

# atlanta

model

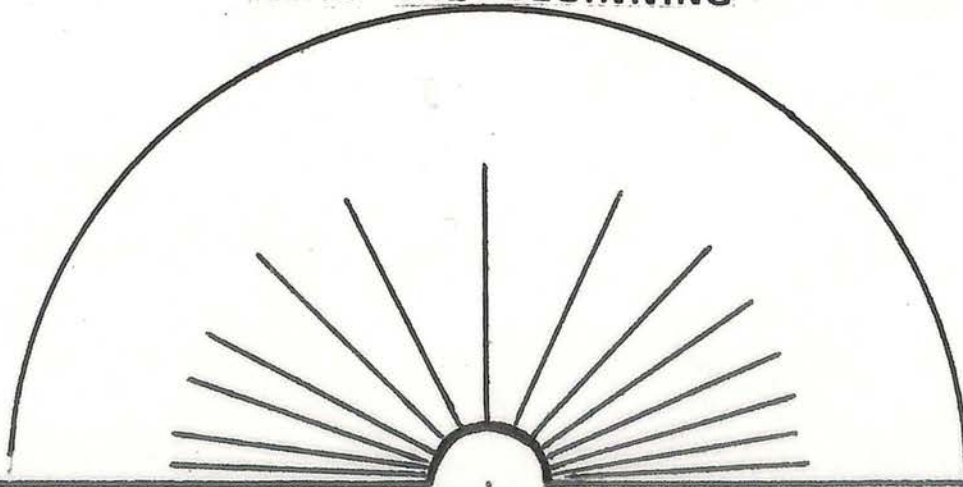
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BI-MONTHLY REPORT

NEAR THE BEGINNING



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FEBRUARY-MARCH

MONTHLY MILESTONES: Major emphasis was on reviewing all project; staffing, constructing a project control and planning system, and taking all other necessary steps to be prepared for implementation. Delays in signing the HUD supplemental funds implementation contract caused certain adjustments to be made in previously-established plans of the Model Cities administration and the 38 delegate agencies which will use 1969 supplemental funds.

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MILESTONES NEXT PERIOD: Signing the HUD contract, finalizing all projects, signing contracts with the delegate agencies, constructing a temporary multi-purpose service center, staffing, and developing additional administrative mechanisms.

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CONTRACT NO. Mp-10-001  
 City of Atlanta  
 Model Neighborhood Program  
 673 Capitol Avenue, S.W.  
 Atlanta, Georgia 30315  
 Johnny C. Johnson, Director  
 February-March Bi-Monthly Report  
 April 10, 1969  
 Report No. 6  
 Prepared by Alan Wexler,  
 Technical Writer

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## I. MAJOR DEVELOPMENTS

### A. General, Project Status, and Other Related Projects Under Coordination

#### A.1. Administration

- A.1.a. The HUD-Atlanta Model Cities 1969 implementation contract had not been signed as of the end of this reporting period. This contract, which in 1969 is expected to be for some \$7.175 million, was expected to be signed within 30 days.
- A.1.b. Because of the delay in contract signing, HUD granted the Atlanta program a planning grant extension. Atlanta had received a total of \$245,500 in planning funds since November, 1967. In another related action, HUD and the Model Cities Executive Board approved a blanket 15% shifting of funds in line items.
- A.1.c. The \$8.9 million HUD-Atlanta Model Cities Urban Renewal contract (NDP-Neighborhood Development Program) had been signed earlier this year. During this reporting period the local Model Cities delegate agency (Atlanta Housing Authority) began full implementation (See Physical Services section of this report).
- A.1.d. A contract was effected with Arthur Andersen and Co., a management consultant. The agreement stipulated that the company would assist in developing a program implementation and control system. As part of the system, Arthur Andersen worked with Model Cities staff in developing the necessary work programs (involving timing) and budgeting for each project. Basically, the system will give us an accurate analysis of project status at anytime.
- A.1.e. Sample contracts were developed to be discussed with delegate agencies which will use supplemental funds. The agency contracts cannot be signed until the grant contract is signed.
- A.1.f. Several coordination meetings were held with delegate agencies which will use supplemental funds. One meeting concerned practices the agencies will follow regarding the hiring of indigenous aides (health aides, housing aides, social work aides, etc.)

