on specific problems, then in skills needed to form the community-wide organization, and finally in skills needed to make the organization self-perpetuating.

The new organization has been able to move business and government to provide the community with better services. For example, the overassessment of Westside properties had prevented homeowners from remodeling their homes. The Coalition forced the tax commissioner to equalize assessments throughout the city. Also, lending institutions had refused community residents the mortgages needed to make home repairs, so the organization conducted a campaign that resulted in millions of dollars in loans to community residents who wanted to buy or repair their homes. As a result of the Coalition's lobbying efforts, legislation is in the works that will prohibit redlining – the designation of areas of the city ineligible for loans. Over 5,000 people were involved in the training and educational sessions developed by Concordia. One important result has been the intangible but real feeling that people can effect change, that this neighborhood can be a good place to live. Young families have been buying homes in the area, reducing the trend toward absentee ownership. The Coalition has successfully brought neighborhood strength to bear at every level of government, and attention is being paid. A successful partnership between an energized community and a college participating as a good neighbor.

THE MEMPHIS URBAN POLICY INSTITUTE
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CONTACT:
MS. MAY MAURY HARDING
DIRECTOR

As an outgrowth of a decade of university programs focused on civic education, the Memphis Urban Policy Institute was formed in 1962 as an adjunct of Southwestern at Memphis, cooperating with the Brookings Institute of Washington, D.C. Having been dominated by a political boss for many years, Memphis was a city lacking in leadership. Consequently, the new Institute concentrated its efforts in the area of leadership education. Its established purpose was to examine the principles of urbanism and to help policy makers understand the causes and consequences of policy within a larger framework.

The major functions of the Institute are policy planning and policy analysis, which are performed through the instrument of urban policy conferences. The conferences are composed of twelve metropolitan and regional seminars involving government, business, and civic leaders of Memphis and the mid-south region; a model of policymaking for all local urban activities.

Since its founding the Institute has conducted conferences on civic goals, a science and technology policy for the mid-south region, the economic development and future business environment of the region, metropolitan fiscal policy, housing, transportation, land use and growth policies. A conference on the distribution of health services was supported by a grant from the Department of Health, Education and Welfare. Regional policy conferences have been held for the East Arkansas region, and special seminars have been conducted in Mississippi. The 1974-75 Urban Policy Conference dealt with the impact of national policies on local policies.

As an adjunct to the Institute, the Center for the Study of Alternative Futures in 1973 established a process that engages substantial numbers of citizens in setting goals, developing policies, and planning strategies for the future of a neighborhood, city, region or institution. The "IF" process (i.e., "Inventing the Future") assists citizens, government officials, civic leaders and professionals to think clearly about the kind of future direction they see for their region. The IF process assumes that most people possess largely untapped resources of intellect and imagination that futures-workshops can release to affect that future.

Inventive planning attempts to transform the goal setting process into an activity which immediately engages the participant. Each is asked to formulate goals to which he is prepared to offer personal commitment by taking action in the present to bring the goal into existence in the future; and to identify two indicators which would demonstrate that the goals has been achieved. Participants are then asked to move into the future, assuming their goals have been achieved, and to consider the consequences. Personal goals become translated into a policy formulation. Finally, strategies are devised for moving from the present into the future for each goal.

An Inventory for Future Memphis workshop was held to launch the center. The futures workshop approach also was used in a special policy conference on land use sponsored by the City Council, in considering future directions for a local church during a weekend retreat, in setting goals for the Junior League, in considering the future of the arts in Memphis, and in inventing policies for the future growth of several Mississippi and Arkansas counties.

Together the two institutions serve the total public interest in formulating urban policy for the future.

COMMUNITY LEARNING CENTER
TAYLOR HALL, SCHOOL OF CONTINUING EDUCATION
UNIVERSITY OF NEW HAMPSHIRE
DURHAM, NEW HAMPSHIRE 03824
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CONTACT:
ROBBY FRIED
COORDINATOR

In most New Hampshire towns with fewer than 3,000 residents, opportunities for post-secondary education, informal adult learning activities, skills sharing, and community problem-solving are either inadequate or inaccessible. In most cases, the community's own resources for learning or teaching are under-utilized due to lack of coordination. To fill this gap, the University of New Hampshire, School of Continuing Studies, developed the Community Learning Center Project in eight New Hampshire towns.

The project was initiated in each town by a contact with one or two local citizens. The "hosts" are requested to suggest a "support group" of local citizens active in volunteer activities. University project staff, the hosts, and the support group then meet to discuss whether the educational project is worth undertaking. If the response is favorable, the support group is asked to recommend persons to form a "core group" of 8-14 adults who will work together to develop a learning program responsive to local residents. The core group members are trained by the project staff (often using videotapes of other such sessions) and given responsibility for shaping the project in their own community. As needs are recognized, core group members are encouraged to invite State and local educational specialists to train both core group members and community enrollers and to develop new post-secondary programs to meet community needs. Core groups are able to function on their own after a year of monthly training sessions with project staff. Core group members and local teachers are volunteers; classes are tuition-free to participants. The project is supported by the Fund for the Improvement of Post-Secondary Education.

Learning activities grow in complexity as groups gain confidence from their efforts to sponsor the Community Learning Center project. Beginning with a heavy concentration on craft classes, most core groups focus second year activities on community issues (e.g., town government, recycling, local history), and on human development (e.g., parent effectiveness, transactional analysis), as well as continuing with crafts and recreation.

As a recent report commented, "The local core group *is* the project in the community." In Kingston, nobody recognizes the project name, but citizens read about the local Project Learn core group in a weekly newspaper column. In Bristol, posters and flyers spread the word about the town's Newfound Interests group.

Because local initiative is central, some groups develop, flourish briefly, and dissolve. But in 8 communities, total enrollment during 1974-75 exceeded 1,000, and neighboring communities have picked up the idea. Low-cost, locally controlled, and community centered, the learning concept is especially suited for replication in small communities.

TENNESSEE STATEWIDE CONSUMER EDUCATION PROGRAM
THE UNIVERSITY OF TENNESSEE
TENTH AND CHARLOTTE STREETS
NASHVILLE, TENNESSEE 37203
(615) 251-1354

CONTACT:
DR. BARBARA GILMER
DIRECTOR

Government statistics rank one out of every five Tennessee families as poor — approximately 902,000 Tennesseans facing a constant struggle against financial insecurity. Those above the poverty level are faced with an inflationary erosion of their buying power. Ignorance of how to buy, what to buy, and the pitfalls to avoid contribute to wasted dollars and a further lowering of living standards.

Concern over these issues resulted in 1972 in the formation of the Tennessee Statewide Consumer Education Program, a multi-disciplinary consortium of twelve college and university programs. A project director from each campus serves on a planning council responsible for increasing consumer awareness in the selection of goods and services. The council frequently includes lay-advisory group members and persons from other agencies concerned with economic issues. The consumer program is Federally funded through the Office of Education.

Program objectives include materials development, the provision of consumer information to various participant groups, and the development among cooperating university personnel of program planning and community involvement.

Program activities initially were directed toward the low-income consumers in the state. Some 2,000 professionals, paraprofessionals, and volunteers who worked with disadvantaged consumers were participants in workshops designed to help them acquire consumer skills and information.

A later venture involved in-service workshops for public school systems across the State. The purpose was to provide consumer information that teachers and supervisory personnel could incorporate into public school classrooms. Some 2,300 teachers participated in this effort.

Direct consumer contact was established across the state in local communities by each of the participating educational institutions. About 20,000 persons attended these sessions: senior citizens, housing authorities, church audiences, head start parents—and the number continues to grow.

A periodic newsletter of current consumer information is mailed to individuals who participated in consumer workshops. Consumer news items are furnished statewide to newspapers and radio and television stations. A Consumer Reference Manual is available at cost to the public.

Spin-off activities have been initiated as a result of the program: additional campus and community groups have become involved; products such as community service directories have appeared where none existed before; communication channels have addressed problem-solving issues. Requests for materials and programmatic design are frequent. Written evaluations from program participants indicate they judge the program as "very successful." And in this kind of program, it's the consumer's opinion that counts.