- A.1.g. Another highly important meeting was held with the 9 agencies scheduled to occupy the proposed multi-purpose buildings. The 2 new buildings will be constructed near the site of the present Model Cities edifice. All agencies seemed to agree on the need for a common basic-information system in the building, joint purchasing of furniture and equipment, and methods of coordination.
- A.1.h. The 2 new buildings will be constructed on land to be leased from the Atlanta Housing Authority. Bids for construction of the buildings were to be let in April.
- A.1.i. Regarding the common basic-information system, a tentative plan was worked out between Model Cities and Economic Opportunity Atlanta, Inc. EOA would receive some \$35,000 in supplemental funds to run the system. The plan would include some 7 resident aides who would file, bring clients' common data to the agencies, etc.
- A.1.j. Joint purchasing through the General Services Administration appeared to be impossible except possibly for Model Cities and local agencies already having GSA account numbers.
- A.1.k. Letters of commitment were obtained from several agencies regarding on-loan planners and other personnel for 1969.
- A.1.l. The director attended an inter-agency meeting in which the need for better communication was discussed. United Appeal Agencies, EOA, and the Urban League were also represented.

## A.2. Social Services

- A.2.a. Discussions continued with Economic Opportunity Atlanta, Inc. regarding its proposed additional 2 sub-centers. The 2 sub-centers are being coordinated with employment outreach programs in the two neighborhoods. The 2 sub-centers would be placed in the Grant Park and Adair Park neighborhoods. As of the end of this reporting period, the preliminary plan called for the 2 new centers to be funded entirely by the Model Cities supplemental funds. EOA recently established an additional neighborhood center in Mechanicsville.
- A.2.b. The 25-member Model Cities Better Health Corp. Board of Directors met several times. (The Board is composed of medical and dental professionals, and area residents.) A committee was formed to study site selection for the future medical facility. The facility will house a group medical practice and a multi-phasic screening center - for examination of people ostensibly well. The site selection committee worked with students of the Georgia Tech School of Architecture. Another committee studied the 8 new projects which will be involved in the 1969 Model Cities Health Component. This latter committee sought to develop a full understanding of the community health needs and implementation mechanisms.



- A.2.c. A health technical advisory group began studying the details and scope of the proposed multi-phasic screening facility.
- A.2.d. The Social Services staff held preliminary discussions with the Wesley Community Centers, Inc., regarding the latter's proposal to deal with special problems of Mechanicsville area children.
- A.2.e. The Social Services Section Staff began making some 1,100 interviews of area recipients of old age assistance payments. Model Cities resident neighborhood workers were also helping in the project. The purpose of the survey was to determine housing conditions, housing preferences of the recipients, the social service needs and other needs. From the survey results, more comprehensive and effective programs for the aged ~~are~~<sup>are</sup> expected to result (including the housing aid to the aged project). The study was initiated by the Fulton County Department of Family and Children Services. It was to continue during the next reporting period.
- A.2.f. The Georgia General Assembly failed to provide the \$4 million requested as replacement funds which would be necessary if the federal welfare freeze is effected this July. As of 1967, there were 6,766 Model Cities area residents receiving assistance (involving some 3,100 families). The freeze would only affect aid for dependent children recipients (4,683 individuals, or 1,091 families in Model Cities).
- A.2.g. The Crime and Juvenile Delinquency Prevention planner met with the Southeastern Regional Director of the Law Enforcement Assistance Administration (a branch of the Justice Department). The Assistance Administration is the agency administering the Omnibus Crime and Safe Street Act funds. During March, the C & D planner attended a conference on pre-planning sponsored by the State Planning Bureau. The Bureau is the State coordination agency for the funds. Funding to the State appears to be likely in early summer. Model Cities is expected to benefit significantly through more efficiency in the Atlanta Police Department, the Fulton County Juvenile Court and other local criminal justice agencies.
- A.2.h. The Atlanta Board of Education agreed to continue ongoing federal programs and initiate several new 1969 projects, all of which would be contingent on a continuation or new grants of federal funds. Involved in the Board's agreement was approximately \$680,000 for a new primary school and \$230,000 for a middle school (to be named for Dr. Martin Luther King).

A.3. Physical Planning

- A.3.a. The Atlanta Housing Authority, which has signed its \$8.9 million contract with HUD for the 1969 Model Cities urban renewal work, began intensive operations. By the end of the reporting period, there were approximately 25 Housing Authority employees working on the Model Cities - Housing Authority Program.