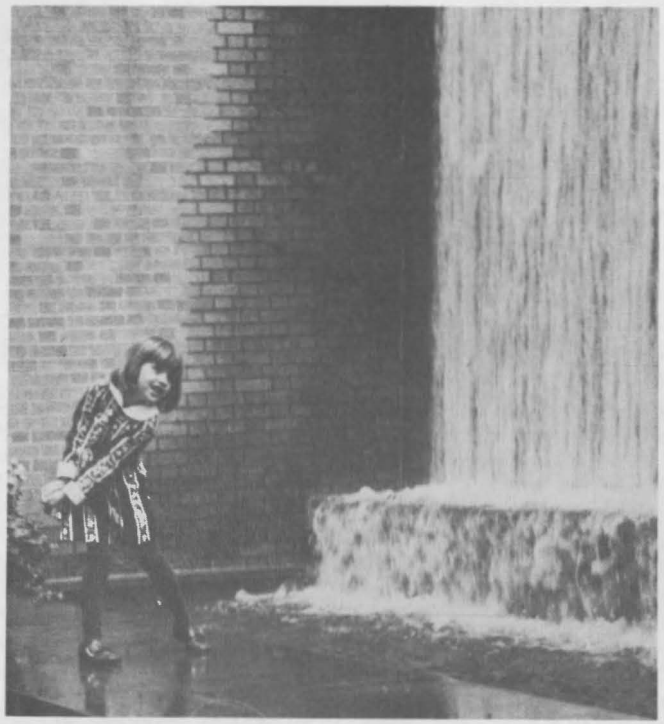
MIGRANT STUDENT RECORD TRANSFER SYSTEM
ARKANSAS DEPARTMENT OF EDUCATION
LITTLE ROCK, ARKANSAS 72201
(501) 371-1857

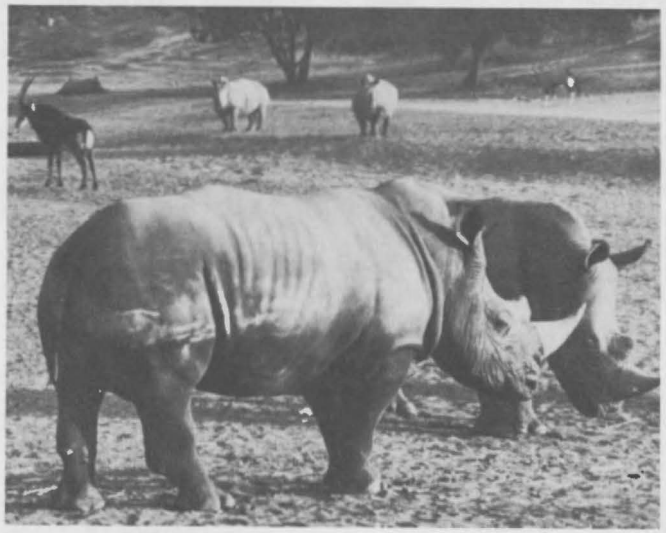
CONTACT:
MAXWELL DYER
COORDINATOR

Migrant workers follow the crops, either across the land or to where the fishing fleets are active. Their families typically move several times in any

given year, and with each move their children are transferred from school to school. Several weeks may pass before the new school obtains the school record of a migrant student. If the previous school kept those records. If they forwarded it at all. Frequently, the child has gone before his records catch up. And one, two, even three teachers may spend all the time they are with that child evaluating rather than teaching this new face in their class.

Recognizing the urgent need for health and academic background data, the Federal Office of Education, Migrant Program Branch, has established a nationwide telecommunications network to assimilate and disseminate student data. Within the network, 140 communication operations are located strategically near high concentrations of migrant workers. These communications centers transmit data and record requests to the data bank in the Arkansas Department of Education at Little Rock. The printed cumulative student records (academic and medical) are mailed to the serving schools. Urgent and chronic health data is transmitted within minutes of the request. The Migrant Student Record Transfer System serves a specific educational need of a specific American population; it has broader applications to segments of our mobile population for whom cumulative records of any kind are important.





SAN DIEGO WILD ANIMAL PARK
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SAN DIEGO, CALIFORNIA 92112
(714) 747-8702
CONTACT:
FREDERICK CHILDRESS
OPERATIONS DIRECTOR

Consider the delight. A pride of lions. A herd of elephants. A crush of rhinoceros. An ostentation of peacocks.

For millions of American children, the first intimations of far away places and a world beyond their own come from a trip to the zoo. "Lions and tigers and bears" are not just fantasy but amazing creatures whose presence in American communities provides pleasure, recreation, and education for thousands of visitors each year. The first zoo in the United States was established in Philadelphia in 1859; Congress founded the National Zoological Park in Washington, D.C., in 1890. These and other great zoos have grown and changed over the years to reflect new knowledge about the care and display of animals in captivity. Much of this new approach is represented in one of the newest additions to an American zoo, the San Diego Wild Animal Park.

The Zoological Society of San Diego opened this 1,800 acre park to the public in 1972. It is located near the city of Escondido, 30 miles north of the main zoo location in Balboa Park. Designed as an animal preserve rather than a traditional city zoo, the Park emphasizes the natural habitats of dozens of species from Africa, the Asian swamps, highlands, and the Australian plains. This outstanding animal preserve is home for "social groups" of over 1,000 animals.

Entering San Diego Wild Animal Park, a visitor's first experience is walking within the recreated Nairobi Village, which is composed of "African-inspired structures" and exhibits. A second stop could be the world's largest walk-through bird aviary. Other viewing areas are the Lowland Gorilla grotto, the food preparation and young animal-care center, and the Kraal, where young animals may be petted. Continuing this fascinating journey from the Village area, one can walk the trails that wind through the preserve or ride the silent, non-polluting, electric monorail train that carries passengers on a five-mile, guide narrated tour. Here are herds of African and Indian elephants, cheetahs and prides of lions, eland, springbok, three species of zebra, water buffalo, Przewalski's horse, African antelope, Asian deer, giraffes, and scores of other animals. During its first seven months of operation, 750,000 people visited the park. Today approximately 5,500 children come each month on educational tours. The Zoological Society has furthered research, conservation, and education while providing an expansive recreational opportunity to its community. The Wild Animal Park also meets the critical survival needs of many endangered animals that now live free within the preserve's boundaries.

PALEY PARK
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NEW YORK CITY,
NEW YORK 10019
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CONTACT:
PHILIP J. BOSCHETTI
WM. S. PALEY FOUNDATION
51 WEST 52ND STREET
NEW YORK CITY,
NEW YORK 10019

On 53rd Street between Madison and Fifth Avenue rests what might be New York's most pleasant 4,200 square feet. Covering the small area is Paley Park, a gift of William S. Paley, board chairman of CBS, Inc., to the people of New York. Established in memory of the late Samuel Paley, the park has become a sanctuary for office workers, tourists, and shoppers in need of a respite from the mid-town mania of Manhattan.

The park's designers, Zion and Breen Associates, have created a mood of pastoral serenity in the midst of one of the most urban environments in the world. Graceful locust trees spaced at twelve foot intervals form a delicate canopy that screens visitors from both the sun and the looming presence of the area's taller buildings.

Often tourists' first awareness of the park comes with the shocked realization that "midst the traffic's noisy boom" they are hearing the unlikely sound of running water. At the rear of the park, a sheet of water rushes down a 20-foot wall and drowns the rumble of the city traffic. Visitors can treat their senses to these refreshing sights and sounds from chairs and tables placed near the ivy-covered side walls with refreshments available from one of the two gatehouses at the park's entrance. The other gatehouse provides storage space for maintenance equipment.

As New York's first privately financed public park, Paley Park was an early example of the potential of small city parks. Measuring just 42 feet wide and 100 feet long, Paley Park demonstrates that enjoyable urban recreation areas need not be expansive, open spaces. Moreover, the privately-funded park exemplifies the kind of cooperation that city governments will need from private enterprise in the effort to make urban areas more livable.

The William S. Paley Foundation, Inc., supports the operation of the park which is open to the public seven days a week throughout the year. An attendant is on duty at all times.

The success of Paley Park has inspired other cities to create their own mini-parks, thus fulfilling William Paley's hope that there be more small parks in central urban areas. A special city treasure.

BELLE ISLE PARK
RECREATION DEPARTMENT
735 RANDOLPH
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CONTACT:
MS. BETTY LLOYD
SUPERINTENDENT OF
RECREATION

Belle Isle Park was going to seed despite an illustrious history. Originally granted to the citizens of Detroit as commons by Antoine de La Mother Cadillac, the city's founder, the island in the Detroit River passed into private hands in 1762 and remained there until purchased by the city in 1879 for use as a park. Almost a hundred years later, run down and littered from intensive use, the park seemed less suited to its present name of Belle Isle (after Isabelle Case, daughter of Michigan's second territorial governor) than its old French name of "Isle au Cochons" (Hogs' Island), so named because it provided safe pasturage for the original settlers' hogs and cattle.

Determined to reverse the decline of the 1,000 acre park and turn it into

"the green jewel" of the city, Detroit committed $10 million for capital improvements over a three-year period beginning in 1975. Matching state and federal funds were obtained, and a restoration plan was drawn up.

The plan calls first of all for general improvements, including road resurfacing, land drainage, better parking facilities, and planting of trees and shrubs. Also planned are a nature center, beach improvements, construction of new fishing piers, stocking the waters on and near the island with fish, construction of handball and basketball courts, and restoration of the Casino, a popular island restaurant.

Initial improvements were begun in the fall of 1974, and already the island is closer to being the desirable picnic and pleasure spot it once was. Belle Isle has become a symbol of the city's concern for recreation, and thousands of visitors come to the island each year to walk, bicycle, swim, fish, ride, golf, listen to the bands and orchestras, visit the children's museum, and view the boats in the river.

An example of what a determined city government can do to preserve and improve a recreational area.

ALICE SWEET THOMAS PARK
CITY HALL
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ARVADA, COLORADO 80002
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CONTACT:
CAPP F. SHANKS, JR.
CITY MANAGER

Arvada may be one of the few places in the United States where tennis enthusiasts refine their skills while standing atop part of the city's water supply. The engineering skill and concern for the environment exhibited by Arvada's engineering department has had a rather unusual payoff for the whole community.

A couple of years ago studies indicated that Arvada needed additional stored water capacity. Consequently, the city council decided to increase the city's stored drinking water capacity by ten million gallons.

The site chosen for the new tank was close to a development of expensive single family residences. More often than not such neighborhoods have resisted construction of water storage tanks and similar utilitarian structures in their area. Water tanks are often unattractive additions to the landscape, with a negative economic and environmental impact on the area.

Arvada City Engineer Ronald Culbertson acknowledges that these factors were the key to the city's approach to building the new water tank.

Since a water tank seldom can look like much but a water tank, the engineering department decided to set the tank flush with the ground. By sinking it partially into the earth and landscaping the surrounding area, the engineers created what appears to be a gently sloping grassy knoll. The potential eyesore suddenly presented itself in a new light. Plans were developed to transform the tank top, which was 275 feet in diameter, into a recreational facility. Today four tennis courts, a practice tennis court with backboard, and a combination basketball-volleyball court cover the circular surface of the tank. Trees in six foot diameter planter tubs dot the perimeter. The remainder of the four-acre site is landscaped and equipped with a sprinkler system.

Total construction cost amounted to $860,000. Of that amount just $60,000 represented the expense for the courts, fences, landscaping and sprinkler system. By adding seven percent to its construction budget, the Arvada City Council was able to expand the city water system and provide residents with more opportunity for recreation and leisure. Moreover, residents of the area round the tank are overwhelmingly enthusiastic about the facility, reporting that it has enhanced the appeal of the neighborhood. Now if they could only find some vacant tennis courts. . . .

SPANISH RIVER PARK
PARKS AND RECREATION
DEPARTMENT
201 WEST PALMETTO
PARK ROAD
BOCA RATON, FLORIDA 33432
(305) 395-1110

CONTACT:
JAMES A. RUTHERFORD
DIRECTOR

Between 1960 and 1974, Boca Raton, Florida, experienced nearly a sevenfold population increase. The influx of new residents was part of an unprecedented development boom that has enveloped all of South Florida, but in particular Boca Raton and its neighbor cities on Florida's southeast "Gold Coast."

As the Atlantic coastline and beaches began to fall prey to high rise development, Boca Raton began to take strong steps to save as much of its oceanfront as possible. Today the result of the city's efforts is one of the few remaining natural areas of its kind in South Florida—Spanish River Park.

Spanish River Park is 46 acres of permanently protected, public parkland flanked on the east by the Atlantic Ocean and on the west by the Intercoastal Waterway. The name Spanish River was taken from the fresh water stream that once flowed on the park's western edge and which has since been channeled into part of the Intercoastal Waterway.

The park's history began in 1966 when residents approved a $1.5 million bond issue to finance initial acquisition and partial development of the site. The same year a lay committee was established to make a report to the City Council on how the bond money should be spent to improve the property. Following the development of the report, the services of a planning firm were engaged, and groundbreaking took place in late January, 1968. Completion of the project was financed with an additional $1 million bond issue and a $1.5 million Federal grant. By the time the acquisition program was completed in 1969, shore footage cost nearly $170 an inch; Spanish River Park currently includes 1,850 feet of priceless beachfront.

Access to the park has been handled with concern for the natural environment; pedestrian traffic to the beach has been tunneled under the ridge of dune that supports the roadway. On the inland side of the road, the park interior has been landscaped taking into account both the intense use the area receives and the need to preserve the site in as unspoiled a state as possible. In building nature trails and picnic tables only plant materials indigenous to the area were used. The result of careful attention to detail and respect for the natural heritage is an award-winning park that attracted more than one million visitors in 1975. Each one, hopefully, took to heart the park's dictum to "Take nothing but pictures, leave nothing but footprints."

PIPESTEM STATE PARK
PIPESTEM, WEST VIRGINIA 25979
(304) 466-2780

CONTACT:
CORDIE HUDKINS
SUPERINTENDENT

Begun almost 20 years ago under a state recreational development program assisted by the Economic Development Administration, Pipestem Resort State Park opened all its facilities to the public in 1971. Pipestem is the most completely developed resort complex among West Virginia's 33 state parks. Located on more than 4,000 acres, 2,300 ft. above Bluestone Gorge, Pipestem is surrounded by thousands of acres of sparsely inhabited recreation and game land. The park provides championship golf facilities, extensive lodging and convention accommodations, and a handsome display of Appalachian handicrafts. Mountain artisans are craftsmen in residence and often offer classes and demonstrations.

Pipestem Park demonstrates the potential for rural park development in those areas of a state lacking substantial industrial development potential. If successful, such a park program can create year round employment and stimulate substantial private capital investment in complementary recreation facilities. West Virginia holds the largest acreage of undeveloped land for this purpose along the eastern seaboard. The Pipestem demonstration is expected to catalyze the interest of major developers in the state's undeveloped recreation potential.

MIKE KENYON CHILDREN'S PARK
SOUTH MAIN STREET

CONTACT:
GARY S. HOROWITZ
MAYOR OF ALFRED
ALFRED, NEW YORK 14802
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The Village of Alfred is a community largely supported by two colleges. Until recently, recreational facilities for the village's children were nonexistent. As a result, the children often had to use the facilities of the neighboring campuses. Clearly the stage was set for a classic mini-town and gown confrontation. Fortunately, students at one of the colleges developed an appealing alternative to potential conflict: an offer to construct a children's park.

The idea originated in an architectural class at Alfred State College. The students designed and built the park on an empty lot near the center of town. The recreational equipment consists entirely of recycled materials. Old tires form an elephant-shaped climbing structure; telephone cable spools serve as the foundation of a fort; an old well pipe enjoys a new use as a small carousel. In addition, used lumber provides material for the park's tree house and swings.

With the students volunteering their time and effort, total costs of the project came to $700.

Mike Kenyon Park has become a gathering place for the children of the community. The pleasant recreational facility is an obvious do-it yourself model for any small community with limited funds.

UNICOI STATE PARK
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CHIMNEY MOUNTAIN ROAD
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CONTACT:
GEORGE SCHULTZ
LODGING MANAGER

Two basic community needs were responsible for Georgia's Unicoi State Park: work and play. The economy of northeast Georgia, including the tourist town of Helen, suffered from seasonal tourism and needed year-round stimulation; and the north Georgia mountain area, predominantly populated by poor, rural whites, had experienced slow growth in income and employment relative to the country as a whole. Poor job prospects resulted in an exodus of young people to urban areas.

In 1968, Unicoi received a $2.1 million loan and grant from the Economic Development Administration to construct a 60-bedroom lodge conference center, 103 campsites, 20 cottages, and water and sewer facilities. This meant new jobs; today, with more than 90 percent of park staff from the local area, Unicoi is one of the largest local employers. And, wherever possible, purchases of supplies and materials are made through local businesses. Due to its year round conference center operations, Unicoi attracts visitors to the area not only during the peak visitor months but even during the winter season. Thus the local economy receives a badly-needed boost when it needs it the most.

The recreational experience at Unicoi includes planned programs in environmental education, Appalachian culture, and outdoor recreation as part of a recreational research experiment. Cottages are built on poles to protect the environment and are easily relocated when visitor wear and tear on a site becomes evident. Georgia has done research at Unicoi in such areas as designing campsites, food disposal, and camping for the emotionally disturbed. Unicoi's role as an outdoor recreation experimental station was terminated in July, 1975, but it remains a fine example of the dual role of state parks in community development.

ERIE CANAL RECREATION-WAY
COMMUNITY DEVELOPMENT AGENCY
CITY HALL
COHOES, NEW YORK 12047
(518) 237-3980

CONTACT:
THOMAS J. CHMURA
EXECUTIVE DIRECTOR

A study undertaken by the city Community Development Agency in Cohoes, New York, revealed that the 18,653 residents of Cohoes had access only to 73 acres of public open space. A basic standard planners use in judging the open space requirements of an urban area is a ratio of ten acres for every one thousand persons. Prudent planning, then, dictated 186 acres for Cohoes.

When the city received Model Cities money from the Department of Housing and Urban Development, citizens participating in the preparation of the Cohoes Model City Plan turned their attention to the open space issue. They noted that many segments of the historic Erie Canal around Cohoes had become unsightly dumping areas. The connection between the abandoned canal bed and open space needs was obvious.

Following a feasibility study, the city began reclaiming the canal bed. Today, the Erie Canal Recreation-Way has added twenty acres of open space

for area residents. By 1976 the project will have increased public open space by 50 percent. Total costs for the project will run to about $600,000. The city will pay one-half of that amount, with the remainder coming from a Department of Interior, Bureau of Outdoor Recreation, matching grant.

In order to encourage use of the newly-restored areas, the city built new recreational facilities adjacent to the canal bed. A hiking and biking trail, baseball field, a basketball court, and a playground provide residents with numerous opportunities for vigorous activity. For those interested in more leisurely pursuits, the recreationway offers the aesthetic beauty of restored canal locks, the tranquil solitude of canal-side benches, and an amphitheater for summer drama.

The Cohoes Recreation-Way and the Illinois Prairie Path are two examples of how communities can convert continuous rights-of-way into recreational areas. Although deserted canal beds are particularly common to the Northeast, other regions could utilize rights-of-way under utility power lines or elevated train and road construction, along abandoned railroad beds, or along under used roads. Communities can benefit from recycled space as well as from recycled buildings.