Involved in the work was inspecting property for Model Cities project rehabilitation standards compliance, making rehabilitation grants (4 grants made already), processing several loan applications, negotiating with rehabilitation contractors, inspecting the work of those private contractors and performing surveys of the residents' housing needs (those residents in 1969 clearance areas.).

Three of the 4 rehabilitation grants amounted to the maximum of \$3,000, and the other came to approximately \$2,800.

Over 700 appraisals were made by independent, professional appraisers. Regulations require 2 such appraisals on each of the 378 parcels scheduled for 1969 clearance.

The survey of clearance area residents' housing needs was performed by approximately 4 relocation workers.

- A.3.b. An Urban Design proposal for the Model Cities area was formulated which would use Model Cities supplemental funds. However, because of the delay in HUD's approval of the implementation contract, other funding possibilities were tentatively explored. The Urban Design proposal would seek to combine the disciplines of architecture, landscape architecture and city planning in making the area more attractive.
- A.3.c. Along the lines of the Urban Design proposal, Model Cities staff met with the Atlanta Housing Authority to discuss the role of consultants hired by AHA. Such consultants would attempt to obtain residents' input into the design plan.
- A.3.d. Meetings were held with AHA and the City Building Department to coordinate policy making on inspection procedures. It was decided, among other things, that AHA would perform nearly all inspections in 1969 clearance and rehabilitation areas and the Building Department would inspect the other parts of Model Cities. The Building Department would also inspect in 1969 clearance and rehabilitation areas upon receiving complaints or upon noticing obvious violations of Model Cities project rehabilitation standards compliance. Other matters discussed with the Building Department were procedures regarding building permit issuances and informing residents about buildings regulations, benefits, etc.



- A.3.e. Approximately 4 meetings were held on establishing a non-profit rehabilitation corporation (under HUD's 235-J program). The program would find residents needing housing rehabilitation, and have the corporation buy the house, rehabilitate it and sell it back to the original owner. One problem encountered has been finding a sufficient number of residents who need such rehabilitation and who meet the minimum income requirements. Black contractors would be used wherever possible.
- A.3.f. Generally related to the above was a city-wide meeting attended by Model Cities staff. The purpose of the confab, which sponsored by the Ford Foundation, was to discuss methods of encouraging the development of black contractors throughout the city.
- A.3.g. A meeting was held with residents of the Sugar Hill community in Model Cities. They had been concerned that their landlords would sell their dwelling units because the property was zoned industrial. Approximately 150 people live in that community, which is already heavily industrialized. The residents want the area rezoned residential. Model Cities began researching the area's land use history and other related matters to determine the proper course of action.
- A.3.h. A meeting was held with FHA officials, who had expressed a desire that Model Cities should do everything possible to use the 100 units allocated to the area in 1969 under HUD's 235 programs. The 235 program encourages the construction of low and moderate income housing. Model Cities said it was studying the matter intensively.
- A.3.i. Discussions were held with AHA to determine to what extent it would be feasible and/or necessary to provide social services to residents of clearance and rehabilitation areas.
- A.3.j. Model Cities in 1969 will have 5 buses (4 regular, 1 reserve) circling the area to provide inner-neighborhood public transportation. The project will cost \$205,000 in Model Cities supplemental funds, which will help pay for most of the operational costs. During this reporting period, 2 of the 5 buses were painted the Model Cities colors (blue & white).



A.4. Economic Development (Employment and Industrial-Commercial Development)

- A.4.a. One of the major efforts in this section was the recruiting of residents for the approximately 400 full-time and 190 part-time jobs directly resulting from the 1969 programs. Nearly 10,000 newspapers were distributed in the area to inform residents of job descriptions. As a result of the newspapers and other methods of communication, 279 persons applied during pre-established interview times in the 6 neighborhoods composing Model Cities. In addition, some 300 active applications in the 3 area EOA Neighborhood Service Centers were placed into consideration, as were nearly 120 applications from professional workers in various fields. Georgia State Employment Service (GSES) handled the interviewing and provided the other aspects of coordination during the 8 interviewing days. In the next several weeks, Model Cities and GSES are expecting to hold additional interviews, possibly even a few night interviews, for people who had to work during the regular interviewing schedule.
- A.4.b. Several meetings with trade union officials produced no significant advance into placing ghetto residents with the unions. AFL-CIO representatives participated in the discussions. The only verbal commitment obtained from the unions was that they would work to improve the skills of lower-level workers already employed in industry. They said these workers could be shifted to jobs in housing rehabilitation, etc., given training and accepted into the unions if they met the requirements. The positions they would leave in private industry would then be filled by disadvantaged residents. But, importantly, the unions did not agree to lowering their entrance requirements. Further discussions were still being planned by GSES, Model Cities and the unions.
- A.4.c. There has been union involvement in the Atlanta Urban League's LEAP proposal (Learning Education Advancement Program). This plan would give individuals possessing certain basic educational qualifications the necessary training to help make them more competitive when appearing before the various union apprenticeship boards. But even this program fails to include the large portion of Model Cities who are educationally disadvantaged.
- A.4.d. The Model Cities Director continued to participate actively in CAMPS (Cooperative Area Manpower Planning System), which coordinates all public manpower programs in the area. In December, 1968, Model Cities presented its employment plan to CAMPS. The latter approved it and included it as an addendum to its 1969 program. The Model Cities - GSES staff planner also submitted to CAMPS Part A of the Fiscal Year 1970 Model Cities plan (general information on programs available, suggested changes to existing programs, suggested new programs, etc.).