THE ILLINOIS PRAIRIE PATH
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CONTACT:
MRS. LOUISE HEADEN
VICE PRESIDENT

What today is the Illinois Prairie Path, a 40-mile nature and recreation trail running west of Chicago, was once the Chicago, Aurora and Elgin Railway. Established in 1966 along an abandoned railroad bed, the trail begins in Elmhurst and goes to Wheaton, where it forms two branches, one running northwesterly to Elgin, and the other leading southwest to Aurora. The transformation of that railroad bed is the story of a group of citizens dedicated to the preservation of a natural area threatened by encroaching urbanization.

In 1965, a group of citizens formed the Illinois Prairie Path, Inc., to explore the possibility of developing a hiking and nature trail along the railway rights-of-way, abandoned four years earlier. Through film presentations and meetings with civic and community organizations, the Illinois Prairie Path stirred up local discussion and interest; they also held meetings with the DuPage County Board, which owned the rights-of-way, and with Commonwealth Edison and North Illinois Gas, utility companies that held easements on the property. The persistence of Prairie Path members paid off. Within a year, the DuPage County Board leased the rights-of-way to Illinois Prairie Path and certain municipalities along the way. The utility companies agreed to share their easements with the organization.

After the lease had been signed, volunteers conducted an extensive clean-up campaign, but other obstacles remained. Prairie Path membership dues covered expenses for path signs, maps and newsletter mailings, but left little for trail maintenance. The group continued in its efforts to attract public support for the trail. Volunteers scheduled nature walks, offered slide presentations, and distributed literature to civic groups, park districts, garden clubs, schools, and environmental groups.

The generation of public support played a crucial role in helping the Prairie Path obtain designation as a National Recreational Trail. In 1968, Congress passed the National Trails Act, authorizing the Department of the Interior to encourage the establishment of recreation trails on abandoned rights-of-way. The Prairie Path qualified except for the requirement that the path be guaranteed for public use for ten years. After intensive citizen pressure and front page press coverage, the County Board met this stipulation by extending the lease until 1983.

Abandoned railway rights of way offer communities around the nation a largely untapped potential for recreation. Although estimates vary, some railroad officials feel that over 30,000 miles of railroad beds could be converted to hiking, biking, and nature trails. Communities having access to railway beds, however, have to move quickly. The best time to convert abandoned railroad beds to recreational use is before the bed begins to deteriorate. The Illinois Prairie Path, for instance, waited only four years before initiating action.

While the Path's existence is ensured for several more years, Board members feel that the administration of the Path by a government body, such as the state's Forest Preserve, would do much toward developing and improving the trail and protecting it from the area's increasing urbanization. For the present, people from the Chicago metropolitan area hike, bike, and horseback ride among the animal and plant communities that have inhabited the rolling prairie since pioneers first settled there in the 1830's.

DICK LANE VELODROME
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CONTACT:
DICK LANE
DIRECTOR

Any American who has ventured outside in the past few years knows that bicycling as a sport, leisurely pursuit, or means of transportation is the hottest thing on wheels. During rush hour in America's cities, one can observe the fanatic cyclist, body bent low over the handlebars, denying himself the easy propulsion of the automobile. In 1974 for the first time Americans purchased more bicycles than cars marking the start of what may become a national trend. In an era of resource shortages, Americans are becoming more conscious of the contributions that bicycling offers to the conservation effort and one's personal health and pleasure.

Over ten years ago, citizens in East Point, Georgia, already knew of bicycling's beneficial spinoffs. As part of the city's physical fitness program, the East Point Recreation Department held a bicycle race down Main Street in 1964. Entitled the Mayor's Bicycle Race, the event proved a rousing success and became an annual summer rite with entrants from other cities and states participating. When several mayors from European cities expressed interest in the event, East Point city officials decided that the race had outgrown Main Street.

The idea of constructing an elliptical bicycle rack track originated with Dick Lane, the city's recreation director, who generated the local financial support for the velodrome by petition-

ing civic clubs—Veterans of Foreign Wars, the American Legion, the Optimist Club. The $3,000 raised through local initiative was enough to convince the State and Federal governments of the city's commitment. The Governor's Emergency Fund provided $20,000 while the Department of Interior, through its Bureau of Outdoor Recreation, added $27,000. Construction of the velodrome cost $50,000 exclusive of labor and land.

The one-fifth mile cement track is the only velodrome in the southeastern United States and has been the site for one national and one regional racing event. The track has banked curves sloping 31 degrees at the steepest points, and riders who know from all over the nation are lavish in their praise of the facility. Non-racers, interested in a more leisurely pace, can use a six-foot wide, level strip that lies at the base of the track's sloping sides.

With the increasing popularity of bicycling, other cities are certain to follow East Point's example (as of June of 1975, there were only eight velodromes in the nation). All it takes is determination and confidence, especially the latter quality—East Point's engineer had never seen a velodrome before making his plans!

DISCOVERY MUSEUM OF ES$EX
ESSEX JUNCTION, VERMONT 05452
(802) 878-8687

CONTACT:
RAY DILLEY
DIRECTOR

The more you learn about the Discovery Museum of Essex Junction, Vermont, the more you like it. The Discovery Museum is a hands-on museum for children and adults. It isn't a dark, dusty, forbidding place where exhibits are to be seen but not touched. It encourages seeing exhibits with all the senses, experiencing them with touch, sound, sight, and even scent.

More than 22,000 people visited the museum in its first year of operation. Families come, and school groups—almost 250 that first year; a success by any standard, especially in a community with a population of 6,511. Visitors enjoy the natural science corner where they find a variety of foreign and domestic animals. Some are stuffed, but many are alive and can be touched and handled. The museum is one of the few Vermont instituions licensed to keep native wild animals. A number of dedicated local children come to the museum daily to care for the animals.

The physical science area contains working science exhibits. To demonstrate basic principles a sand table illustrates the formation of river beds, lakes, dams, and deltas. The wave machine demonstrates how a wave is formed as well as the operation of a motor gear; a computer asks questions and provides answers.

There are special exhibits donated by major corporations or museums: moon rocks from NASA, African artifacts, and a complete hospital room in which children can raise and lower the bed manually or electrically, weigh themselves, and listen to their heartbeats.

Outside there is a nature study area complete with marked trails for study tours and ecology workshops.

The Discovery Museum is operated by the Essex Community Museum Society, a non-profit corporation owned by its members. Operating funds come from memberships, contributions, grants, and special events. Individual and family memberships defray most of the operating expenses.

Robert Donahue originated the idea for the museum when he proposed buying and converting the historic Anna Early house into a museum oriented to youth. His idea caught the attention of Raymond Dilley, an experienced museum professional who is now director. Dilley offered his services and background in the planning and development of the museum. Together they attracted the interest, support, and active involvement of the community which is reflected not only in attendance but in the 1,500 memberships within this small community.

SUMMERTHING
OFFICE OF CULTURAL AFFAIRS
CITY HALL, ROOM 208
BOSTON, MASSACHUSETTS 02201
(617) 722-4100, ext. 497

CONTACT:
MRS. ROXANNE HURLEY
PUBLIC INFORMATION OFFICER

Bostonians may have to delay their celebration of the rites of spring, given the ambiguity of New England weather. By July, however, they are eager to greet Summerthing, a joyous celebration of that city's cultural and artistic diversity.

Since 1968 Summerthing has transformed the city's neighborhoods into centers of entertainment and creativity. Prior to that time, downtown Boston had held a virtual monopoly on cultural and artistic festivals. This centralization of activities prevented many Bostonians from participating in cultural events. At the request of Mayor Kevin White, the Mayor's Office of Cultural Affairs developed Summerthing to return the arts to all the city's residents.

The major program goals are to provide free entertainment for all of Boston's communities and to help each of the city's neighborhoods plan and implement its own cultural and artistic activities. Each summer, over 800,000 people witness some 1,500 events in parks throughout the city. Summerthing staff schedules performances designed to appeal to the particular cultural ambience of each community. For example, residents of Roxbury have seen performances by the African Heritage Ensemble; North End inhabitants have taken in opera, and Irish folksingers have serenaded the South Boston area. Groups with broad appeal—the Boston Symphony Esplanade Orchestra, the Boston Ballet Company, the Mandala Folk Ensemble—perform in as many neighborhoods as time and money permit.

It is within the many neighborhoods themselves, however, that the genuine strength and appeal of Summerthing reside. Each community has a Neighborhood Arts Council composed of all interested residents. Assisted by Summerthing staff, each Council selects a coordinator to plan and implement the neighborhood's summer artistic festivities. Neighborhood programs provide local residents, artists, and performers opportunities to display their creative talents in workshops and performances. In West Roxbury, residents learn the mysteries of oriental rug-making; in the South End, children and teenagers build and play upon steel drums.

Another popular aspect of Summerthing is the Neighborhood Festival. A fleet of vans laden with creative paraphernalia makes regular visits to neighborhoods distributing various materials. The Plantmobile dispenses plants and horticultural information

to aspiring gardeners; the Moviebus provides neighborhoods with the current crop of movies six nights a week, and the Soul Train tours playgrounds and parks vibrating with the tunes of Boston's best jazz musicians.

With an annual operating budget of slightly over a half million dollars, Summerthing receives financial support from the City of Boston, private foundations, business firms, the National Endowments for the Arts, the Massachusetts Council on the Arts and Humanities, and interested citizens. Bostonians would agree that it is one program where the benefits far exceed the costs. A city pleasure.

THE INDIANAPOLIS-SCARBOROUGH PEACE GAMES
2916 N. HARDING
INDIANAPOLIS, INDIANA 46208
(317) 923-3383

CONTACT:
MS. SARAH M. MEEKER
EXECUTIVE SECRETARY

Since 1957, five American cities have engaged in a peaceful, olympic-type sports competition with five cities in Ontario, Canada, to encourage good sportsmanship and constructive cross-cultural exchange. Indianapolis, Indiana, and Scarborough, Ontario, joined this competition in 1973 with the initiation of the Indianapolis-Scarborough Peace Games.

The Peace Games program is essentially a non-profit program of learning, participation, and an opportunity to excel in one's particular sport. The emphasis is not on awards. No participant is awarded a trophy or medallion for winning his competition although great care is given to recognizing any athletic records that might be set or broken. Every participant in the final competition is a winner as a representative of his respective city, and each is awarded a participation medallion symbolizing the friendship and peace between Indianapolis and Scarborough, and between the United States and Canada.

The Peace Games is a full recreation program in thirteen major sports: badminton, baseball, basketball, golf, horseshoes, wrestling, soccer, softball, swimming, table tennis, tennis, track and field, and volleyball. Opportunity for participation is open to residents of all ages, sexes and races simply by filling out and submitting a registration form prior to an established deadline. Tournaments are held in each sports area of the city as a preliminary competition leading up to city championships and finally the international competition.

The Peace Games program is operated by a small staff of three supported by 400 volunteers on several committees. Literature is distributed to school students to encourage their participation, and the program is coordinated with local recreational agencies to prevent a duplication of services.

During the first year, about 17,000 Indianapolis residents participated in the program. Scarborough was the initial host and its citizens housed over 700 Indianapolis participants; exchanging ideas, beliefs and understanding each other's way of life in the process.

During the following year, 1974, over 35,000 Indianapolis residents tried out for the opportunity to represent their city. And in the host city, Indianapolis families opened their homes to more than 700 Canadians. In 1975, the same experience was repeated in Canada, and about 400 Indianapolis residents travelled to Scarborough in support of the sports program. Indianapolis will host the 1976 games.

The Peace Games additionally have promoted an expanded sports program for the city; new sports clubs are being formed providing year-round training and competition in a number of sports, and a number of young people have achieved national ranking in their sport.

The Peace Games is a non-profit organization that works with other local recreation agencies to promote a fuller sports program for all city residents. Its program is but one example of those city-to-city programs that bring many Americans into a more personal relationship with residents of other countries.

BOTTLE HOLLOW RESORT
UINTAH AND OURAY INDIAN RESERVATION
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FORT DUCHESNE, UTAH 84026
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CONTACT:
JAMES PELTIER
DIRECTOR

Many economically depressed areas have developed park or resort complexes as destinations for those expanding American institutions, the business trip, the weekend, the family vacation. One such facility is Bottle Hollow Resort, a Ute Indian owned and operated tourist development near Fort Duchesne, Utah.

Located on the Uintah and Ouray Indian Reservation, Bottle Hollow Resort takes advantage of northeastern Utah's natural good news and bad news. Only seven inches of precipitation fall annually on the region, making the 430,000 acres of reservation land arid and unsuited for cultivation. The surrounding area, however, boasts an abundance of water resources unusual for Utah. The nearby Green, Lake Fork, Uintah, and Duchesne Rivers offer plentiful fishing opportunities and act as magnets for wild game. The combination of sunny skies and water ideally suited for recreational activities offered the Ute Indians an unusual opportunity.

In 1962, an advisory committee composed of Ute Tribe members, local businessmen and staff members from Utah and Utah State Universities recommended construction of commercial recreational facilities to the Ute Tribal Business Committee. Taking almost $800,000 from oil lease payments to the Tribe, the Utes approached the Economic Development Administration for additional assistance and received an outright grant of over one million dollars. With an additional Small Business Administration loan, the Utes opened Bottle Hollow Resort in July, 1971.

The resort architecture reflects the Ute pride in the tribe's cultural heritage. Three concrete teepees rise impressively above the one-story motel units and restaurant. Hexagons and triangles are the dominant architectural themes; even the motel rooms, beds, and swimming pool are six-sided. In addition to the striking physical plant, Bottle Hollow offers a wide variety of outdoor activities; raft trips down the Green River; backpacking in the Uintah Mountains, fishing (including ice fishing in the winter), boating and water skiing on Bottle Hollow Lake; horseback riding in the wide open spaces, and hunting trips.

Bottle Hollow enjoyed immediate success. Additional facilities opened late last year, almost tripling resort

capacity. The Economic Development Administration again provided funding assistance.

The 1400 Ute Indians hope that the tourist complex will help keep the tribe together. As a group, Indians represent the most economically disadvantaged segment of American society. The reservations offer few job opportunities; before Bottle Hollow opened, Ute unemployment exceeded 35 percent. No community can survive long with such an appalling jobless rate. Many Indian tribes remain outside the mainstream of American life; projects like Bottle Hollow represent an avenue for change.

THE OZARK FOLK CENTER
MOUNTAIN VIEW, ARK. 72560
(501) 269-3851

CONTACT:
JACK QUAILL
ACTING GENERAL MANAGER

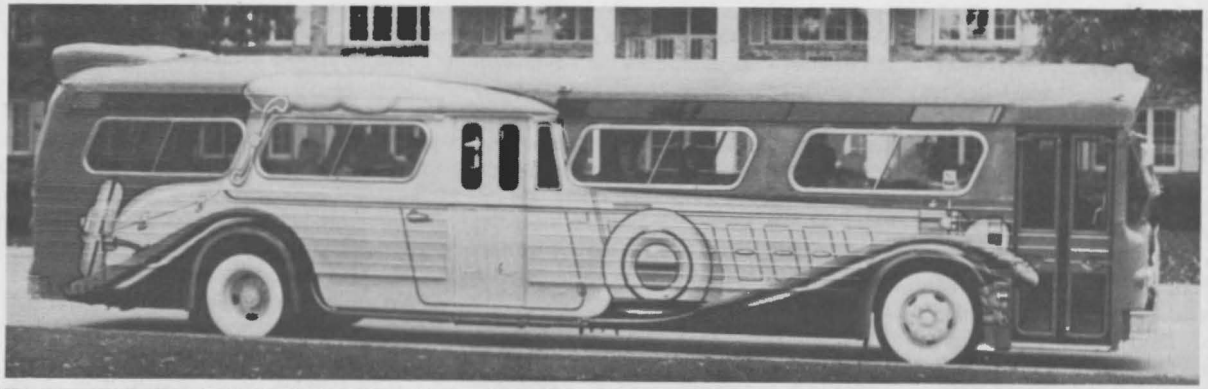
Until 1970 families in Stone County and the town of Mountain View were economically and geographically isolated; the county had an unemployment rate of over 50 percent. Most residents provided for their families and entertained themselves in the same way their pioneer ancestors had done, living in a kind of time capsule.

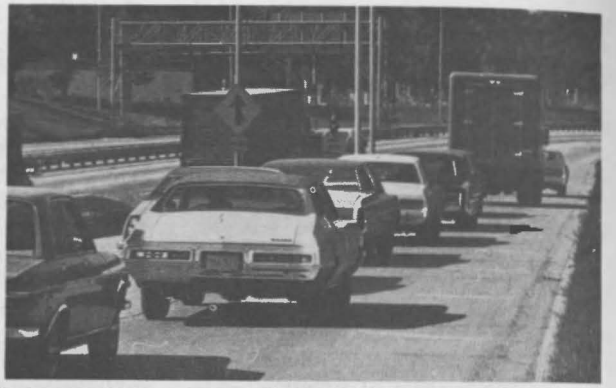
A pride in self-sufficiency flourished among the people, a pride that eventually spurred them to respond to the "outside's" image of "Ozark hillbillies" in a way that would share the elements of their good life while enhancing their area's economy.

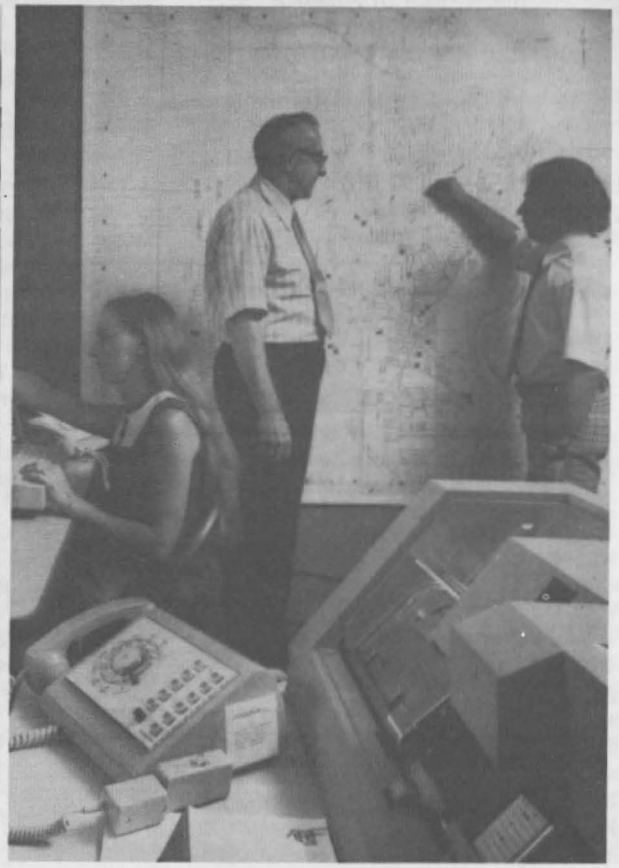
Out of this vision grew the Ozark Folk Center. The Folk Center is not a museum but an extension of people's lives—not an art form but a life form. Here music is played on non-electric instruments typical of those brought to the Ozarks in covered wagons in the 1800's; guitar, five-string banjo, mandolin, mountain dulcimer, fiddle. Authenticity rather than performance quality is recognized by folklorists and folk music enthusiasts; the Ozark Folk Center has attracted national support (from the National Endowment for the Arts, the National Geographic Society) as well as international recognition. Workships are held each summer, in cooperation with two local universities, to study the origin of Ozark folk music and instruments and the language, crafts, customs and traditions of early Ozark culture. A folk music library of tape recordings is being developed to capture the tunes and ballads that, in many cases, exist only in the fragile memories of old timers.