- A.4.e. Discussions continued among representatives of the Model Cities Employment Task Force. In addition to Model Cities representatives, other agencies involved on this committee include the following: Vocational Rehabilitation; Vocational Education; Economic Opportunity Atlanta, Inc.; and GSES. During this reporting period, 2 residents were added, bringing total representation up to 20 people. One of the main efforts of this Task Force is to effect the best coordination of available manpower programs.
- A.4.f. Discussions continued with the President of the Citizens and Southern National Bank. The institution decided to participate in the Peopletown neighborhood in a clean-up, paint-up campaign, but not in a more extensive campaign because of the delays necessary while Model Cities and housing officials decide what will be involved in intensive rehabilitation, clearance, etc. The Bank will also be involved in a major development corporation geared to increasing ghetto home and business ownership.
- A.4.g. Increased efforts by the local chapter of the National Alliance of Businessmen continued to have ramifications for Model Cities. The NAB plans to devote extensive emphasis this year on obtaining increased female employment, improving transportation to job locations, improving the attitudes of 1st and 2nd line supervisory levels, and obtaining additional job commitments. The GSES-Model Cities employment representative presented a speech on Model Cities at a meeting of the Georgia Chapter of the International Association for Personnel in Employment Services. The confab also included a speech by the Local NAB Director stressing emphasis on above subjects.
- A.4.h. The GSES-Model Cities Employment Coordinator dealt with at least 4 major firms which had expressed interest in hiring Model Cities area workers. The J.C. Penny Co. agreed to hire some 35 residents in its warehouse operation. Hiring is expected to be in the period July-September 1969. Model Cities attempted to work out a transportation plan assuring easier access to the warehouse, located several miles away.
- A.4.i. Dixisteel, a subsidiary of Atlantic Steel, expressed an interest about phasing in more women in its galvanizing department, positions previously considered male-only jobs. Certain success has been experienced by the company in the 5 positions opened through the NAB program last year.
- A.4.j. Southland Engineers and Surveyors, Inc., appeared to be optimistic about the possible placement of 5 residents at a time in a training situation which would pay \$1.70 an hour and which would lead to some interesting future employment possibilities. The training was expected to take 6 months for someone with an 8th grade education.



- A.4.k. The Best Manufacturing Corp. (Menlo, Ga.), said it was definitely interested in placing a plant in Model Cities which would employ some 200 - 500 residents in a glove sewing operation. However, a great deal of administrative paperwork must be accomplished to overcome certain policies which previously have excluded sewing operations from being eligible for Manpower Development Training Act funds (MDTA). Negotiations will continue further with the company if and when such a bottleneck can be overcome.
- A.4.l. Model Cities-GSES staff began examining the approximately 78 projects which will use supplemental funds to learn if there are any salary inequities among positions having similar responsibilities.
- A.4.m. Model Cities began intensively reviewing the Atlanta Business School proposal to train individuals having a 10th grade education or better. The training would take approximately 9 months.
- A.4.n. The GSES-Model Cities staff assisted an area candy manufacturer to obtain management and engineering assistance.
- A.4.o. Review was given to the proposal submitted by the Golden Age Employment Service to develop job-openings and to place some of the hard-to-assign people (senior citizens, the handicapped, and the youth). The Service is sponsored by the National Council of Jewish Women.
- A.4.p. GSES continued to provide 3 full-time employees, 1 part-time employee and one New Careerist. All of them have been provided free of charge to Model Cities; but when the Atlanta-HUD contract is signed, Model Cities will contract with GSES for approximately \$27,000 to defray the 1969 GSES costs.
- A.4.q. The GSES-Model Cities representative began working with the Physical Planning Director on a program which would provide training for residents in painting, sheetrock work, paper-hanging, light carpentry, etc. Most of this work would occur in housing rehabilitation projects.