The Center complex consists of 59 native stone and cedar buildings that house tourists, educational and business conferences, and the craft and music performance demonstration areas. A spacious music auditorium dominates the 80-acre site and is surrounded by 17 demonstration craft shops, a visitor's information and craft sales center, food services, a conference and continuing education center and a 60-bedroom lodge.

During the 1974 operating session, 105,000 domestic and foreign visitors came to the Ozark Folk Center; despite the numbers, which continue to increase, the Center exemplifies the balance possible between economic growth and respect for a special heritage.





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LINDENWOLD HI-SPEED TRANSIT LINE
THE PORT AUTHORITY TRANSIT CORPORATION
PLAZA
CAMDEN, NEW JERSEY 08102
(609) 963-8300, ext. 16

CONTACT:
ROBERT J. JOHNSTON
GENERAL MANAGER

"A free cup of coffee and a donut, too" was a night owl bonus if you were riding on Lindenwold Hi-Speed Transit last New Year's Eve after 11:30 p.m. This extra is just one example of the Lindenwold Line's effort to attract potential riders to mass transit.

The new line is a response to a typical urban transportation problem, the high concentration of auto traffic that clogs the southern New Jersey highways leading into downtown Camden and across the Delaware River to Philadelphia.

The Lindenwold Hi-Speed Transit Line was constructed by the Delaware River Port Authority and is operated by its wholly owned subsidiary, the Port Authority Transit Corporation of Pennsylvania and New Jersey (PATCO). Specifically restricted to commuter service, the line is exempt from regulation by the Interstate Commerce Commission.

PATCO claims to operate the highest performance transit cars in the world on the Lindenwold Line. They have a normal maximum running speed of 75 mph and an acceleration rate of 3 mph per second, aimed at reducing travel time from the south New Jersey suburbs to downtown Philadelphia by half. The cars are fully climate controlled, air conditioned in summer, heated in winter. They are designed to be quiet in operation and designed for people comfort inside.

For the convenience of its passengers, PATCO provides approximately 8,800 automobile parking spaces at its six suburban stations. The Lindenwold Line operates 24 hours a day, 7 days a week 365 days a year. Approximately 40,000 passengers a day ride on trips that are 98.5 percent on schedule. The "PATCO Patter" is available for light reading in transit.

Extensive automation supports PATCO's high level of service and convenience. The Automatic Train Operation (ATO) dispatches each run, sets up routes and operates switches in advance of each train. An automated zone fare system graduates fares by distance: fare collection areas are under closed circuit television surveillance, with telephone and public address system communication between passengers and the TV monitor. The automated system is supported, however, by an operator on each run who is responsible for opening and closing doors, and determining train length, acceleration, and stops. PATCO is convinced that the capability to operate at full performance in either manual or ATO modes has prevented many of the problems that have plagued systems that have gone to full automation.

Revenues cover the cost of the Lindenwold Rapid Transit to PATCO. The service cost to the user is competitive with or lower than the cost of driving.

Is PATCO's Lindenwold Hi-Speed Line successful? Robert B. Johnston, general manager of PATCO, says ". . . .By providing a viable alternative to motorists, they have been induced to forego use of their autos for the trip into downtown. This is precisely the type of auto trip that is most uneconomic and contributes most to pollution, congestion, and high energy consumption. . ." And for the commuter still in his car, PATCO has measured a 30 percent increase in rush hour travel speed along the major highways paralleling the line.

PATCO provides the fastest scheduled transit service in the world: 14.2 miles in 22.5 minutes. Although it is a small line compared to California's Bay Area Rapid Transit (BART covers 71 miles through 34 stations), this commuter service demonstrates that technology and thoughtful design can make rapid transit an attractive alternative to the automobile.

BAY AREA RAPID TRANSIT (BART)
800 MADISON STREET
OAKLAND, CALIFORNIA 94607
(415) 465-4100, ext. 241

CONTACT:
WILLIAM M. McDOWELL
MANAGER OF PASSENGER SERVICE

The San Francisco Bay Area Rapid Transit System (BART) is the first totally new regional rapid transit in 60 years to begin operation in this country. With 34 stations and approximately 71 miles of track, it is the most highly automated transit system in operation. Handsome, comfortable trains, controlled not by motormen but by computers and electronic circuitry, accelerate rapidly and smoothly to their top speed of 80 miles per hour, maintaining average system speeds of 40 miles per hour, including stops. In BART's well-designed stations, electronic signboards announce the impending arrival and destination points of trains.

The BART system is divided into sections of track called "blocks." Each block has associated with it speed control equipment that can command a train to operate at a certain speed. BART is the world's first computer-supervised train control system. (Its incredibly complex automation has not been problem-free; the system has been plagued with equipment breakdowns and schedule disruptions.)

BART's civil engineering is universally admired. The Transbay Tube, stretching 3.6 miles among the floor of the Bay between Oakland and San Francisco, is the vital link in this regional rail transit system. It is both the longest and deepest vehicular tube in the world.

Aesthetic considerations play an important role in BART. Streamlined trains, graceful aerial track supports, and works of art placed in stations reflect this concern. Design relates to many needs; the system is easily accessible to the wheelchair-bound. In fact, BART was originally designed to serve five recognized categories of handicapped persons, more than any existing rapid transit system in America.

BART generally represents a responsible environmental posture. It is one of the more energy efficient means of transportation available to Bay area residents. BART trains make less noise than a diesel truck. By diverting people from their cars, BART is reducing the amount of smog forming compounds spewed into the air. Careful incorporation of BART rights-of-way within existing or proposed transportation corridors minimized the physical impact on the landscape.

Not everything is rosy with BART. Critics claim that schedule and equip-

ment problems are a direct result of underestimating the complexities of new technology. Even with these problems, BART is the benchmark of the transit industry, and no existing or presently planned system is likely to match its performance or amenities in the foreseeable future.

WESTPORT MINNYBUSES
WESTPORT TRANSIT DISTRICT
311 EAST STATE STREET
WESTPORT, CONNECTICUT 06880
(203) 226-0422

CONTACT:
RICHARD H. BRADLEY
EXECUTIVE DIRECTOR

Westport, Connecticut, has fallen head over heels for some wheels. The wheels are eight, 16-passenger buses that make up the country's first suburban mass transit system, a cooperative effort of the Town of Westport and the Westport Transit District with funding help from the Connecticut Department of Transportation and the Urban Mass Transportation Administration, U.S. Department of Transportation.

The bright red "Minnybuses" have been in service since the summer of 1974, covering the suburb's 22 square miles in 7 routes, 6 days a week, throughout the normal business day. During rush hour there is special service to the railroad, and a larger "Maxybus" pitches in to carry peak loads.

More than 50,000 passengers ride the buses each month, and over 6,000 of the town's 28,000 residents have purchased yearly passes. The passes, a unique feature of the Minnybus, offer townspeople the privilege of unlimited rides for a flat annual rate. For a husband and wife that rate is only $25; for an elderly person, $15.

Although it took six years of controversy to get the bus system off the ground—many residents thought it would never catch on—nearly everyone is enthusiastic now. Teenagers have more independence, housewives need no longer spend their lives chauffeuring children to lessons and appointments, the elderly are more mobile, and commuters don't need a second car just to get to and from the train station. The business district is no longer clogged with automobile traffic, and the town has been able to scrap plans for a $1.5 million parking facility and $200,000 in additional school parking. That cost savings alone would provide operating costs for the bus system for over ten years.

GREATER METROPOLITAN CAR POOL
METROPOLITAN TRANSIT COMMISSION
330 METRO SQUARE
ST. PAUL, MINNESOTA 55101
(612) 227-7343

CONTACT:
DAVID THERKELSEN
PUBLIC INFORMATION OFFICER

It begins to sound like a broken record: community expansion, shrinking transit services; aging buses; angry patrons waiting, exposed to bad weather; an increasing dependence on cars; pollution. In this case the cities were Minneapolis-St. Paul; it could have been anywhere, U.S.A., in the sixties.

The differences has been the vigor and resolution with which a Metropolitan Transit Commission has tackled the problem. Since it took over as a public owner in 1970, improvement has been the order of the day. With the purchase of 611 new buses, the average bus age dropped to 4 years—tops in the country. What counts even more is that the new buses, unlike their ancestors, are inviting, climate-controlled and dependable, and pick up at 143 new plexiglas-enclosed shelters, many heated and lighted.

The Commission presently is playing catch-up with development patterns and extending service to riders who may have forgotten what a bus looks like. Twenty new bus routes brought the total route mileage to 1,023, nearly double the figure before public ownership. Express service between St. Paul-Minneapolis becomes another reason for leaving your car at home, with a new concentric fare zone system reducing fares for thousands of daily riders.

Marketing has put some of the fun back in bus riding. This must be the only system in the country that calls itself the Greater Metropolitan Car Pool. And has several buses painted to look like cars: for starters, a bright yellow Dusenberg and a "Woody" station wagon, vintage late-40's.

No one would claim that the present day bus system is everything it should be. Yet the Twin Cities has gone from a shrinking service area to vigorous expansion, from a "get by as cheaply as possible" philosophy to an aggressive marketing of mass transit as the "in" thing. And the perennially declining ridership is showing steady increases; from 50,372,121 in '73 up to 54,548,292 in '74.

MAGIC CARPET
METRO TRANSIT
600 FIRST AVENUE
SEATTLE, WASHINGTON 98104
(206) 447-6561

CONTACT:
CARLE H. SALLEY
DIRECTOR

In Seattle, it's chic to ride the Magic Carpet; some 15,000 people do it every day. And they don't pay for the trip because Magic Carpet is a fare-free transit system, operated by Metro Transit since September 1973.

The Magic Carpet covers a 110-square block area that takes in the city's government, financial, and retail districts. Fare-free service was begun in an attempt to reverse that common downtown dilemma: increasing congestion—due mainly to commuter traffic—combined with decreasing shopping and cultural activity. City officials hoped the free service would decrease auto traffic while stimulating interest in downtown retail center.

The results were dramatic. Bus ridership in the downtown area tripled, downtown sales increased nearly $5 million a year, and automobile traffic dropped two percent. There were other benefits, including increased mobility for social service clientele, who often had been unable to afford bus fare.

First year costs for the city were $64,000; current costs run around $115,000 annually. The project price tag is relatively low largely because the introduction of free transit in Seattle did not require the purchase of additional buses. There are no special Magic Carpet buses as the system works entirely within the limits of the existing route structure. Passengers who board a bus in the Magic Carpet zone and travel to a destination outside it pay as they get off, a system which has resulted in some initial confusion. Nevertheless, public opinion of Magic Carpet has been

highly favorable, and the service has since been copied in a number of other American cities: among them Akron, Duluth, Birmingham, and Nashville.

DIAL-A-RIDE
TWO STATE STREET
ROCHESTER, NEW YORK 14614
(716) 546-7340

CONTACT:
HOWARD GATES
PUBLIC INFORMATION OFFICER

You're a mother, your husband drives the only family car to work, and your little boy at school has just broken out with the German measles. What do you do? If you live in metropolitan Rochester, you dial 288-3181, and PERT will bring him home.

PERT, the acronym for PERsonal Transit, is the dial-a-bus system of the Rochester-Genesee Regional Transportation Authority. Since August 1973, it has been bringing public transportation to the front door of an increasing number of Rochester residents who are not served by the city's regular, fixed-route bus service. The small, air-conditioned buses offer a variety of services including home-to-work trips for employees of area industries, home-to-school trips for children without school bus service, feed-a-bus service to existing major bus routes, and free form service from any point to any point in the service area—which has been growing steadily from the original 15-square mile pilot project area. The dial-a-bus system also arranges low-rate, group shopping trips for the elderly, service for the handicapped in specially equipped vehicles, and weekend charter trips for families and groups. The most recent innovation has been a 12-month experiment with an electric bus, the first in use in the country in a dial-a-bus service.

Fares vary broadly; examples are $5 for weekly home-to-school service and $1 a trip for general service. Weekly service like home-to-work trips must be arranged in advance, but general service is only a telephone call away anytime between 7 a.m. and 10 p.m.

Since the program began, ridership has increased from 743 to over 4,000 a week. The break-even point is pegged at 1,000 a day. The overall plan looks toward a series of eight systems serving over a million people throughout the metropolitan area. The Urban Mass Transportation Administration of the Department of Transportation helped bring the goal within reach with a $3.6 million grant for expansion of service.

PROJECT INDEPENDENCE
WESTERN OLDER CITIZENS' COUNCIL, INC.
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WILTON, MAINE 04294
(207) 645-4222

CONTACT:
HAROLD COLLINS
PROJECT DIRECTOR

In 1970 the Maine Committee on Aging undertook a survey of the needs of the elderly in the western part of the state. The results confirmed what many had known for some time: the older residents of that predominantly rural region suffered from a combination of low income, poor health and inadequate transportation.

Armed with hard data, the Bureau of Maine's Elderly (a branch of the state government) approached the Administration on Aging (part of the U.S. Department of Health, Education and Welfare) with a proposal designed to assuage the hardships of senior citizens in three counties — Androscoggin, Franklin and Oxford. The Federal officials liked the proposal and agreed to provide most of the necessary funding.

Started in 1972, Project Independence has provided the area's elderly with a new mobility and freedom from isolation. A fleet of ten minibuses today transports senior citizens to doctor's appointments, to banks to deposit social security checks, to social events for the elderly and to a variety of other destinations. Many of these senior citizens lived within 50 miles of Maine's marvelous coastline but had not seen the ocean for 10 years; Project Independence arranged a field trip for them.

Anyone desiring transportation simply has to request minibus service forty-eight hours in advance; there is no charge for trips, no income guidelines. There is, however, a system that establishes priorities for users. Requests for transportation to medical appointments are honored ahead of accommodations for personal errands, trips to meal sites, or social activities. In 1974, Project Independence buses covered a quarter of a million miles serving 60,000 riders.

With transportation as the hub of its programs, Project Independence also assists the region's senior citizens with health screening tests, flu shots, sight and glaucoma tests, and meals. By contracting with the Androscoggin Home Health Association, Project Independence helped screen over a thousand people in 1974; a quarter of those required and received additional treatment. In that same year, Project Independence also served over ninety thousand meals at three senior meal sites. Meals were delivered for the homebound.

Community support has grown over the lifespan of Project Independence; more and more towns in the three-county area are allocating money for the program from their own revenues. A simple, direct response to the needs of an area's elderly population, with a lesson that any American teen-ager already knows: wheels make a difference.

AIRPORT PLANNING
HUNTSVILLE-MADISON COUNTY AIRPORT AUTHORITY
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HUNTSVILLE, ALABAMA 35806
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CONTACT:
J. E. MITCHELL, JR.
EXECUTIVE DIRECTOR

The Huntsville-Madison County Airport opened in 1967; by that time aerospace opportunities had made Huntsville the third largest city in Alabama. As a relatively new airport, the facility has not had to face the airport/community compatibility dilemma that has plagued most large airports in recent years. The Huntsville facility, however, is involved in a unique planning effort to make sure it does not wear out its welcome. As J.E. Mitchell, the airport's executive director, has said, "We want to be sure the airport does something for the community, not something to it."

What Huntsville has done is to initiate — and to implement — a long-range master plan for the jetplex.

It is an unusual exercise in off-air airport land use planning; in the past, most airport planning focused specifically on the site envelope. The Huntsville master plan looks at the site as a point in a three-county area and extends planning to a consideration of

how air transportation might interface with other transportation modes over the next decade. The study focuses on airport operation and compatible development; it also is a planning model for identifying methods acceptable to other communities where airport problems are still amenable to planning. For while it is possible, as in Huntsville, to identify optimal land use and the methods of improving airport/aircraft pollution (themselves mostly a factor of land use control), the airport authority cannot zone or require land use within the area. Implementation in Huntsville and elsewhere requires "the consent of the governed"; to this end dozens of public meetings opened up the planning process to the community in Huntsville, in Madison, in Triana (population 100). And to bring about the necessary zoning changes, the Airport Authority then moved into at least six months of further public hearings with the six local governments involved. Such plans require immediate implementation to deal with the amazing amount of potential development that is just over the horizon. The Huntsville plan identified a hierarchy of constraints that will regulate future development. Local jurisdictions, citizens, Councils of Governments, and Federal agencies are cooperating in implementation. (The Federal Aviation Administration provided a planning grant; Interior Department lands are in the affected area.)

Problems of noise and air pollution and inappropriate development are easier to deal with at Huntsville than in large cities where airports and community priorities collide more sharply. But Huntsville is convinced that good planning can make any airport a better neighbor.

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CONTACT:
DUANE MOORE
CHIEF HELICOPTER PILOT

The reverberation of sound waves announces the imminent arrival of the helicopter. Medical assistants stand outside the circular heliport as the chopper descends in a fury of wind and high-pitched whine. As soon as the helicopter has touched down, the trauma center workers dash forward, heads lowered, to remove the cardiac patient. Like something out of MASH*, the Illinois Division of Aeronautics has delivered another patient needing emergency care.

When most of us think of emergency medical transportation, we think of the ambulance, but there are cases when the greater speed of air transport is crucial for people's survival; the car-accident victim, the premature baby, the cardiac patient.