#### A.5 State Participation

- A.5.a. The State Department of Family and Children Services agreed to reproduce a reprinting of the one-year and five-year document.
- A.5.b. GSES continued to provide 2 planners and a secretary. In addition, it temporarily loaned an interviewer and assigned a New Careers' trainee.

## B. Data Collection

- B.1.a. Discussions intensified with the Urban Observatory. The Observatory, one of 6 in the nation, will be operated by Ga. State College. The main point of discussion with the Observatory concerned establishing an evaluation program for Model Cities. Observatory funds, as with Model Cities supplemental funds, had not been granted by the end of the reporting period.
- B.1.b. Eric Hill and Associates, Inc. presented its report on residents' housing preferences, resources and needs which will be involved in the Model Cities housing component.
- B.1.c. Contacts were made with the Bureau of Labor Statistics concerning its census of the area. BLS said the initial statistics would be available sometime within the next few months. The entire census will be completed approximately in October, with final tabulations being made available in late 1969 or early 1970. This census is expected to provide the base data for the Model Cities program.
- B.1.d. The social services and resident involvement components started a 1,100 questionnaire survey on housing and other aspects concerning Old Age Assistance residents of the area. (See Social Services section)
- B.1.e. The Atlanta Housing Authority surveyed all of the residents in 1969 clearance areas. The data obtained was on general family characteristics, housing conditions, and housing preferences.
- B.1.f. A rodent control program, using EOA funds, began in the Pittsburgh neighborhood. During the reporting period, the main emphasis was on surveying the rodent population. Eventually this year, an eradication phase will be effected.
- B.1.g. Fulton County Juvenile Court gathered data on Model Cities area juvenile offenders. The statistics were categorized according to census tract, offense, age, sex, race, school attended, and certain other categories.
- B.1.h. The Atlanta Police Department continued to supply data on Model Cities area adult offenders. This information was categorized under each of the 7 major offenses. The statistics were only on crimes committed in Model Cities.

## C. Problems

- C.1 The major problem was the delay in signing the implementation contract. This delay caused scheduling adjustments to be made by the approximately 38 delegate agencies which will use supplemental funds.



## II. ADMINISTRATIVE STRUCTURE

### A. Policy and Advisory Groups

- A.1.a. One new member was added to the 14-member Executive Board - Walter Mitchell, County Commission Chairman, who took the place of Charlie Brown, the former Commission Chairman. The other policy and advisory groups recorded no changes.

### B. Staff

- B.1.a. There were 24 staff members as of the end of this reporting period; in addition, there were many on-loan assignees and consultants.
- B.1.b. Several other staff members were expected to be hired in the beginning of the next reporting period.

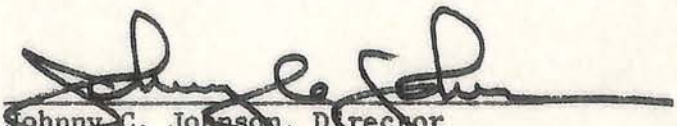
## III. RESIDENT INVOLVEMENT

### A. Activities

- A.1.a. Incorporation procedures were initiated for Stadium Heights, Inc., the new name for the resident organization. Charter calls for 15 members. Several meetings of residents, attorneys, and Model Cities staff were held in formulating the charter and by-laws.
- A.1.b. One meeting was held in each of the 3 1969 rehabilitation areas to inform residents of the grant or loan procedures, and involvement of the C & S National Bank. A total of approximately 225 persons attended the meetings.
- A.1.c. The resident involvement staff arranged for 200 free Alliance Resident Theatre tickets each week to be given to Model Cities residents (mostly school children).
- A.1.d. Two issues of the Model Cities newspaper were distributed. The issues concerned housing and employment. Some 10,000 copies of each issue were distributed.
- A.1.e. Model Cities staff met with residents of the Sugar Hill community (See Physical Section).

## IV. FEDERAL ASSISTANCE

- A.1.a. Continuous contact was made with HUD regional officials on various aspects of the program.

  
Johnny C. Johnson, Director  
Atlanta City Demonstration  
Program