In 1971, the State of Illinois decided to develop a statewide emergency medical system and received a three-year $4.5 million grant from the U.S. Department of Health, Education and Welfare. The Illinois Division of Emergency Medical Services, as system administrators, contacted the State Division of Aeronautics for helicopter support. Today three helicopters and four pilots are on 24-hour standby, 7 days a week. The helicopters are based at three locations throughout the state to insure maximum coverage. Each base answers calls within a 200-mile radius. Northern Illinois is covered by a base at Elgin, central Illinois by one at Springfield, southern Illinois by Carbondale. When lives hang in the balance, arbitrary demarcations mean nothing, and Illinois helicopters have responded to emergency situations in neighboring states.

The development of the state's comprehensive emergency system has progressed remarkably well. Today 43 hospitals maintain trauma centers, and 62 hospitals have heliports, many on their own rooftops. Through the first three and one-half years of the program, the helicopters transported 405 patients. Almost half that number were carried in 1974, an indication that the statewide system was becoming better established and better coordinated.

Duane Moore, chief helicopter pilot, foresees a need for additional and larger helicopters to meet the increasing demands on the system. Since the helicopters belong to the State's Department of Transportation, however, most of the pilots' time is taken up with highway engineering studies. Highways cost over a million dollars per mile, and hydraulic, design and highway engineers require the perspective of the helicopter to help them formulate their decisions. Despite the multiple tasks required of the pilots, they have managed to get their vehicles into the air within a 30-minute response time. An extension of transportation services to meet a critical community health need that is being duplicated in a growing number of American communities.

CHICAGO AREA EXPRESSWAY
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SUPERVISOR

The Chicago Area Expressway Surveillance Project is the world's first and largest computerized freeway surveillance and control network. The project covers 196 miles of roadway that handle up to two million vehicle trips a day.

The backbone of the surveillance system is an electronic information network that gathers data from vehicle detectors embedded in the expressway pavement every half-mile and on all ramps. Information from the detectors is received by a Surveillance Center computer via telemetry over leased telephone lines. In the Surveillance Center traffic conditions are projected on a map display and summarized for transmittal to commercial radio stations broadcasting traffic reports.

Any disruption in traffic flow is immediately detected by the Surveillance Center, which then dispatches a special, radio-equipped truck to the trouble spot. The trucks are operated by the State of Illinois and have been patrolling Chicago area expressways for over 14 years, providing over 68,000 assists per year.

The activity of the patrol trucks is supplemented by a ramp metering technique that automatically adjusts entering traffic flow to the available expressway capacity. Traffic lights at each ramp release vehicles one at a time onto the expressways at a rate dependent on data fed to them from the Surveillance Center.

The impact of all the elements of the system has reduced congestion on area expressways up to 60 percent; more significantly, the adjusted accident rate over the last decade has been reduced by 18 percent.

The Surveillance Project was recognized by the National Society of Professional Engineers as one of the ten outstanding engineering achievements in the United States in 1971. The project has been a model for similar efforts in many large cities all over the world.

AUTOMATIC VEHICLE IDENTIFICATION
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MANAGER, TUNNELS AND BRIDGES RESEARCH

Automatic Vehicle Identification (AVI) is an innovative method of identifying vehicles in motion on a roadway. The AVI system consists of transponders and interrogators. Transponders are "electronic license plates" attached to a vehicle; interrogators are units placed on the roadside to pick up identifying signals from the transponders and pass them along via electronic circuitry to a central computer. AVI is a vast improvement over conventional vehicle detection systems because the use of transponders allows the system to differentiate individual vehicles.

In an effort to determine a range of advantageous uses for AVI, The Port Authority of New York and New Jersey has been testing the system in a series of projects supported by the Federal Highway Administration, U.S. Department of Transportation. The projects began in the summer of 1972 with the testing of the reliability of AVI on a number of commuter buses using the Lincoln Tunnel under the Hudson River. The results of the initial tests were favorable, and in the fall of 1975, The Port Authority began a study of AVI's use in automatic toll collection. Using AVI, it will be possible to ferry Lincoln Tunnel buses through automatic toll booths, much as passenger cars pass through an exact-change-only lane. At the toll stop, the buses will pull up to a red light which will turn green when the AVI computer confirms that proper payment had been made, based on information received from interrogators.

AVI is currently expensive—$15 to $100 per transponder and $5,000 to $10,000 per interrogator—but when the cost comes down in the wake of the inevitable mass production efficiencies, it is expected that AVI will be of great service in the control of both public and private vehicular traffic. Until then, AVI will remain primarily an aid to the efficient operation of large fleets such as the Lincoln Tunnel commuter bus service.

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Street furniture is traffic lights, stop signs, no parking signs, telephone booths, trash cans, and all the other utilitarian paraphernalia of the city street and sidewalk. Street furniture is also generally an eclectic mess—unsightly, uncoordinated, and unsafe.

Except in Cincinnati. Cincinnatians have street furniture that is aesthetically pleasing, technologically advanced, and smoothly efficient, all thanks to a project called Operation Streetscape. Operation Streetscape began as a research project funded by a Department of Housing and Urban Development demonstration grant. The project involved the installation of a unified system of street furniture in a test area of downtown Cincinnati. Existing furniture in the test area was first inventoried, and then a number of new systems were evaluated before a final selection was made. The selected system featured an innovative structure called a "multi-purpose pole." The poles, placed at regular intervals along the street, are used as a matrix to support street furniture designed especially for the new, unified system.

One structure type is a 10' high cluster of poles which support furniture elements like trash cans, and telephone booths. The other type consists of a 50' high lamp pole—Streetscape also involved redesigning the test area's street lighting—and traffic controls placed on a boom that cantilevers 18' over the street from the 50' pole.

Besides the obvious visual improvement, the pole system proved safer and more efficient than the old cluster because motorists were able to take in traffic directions at one glance. And because the system was designed from scratch, it incorporated many advances in traffic signalling technology developed since the old traffic lights had been installed.

The major hurdle in Operation Streetscape was coordinating activity between city agencies and their industry-suppliers. Historically it was this lack of coordination that had caused the visual disorder in the first place.

The difficulties were overcome, however, and Operation Streetscape went on to achieve national recognition and win two separate design awards. Cincinnatians were no less pleased, and the city has since expanded the system into the rest of the downtown area. Operation Streetscape is one facet of a major downtown facelift that has made Cincinnati a nationally recognized success story in urban design.

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U.S. DEPUTY MARSHAL

In 1974, some $1.5 billion worth of cargo was stolen in the United States; the amount grows each year. Most of it—approximately 85 percent—is pilfered by employees of the air, rail, truck, and maritime carriers who ship it.

The cargo theft problem is particularly acute in the nation's transportation centers such as Miami, Florida. Miami boasts one of the country's busiest airports and one of its busiest seaports. It also boasts one of the country's highest cargo theft rates, and for that reason, Miami,

along with 14 other U.S. cities, was selected by the U.S. Department of Justice to participate in an experimental cargo security program aimed at reducing the 15 cities' soaring cargo theft rate.

Under the supervision of the U.S. Attorney for the Southern District of Florida, a committee was chosen by local industry and government to improve and coordinate the efforts of Federal, state, and local authorities in the prevention, investigation, and prosecution of cargo thefts. The Miami committee was composed of representatives from airlines, local government, security services, law enforcement agencies, railroads, maritime corporations, the U.S. Customs Service, trucking firms, and the International Longshoremen's Association. Industry participation currently stands at over 250 members.

The transportation industry, which had long been reluctant to admit losses through theft, is being encouraged to increase and improve security measures and develop more effective accountability procedures. More effective accountability procedures help convict thieves by providing the courts with proper evidence that a theft has actually taken place. To facilitate accurate recording of cargo theft, the U.S. Marshal in Miami has initiated a reporting system for shipping companies that have had cargo stolen.

Since most thefts are perpetrated by transportation company employees, often in connection with organized crime, the Miami Cargo Security Group also is encouraging shipping companies to give new workers a careful screening to determine if they have criminal records or associations with organized crime.

Funding for the Miami Cargo Security Program has come for the most part from $600,000 in grants to the Dade County (Miami) Public Safety Department from the Justice Department's Law Enforcement Assistance Administration.

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Americans who are traveling by automobile are slowing down—and living to enjoy the calmer pace. As a result of the new 55 mph national speed limit, highway and traffic fatalities declined 17 percent in 1974. Percentages become more meaningful when they translate into 9,377 lives saved. With this increased emphasis on safety, the average driver may notice the small stopping place that he had become accustomed to bypass in a blur of speed—the safety rest. Up in the Dover area of New Hampshire, it is as though those ingenious, prescient, Yankees foresaw the return to slower days—witness the Hilton Park-Safety Rest.

Located where Spaulding Turnpike spans Little Bay, Hilton Park is much more than a picnic table, a trash can, and restrooms. Its 20 acres offer a fishing and boat dock, small boat launching facilities, slides and swings for children, fireplaces and picnic tables, and even a touch of colonial history. Named after Edward Hilton, the father of New Hampshire, Hilton Park marks the site of the first settlement at Dover (1623). Local school groups often visit the park-safety rest to observe the marine life and migratory birds that also find a resting place here.

Open from late April until November, Hilton Park is maintained by turnpike revenues and enjoys a reputation among local fishermen as an area of fine fishing. For those for whom the new speed limit is still too swift a pace, Hilton Park-Safety Rest may be the answer to their highway blues. It also represents an often unnoticed additon to highway safety, handled with greater imagination than most.

INDEX

☆ U.S. GOVERNMENT PRINTING OFFICE : 1975 O—599-542

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